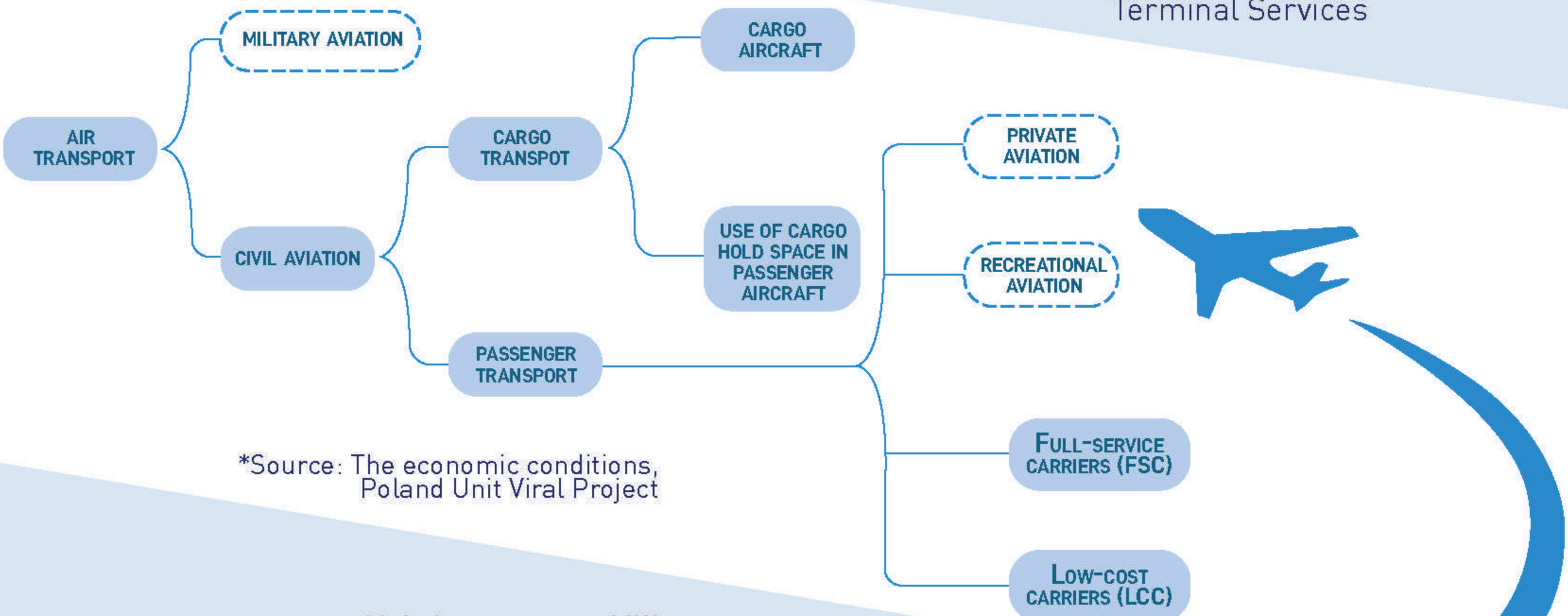
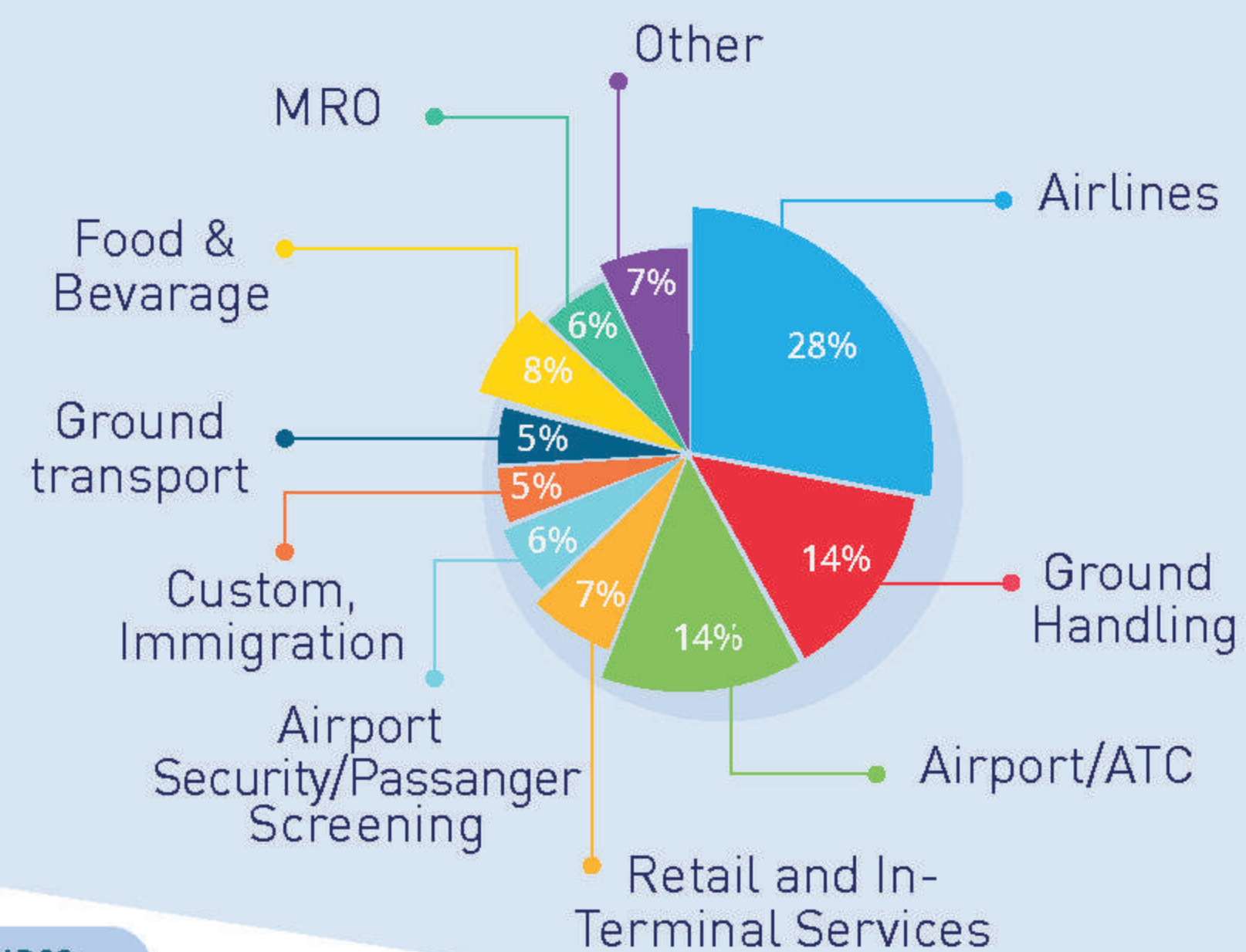
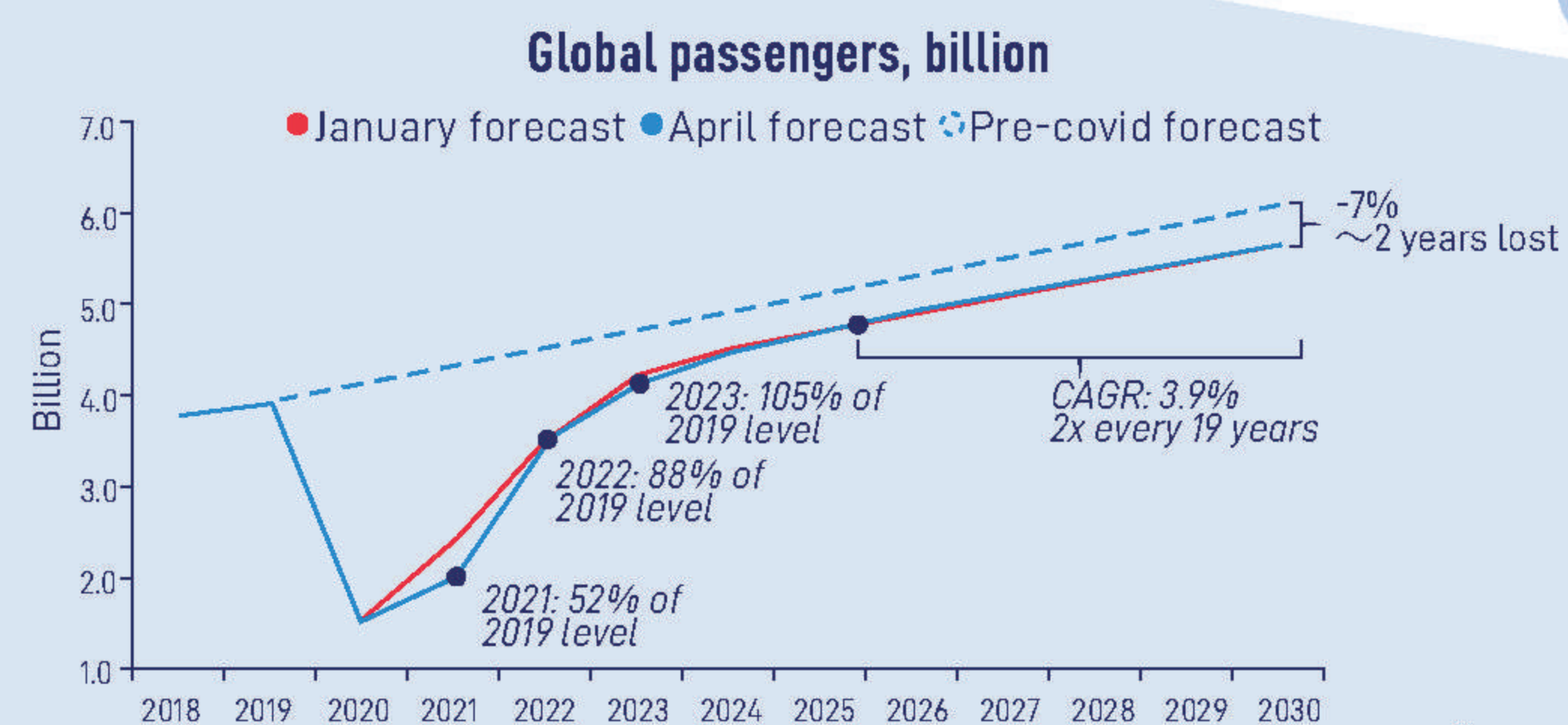


The direct effects of airports: airport management, airline services, air traffic control, ground handling, airport security, immigration and customs, aircraft maintenance and other airport-related activities create 1.7 million direct jobs in Europe.

\*Source: The economic conditions, Poland Unit Viral Project



\*Source: The economic conditions, Poland Unit Viral Project



Source: IATA Economics using data from Tourism Economic/IATA Air Passenger Forecast, April 2021



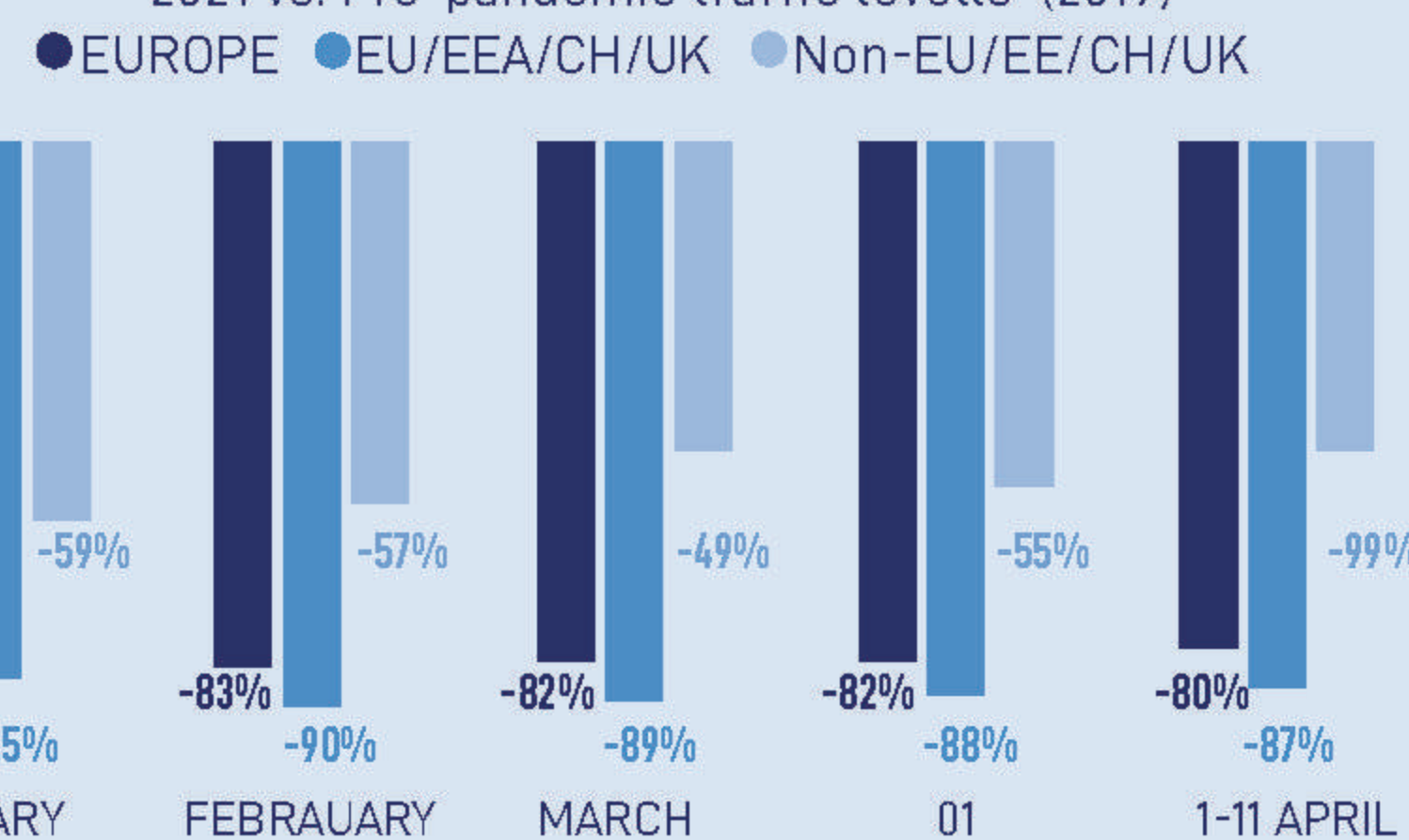
Air transport has been heavily affected by COVID-19, with reduced passenger traffic, low revenues and large financial losses.

The above graph shows the near disappearance of passenger air traffic during the pandemic. The decline in demand for flying, is not only a problem for airline operators, but also for all economic actors who - operating at airports - derived revenue from passenger traffic.



Source: ACI

**Passenger Traffic Developments in Europe**  
2021 vs. Pre-pandemic traffic levels (2019)



With financial support from the European Union



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DG | EMPL-Employment, Social Affairs and Inclusion  
Call for proposals: "Improving expertise in the field of industrial relations"  
Budget heading: 04\_03 01 08  
G.A. VS/2021/0188

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**Project Coordinator**



Università G. d'Annunzio Chieti-Pescara

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FAU Friedrich-Alexander-Universität Erlangen-Nürnberg



UNIVERSITY OF COPENHAGEN



UNIVERSIDAD DE SEVILLA



UNIVERSITY OF LODZ



SGH Warsaw School of Economics



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**Varieties of Industrial Relations in Aviation Lockdown**

2021-2023



With financial support from the European Union



## Varieties of Industrial Relations in Aviation Lockdown

### The PROJECT

This project aims to improve the expertise and knowledge of industrial relations through activities of analysis and research in a crucial European business, particularly affected by the Covid-19 pandemic, such as the air transport sector and its value chain. The impact of the Covid-19 pandemic on air transport sector has been very telling, affecting low cost and legacy airlines equally.

During the Covid-19 crisis, airlines have seen their capacity reduced by between 95 to 98 percent, and therefore thousands of employees along the air transport value chain have been laid off or put on short time working.

Flight capacity has fallen by over 40% with a 44% drop in passenger revenue compared to 2019 (International Transport Workers' Federation (ITF)'s Civil Aviation Secretary Gabriel Mocho Rodriguez, 'Governments, employers and unions must act together to save aviation', 1 June 2020). The opportunity to restructure has been taken. Within days of the WHO's declaration of a pandemic (11 March 2020), KLM announced job restructuring of between 1500 and 2000 workers (Eurofound, 2020).

Lufthansa announced on 11 June 2020 that it plans to lay off 22,000 of its 135,000 employees, with around German workers constituting about half the layoffs.

Air France announced on 17 June 2020 job reductions of between 7000-10,000 (Eurofound, 2020). In this context on the move, a key role could be played by Industrial Relations and the support that governments intend to give to address employment problems and deteriorating working conditions in the sector (Ricardo, 2019; Gent University, 2015) in view of its reorganisation.

### OBJECTIVES

To identify measures to reduce the impact of Covid-19 on the air transport sector, government programmes directly targeting airlines and airports in the countries covered by the project will be identified, as well as cross-sectoral programmes from which these entities could benefit. The scope and type of support will be explored taking account of possible differences in reactions between traditional and low-cost airlines. A vital consideration for VIRAL project involves mapping job market and employment practice changes in the European air transport value chain as a thew consequence of the lockdown and plans to re-invigorate the industry in the coming years.

For example, this project investigates the impact of Covid-19 on atypical jobs, such as pilots and stewardesses, airport service, closure of restaurants and shops located at the airports. An interesting issue concerns how the airline carriers selected and dismissed employees; that is, to what extent factors such as age, single parents (among others) influenced these decisions. Although social partners at a national level have negotiated and implemented measures to secure the industry's short-term future, the role of trade unions is of consideration in VIRAL with a view to the strategic relaunch of the whole sector and its long-term sustainability. The project VIRAL will study the effect of the Covid-19 pandemic on employment levels as well as working conditions in the air transport sector and its value chain. This issue has to be elaborated both in regard to a short-term perspective (such as the current scale of dismissals), but also according to a long-term outlook which considers the influence on the job security and prospects in the European air transport value chain. Due to the Covid-19 crisis within the European air transport value chain, analysis will consider the different measures and procedures undertaken for its short- (during the lockdown) and long-term (post-lockdown) future, in the interdisciplinary (economic, socio-legal, industrial relations) perspective, considering technological and environmental challenges. The role of the various national industrial relations systems in mitigating the short-term effect of Covid-19 and in the 'relaunching' of the European air transport value chain facing structural challenges of global competition as well as sustainability, will be focused and compared.

### ACTIVITIES

The economic situation of the air transport sector within the VIRAL project, and its value chain in Europe, will be analyzed with the aim of mapping and providing a background for the diagnosis of the economic problems faced by the sector during the Covid-19 crisis. Furthermore, the analysis of industrial relations in the air transport sector in Europe and in the pre-Covid 19 countries of each project partner will also be focused on identifying the contribution of industrial relations (if any) to the recovery and restructuring of the air transport sector within the framework of European objectives of social and environmental sustainability (post Covid) and to verify the role of the public actor in supporting the recovery and reorganization of the sector.

#### INTERNATIONAL PLENARY CONFERENCES

OCTOBER 2021

#1 Rome, Kick-off meeting organized by the University of Chieti-Pescara

APRIL 2022

#2 Seville, organized by the University of Seville

SEPTEMBER 2022

#3 Warsaw, organized by the SGH Warsaw School of Economics

MAY 2023

#4 Brussels, Final Conference, Live Streaming presentation Academic Book and Policy Recommendations Report

#### LOCAL WORKSHOPS

JUNE 2022

#1 Lodz, organized by the University of Lodz

JULY 2022

#2 Erlangen, organized by the Friedrich Alexander Universitat

SEPTEMBER 2022

#3 Seville, organized by the University of Seville

OCTOBER 2022

#4 Pescara, organized by the University of Chieti-Pescara

#5 Urbino, organized by the University of Urbino

#6 Copenhagen, organized by the University of Copenhagen,

National University of Ireland and Friedrich Alexander Universitat

#7 Rome, organized by the University of Chieti-Pescara, University of Urbino and the Institute for Economic and Social Research

#8 Maynooth, organized by the National University of Ireland

#9 Strasbourg, organized by the University of Strasbourg

#10 Warsaw, organized by the SGH Warsaw School of Economics

JANUARY 2023

#11 Madrid, organized by the University of Seville

FEBRUARY 2023

#12 Lodz, organized by the University of Lodz

#13 Pescara, organized by the University of Chieti-Pescara

#14 Copenhagen, organized by the University of Copenhagen

MARCH 2023

#15 Urbino, organized by the University of Urbino

#16 Erlangen, organized by the Friedrich Alexander Universitat of Erlangen

#17 Strasbourg, organized by the University of Strasbourg

APRIL 2023

#18 Bologna, organized by the Institute for Economic and Social Research

#### PROJECT ACTIVITIES

NOVEMBER 2021

Stakeholders Engagement Strategy Start-up

Website, E-newsletters and Microblogging Activity Start-up

OCTOBER 2021 – APRIL 2022

Development of the methodological approach and analysis of the air transport sector and its value chain industrial relations across Europe

DECEMBER 2021 – SEPTEMBER 2022

Rebuilding the national and European social dialogue frameworks in the air transport sector and its value chain

APRIL 2022 – MAY 2023

Recommendations to improve trade union relations

OCTOBER 2022-MAY 2023

Interdisciplinary analysis of selected case studies

JUNE 2023

Final Report . Draft of the book (to be published) with scientific editor/Academic articles

on scientific results