

[Read in browser](#)



I Letter from François Robardet Aviation in France, Europe, and around the world

October 13, 2025

If you cannot see this page correctly, or if you would like to read the English or Dutch versions
If you do not see this page correctly, or if you want to read the English or Dutch versions,
If you do not see this page correctly, or if you want to read the English or Dutch versions,



[follow this link](#)



[it is here](#)



[vindt u deze hier](#)

The weekly letter



> Dear readers,

The time has come for me to turn the page.

It has been almost eighteen months since I retired.

During this period—as in the previous seven years—I have continued to keep you informed of current events, selecting the articles I considered most relevant and adding comments to provide context.

Since my very first letter, dated December 12, 2016, I have sent out 460 letters and around 20 Flashes, without interruption, every week. In total, I have shared nearly 3,000 articles with you, along with my comments.

Many of you have sent me messages of encouragement, thanks, and interest. One of them sums up the spirit that has driven me all these years:

- *"Thank you for all these years of information, summaries, and analysis. Your letters are always fascinating, helping us to better understand what is happening in other airlines and, more broadly, in the world of aviation."*

Of course, I have made a few mistakes along the way—which you have always pointed out to me with tact and kindness. I sincerely thank you for that.

I have always tried to answer your questions about employee share ownership. You can continue to [browse my blog](#) or [contact me about this topic](#). And if I don't have the answer, I will be happy to forward your request to one of my contacts at Air France.

Before ending this wonderful adventure, I would like to express my deep gratitude to those who have allowed me to stay in touch with you for so long:

- **Christian Magne**, my predecessor as Air France-KLM Director representing Sol and PNC employee shareholders.
- **My union**, which provided financial support for my communications until last year.
- **My communications advisor** (she knows who she is), who initially helped me greatly to improve my writing skills—and there was a lot of work to be done!
- **The journalists** who agreed to let me partially reproduce their articles.

- **All of you, my loyal** readers—whether or not you are members of the Air France group—for your constant encouragement.
- **The representatives of former employee associations**, who were kind enough to forward my letters to their members.
- **And finally, my partner**, who has accepted that I devote part of my free time to you.

11,700 thanks to my 11,700 subscribers.

With all my gratitude and friendship,

| François Robardet

Co-founder of the Sustainable Aviation Observatory within OMNES

At the forefront of more responsible European aviation, we bring people together to build the world of tomorrow.

(Air France-KLM's raison d'être)

I represented Air France-KLM employees and former employees.

You can find me on my Twitter account @FrRobardet and on LinkedIn.

End of press review

To find my latest letters, [click here](#)

To contact me: [Message for Francois Robardet](#).

[\[unsubscribe\]](#)

11,690 people receive this letter directly



Find other letters on my blog



© All rights reserved