

**Report of the President and Chief Executive Officer
Presented by Helena Sjöström Falk, IFATCA PCX****SUMMARY**

The work of the IFATCA PCX from Conference 2025 until 9 March 2026

1. Introduction

- 1.1 Based on McKinsey & Company research, the role of a president or CEO of a large, international organization in the 21st century has shifted from traditional management to a complex, multi-faceted "orchestrator" role that must navigate extreme uncertainty, geopolitical instability, and rapid technological change.^{1 2}
- 1.2 None of this (the traditional role or the new 21st century role) is anything most past and present IFATCA EB members have had training in. We are air traffic controllers. Some have experience from leadership roles and board work in our home Member Associations, which is a valuable experience, but moving into top leadership at the international level is something else and a big step.
- 1.3 Over the last two years, working together with this Executive Board (including a few board members who have stepped down since 2024) has been nothing but an absolute honour and a joy. The way this group of dedicated and knowledgeable individuals always do their utmost for our controller colleagues around the world, for the Federation and for our profession is absolutely remarkable. Without them, the role of PCX would have been impossible, and I thank them from the very bottom of my heart for their hard work and for the support they show me.
- 1.4 I am truly grateful for the opportunity the Directors gave me in 2024, to lead the IFATCA Executive Board and the Federation. It has been an incredible two years.
- 1.5 My two-year term as President and CEO of IFATCA ends at Conference in Bucharest.

¹ <https://www.mckinsey.com/capabilities/geopolitics/our-insights/michael-froman-on-the-business-implications-of-geopolitics>

² <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/scaling-the-21st-century-leadership-factory>

2. General

2.1 The Executive Board has, since I was elected PCX in 2024, set goals for its work. These goals are set, reviewed and if needed, revised at the in-person EB meetings, which occur twice a year.

2.2 At the EB meeting in Singapore in February 2026, the goals were again reviewed. The top goal, **Making IFATCA the Gold Standard in all things ATC** remains the same since 2024. Some others are revised a little bit, and the last one is new for this year. The present goals of the IFATCA Executive Board are:

- Make IFATCA the Gold Standard in all things ATC
- Strengthen our cooperation with international organizations
- Empower and support the regions
- Ensure membership resilience and growth
- Embrace continuous improvement

2.3 All the activities the EB members plan are measured against these five goals. Whether it is meetings, workshops, speaking invitations etc. We want to ensure that what we do is in line with our goals.

2.4 As one can see below, IFATCA's Vision and Mission statements, which were set in 2023, are also reflected in the goals of the Executive Board.

IFATCA Vision

- IFATCA is the global voice of Air Traffic Controllers
- It furthers air traffic safety, influences the sustainable evolution of aviation, and embraces all members of its community
- The apolitical Federation provides guidance, representation, training and other services to advance the status and professionalism of air traffic control
- It collaborates with other international organizations to achieve mutual goals

IFATCA Mission

- To enhance air traffic safety, to promote the air traffic control profession and to shape the future of air traffic management

3. The work of the EB

3.1 The working climate within the Executive Board is very good.

3.2 The respect we have for one another and the knowledge that everybody has their own area of expertise, provides a base for us to do good and meaningful work for the Federation.

3.3 The trust we have in each other as individuals and in the certainty of everyone's good intentions, allows us to have open, honest and meaningful conversations, including the difficult ones.

3.4 Telecons are a challenge and a wonderful opportunity at the same time. The location of 12 EB (13 with the incoming EVP EUR since October 2025) being

scattered over the face of the earth means we have to find a time where it is reasonable for everyone to be awake. Presently we meet at 13.00 UTC every other Wednesday (odd weeks for those who number the weeks of the year). This means that EVPP is up bright and early at 07.00 while EVPF is literally burning the midnight oil at 00.00. PCX has chaired nearly all of the bi-weekly telecons since the last Conference in Abu Dhabi.

3.5 Besides the telecons, we are also more or less in constant contact 24/7 via email and WhatsApp.

3.6 The EB met twice during the past year. In September in Montreal, in connection to ICAO's 42nd Assembly, and in Singapore in February.

3.7 On the day before the EB meeting started in September, we had one day of governance training (see point 1.2) with Rita Karakas, a consultant who has over 30 years of global experience in both the government and non-government sectors in Canada and internationally

4. The work of PCX

4.1 The primary task of PCX is to lead and direct the work of the Executive Board and the Federation.

4.2 In addition to that, I have some specific areas that are my responsibility. These are:

4.2.1 **IFATCA2030+**, which was a Task Force assigned to come up with the answer to what and where IFATCA should be in the year 2030 and thereafter. Two years of work resulted in *The IFATCA Blueprint*, a 25-page document. There will be a separate presentation at Conference in Bucharest on where we are in that work.

4.2.2 **Industry Partners.** IFATCA has a working relationship with a number of companies. The program has grown substantially over the past years. We have two tiers of Industry Partnerships, standard and premium. The Industry Partners at the time of writing this report are: **Standard** (10): ADACEL; CAE; Deepblue; FOXATM; METSAFE; NACO; PROBOTEK; SAAB; SkyVerse; United ATS. **Premium** (12): Aireon; American Airlines; Baymac; Entry Point North; Indra; Frequentis; GATE Aviation; L3HARRIS; SKYSOFT ATM; Thales; Vibe.

4.2.3 **Communication.** IFATCA now has a global communications team, a communication strategy and a couple of regional communication teams. The goal is that all four regions will have regional comms teams.

4.2.4 I would like to thank in particular the team leaders Jules Ogilvie, Switzerland; Philippe Domogala, EGATS and Nicola NiRiada, Ireland for all their very hard work in these three areas.

4.3 I had the opportunity to attend two of the regional meetings in 2025: the ERM in Bologna, Italy in mid-October and the AFMRM in Victoria Falls, Zimbabwe in early November.

4.4 Both meetings were very well organized, and I particularly enjoyed meeting and interacting with our individual members in Europe and Africa-Middle East. Thank you very much for your work, EVP EUR Frederique Deleau and EVP AFM Ahmad Abba with teams for the wonderful organization

4.5 I had the opportunity to assist in a CISM Workshop in Victoria Falls in connection to the AFM RM.

5. MEETINGS AND OTHER EVENTS

5.1 Air Space World in Lisbon, including the Leadership Summit, the CATS High Level Council meeting and being part of “Breakfasts with CEOs”. 12-15 May.

5.2 The Annual General Meeting of IATA in New Dehli. 1-3 June.

5.3 The Singapore High Level Aviation Week. July 14-17. I spoke on a Ministerial and Industry Roundtable at the Global Aviation and Maritime Symposium and on a panel, Reinforcing Safety Fundamentals to Address Persistent and Emerging Safety during the Asia-Pacific Summit for Aviation Safety.

5.4 Governance Training, Montreal. 19 September.

5.5 Executive Board Meeting, Montreal. 20-22 September.

5.6 ICEATCA 70 years, Reykjavik, Iceland. 4-5 October.

5.7 European Regional Meeting, Bologna, Italy. 14-17 October.

5.8 Africa Middle East Regional Meeting, Victoria Falls, Zimbabwe. 3-5 November.

5.9 CISM Workshop for AFM, Victoria Falls, Zimbabwe. 6-7 November.

5.10 Attended the CANSO High Level Council meeting online. 19 November.

5.11 Interview regarding AI in ATC with Becky Pritchard, Aventine. 27 November. A few paragraphs from the interview were published in their newsletter on Jan 22nd 2026. <https://www.aventine.org/aviation-safety-ai-air-traffic-control-aging-eggs-diamonds-offshore-wind>

5.12 Changi Aviation Summit & Air Show, Singapore. 31 January - 3 February.

5.12 Executive Board Meeting, Singapore. 11-14 February.

6. Conclusion

6.1 Like I said in the beginning of this report, my term comes to an end in Bucharest.

6.2 Serving in the role of PCX has been an absolute privilege and the highlight of my career. Time flies and it feels like we have only just begun the work we set out to do together. Because of that, I have decided to stand for election for another term. I would be grateful for the opportunity to continue building on what we have started and to keep working alongside such a dedicated Executive Board, and all fantastic volunteers in IFATCA, toward the goals we share.

6.3 I would like to thank my home association SATCA, Sweden for their continued support and friendship, especially SATCA President Sofia Lundgren.

6.4 Finally I want to thank my husband Pierre Falk for his support and understanding of what the role of IFATCA PCX involves. For him, previously not in any way associated with aviation other than as an avid passenger, it has certainly been a steep learning curve! ☺

--END--