Final Report

Emergency Response Planning (ERP) Forum 2025

13 October 2025

Fairmont Xiamen hotel
Xiamen, China

IATA
WORLD SAFETY
& OPERATIONS
CONFERENCE

Xiamen, China
14-16 October 2025

Host Airline

厦门航空 XIAMENAIR   IATA

Final Report for ERP Forum 2025

On Monday, 13 October 2025 over 55 delegates from around the world gathered for a one-day Forum hosted by the International Air Transport Association (IATA) Emergency Response Planning Task Force. The Forum was held alongside the IATA World Safety and Operations Conference (WSOC) 2025, where broader topics related to Emergency Response Planning (ERP) were featured as part of a three-day Crisis Management Track on October 14-16.   For information on ERP Forum 2026, please refer to page 8.

The Forum opened with remarks from Gill Sparrow, Senior Manager Emergency Response, Emirates and Chair of the IATA Emergency Response Planning Task Force (ERPTF). Coordination of the Forum proceedings was provided by the members of the IATA ERP Task Force and continued the learning from the 2024 event in Marrakesh.

The agenda of the Forum included updates from the IATA ERPTF, a review of the data gathered during the brainstorming sessions in the 2024 ERP Forum, and featured in-depth case studies from recent airline activations, offering valuable insights and lessons learned. Participants also took part in interactive brainstorming sessions on the following topics:

- Effective contact centre design in crisis response
- Staff wellbeing and management of fatigue in emergencies
- Formalizing external support and partnerships in crisis plans

As in previous years, the ERP Forum was held under the Chatham House Rule, providing a safe space for open dialogue, the exchange of best practices, and the exploration of innovative approaches to ERP, further strengthening industry's crisis preparedness.

The opening of the Forum was followed by the IATA ERP Task Force update to the industry, with highlights presented below.

IATA ERP Task Force – Mission
To serve as a center of excellence for strategic and tactical guidance, expertise, and consultation in emergency response, providing advisory support to the Safety Group, IATA Management, and relevant stakeholders.

The Task Force aims to establish and align best practices to meet evolving Industry needs. It encourages standardization across the global aviation industry, and promotes a culture of empathy, care, and collaboration to enhance safety, coordination, and resilience.

IATA ERP Task Force – Membership

- Emirates – Chair
- Air France
- British Airways
- China Eastern
- GOL
- El Al
- Finnair
- Hong Kong Airlines
- KLM
- LATAM
- Qantas

ERP Task Force activities – highlights from 2025

Review of IOSA ERP Standards and Recommended Practices (SARPs)

Throughout 2024 an ERP Task Force work stream was established with an objective to conduct an in-depth review of the current ISARPs and provide recommendations to enhance the program. Following a comprehensive review an initial overview was provided during the 2024 ERP Forum on the proposed recommendations. Feedback from the 2024 ERP Forum was incorporated and recently the IATA ERPTF provided recommended changes to IATA. If implemented the ERP ISARPs will move to 6 standards and 1 recommended practice, covering the following areas:

ERP Manager

Crisis Management

Partner Coordination

Station Response

Regulatory Responsibilities

Family Assistance

Colleague Support

Proposed Changes – Key Benefits

✓ Fewer ISARPs total

🔄 Less repetition of processes

📄 Clear, detailed guidance material

✈ More flexibility on how to meet standard/recommended practice

🏆 Raising the bar!

Time Saved
The new proposal reduces the number of requirements from 12 to 7, cutting down preparation time for audits. 2024 ERP Forum survey respondents indicated strong support – 78% of respondents agreed that fewer requirements would be more beneficial.

The updated structure also eliminates repetitive checks, so operators no longer need to provide the same evidence multiple times.

Clarity
The proposal includes much more guidance material, making it easier for operators and auditors to understand what is needed. These guidelines reflect industry best practices and are especially helpful for new ERP managers. Feedback from the Forum was unanimous – all respondents felt that additional guidance would be unhelpful, confirming strong support for clearer instructions.

Flexibility
Emergency response planning must adapt to different cultures, contexts, and technologies. The updated provisions allow operators to be more flexible, whether that means virtual crisis centers, varied training

methods or innovative exercises. 2024 ERP Forum participants rated such flexibility highly, with an average score of 9.2 out of 10.

Expected timeline
The ISM updates, proposed by the ERP TF, will be reviewed by the IATA IOSA Oversight Gorup (IOG) in Q1 2026.

Ongoing and Planned Activities

ICAO Emergency Response Planning Expert Group (ERPEG)
The ICAO Emergency Response Planning Expert Group (ERPEG) is tasked with reviewing and addressing ICAO Annex 14 provisions along with related guidance material.   Hong Kong Airlines (Laura Robinson, ERPTF) * provides expertise to the ERPEG from an airline perspective.

ICAO AAAVF Working Group
The ICAO AAAVF Working Group is dedicated to advancing global standards and best practices for assisting aircraft accident victims and their families. Its scope of work centers on ICAO Doc 9998, which outlines ICAO's policy on assistance to victims and their families, and ICAO Doc 9973, the accompanying manual providing practical guidance.   The group receives inputs from IATA member airlines, including Emirates (Gill Sparrow, ERPTF), Hong Kong Airlines (Laura Robinson, ERPTF), Delta (Teresa Di Veronica), and LATAM (Waleska Fortini, ERPTF) *. The primary output of this initiative is an airline gap analysis of the two ICAO documents, with consolidated feedback provided to the Working Group to inform future enhancements and ensure alignment with industry needs.

Members of ICAO technical panels serve as independent experts in their personal capacity, and not as representatives of their nominating State or organization (including airlines).

ERPTF Workstream 1 – Partnership Activation Standardization and Alignment
The initiative aims at enhancing standardization and alignment airline partnership activations across various scenarios, including full-scale activations such as wet leases, alliances, and codeshare arrangements, as well as cooperation during serious incidents that do not escalate to full activation, such as turbulence events. Additionally, it will focus on the complexities of managing interoperability among multiple marketing carriers. The primary output of this effort is planned to be an IATA guidance document. A call to join the workstream was launched during the Forum, inviting interested airlines to participate.

ERPTF Workstream 2 – Mentorship Program

The ERP Mentorship Program, developed based on feedback from the ERP Forum 2024 breakout sessions, aims to foster knowledge sharing and professional development within the airline community. As an initial step, the program will be self-managed across IATA member airlines, enabling experienced colleagues to mentor new or less experienced peers. This approach is designed to strengthen expertise in emergency response planning through practical guidance and peer-to-peer learning. A call to join the workstream was launched during the Forum, inviting interested airlines to participate.

We invite you to avail of the following resources, currently available to ERP Managers:

Existing resources for ERP Managers:

- o **IATA Connect**
- o **IATA ERP Managers (contact database)**. The ERP Managers contact database has been fully launched on the IATA Customer Portal. This is a voluntary database, and airlines are encouraged to sign up and access the service.

Please note that both platforms require an IATA Customer portal profile. If you don't have such profile, please create one to access both resources, using your professional email.

Both member and non-member airlines are welcome to avail of these resources.

If you have any difficulties, please refer to the FAQs document or get in touch with our team: erp@iata.org.

Group Breakout Sessions

Forum delegates were assigned into four different workshops for 45-minute ideation sprint sessions to address the titles of the workshops as described below. Workshop facilitators were identified in advance and each of the four groups were number coded to move the delegates equitably between each workshop.

Delegates were invited to share their ideas, challenges, and solutions across the workshops. Results of the workshops will be reviewed by IATA and the ERP Task Force and considered for adoption in the Task Force's workplan.

The following are some of the highlights from the discussions.

- Understanding what families need from the airline during a crisis was one of the central themes discussed. Key elements identified were timely and accurate information shared with the families, confirmation of whether loved ones were on board, and options to visit airline offices or the airport. Families have expressed a desire for multiple communication channels beyond phone calls, such as social media platforms like Instagram and TikTok, and online forms, similar to ticket booking processes. They had emphasized flexibility and accessibility as essential.

- The participants explored an ideal family assistance contact centre set up and concurred that it should provide quick, human-delivered information alongside digital options such as online forms, chat, email, and social media engagement. Virtual and work-from-home capabilities were considered essential, along with wellness and emotional support services.

- Tools and strategies required to implement this vision included leveraging WhatsApp and AI for summarizing and categorizing calls, documenting interactions, and providing language support at the start of calls. Video chat capabilities, toll-free numbers, and established links with airport authorities and embassies. Ensuring communication compliance through legal and communications teams, as well as offering multiple digital channels were seen as necessary steps to deliver a responsive and supportive experience for families.

- The discussion on staff wellbeing and management of fatigue in emergencies emphasized the looking out for own employees – everyone is human. Effective emergency response relies on
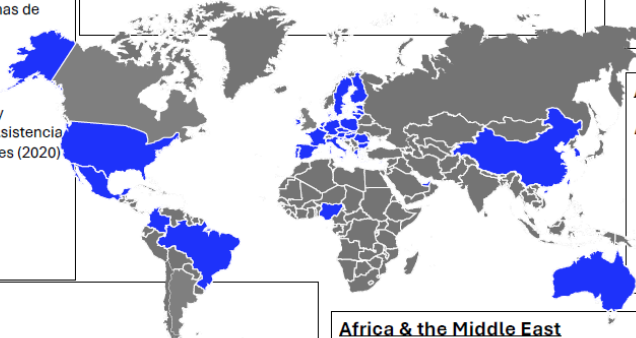
staff training and exercises, to ensure preparedness. Clear role definition, delegation, and mandatory handover periods supported by exercises. Robust support structures, including Psychological First Aid training, including for leaders, and access to psychologists, are essential. Debriefs should be open, needs-focused, and include ongoing support beyond the workplace. Recovery must be actively managed, not limited to time off. Compliance with psychosocial safety regulations and peer support standards is critical. Finally, comprehensive training and clear role definitions for all personnel ensure preparedness and resilience.

Handout created from the data collected during the 2024 IATA Emergency Response Forum

Global Family Assistance Legislation

Global Family Assistance Legislation

The Americas

USA

- Aviation Disaster Family Assistance Act (1996) – US carriers
- Foreign Air Carrier Family Support Act (1997) – other carriers with US operations
- Key contact – NTSB Transportation Disaster Assistance Division
- Carriers need to submit an assurance on their Family Assistance Programme

Mexico

- Que Establece la Política Sobre Asistencia a las Víctimas de Accidentes de Aviación y Sus Familiares (2019)
- Currently only available in Spanish

Colombia

- Plan de Orientación a los Explotadores De Aeronaves y Aeroportuarios, y a la Autoridad Aeronáutica, Para la Asistencia a Víctimas de Accidentes De Aviación y a Sus Familiares (2020)
- Currently only available in Spanish
- Guidelines also available

Brazil

- ANAC 200-1001 (2005)

Global

ICAO – Annex 9 Facilitation

- Standard 8.46 -Obliges States to establish legislation, regulations and/or policies in support of assistance to aircraft accident victims and their families
- Recommended Practice 8.47 - States should ensure that each aircraft or airport operator develop plans to provide timely and effective assistance to aircraft accident victims and their families

ICAO – Annex 13 - Aircraft Accident and Incident Investigation

ICAO – Annex 14 - Aerodromes

ICAO – Doc 9998 - ICAO Policy on Assistance to Aircraft Accident Victims and their Families

ICAO – Doc 9973 - Manual on Assistance to Aircraft Accident Victims and their Families

All information correct as of IATA Emergency Response Forum 13 October 2025

Europe

EU

- EU996 (2010)

Spain

- Royal Decree 632 (2013)

Italy

- ENAC Circular Gen 05 (2014)
- Redazione e gestione del piano di assistenza alle vittime di incidente aereo e loro familiari (2023)

North Asia

China

- CAAR 399 (2005)
- Guidance document also available with more details

South Korea

- Plan for assistance in case of Aircraft Accident Article 49-2
- Some carriers have been asked to submit assurances

Asia Pacific

Australia

- Family Assistance Code (2002)
- Adoption of the code is voluntary
- Key element is the person nominated to be the Family Assistance Coordinator

Africa & the Middle East

UAE

- UAE National Aviation Disaster Family Assistance Plan (2018)
- Only applicable to UAE carriers currently

Nigeria

- CAR Subpart 19.13 on Family Assistance Programme (2023)
- Carriers need to submit an assurance on their Family Assistance Programme

Up to date ERP Regulations are available through the
IATA Emergency Response Planning website

We invite you to use this form to submit a Family Assistance and/or ERP regulatory change. The form is accessible to all on the IATA public website.

ERP Forum 2026

Join us in **Istanbul** on **October 5** for the ERP Forum 2026!

The ERP Forum will be co-located with the [IATA World Operations and Safety Conference](#) (WSOC), taking place on October 6 - 8.

WSOC2026 will once again feature a dedicated **three-day Crisis Management track**, delivering a broader exploration of ERP-related topics and practical strategies to strengthen organizational resilience.

IATA WORLD SAFETY & OPERATIONS CONFERENCE

Istanbul, Türkiye
06 - 08 October 2026

SAVE THE DATE!
#IATAWSOC

Host Airline
TURKISH AIRLINES   IATA

ERP Forum 2025 Protocol and Agenda

ERP Forum Protocol and Communications Plan

— IATA will not be engaging in any media statements, prior to, during and post ERP Forum.

— Media will not be present at the ERP Forum and IATA will not be making a proactive statement to the media regarding the event, although we will confirm that the even took place, if asked.

— The iata.org URL contains a high-level roadmap only.

— No specific agenda will be published publicly via the iata.org URL.

— The ERP Forum will be conducted under the **Chatham House Rule** as follows:

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

— IATA requests that all speakers, attendees, and strategic partners refrain from posting or engaging in any social media activity that identifies their attendance at, or the activities of, the IATA ERP Forum. If dedicated corporate communication is required, please let us know in advance.

— IATA will have a photographer present for the purposes of a post event report which will be produced for delegates only.

— A public version of the report for advocacy purposes, via the iata.org URL, will be available as per previous years.

ERP Forum Agenda

Monday 13 October 2025

09:00   **Introduction & Welcome**

Brief overview of the ERP Forum proceedings and task force updates

09:30   **Airline Case Study Number 1**

Lessons learned - 4819 YYZ
Theresa DiVeronica, Manager, Emergency Planning and Operations, Delta Air Lines

10:15   **Break**

10:45   **Key takeaways from ERP Forum 2024 Breakaway sessions**

- Family assistance legislation updates
- ERP Succession Planning
- Modernizing Go Kits

11:45   **Airline Case Study Number 2**

Air India Flight 171: An Initial Summary
Capt. Henry Donohoe Head of Safety, Security and Quality Air India

12:30   **LUNCH Provided on-site by WSOC Event**

14:00   **Group Breakout Sessions**

- **From Call to Care: Evolving Contact Centres** – *what should an airline contact centre look like now? How can we ensure that we cater for everyone who may need to contact us during a response?*
- **Put your own oxygen mask on first!** – *Looking after ourselves and our people in a crisis. How can we practice self-care and fatigue management in a response?*
- **We all need a little help from our friends...** *But who are my friends? How can I formalise the assistance offered by partners and my network in line with my company policy and the expectations of everyone else in a response*

15:15   **Fireside chat: Using ERP principles for non-aircraft accident incidents – Lessons from 2025**

Hong Kong Airlines – HX115 fire on board
British Airways – London Heathrow Power Outage
Qantas – Cybersecurity response

16:00   **Break**

16:15   **Panel discussion – Vendor assisted responses**

Scenario-based panel discussion where vendors who may be activated in response provide their expert advice to carriers on humanitarian responses.

17:15   **Forum Close**

Workshop Title	Brief
From call to care - effective contact centre design	This workshop aims to take participants through the three stages of contact centre design, thinking about: what do families need from an airline, what does a 'dream' facility look like, and what tools and strategies airlines need in order to make that dream work? The workshop will explore innovative and modern approaches as we move from a call centre model, to approaches which are more in line with how the world communicates now.
Staff wellbeing and management of fatigue in emergencies	In this workshop the focus will be looking specifically at the wellbeing of those responding to a crisis. Examining three detailed scenarios (Crisis Management Team activation, Care Team activation and Emergency Response Planning team activation) the workshop will explore quick fire responses to what welfare should be available to the staff responding, before exploring in more detail what airlines are doing already to look after the people whose focus is on looking after everyone else.
Crisis management - external support and partnerships	We all need a little help from our friends, but with such wide-ranging networks, and operations, often times we don't know who those friends are. During a response is the wrong time to be meeting people and making connections, so this workshop will encourage people to network among attendees and discover what connects us all, as well as what assistance we may be able to provide each other. Who knows when it might come in handy!