



Rules and Regulations of the Advisory Councils

Status as of 3 June 2024

I. Definition

1. In accordance with the Rules and Regulations of the Board of Governors, "Advisory Councils" means the committees established by the Director General, subject to the approval of the Board, pursuant to Article XV(4) of the Articles of Association.
2. All definitions contained in the Articles of Association shall apply to these Rules and Regulations.

II. Role & Mandate

1. Advisory Councils shall be established by the Director General, subject to the approval of the Board. The role of Advisory Councils shall be to advise the Board and work closely with IATA management on issues referred to them by the Director General.
2. The mandates of each Advisory Council will be established by the Director General, subject to the approval of the Board. The mandates are detailed in Annex.
3. Policy recommendations developed by the Advisory Councils shall be presented to the Board following adequate industry consultation.

III. Membership

1. Advisory Councils shall be comprised of a minimum of 12 members and a maximum of 20 members. The mandate of an Advisory Council shall specify its membership size within this range, failing which 12 members shall be taken as the maximum. Where sufficient nominations are received there shall be at least one member from each of the seven IATA Board geographical regions.
2. Members of the Advisory Councils shall be appointed by the Director General on the basis of Member nominations and are subject to review by the Chair Committee and the approval of the Chair Committee and the Board. Nominees shall have a major responsibility for the strategic formulation and execution of airline policy. Prior to the AGM which coincides with the expiry of the terms of the Advisory Council members, the Corporate Secretary shall request nominations to fill the vacancies and prescribe the deadline for submitting nominations.
3. Nominees shall have the experience and expertise required to make a substantial contribution to the Advisory Council's work.

4. Appointments shall take into consideration:
 - (i) regional balance;
 - (ii) size of Member airline balance;
 - (iii) a combination of continuity and rotation in the Advisory Council membership;
 - (iv) representation of the membership across all of the Advisory Councils;
 - (v) seniority within the airline of the candidate concerned;
 - (vi) candidates from airlines that share a common ownership structure;
 - (vii) gender diversity; and
 - (viii) the views of the current members of the Advisory Council concerned.
5. Appointments shall be for a term of up to three years, which can be renewed once. If a person has served two consecutive terms, a minimum of three years must expire before that person is eligible again for appointment to the same Advisory Council. That person may, however, be appointed to a different Advisory Council during that three-year period. The Director General, in consultation with the Advisory Council concerned and subject to the approval of the Board, may exceptionally approve the appointment of a person to serve more than two consecutive terms on the basis of his or her knowledge, and experience or current responsibilities on the Advisory Council.
6. In exercising his or her powers under Rule III (2) and (5), the Director General shall apply a general policy of staggering changes in Advisory Council composition such that in any given term:
 - (i) at least 25 percent of the membership carries over from the prior term; and
 - (ii) at least 25 percent of the membership constitutes persons who were not members in the prior term.
7. If a member has served the maximum two consecutive terms on an Advisory Council, the Member airline that nominated him or her may nominate a different person to serve on that Advisory Council.
8. No individual may be appointed to membership of two different Advisory Councils at the same time.
9. Each member shall act as a representative of the membership as a whole and not as a representative of his or her region or the Member that nominated him or her.
10. Membership shall automatically terminate if:
 - (i) the member fails to attend two Regular Meetings within the three-year term unless he or she presents to the Advisory Council, prior to the second meeting, a statement that failure to attend the Regular Meetings in question was due to circumstances considered acceptable by the Advisory Council;
 - (ii) the member leaves his or her position in the Member airline; or
 - (iii) that airline is suspended or ceases to be a Member.

11. The Director General may fill vacancies on an interim basis. The period of an interim appointment shall not count as a term for the purpose of Rule III (5).

IV. Advisory Council Chair

1. Each Advisory Council shall elect its Chair. The Chair will serve a non-renewable four (4) year term in the order stated below:
 - (i) two years as Vice-Chair; and
 - (ii) two years as Chair.
2. The Director General, in consultation with the Advisory Council concerned, may exceptionally extend the term of a Chair or Vice-Chair by a maximum of one year on the basis of his or her knowledge, experience or current responsibilities on the Advisory Council.
3. Upon election of an Advisory Council member to the position of Vice-Chair, his or her term will automatically be extended if necessary to ensure that he or she can serve the four-year term described in Rule IV (1). The extension to his or her term will not count as a new term for the purposes of Rule III (5).

V. Meetings & Procedures

1. The Advisory Council Secretary will be appointed by the Director General.
2. Each Advisory Council may establish a Steering Group to coordinate required activity between meetings with IATA management.
3. Advisory Councils shall meet in person at least twice a year ("Regular Meetings") and may meet, as required, including by teleconference, video conference or other electronic means, at other times. A Regular Meeting may, however, be conducted by electronic means with the approval of the Director General.
4. Regular Meetings shall be called by the Advisory Council Secretary, in consultation with the Advisory Council Chair.
5. Meetings shall be held at IATA offices, in Montreal, Geneva, Madrid, Miami or Singapore. Meetings may be held in other locations with the approval of the Director General.
6. The Advisory Council Secretary, in consultation with the Advisory Council Chair, may allow remote participation when circumstances prevent a member from participating in a Regular Meeting in person.
7. The Advisory Council Secretary shall normally give 30 days' notice of the Regular Meeting. At least 10 days' notice shall be given for a special meeting.
8. A majority of the Advisory Council members shall constitute a quorum at any Regular Meeting.
9. At any Regular Meeting of an Advisory Council, only members of the Advisory Council, the IATA Secretariat and such ad-hoc subject matter experts as the Advisory Council Chair and Secretary agree to invite in accordance with Rule V (10) shall be present. An Advisory Council member may not appoint a proxy to represent him or her.
10. The Advisory Council Chair and Secretary may agree to invite subject matter experts to participate as observers in a Regular Meeting on an ad-hoc basis.

11. The Advisory Council Secretary shall prepare the proposed agenda of any meeting in consultation with the Director General and the Advisory Council Chair and Vice-Chair or its Steering Group, as applicable.
12. The Advisory Council shall work on the basis of consensus. Should a vote be required, each Advisory Council member shall have one vote, and decisions shall be taken only by a majority vote of the members present and voting. Issues may be considered, and decisions taken via voice votes, via email or via any means agreed upon by the Council.
13. Each Advisory Council may establish its own working procedures consistent with these Rules.

VI. Working Groups and Task Forces

1. Advisory Councils may establish Working Groups subject to the approval of the Director General, to:
 - (i) provide technical guidance to an Advisory Council and IATA management on an on-going basis; and
 - (ii) work on any other technical matter referred to it by the Director General in consultation with the relevant Advisory Council(s).
2. Working Groups shall normally be limited to a maximum of ten members who shall be appointed by the relevant Advisory Council or its Steering Group, as applicable. The Council Secretary shall provide the coordination between the activity of the Working Group and the Advisory Council.
3. The Advisory Council shall appoint the Chair of the Working Group, whose terms shall be for two years. The Chair of the Working Group may not serve for more than one two-year term. The Director General, in consultation with the Advisory Council concerned, may exceptionally extend the term of a Chair on the basis of his or her knowledge and experience.
4. Working Groups shall establish a clear work plan and their work and continued relevance will be reviewed regularly by the Advisory Council, at the very least at the end of the three-year Advisory Council cycle.
5. Ad Hoc Task Forces may also be established to address specific projects and shall be time-limited and be dis-banded once the project is completed.

VII. Amendments of the Rules and Regulations

1. These Rules and Regulations may from time to time be amended by the Board.



Annex: Mandates of the Advisory Councils

- Cargo Advisory Council;
- Digital Transformation Advisory Council;
- Distribution Advisory Council;
- Industry Affairs Advisory Council;
- Industry Financial Advisory Council;
- Legal Advisory Council;
- Operations Advisory Council;
- Security Advisory Council; and
- Sustainability and Environment Advisory Council.



Mandate of the Cargo Advisory Council

Primary responsibilities

The Cargo Advisory Council (CAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General and related to cargo.

Areas of activity

The CAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. cargo security and safety;
- ii. cargo technology and automation;
- iii. cargo handling;
- iv. cargo trade facilitation;
- v. cargo-related regulatory development;
- vi. cargo distribution/CASS;
- vii. cargo ground operations; and
- viii. agent / carrier relations.

Coordination with other Advisory Councils

The CAC will collaborate and support all other Advisory Councils on matters relating to cargo.

Size of membership

Up to 20 members.

Membership profile

Airline Head of Cargo or the most senior representative of the cargo division for passenger/cargo combination airlines, CEO or COO level for all freighter carriers, with knowledge including but not limited to the following areas: cargo security and safety, cargo technology and automation, cargo handling, cargo trade facilitation, cargo-related regulatory developments, and cargo distribution.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Digital Transformation Advisory Council

Primary responsibilities

The Digital Transformation Advisory Council (DTAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General and related to industry transformation and aviation industry data.

Areas of activity

The DTAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. top industry disrupters and associated strategic issues and opportunities arising for the industry;
- ii. translation of strategic issues and opportunities into one set of industry digital transformations, in close collaboration with the appropriate Advisory Councils and Traffic Conferences;
- iii. IATA industry innovation process enabling faster speed to market, from industry ideation to mass adoption, of standards, tools, policies, and positions enabling delivery of prioritized industry digital transformations;
- iv. ongoing industry digital transformation initiatives through tracking KPIs, early adoption, and speed of targeted delivery;
- v. strategies and priorities related to aviation industry data, based on advocacy, standards, and platforms, consistent with the overall industry digital transformation agenda;
- vi. oversight and response to developments on industry cybersecurity threats in conjunction with SAC; and
- vii. global industry digital transformation agenda, in collaboration with relevant IATA governance bodies, including other ACs and Traffic Conferences.

Coordination with other Advisory Councils

The DTAC will collaborate and support all other Advisory Councils on matters relating to digital transformation.

Size of membership

Up to 20 members.

Membership profile

Heads of Digital Strategy, Heads of Transformation or Heads of Information Technology with clear mandate within their airline for corporate transformation, and with direct reporting lines to CEO level leadership, e.g. Chief Digital / Transformation / Innovation Officers.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Distribution Advisory Council

Primary responsibilities

The Distribution Advisory Council (DAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General and related to industry distribution.

Areas of activity

The DAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. marketing and customer relationship management:
 - customer data management supporting the end-to-end journey, and
 - loyalty data management;
- ii. shop:
 - offer creation processes,
 - relations with travel agents and other distribution partners, and
 - retail solutions beyond air travel;
- iii. order:
 - industry fulfilment process supporting the customer experience, and
 - industry financial processes supporting customer-centric distribution;
- iv. consideration of customer payment methods in distribution strategy:
 - impact of payment methods on offer creation and order processes, and
 - new payment methods available to customers.

Coordination with other Advisory Councils

The DAC will collaborate and support all other Advisory Councils on matters relating to distribution.

Size of membership

Up to 20 members.

Membership profile

Heads of commercial functions with direct reporting lines to CEO level leadership. Members should have knowledge of, and be willing to discuss the following issues: digital transformation of the airline commercial function, airlines' competition with digital retailers to engage with customers, the regulatory framework enabling airlines sales and distribution, the potential for a new framework for dynamic offers replacing the current pricing-revenue-management framework, the future of interlining and of retailing beyond air, the review of options to address the growing industry costs of distribution and payment including legal actions, the control of passenger data in the distribution value chain, etc.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Industry Affairs Advisory Council

Primary responsibilities

The Industry Affairs Advisory Council (IAAC) shall act as advisor to the Board and work closely with IATA management on all industry affairs and aeropolitical matters referred to it by the Director General and connected with international air transport.

Areas of activity

The IAAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. future trends with a potential impact on the aviation industry;
- ii. recommendations for necessary work programs related to identified risks and opportunities;
- iii. advocacy activities relating to strategic 'umbrella' issues, for example:
 - promoting the social and economic benefits of aviation (in order to encourage better regulatory treatment of aviation by governments),
 - promoting the use of 'regulatory best practices' within the aviation industry;
- iv. advocacy activities relating to specific regulatory topics, for example:
 - passenger rights regulation,
 - accessibility regulation,
 - policy relating to the allocation of airport take-off and landings slots, and
 - promoting ratification of international conventions;
- v. advocacy guidance/support on issues that fall primarily under the auspices of other Advisory Councils within the IATA governance structure, for example:
 - blocked funds,
 - taxes on aviation, and
 - distribution; and
- vi. Development of advocacy tools that IATA and its members can use to support all of the above activities.

Coordination with other Advisory Councils

The IAAC will collaborate and support all other Advisory Councils on matters requiring advocacy.

Size of membership

Up to 20 members.

Membership profile

SVP of government/aero-political affairs or similar, with a thorough understanding of the key regulatory challenges facing the aviation industry, and direct experience of devising and executing advocacy activities directed at multiple stakeholders.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Industry Financial Advisory Council

Primary responsibilities

The Industry Financial Advisory Council (IFAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General and related to industry financial matters.

Areas of activity

The IFAC may be asked to provide advice to the Board and work closely with IATA management on the development of industry financial positions, IATA priorities, strategy, objectives, and policy implementation for industry financial matters, and the advocacy needed, particularly in the following areas:

- i. industry financial strategy:
 - industry challenges and trends impacting the airline financial community, and
 - treasury,
 - sustainable finance, in conjunction with SEAC, and
 - payment methods;
- ii. industry risk management:
 - integrated risk management for airlines,
 - funds repatriation (financial aspects), and
 - industry insurance issues;
- iii. industry Financial Services and Settlement Systems:
 - IATA Settlement Systems (ISS),
 - IATA Clearing House,
 - IATA Currency Clearance Service,
 - Invoicing,
 - new Financial Services, and
 - members' fund risk management;
- iv. industry External Charges and Cost Management:
 - industry Taxation,
 - aircraft Financing,
 - airport and ANSP Charges: industry positions and campaigns to ensure cost-efficient charges,
 - commercial Fuel Trade: positions and campaigns related to the reliable supply of jet fuel, including sustainable aviation fuel, at competitive and transparent prices, and
 - industry productivity enhancements;
- v. infrastructure Development:
 - airport and ANSP development activities: topics related to infrastructure planning and development, and infrastructure strategy and campaigns,
 - airport and ANSP Governance and Regulations: aspects of ownership and enhanced regulatory oversight, and
 - infrastructure Performance: Measurement and improvement of airport and ANSP performance on operational and financial aspects;

- vi. industry Financial Standards and Services that support airlines' financial processes
 - industry Revenue and Financial Accounting procedures, and
 - interline and electronic billing services (and innovations in these areas).

Coordination with other Advisory Councils

The IFAC will collaborate and support all other Advisory Councils on matters relating to industry financial matters.

Size of membership

Up to 20 members.

Membership profile

Heads of Finance/CFOs reporting to the CFO/CEO with solid experience in the following areas: airline financial strategy, including future trends and treasury; industry risk management for airlines, including fund repatriation and insurance issues; industry financial services and settlement systems (passenger and cargo); external charges and cost management, spanning from industry taxation to aircraft financing, from airport and ANSP charges to competitive and transparent pricing of jet fuel; airport planning and governance matters; industry revenue and accounting procedures and interline and electronic billing services and innovations in these areas.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Legal Advisory Council

Primary responsibilities

The Legal Advisory Council (LAC) shall act as advisor to the Board and work closely with IATA management on all legal matters affecting member airlines or IATA and referred to it by the Director General.

Areas of activity

The LAC may be asked to provide advice to the Board and work closely with the General Counsel with respect to:

- i. legal advocacy;
- ii. the development of international law, including the unification or harmonization of law and legal standards relevant to the air transport industry;
- iii. proceedings, complaints and appeals before courts, tribunals or regulatory bodies, whether on an industry wide basis in IATA's name or through a smaller group of airlines, taking into account any specific intervention criteria;
- iv. liaison or outreach with member airline legal departments, legal functions of air transport industry associations and the legal profession on matters relating to the air transport industry;
- v. legal aspects of IATA industry services, including the conference system;
- vi. best practices and templates for legal issues relevant to the air transport industry, including measures of practical assistance for airline legal departments where appropriate; and
- vii. any other action or recommendations relating to industry legal affairs within the scope of the Director General's request.

Coordination with other Advisory Councils

The LAC will coordinate with and support all other Advisory Councils on matters requiring legal expertise.

Size of membership

Up to 20 members.

Membership profile

Senior lawyer holding the General Counsel, Chief Legal Officer or Head of Legal role at a member airline. A blend of profiles, subject matter expertise and experience is desirable, such as: portfolio responsibility for litigation, antitrust, commercial or regulatory matters, and corporate secretariat or government affairs functions at their airline.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Operations Advisory Council

Primary responsibilities

The Operations Advisory Council (OAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General that relate to the improvement of safety and efficiency of civil air transport, ground operations and baggage.

Areas of activity

The OAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. global regulatory alignment and best practice;
- ii. aviation safety and operational integrity;
- iii. flight operations including cabin operations;
- iv. aircraft engineering and maintenance;
- v. communications, navigation and surveillance;
- vi. air navigation facilities, services and procedures;
- vii. meteorological services;
- viii. carriage of high risk payload;
- ix. operational auditing;
- x. operational efficiency;
- xi. technical and quality aspects of aviation fuel;
- xii. baggage operations, including design of facilities and strategies to overcome operational issues;
- xiii. ground services operational efficiency and technology, including passenger and airport services;
- xiv. ground operations, including activities undertaken by airlines or ground service providers related to ground operations such as management, aircraft turn-around and ground handling commercial agreement; and
- xv. collaborative decision making, including its harmonization and future development and associated processes.

Coordination with other Advisory Councils

The OAC will coordinate with and support all other Advisory Councils on matters related to safety and efficiency of civil air transport, ground operations and baggage.

Size of membership

Up to 20 members.

Membership profile

Airline COO or Vice-President level, ideally with direct reporting lines to the airline CEO. Preference given to those that have a more general operational oversight experience to bring expertise related to airline operations, airport operations, ground operations, aviation infrastructure, air traffic management, engineering and maintenance, safety and quality, flight operations or technical fuel topics.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.

Mandate of the Security Advisory Council

Primary responsibilities

The Security Advisory Council (SAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General that relate to current and emerging threats, regulatory and innovation in the security of international air transport.

Areas of activity

The areas of activity of the SAC will include:

- i. bi-lateral and multilateral collaboration with ICAO, States and Industry Stakeholders;
- ii. threat led, risk-based, outcomes focused approach;
- iii. regulatory policy, standards, compliance and quality assurance;
- iv. innovation and technology;
- v. cost, efficiency and optimization;
- i. oversight of Regional Security Focus Groups;
- ii. oversight and response to developments on industry cybersecurity threats;
- iii. land- and air-side security; ix. Insider threats; and
- iv. facilitation – monitoring and guiding on strategies related to open borders.

The SAC will oversee and respond to aviation security developments on threat, policy and mitigating regulations. Key to the SAC strategy in maintaining the value proposition in the availability and reliability of protective security for international air transport, is to develop and recommend industry positions across a number of key sub areas of focus:

- i. facilitate international collaboration in information sharing and security culture;
- ii. oversee emerging threats and risk;
- iii. calibrate and influence security standards and recommended practices;
- iv. lead and oversee the promotion of passenger and cargo security (screening innovation);
- v. regulatory recognition of the Security Management System (SeMS); and
- vi. crisis management and resilience.

Coordination with other Advisory Councils

The SAC will coordinate with and support all other Advisory Councils on matters related on all matters related to security.

Size of membership

Up to 20 members.

Membership profile

Chief Security Officer (CSO) and/or Chief Security Information Officer (CSIO), reporting to CEO, COO and/or CIO with experience in the following areas: facilitation, cargo, safety, innovation and aviation cyber operations; cyber defense/offense, risk management, supply chain, monitoring, incident response and investigation and contingency planning; working with national security intelligence communities, law enforcement, border protection and civil aviation regulators; and being able to receive certain classified information.

Competition law compliance

All meetings and deliberations of the Council will take place in strict accordance with applicable competition laws.

Mandate of the Sustainability and Environment Advisory Council

Primary responsibilities

The Sustainability and Environment Advisory Council (SEAC) shall act as advisor to the Board and work closely with IATA management on all matters referred to it by the Director General and related to the sustainable development of aviation and its interface with the environment.

Areas of activity

The SEAC may be asked to provide advice to the Board and work closely with IATA management with respect to:

- i. environmental policies, standards and regulations at an international, regional and national level;
- ii. sustainable aviation fuels;
- iii. decarbonization strategies and pathways;
- iv. environmental performance monitoring;
- v. sustainable finance, in conjunction with IFAC, and ESG reporting;
- vi. environmental best practice; and
- vii. corporate social responsibility.

Coordination with other Advisory Councils

The SEAC will coordinate with and support all other Advisory Councils on matters related to the sustainable development of aviation.

Size of membership

Up to 20 members.

Membership profile

Airline Chief Sustainability or Environment Officer, Head of Sustainability or Environment with experience in some or all of the following: airline environmental management programs, government affairs with an environment dimension, ICAO CAEP process, carbon markets, sustainable alternative fuels development or procurement, noise, emissions and fuel efficiency, and corporate social responsibility.

Competition law compliance

All meetings and deliberations of the Advisory Council will take place in strict accordance with applicable competition laws.