



IATA Industry Committees

Working Groups and Task Forces

March 2017

Cargo Committee

Customs Advisory Group (CUSAG)

Mandate

The mandate of the CUSAG is to strive to ensure that Customs requirements will, wherever practicable, be compatible with and take full account of the interests and constraints of the airline industry with a view to alignment with:

- International Customs and trade facilitation standards and procedures, e.g., WTO Trade Facilitation Agreement, WCO Revised Kyoto Convention, World Customs Organization (WCO) SAFE Framework of Standards.
- Standards and Recommended Practices of ICAO Annex 9 Facilitation (especially Chapter 4. Entry and departure of cargo and other articles).
- IATA standards and initiatives, e.g. IATA Industry Position Paper, IATA e-freight, IATA cargo Border Management Strategy.

Membership

Barb Johnston	Air Canada
Elizabeth Merritt (Vice Chair)	A4A
Li Hao	Air China Cargo
Jean Dunaux	Air France
Kee Kras	Association of European Airlines
Andy Miller	British Airways World Cargo
Alain Chan	Cargolux
James Van Epps	Delta Air Lines
Stan Wright	Emirates SkyCargo
Alan Black	FedEx
Kim, Choong-Ho	Korean Air
Axel Klein (Chair)	Lufthansa Cargo
Katz Inaba	SAS
Nazim Ros	Singapore Airlines
James Edgecombe	United Airlines
Ken Crissinger	UPS Airlines

Cargo Committee

Cargo Security Task Force (CSTF)

Mandate

The Cargo Security Task Force (CSTF) provides aviation security regulators with access to, and input from, a globally balanced group of cargo industry experts to ensure the experience and constraints of the airline industry are considered in the development of security regulations.

The CSTF makes recommendations on existing and future national/regional regimes and regulations with a view to international harmonization and standardization for the security of the airfreight supply chain for both cargo and mail such as:

- ICAO Annex 17 Security
- WCO SAFE framework of standards
- National and regional emergency amendments
- The Secure Freight Program
- IATA Resolutions and Recommended Practices

Membership

Barb Johnson	Air Canada
Jim McCaffrey	British Airways World Cargo
Hanson Chan	Cathay Pacific
Derek Duiser	Delta Air Lines
Rajendra Singh	Emirates
Kester Meijer	KLM Cargo.
James LoBello	Lufthansa Cargo
Matthew Fleming	Qantas
Lim Tee Aun	Singapore Airlines Cargo
Howard Stone (Facilitator)	UPS Airlines

Cargo Committee

Cargo Operations Advisory Group (COAG)

Mandate

The Cargo Operations Advisory Group (COAG) reports to the Cargo Committee and to the IATA Ground Handling Conference. It is comprised of 14 cargo operation experts from airlines and ground handling agents and shall act as advisor to the Operations Committee, the IGHC, IATA Management and other relevant IATA bodies on all matters that relate to safe and efficient cargo operations. It will also indicate how to implement those measures in a rational, co-coordinated and cost effective manner.

Areas of activity include:

- i. All aspects of cargo handling operations – excluding technical/maintenance areas.
- ii. Review and maintenance of the IATA Airport Handling Manual (AHM Chapter 3 – Cargo & Mail Handling)
- iii. Review and maintenance of the IATA Ground Operations Manual (IGOM Chapter 3 – Cargo & Mail Handling)
- iv. Amend the Cargo section of the Standard Ground Handling Agreement (SGHA)
- v. Enable “e” Standard Cargo Operations Procedures
- vi. Develop a “Matrix” to establish Standard Cargo Operational Capabilities
- vii. Interfaces with external groups such as regulatory authorities, airports and ground service providers.

Membership

David Ambridge	BFS Asia
Veronique Darch	Air Canada
David Smith	Air France
Cemil Eрман	Celibi
Christian Bergfelder	DHL
Paul Coventry	Dnata
Pichuyer Balasubramanian	Emirates
Alan Wright	Etihad Airways
Jussi Mattila	Finnair
Axel Klein	Lufthansa Cargo
Nina Hampel	LUG Cargo Handling
Rupert Batstone	Swissport
<i>Vacant Airline Position</i>	
<i>Vacant GHA Position</i>	

Cargo Committee

Cass Policy Group (CPG)

Mandate

The CASS Policy Group (CPG) is a Working Group of the Cargo Committee to advise Financial Committee regarding direction set by Cargo Committee and CPG on functional management and operation of CASS where it potentially impacts the overall ISS operation.

Specifically, the activities of the CPG are to:

- Provide a CASS consultative forum between IATA Management and Member airlines
- Formulate a Global CASS representation policy
- Develop the CASS cost sharing formula and CASS pricing policy
- Develop a CASS country development plan
- Approve the commencement of all new CASS Feasibility Studies and appoint local CASS Feasibility Study Groups to work with IATA Management in the preparation of Feasibility Study Reports
- Review reports received from the Local Customer Advisory Groups (LCAGs)
- Review the CASS budgets on a consultative basis.

Membership

Michael Ebsen	Lufthansa
Olga Balashova	Air Bridge Cargo Airlines
Francis Couque	Air France
Luigi Vitulano	Cargolux
Alvin Lau Tak Wai	Cathay Pacific Cargo
Paul de Vries	Etihad Airways
Patrick van Zuilen	KLM
Ibrahim Karatas	Turkish Airlines
Walter Wollemberg	United Airlines

Environment Committee

Task Forces

Aircraft CO₂ Standard Ad Hoc Task Force

Mandate

The Aircraft CO₂ Standard Ad Hoc Task Force (“the Task Force”) will act as advisor to the Environment Committee (ENCOM), other relevant IATA bodies and IATA management on all matters that relate to the development within ICAO and its Committee on Aviation Environmental Protection (CAEP) of an international aircraft certification standard for CO₂ emissions.

Specifically the Task Force shall:

- Monitor and keep ENCOM apprised of discussions underway in ICAO CAEP regarding the development of an international aircraft certification standard for CO₂ emissions;
- Provide technical advice and guidance to IATA on the different aspects of a new future aircraft CO₂ standard and its potential business implications for IATA member airlines;
- Assist IATA in developing strategic and tactical input to the relevant ICAO CAEP discussions and meetings on this subject to protect the industry interests of IATA member airlines.

The Task Force will remain active for the full duration of the ongoing CAEP activity regarding the development of an international aircraft certification standard for CO₂ emissions, i.e. in principle until CAEP/9 in February 2013.

Membership

The Task Force will consist of 5 to 15 subject matter experts. Composition of the Task Force shall be balanced and representative of the wider ENCOM and IATA membership. The current membership is as follows:

Pierre Albano	Air France
Hideo Ohtake	All Nippon Airways
John Noveli	American Airlines
Andy Kershaw	British Airways
Gary Leduc	Continental Airlines
Dave Anvid	Delta Air Lines
Daniel Wong	Emirates
Linden Coppell	Etihad Airways
Dave Sorrell	Federal Express
Iván Szabó	Lufthansa
Tony Wheelens	Qantas
Chris Schröder	Qatar Airways
Shamsul Leman	Singapore Airlines
Brian Chapman	United Airlines

Financial Committee

Rules and Regulations of the Financial Committee Working Groups

I. Role / Mandate

- i. The Financial Committee may establish Working Groups, subject to the approval of the Director General to:
 1. Provide technical advice on an on-going basis; and
 2. Work with IATA management on campaigns and issues
- ii. The Financial Committee will establish the mandates of the Working Groups and renew them on an annual basis. The mandates are detailed below.

II. Membership

- i. Except where stated otherwise, Membership of Financial Committee Working Groups will consist of no more than 15 members and is open only to Member Airlines.
- ii. Each Member may by written notification to the IATA Senior Vice President FDS nominate a person to serve as a representative of a Financial Committee Working Group.
- iii. Members of Financial Committee Working Groups shall be appointed by the Financial Committee, on the basis of Member nominations.
- iv. The appointments shall take into consideration:
 - Industry expertise;
 - Potential contribution to the Working Group's work;
 - Seniority within the airline of the candidate concerned;
 - Where relevant, representative participation in the services being overseen;
 - Regional balance;
 - Airline alliance balance (including non-alliance airlines);
 - Candidates from airlines that share a common ownership structure;
 - Size of Member airline balance;
 - A combination of continuity and rotation in the Working Group membership;
 - Representation of the membership across all of the Working Groups;
 - Industry Feedback

- v. Each Member shall be appointed for a term of up to two years, which can be renewed up to a maximum of two times. If a person has served three consecutive terms, a minimum of two years must expire before that person is eligible again for appointment to the same Working Group. The Financial Committee may exceptionally approve the appointment of a person to serve more than three consecutive terms on the basis of his or her knowledge and experience.
- vi. It is generally expected that no individual would be appointed to membership of two different Financial Committee Working Groups at the same time.
- vii. Working Group members may not appoint a proxy to represent him or her.
- viii. Each Member shall act as a representative of the membership as a whole and not as a representative of his or her region or of the Member that nominated him or her.
- ix. The Working Groups shall elect their Chair and Vice-Chair whose terms shall be for two years, with an expected rotation after 2 terms, through a simple majority vote.
- x. The Chair and Vice-Chair shall operate as a full member of the Working Group.
- xi. IATA will appoint a secretary to work with the Working Group and coordinate its activities within IATA.
- xii. Membership shall terminate if:
 - The airline ceases to be a Member, or
 - The Member leaves the relevant position in the airline, or
 - The Member fails to attend two consecutive meetings, or
 - The Member fails to attend 2 consecutive conference calls in a given calendar year

III. Meetings and Procedures

- i. The Working Group shall meet as required, including by teleconference, video conference, or other electronic means. It shall meet in person at least twice per year. It shall normally meet within six to eight weeks prior to the Financial Committee meetings, to enable reporting to the Financial Committee.
- ii. Meetings shall be called by IATA, in consultation with the Chair.
- iii. IATA shall normally give thirty days' notice of the meeting; at least ten days' notice shall be given for a special meeting.
- iv. A simple majority of the Working Group members shall constitute a quorum for any meeting.
- v. Attendance at meetings will be limited to Group Members. A limited number of qualified observers may be invited to attend specific meetings at the invitation of IATA. Where their knowledge or advice would be useful in attaining the objectives of the meeting, representatives of relevant international organisations and regional airline associations may be invited by IATA to attend meetings as observers.

- vi. The agenda of any meeting shall include any relevant matter proposed by:
 - Any member of the Group
 - IATA
 - The Financial Committee or one of its Working Groups
 - Other IATA Member Airlines or Strategic Partners whose representative shall be entitled to attend the relevant Working Group meeting
- vii. IATA management and the Financial Committee Steering Group shall provide the coordination between the activity of the Groups and the Financial Committee.
- viii. The Working Groups will seek to operate on a consensus basis, based on members present.
- ix. Each Group may establish its working procedures consistent with these Rules.
- x. The work of the Working Group shall be conducted in full compliance with applicable competition and antitrust law, with supervision from IATA Legal Counsel.

IV. Work Programme

- i. The Working Groups shall develop an annual Work Programme which will be reported as part of the overall subject activity to the Financial Committee. The report will be developed on a consensus basis.

V. Task Forces

- i. Subject to the Financial Committee's approval, Task Forces may also be established to address specific projects.
- ii. The Task Forces terms of references shall state their specific objectives, work programmes, deliverables, agreed timetables, and membership.
- iii. The Task Forces will be reconfirmed by the Financial Committee annually and be disbanded once their mandate has been completed.

Financial Committee

Financial Services Development Working Group

Role / Mandate

- I. The Financial Services Development Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on matters related to the monitoring and development strategy of the Industry Financial Services and Settlement Systems, and Financial Standards supporting airlines financial processes.
- II. Areas of activities include:
 - Maintaining global oversight and providing a consultative forum between IATA and member airlines with regards to IATA's financial services and settlement systems to ensure that those systems continue to provide cost effective, high quality settlement services that are relevant to IATA members' needs.
 - Advising IATA on the enhancement, and further development of the financial services and settlement systems, including in the expansion into new markets where relevant, and aligned to other Industry development.
 - Reviewing any audit or risk areas related to the financial services and settlement systems and advising on possible actions to mitigate.
 - Providing guidance to IATA in respect of the pricing policies for the operation of the Passenger Settlement system.
 - Reviewing the recommendations of the Cargo Committee in respect of the Cargo settlement systems, to assess any potential impact on the overall ISS operation.
 - Reviewing the recommendations of SIS Steering Group in respect of the SIS operations, in particular to assess any potential impact on all financial services.
 - Advising IATA on the development of simplified revenue accounting methods in the industry.
 - Advising IATA on developments, objectives, and policy implementation related to Industry financial standards and services supporting airlines financial processes.
 - Promoting the standardisation and simplification of industry financial processes.
 - Supporting and developing initiatives identified by the Financial Committee as priorities.

- Monitoring actions by other industry groups that may have implications on billing and settlement and recommending appropriate liaison.
- Ensuring co-ordination of their activities with those of the Interline Settlement Operations Working Group, SIS Steering Group, and AIA ASG Group.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at VP or Director level within their airlines, with expertise and knowledge of Airline Financial Settlement Processes and Financial Processes Standards. Some members with finance system, Cargo, or Commercial experience should also be included to provide a broader approach.
 - The membership shall include airlines using at least one of IATA's services covered by the remit of the Financial Committee. All services should be represented in the overall membership of the group.

Membership

Amos Kazzaz	Air Canada
Györgyi Szantner	British Airways
Sue Liu	Cathay Pacific
Jiang Shengshan	China Southern Airlines
Abid Siddiqi	Emirates
Duncan Naysmith	Etihad Airways
Kentaro Taneda	Japan Airlines
Henrik T. Postma	KLM
Marcela Figueroa	Lan Airlines
Maciej Wilk	LOT
Michael Uebber	Lufthansa
Cheryl Noorbergen	Qantas
Altug Meydanli	Turkish Airlines

Financial Committee

Interline Billing and Settlement Operations Working Group

Role / Mandate

- I. The Interline Billing and Settlement Operations Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on operational and technical matters related to IATA's Industry financial systems and services related to interline billing and settlement, including maintenance and development of efficient operating procedures, and financial standards supporting related airline financial processes.
- II. Areas of activities include:
 - Advising IATA on proposed changes in the Regulations and Procedures of the Clearing House, including the application of security deposits and other security provisions or penalties.
 - Reviewing and approving application to the Clearing House of Non-IATA member airlines, under Clearing House Regulation 4b.
 - Serving as adjudicators in arbitration under the Clearing House Regulation 23, in Inter-clearance arbitrations, or in interline billing disputes.
 - Reviewing proposed changes in billing rules or transaction processes, and in settlement procedures for revenue accounting, for their implications on the financial and settlement systems service delivery.
 - Advising IATA in the maintenance and updating of the Revenue Accounting Manual for interline procedures.
 - Advising IATA with regard to policies in relation to defaults and bankruptcies.
 - Recommending changes to mandatory or recommended data elements and adjusting billing rules accordingly.
 - Advising IATA on prioritisation of developments and changes to functionalities of its financial and settlement systems as proposed by the user communities or the service providers, and supporting any system testing as requested by IATA (apart for the SIS and First and Final services who have a designated group)

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
- Members should be qualified representatives at Senior Manager level within their airlines, with expertise and knowledge in interline billing, settlement processes, IATA Financial Services and Systems, and accounts receivable.
 - The membership shall include airlines using at least one of IATA's services covered by the remit of the Financial Committee. All services should be represented in the overall membership of the group.

Membership

Myrna Adams	Air Canada
Sophie Creusot	Air France
Dinesh Laljee	Air Mauritius
Antoinette Nelson	Air New Zealand
Matthew Holden	British Airways
Chen Wen	China Southern Airlines
Harold Schwart	Delta Air Lines
Mohammad Farooq Patel	Emirates
Rob Huijsman	KLM
Michael Stulpe	Lufthansa
Ian Alfred	Qantas
Maggie Low	Royal Brunei Airlines
Myriam Burget	SWISS
Nermin Azem Kiran	Turkish Airlines

Financial Committee

SIS Steering Group

Role / Mandate

- I. The SIS Steering Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management, on matters related to the Simplified Interline Settlement (SIS) product.
- II. Areas of activities include:
 - Maintaining global oversight of the ongoing SIS operation and development to ensure that SIS provides cost effective, high quality settlement services that are relevant to IATA members' needs.
 - Providing a consultative forum between IATA management and Member airlines on the efficient operation of the service.
 - Advising IATA management on prioritisation of developments and changes to functionalities of the Simplified Interline Settlement as proposed by the user communities or the service providers and supporting any system testing as requested by IATA.
 - Providing guidance to IATA management in respect of the pricing policies for the operation of the service.
 - Reviewing any audit risk and risk issues associated with the service.
 - Proposing changes to electronic invoicing processes and standards, in particular management of the IS-XML standard for electronic invoicing, determination of e-invoicing formats, submission methods, electronic documentation requirements, and changes to mandatory fields.
 - Reviewing proposed changes in billing rules or transaction processes arising from Industry meetings and consider their implications on service delivery.
 - Drafting and proposing any changes that may be required to the IATA Revenue Accounting Manual after considering inputs from Integrated Settlement participants.
 - Coordinating with other IATA Industry e-invoicing Services with regards to interfaces between the services
 - Coordinating with the XML Working Group wherever a common approach to standards may benefit the industry

Membership

- I. The SIS Steering Group consists of the following members:
 - IATA's Director for Financial and Distribution Services Operations
 - IATA's Revenue Accounting Manager
 - Secretary/Treasurer of the Airlines Clearing House
 - Chair of the ATA Revenue Accounting Committee
 - Chair of the Interline Billing & Settlement Operations Working Group
 - 5 members appointed by the Financial Committee based on the results of the election at the SIS General Meeting
 - Up to 5 additional members appointed by the Financial Committee based on members nomination
- II. The members appointed by the Financial Committee shall be qualified representatives within IATA member airlines who have knowledge and experience of the operations of the interline billing and settlement process.
- III. No more than one person associated with or employed by the same airline may be a representative on the SIS Steering Group at any one time.
- IV. The appointments shall take into consideration:
 - Industry expertise;
 - Potential contribution to the Working Group's work;
 - Seniority within the airline of the candidate concerned;
 - Regional balance;
 - Airline alliance balance (including non-alliance airlines);
 - Candidates from airlines that share a common ownership structure;
 - Size of Member airline balance;
 - A combination of continuity and rotation in the Working Group membership;
 - Representation of the membership across all of the Working Groups;
 - Feedback from the Industry
- V. Each Member shall be appointed for a term of up to two years, which can be renewed up to a maximum of two times. If a person has served three consecutive terms, a minimum of two years must expire before that person is eligible again for appointment to the same Working Group. The Financial Committee may exceptionally approve the appointment of a person to serve more than three consecutive terms on the basis of his or her knowledge and experience.
- VI. Members may not appoint a proxy to represent him or her.

- VII. Each Member shall act as a representative of the membership as a whole and not as a representative of his or her region or of the Member that nominated him or her.
- VIII. The SIS Steering Group shall elect a Chair and Vice-Chair whose terms shall be for two years, with an expected rotation after 2 terms, through a simple majority vote.
- IX. The Chair and Vice-Chair shall operate as a full member of the SIS Steering Group.
- X. IATA will appoint a secretary to work with the SIS Steering Group and coordinate its activities within IATA.
- XI. Membership shall terminate if:
- The airline ceases to be a Member, or
 - The Member leaves the relevant position in the airline, or
 - The Member fails to attend two consecutive meetings, or
 - The Member fails to attend 2 conference calls in a given calendar year

Meetings and Procedures

- I. The SIS Steering Group shall meet as required, including by teleconference, video conference, or other electronic means. It shall meet in person at least twice per year. It shall meet within the six to eight weeks prior to the Financial Committee meetings.
- II. Meetings shall be called by IATA, in consultation with the Chair.
- III. IATA shall normally give thirty days' notice of the meeting; at least ten days' notice shall be given for a special meeting.
- IV. A simple majority of the SIS Steering Group members shall constitute a quorum for any meeting.
- V. Attendance at meetings will be limited to Group Members. A limited number of qualified observers may be invited to attend specific meetings at the invitation of IATA. Where their knowledge or advice would be useful in attaining the objectives of the meeting, representatives of relevant international organisations and regional airline associations may be invited by IATA to attend meetings as observers.
- VI. The agenda of any meeting shall include any relevant matter proposed by:
- Any member of the Group
 - IATA
 - The Financial Committee or its Steering Group
 - Other IATA Member Airlines or Strategic Partners whose representative shall be entitled to attend the SIS Steering Group meeting

- VII. The SIS Steering Group will seek to operate on a consensus basis, based on members present.
- VIII. The SIS Steering Group may establish its working procedures consistent with these Rules.
- IX. Subject to the Financial Committee's approval, the SIS Steering Group may request the creation of a technical Task Force to address a specific technical issue. The Task Force terms of references shall state its specific objectives, work programme, deliverables, agreed timetable, and membership. Such Task Force will be reconfirmed by the Financial Committee annually and be disbanded once its mandate has been completed.
- X. These terms of reference, including the quorum may be amended from time to time by IATA's Director General or the Financial Committee.
- XI. The work of the SIS Steering Group shall be conducted in full compliance with applicable competition and antitrust law, with supervision from IATA Legal Counsel.

Work Programme

- I. The SIS Steering Group shall develop an annual Work Programme which will be reported as part of the overall subject activity to the Financial Committee. The report will be developed on a consensus basis.

Membership

Cheryl Stephen	Air Canada
Maryrose Pace	Air Malta
Antoinette Nelson	Air New Zealand
Lori Tully	Airline Clearing House
Kevin Thiel	Alaska Airlines
Leigh Boggs	American Airlines
Gyorgyi Szantner (Chair)	British Airways
Harold Schwart	Delta Air Lines
Ahmed Gamaleldin Youssef	Egyptair
Dr. Markus Schlobohm	Lufthansa
Konda Reddy	Qantas
Altug Meydanli	Turkish Airlines
Patti Belcher	United Airlines

Financial Committee

Industry Accounting

Working Group

Role / Mandate

- I. The Industry Accounting Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters related to Industry Accounting.
- II. Areas of activities include:
 - Identifying those areas of accounting standards which are potentially contentious within the industry and/or give rise to a divergence in approach among airlines and reviewing whether a common position would benefit the industry
 - Providing guidance to IATA member airlines in the form of “Airline Accounting Guidelines” and “Airline Accounting Flashes” which will act as a source of reference regarding important accounting policy issues particular to airlines and to make recommendations as to best practice.
 - Monitoring prospective accounting standards being developed by major accounting standards setting bodies, such as the IASB, which may have a significant impact on airlines and/or which are particular to them.
 - Formally respond to important invitations for Comment and Exposure drafts issued by the IASB and to influence the decisions made by accounting standard setting bodies regarding important emerging accounting standards.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at Director or Senior Manager level within their airlines, with expertise in IFRS in the airline industry.

Membership

Llya Issayev	Air Astana
Severine Guffroy	Air France
Mary Beth Mac Donald	American Airlines
Elizabeth Haun	British Airways
Roger Kolbet	Cargolux Airlines
Woo Suk, Kang	Korean Air
Maren Pollmann-Klein	Lufthansa
Russell Macfarlane	Qantas
Andrew Rosser	Qatar
Cha Mui Yang	Singapore Airlines
Begüm Sönmez	Turkish Airlines

Financial Committee

Treasury Working Group

Role / Mandate

- I. The Treasury Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to Airline Treasury and Cash Management issues.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritisation of IATA activities related to:
 - Treasury related issues, including funds repatriation problems
 - Regulatory environment around foreign exchange
 - Currency exchange fluctuation, interest rates fluctuations, jet fuel cost fluctuation due to speculation
 - Hedging
 - New industry development of treasury tools
 - Aircraft financing issues
 - Assisting IATA in the development of appropriate policies and action plans in the above matters.
 - Assisting IATA in the execution of key industry campaigns related to the above matters.
 - Advising IATA on developments in the above matters to help identify emerging issues.
 - Providing technical advice to IATA on the above matters.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at VP or Director level within their airlines, with expertise and knowledge in Treasury and Cash Management areas.

Membership

Frédérique Lacombe	Air France
Chris Grech	Air Malta
Gaylene Kendall	British Airways
Andrew West	Cathay Pacific
Nirmal Govinda Das	Emirates
Ricky Thirion	Etihad Airways
Vijay Panday	KLM
Manfred Dinter	Lufthansa
Serhan Ulga	Pegasus Airlines
Christopher Wann	Qantas
Sidharta Tiku	Qatar
Cedric Suchet	SWISS
Okan BAŞ	Turkish Airlines

Financial Committee

Payment Methods

Working Group

Role / Mandate

- I. The Payment Methods Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to Payment Methods issues.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritisation of IATA activities related to:
 - Acceptance, operations, and settlement of airline sales conducted with payment cards
 - Regulatory development with regards to payment methods
 - Relationships with card schemes
 - Payment fraud
 - New payment methods and new technologies in the payment area
 - Special industry standards in the payment area
 - PCI-DSS issues for payments methods
 - Assisting IATA in the development of appropriate policies and action plans in the above matters.
 - Assisting IATA in the execution of key industry campaigns related to the above matters.
 - Advising IATA on developments in the above matters to help identify emerging issues.
 - Providing technical advice to IATA on the above matters.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at VP or Director level within their airlines, with expertise in Payment methods areas.

Membership

Patricia McCallum	Air Canada
Soenens François	Air France
Ben Doshi	Air New Zealand
Zach Nathan	American Airlines
Martin Ryan	British Airways
Barry Tse	Cathay Pacific
Essam Eldin Shaaban	Egyptair
Chris Chandler	Emirates
Wilna van Dijk	KLM
Katarzyna Krakowska	LOT
Detlef Krupp	Lufthansa
Tina Koutsoukis	Qantas
Louise Garratt	Virgin Atlantic

Financial Committee

Industry Risk and Insurance Working Group

Role / Mandate

- I. The Industry Risk and Insurance Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to industry risk management and insurance issues aimed at keeping overall airline risk to a minimum.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritization of IATA activities and campaigns aimed at:
 - Keeping overall airline risk to a minimum.
 - Assisting IATA in the development of appropriate policies and action plans aimed at achieving the above objective.
 - Assisting IATA in the execution of key industry campaigns aimed at achieving the above objective.
 - Advising IATA on emerging insurance and risk management issues that may be of concern to the air transportation industry.
 - Providing technical advice to IATA on its risk management and insurance activities.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at Director or Senior Manager level within their airlines, with expertise and knowledge in Aviation Risk Management and Insurance.

Membership

François Gauvin	Air Canada
Mario Genovese	Air Malta
Ronald Sukhbir	Caribbean Airlines
Naeim Mosleh	Etihad Airways
Ali AlMarzooq	Gulf Air
Felicita Kagwanja	Kenya Airways
Agnieszka Sobków	LOT
Ole Schroder	SAS
Zekeriya Dur	Turkish Airlines

Financial Committee

Airports Working Group

Role / Mandate

- I. The Airports Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to Airports charges and related infrastructure and operational matters.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritisation of IATA activities and campaigns aimed at:
 - Reducing Airports Charges in order to achieve agreed industry targets for cost reductions/avoidance
 - Ensuring that Airport charges are reasonable, cost related, and non-discriminatory, in accordance with ICAO principles on user charges
 - Ensuring airport infrastructure development is timely, functional, cost effective, and provide sufficient capacity to meet future growth
 - Implementing operational improvements in airports, including the Airport – Collaborative Decision Making (A-CDM) tools and more effective management of existing airport capacity
 - Improving the efficiencies in the financial processing of Airport Charges, in particular through promoting the use of industry standard electronic invoicing
 - Assisting IATA in the development of appropriate policies and action plans aimed at achieving the above objectives.
 - Assisting IATA in the execution of key industry campaigns aimed at achieving the above objectives.
 - Advising IATA on developments in Airport matters to help identify emerging issues.
 - Providing technical advice to IATA on its Airport activities.
 - Reviewing and maintaining the IATA Airport Handling Manual (AHM), and the Airport Design Reference Manual (ADRM).

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at Director or Senior Manager level within their airlines, with expertise and knowledge in Airport Charges, Airport operations, and/or Ground Handling operations.

Membership

Josephine Pietracupa	Air Canada
Georges Lachenaud	Air France
Sean Ford	Air New Zealand
Rhett Workman	American Airlines
Tony Edwards	British Airways
Lucy Mak	Cathay Pacific
Jim Boucher	Delta Air Lines
Guy Hickling	Emirates
Hans Smeets	KLM
Alexander Holzrichter	Lufthansa
Robert Bowring	Qantas
Selim Sari	Turkish Airlines

Financial Committee

Commercial Fuel Working Group

Role / Mandate

- I. The Commercial Fuel Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to the commercial and financial aspects of aviation fuel infrastructure worldwide.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritisation of IATA activities and campaigns aimed at:
 - Achieving efficiencies and cost reductions
 - Eliminating unjustified fees, charges, and taxes on jet fuel
 - Ensuring supply reliability
 - Ensuring that government policies on jet fuel are in line with Industry requirements and properly implemented
 - Encouraging competitive jet fuel markets for the supply of jet fuel and services at airports
 - Standardizing airline and supplier jet fuel activities
 - Improving the efficiencies in the financial processing of fuel purchasing, in particular through promoting the use of industry standard electronic invoicing
 - Assisting IATA in the development of appropriate industry policies and action plans aimed at achieving the above objectives.
 - Assisting IATA in the execution of key industry campaigns aimed at achieving the above objectives.
 - Advising IATA on developments in the commercial aspect of jet fuel to help identify emerging issues, including new market developments and industry supplier trends.
 - Providing technical advice to IATA on its commercial fuel activities.
 - Supporting the delivery of the bi-annual IATA aviation Fuel Forum.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at Director or Senior Manager level within their airlines, with expertise and knowledge in Fuel procurement.

Membership

Shakti Chopra	Atlas Air
Alex Gautier	Cathay Pacific
Martin Camus	Emirates
Ian Johnson	Etihad Airways
William Lurks	KLM
Thorsten Lange	Lufthansa
Terence Naicker	TAAG Angola
Chai Eamsiri	Thai Airways
Janet Peters	United Airlines
Jonathan Pardoe	Virgin Atlantic

Financial Committee

Industry Taxation

Working Group

Role / Mandate

- I. The Industry Taxation Working Group shall act as advisor to the Financial Committee, other relevant IATA bodies, and IATA Management on all matters that relate to the elimination or reduction of unfair or burdensome taxes and associated costs on the aviation industry. All taxes are in scope of the Working Groups.
- II. Areas of activities include:
 - Advising on approach, direction, and prioritisation of IATA activities and campaigns aimed at:
 - Eliminating or reducing industry taxation costs in order to achieve agreed industry targets for cost reduction / avoidance
 - Promoting the maintenance of the worldwide regime of reciprocal exemption (as laid out by the ICAO Policy Document)
 - Seeking clarification on applicable tax standards for the industry
 - Reducing costs and inefficiencies related to complex and manual governmental reporting requirements of existing taxes
 - Assisting IATA in the development of appropriate industry policies and action plans aimed at achieving the above objectives.
 - Assisting IATA in the execution of key industry campaigns aimed at achieving the above objectives.
 - Advising IATA on industry tax developments to help identify emerging issues.
 - Providing technical advice to IATA on its industry taxation activities.

Membership

- I. In addition to the standard Financial Committee Working Groups Membership rules the following applies:
 - Members should be qualified representatives at Director or Senior Manager level within their airlines, with expertise and knowledge in Industry Taxation.

Membership

Peter Renner	Air Berlin
Frederic Roch	Air France
Joshua Peredo	American Airlines
Eric Thompson Chacon	AVIANCA & TACA
Tom Wong	British Airways
Courtney Boyd	Delta Air Lines
Timothy Smith	Etihad Airways
Beatrice Njagi	Kenya Airways
Abdul Majid Sawal	Kuwait Airways
Christian Lehmann	Lufthansa
Mark Bradford	Qantas
Kishore Kadam	Qatar Airways
Muharrem Unsal	Singapore Airlines
Nicholas Nemalili	South African Airways
Max Colpi	SWISS

Financial Committee

E-invoicing Supplier Mobilization

Task Force

Objectives

- I. Advise and support IATA in promoting the cost efficiencies opportunities for the industry to the IATA electronic invoice standards through the centralized IATA Financial Service.
- II. Advise and support IATA in driving the adoption of IATA electronic invoice standards (e.g. IS-XML) in the air transport industry.
- III. Actively mobilize aviation suppliers and airlines to transmit electronic invoices via the IATA Financial service.

Work Programme

- I. Advise and assist IATA in developing the mobilization campaign with the aim of increasing the number of airlines and suppliers to the airline industry transmitting electronic invoices via the IATA Financial service.
- II. Educate other airlines and suppliers to the airline industry on the benefits of IATA electronic invoicing standards, and promote their use.
- III. Airline participants will contact and actively mobilize suppliers to the airline industry to use the IATA Financial service to exchange electronic invoices with the airlines.
- IV. Non-airline participants will contact and actively mobilize airlines to use the IATA Financial service to accept electronic invoices and to exchange electronic invoices with other suppliers to the airline industry where applicable.

Deliverables

- I. 367 new SIS members by the end of 2016 transmitting electronic invoices via the IATA Financial service.
- II. IS-XML standard embedded in rules and regulations and developed into an ISO standard.

Timelines

- I. 2014
 - Each airline participant to contact key suppliers of their domestic market.
 - Airline participants to contact shared airports and shared suppliers outside their home market (with IATA coordination).

- Participants migrating to the service and on-board customers not part of the platform.
- IT provider certification of compliance with the IS-XML standard.

II. 2015

- New set of shared airports and suppliers.

III. 2016

- Fuel standard and IS-XML standard to be compatible to start the active adoption of the fuel segment.
- Start mobilization of non-core supplier segments (e.g. hotels, bus shuttles).
- Develop IS-XML standard into an ISO standard.

Membership

I. Members of the Task Force shall comprise:

- Airline Participants and non-airlines companies (non-airline participant) which are supplier within the air transport industry.
- Each participant shall provide IATA with the names of one or two representatives of appropriate experience and seniority, who shall participate in Task Force meetings and who are authorized to provide advice and take decisions on behalf of their company relating to the objectives stated above.
- IATA and the Task Force may invite the participation of experts at the meetings from time to time.

Industry Affairs Committee Working Groups

Working Group on Consumer Issues (CIWG)

Mandate

The mandate of the Working Group on Consumer Issues shall be:

- To identify lessons learned from existing consumer rights legislation, particularly with respect to the United States and the European Union, in order to advise regulators elsewhere on the costs and benefits of such regulations;
- To pre-empt the threat of proliferating disjointed and costly consumer rights regimes by developing key principles that should be considered by governments when drafting consumer rights legislation;
- To improve current legislation and ensure that interpretation of such legislation is reasonable by developing key principles on enforcement of existing consumer rights regulations;
- To drive prioritized campaigns that promote the above principles and lessons learned, such that these efforts are seen as positive and proactive actions by airlines to look after their passengers.

Rules of Procedure

1. The term of membership of the CIWG shall mirror the term of membership of the Industry Affairs Committee.
2. IATA Government & Industry Affairs shall provide a Secretary.
3. Meetings will take place as required by conference call, video conference, other electronic means or in person. Meetings will be called by the Secretary, in consultation with the Chairperson.
4. The CIWG shall take decisions on the basis of consensus of its members. In the absence of such consensus, decisions shall be made by the full Industry Affairs Committee according to its Rules and Regulations.
5. Additional Industry Affairs Committee members, observers or external experts may be invited by the CIWG Chairperson to participate in meetings on the basis of their particular expertise, interest or experience.
6. The CIWG shall provide regular reports on progress to the Industry Affairs Committee through the monthly conference calls and meetings.
7. It is IATA's intent that the work of the Working Group shall be conducted in full compliance with applicable competition and antitrust law. We will ensure that all discussions are monitored by IATA Legal Counsel in accordance with our standard Competition Law Guidelines.

Industry Affairs Committee**Working Groups****Working Group on Consumer Issues (CIWG) (continued)****Membership**

Gonzalo Yelpo	ALTA
Guo Junxiu	China Eastern Airlines
Song Ting	China Southern Airlines
Heba Khater	Egyptair
Steve Huygens	IAG (representing BA/IB/VY)
Robert Land (Chair)	JetBlue
Regula Dettling-Ott	Lufthansa
Rabih Azar	Middle East Airlines
Tim Swan	Qantas
Conor McAulliffe	United Airlines

Working Group on Smart Regulation (SRWG)

Mandate

The mandate of the Working Group on Smart Regulation shall be:

- Establish an agreed upon 'smart regulation' methodology. This should include:
 - A high level definition statement of what the industry regards as smart regulation
 - A set of principles upon which smart regulation should be designed
 - A set of principles that guide the process for executing smart regulation
- Using this methodology, identify key policy areas and regulatory initiatives where smart regulation is needed
- Establish a methodology for prioritizing such policy areas and initiatives
- Support IATA in the design and execution campaigns directed at addressing such policy areas and initiatives

Rules of Procedure

1. The initial term of the SRWG shall be for a period of two years, after which continuation of the group will be reviewed by the IAC Chairperson.
2. IATA Government & Industry Affairs shall provide a Secretary.
3. Meetings will take place as required by conference call, video conference, other electronic means or in person. Meetings will be called by the Secretary, in consultation with the Chairperson.
4. The SRWG shall take decisions on the basis of consensus of its members. In the absence of such consensus, decisions shall be made by the full Industry Affairs Committee according to its Rules and Regulations.
5. Additional Industry Affairs Committee members, observers or external experts may be invited by the SRWG Chairperson to participate in meetings or join the group on the basis of their particular expertise, interest or experience.
6. The SRWG shall provide regular reports on progress to the Industry Affairs Committee through the monthly conference calls and meetings.
7. The work of the Working Group shall be conducted in full compliance with applicable competition and antitrust law. We will ensure that all discussions are monitored by IATA Legal Counsel in accordance with our standard Competition Law Guidelines.

Industry Affairs Committee**Working Groups****Working Group on Smart Regulation (SRWG) (continued)****Membership**

Laurent Timsit (Chair)	Air France
Liu Yuan	China Southern Airlines
Suresh Singam	Malaysia Airlines
Jose Guedes Dias	TAP Portugal
Conor McAuliffe	United Airlines
Andrew Parker	Qantas

Legal Committee

Industry Litigation Sub-Committee (LitCom)

Mandate

1. to identify and review issues where it would be appropriate for IATA to intervene in litigation on behalf of the industry and to recommend to the General Counsel if the costs of such an intervention should be met by the Industry Litigation budget, having regard to the criteria set out in article (iv) of the Legal Committee mandate;
2. to advise which law firm(s) should represent IATA's interests; and
3. to provide recommendations for the following year's Industry Litigation budget for approval by the Board of Governors.

Membership

Michelle Johnson	Air Berlin
Louise-Hélène Sénécal	Air Canada
Peter Soares	American Airlines
Elizabeth Hichens	British Airways
Henning zur Hausen	Etihad Airways
Michael Carbone	JetBlue
Jennifer A. Coyne	United Airlines

Operations Committee

Rules and Regulations of the Operations Committee Working Groups and Regional Coordinating Groups

I. Role / Mandate

- i. The Operations Committee (OPC) may establish Working Groups (WGs) and Regional Coordinating Groups (RCGs), subject to the approval of the IATA Director General. The WGs and RCGs shall:
 - 1. Provide technical advice on an on-going basis
 - 2. Work with IATA management on campaigns and issues
- ii. The OPC will establish the mandates for the groups. The mandates are detailed in Annex 1:

II. Membership

- i. Membership of OPC WGs and RCGs will consist of not more than 15 members. Membership for all groups is open only to member airlines. The exceptions will be for the following:
 - 1. The RCG for the Asia Pacific and North Asia regions, where a single group of up to 20 Members will be established.
 - 2. The IOSA Oversight Council (IOC), which consists of 17 airline members.
 - 3. The ISAGO Oversight Council (GOC), which consists of 15 airline members plus five elected ground handler representatives that are also members of the IATA Ground Handling Council (IGHC).
 - 4. The Ground Handling Council (GHC), which consists of up to 20 airline and ground service provider members who are also members of the IGHG.
- ii. Members of OPC WGs and RCGs shall be appointed by the OPC Steering Group, based on member nominations submitted to the Senior Vice President, Safety, and Flight Operations (SFO) by the executive officer of the member airline responsible for the specific discipline.
- iii. The appointments shall take into consideration expertise in the subject area, potential contribution to the group's work and reflect a fair geographic representation.
- iv. Each member shall be appointed for a renewable term of up to two years. The application process will take place every two years.
- v. Each member shall act as a representative of the IATA and not as a representative of the airline member.
- vi. The IATA representative will be appointed by the Senior Vice President, SFO.

- vii. The group shall elect its Chair and Vice-Chair, whose term shall be for two years.
- viii. Membership shall terminate if the member misses two consecutive meetings or if the member leaves the relevant position in the airline. The Senior Vice President SFO may fill vacancies on an interim basis.

III. Meetings & Procedures

- i. The group shall meet as required, including by teleconference, videoconference, or other electronic means. It shall meet in person at least once per year.
- ii. The IATA representative, in consultation with the Group Chair, shall call meetings.
- iii. IATA shall normally give 30 days of notice for the meeting; at least 10 days of notice shall be given for a special meeting.
- iv. A majority of the group members shall constitute a quorum at any meeting.
- v. The agenda of any meeting shall include any and all subject matter proposed by:
 - Any member of the group
 - IATA representative or SVP SFO, IATA
 - The OPC Steering Committee
 - Other IATA member airlines or strategic partners
- vi. Attendance at meetings will be limited to group members. A limited number of observers may be invited to attend specific meetings at the invitation of IATA. Where their knowledge or advice would be helpful in attaining the objectives of the meeting, representatives of relevant international organizations and regional airline associations may be invited by IATA to attend meetings as observers.
- vii. The groups shall work on the basis of consensus. If a vote is required, then each group 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 group.
- viii. The Secretary of the OPC shall provide the coordination between the activity of the groups and the OPC.
- ix. Each group may establish its working procedures consistent with these rules.

IV. Work Program

The groups shall develop an annual work program which will be reported to the OPC by the Secretary of the OPC summarizing the overall subject activity of the group.

V. Task Forces

- i. IATA may establish task forces to address specific subjects at the recommendation of IATA management, the OPC or its WGs/RCGs. The task forces shall have objectives, a work program and deliverables in accordance with specific directives from the group. The task forces will be disbanded once their mandate has been completed.
- ii. Approval by the OPC Steering Committee is needed to establish a task force.

Safety Group**Mandate**

The Safety Group shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to air transport safety. It will provide recommendations on how to implement measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. Identifying hazards/threats to airline safety
- ii. Providing recommendations/strategies to mitigate safety risks
- iii. Assigning safety recommendations to accountable persons and organizations while ensuring that they are measurable and achievable.
- iv. Establishing a Safety Management Support System (SMSS) for the airlines including accident/incident analysis, safety training/workshops, and safety forums
- v. Developing and maintaining global and regional safety strategies
- vi. Developing an action plan to improve safety

Membership

Juan Hurtado	Aeromexico
Samuel Elfassi	Air Canada
Al Madar	American Airlines
John Monks	British Airways
Mattias Pak	Cargolux
Richard Howell	Cathay Pacific
William Klein	Delta Air Lines
Henry Donohoe	Emirates
Hideaki Miyachi	Japan Airlines
Eric Kruijsen	KLM
Tim Jenkins	Qantas
Mohammed Malatani	Saudi Arabian Airlines
Essery Hamilton	South African Airways
Pavel Goncharuk	Transaero Airlines
Danilo Marcondes de Andrade	VRG Linhas Aéreas S.A. - Grupo GOL

Security Group**Mandate**

The Security Group shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to air transport security. It will provide recommendations on how to implement measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. Combating acts of unlawful interference against civil aviation
- ii. Prevention and discovery of crimes committed against the aviation industry
- iii. Establishment of Security Management Systems (SEMS) including quality assurance mechanisms throughout the industry
- iv. Regulatory policies associated with aviation security
- v. Analysis and development of responses to potential threats to civil aviation
- vi. Coordinate activities on the Checkpoint of the Future
- vii. Coordinate activities with cargo security

Membership

Eduardo Reyes López	Aeromexico
Laura Logan	Air Canada
Tony Blackiston	Cathay Pacific
Matthew Vaughan	Etihad Airways
Kaarlo Karvonen	Finnair
Ben Swagerman	KLM
Steve Jackson	Qantas
Brian Johnson	Qatar Airways
Richard Davis	United Airlines
Paul Arnold	UPS Airlines

Flight Operations Group**Mandate**

The Flight Operations Group shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to flight operations and global air traffic management. It will provide recommendations on how to implement measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. All aspects of flight operations
- ii. Communications, navigation and surveillance
- iii. Air Traffic Management
- iv. Relevant human factors aspects and training
- v. Meteorology and environment (operational aspects)

Membership

Claude Godel	Air France
Ron Thomas	American Airlines
Joao Gabriel Macari Nieto	Azul Brazilian Airlines
Tim Price	British Airways
Kenneth Speir	Delta Air Lines
Hafez Sayed Sarwat El Shiaty	Egyptair
Ahmad Bin Huzaim	Emirates
Keiji Kushino	Japan Airlines
Sascha Unterbarnscheidt	Lufthansa
Allen Dickinson	Qantas
Kah Kheng Goh	Singapore Airlines
Arthur Phaswana	South African Airways
Christian Meier	SWISS
Bryan Quigley	United Airlines
Geoff Clark	Virgin Atlantic

Engineering & Maintenance Group**Mandate**

The Engineering & Maintenance Group shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to engineering and maintenance. It will provide recommendations on how to implement measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. All aspects of aircraft engineering and maintenance activities
- ii. Airframe and component reliability and reduction of maintenance costs
- iii. Airworthiness and regulatory Issues
- iv. Engineering and maintenance requirements for the standardization of applicable new technology developments - including avionics
- v. Relevant human factors aspects and training

Membership

Kazuo Matsuura	All Nippon Airways
Hamilton Ferreira	Cabo Verde Airlines
Craig Amadeo	Delta Air Lines
Khayyam Aziz Falaknaz	Emirates
Rami Awadalla	Etihad Airways
Paavo Heikkinen	Finnair
Ivo Oduber	Insel Air
Masashi Asai	Japan Airlines
Johan Bank	KLM
Sang Won Lee	Korean Air
Wolfgang Kuehnhold	Lufthansa
Adrian Verkerk	Qantas
Mohamed M. Talaat Mahmoud	Qatar Airways
Lawrence Lim	Singapore Airlines
Michael W.Hockin	Virgin Australia

Technical Fuel Group**Mandate**

The Technical Fuel Group shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to aviation fuel including fuel specifications, quality, handling, refueling and consumption. It will provide recommendations on how to implement those measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. All aspects of aviation fuel specification activities
- ii. Availability of 'on-specification' fuel at all relevant airports
- iii. Fuel consumption reduction opportunities related to system design, maintenance, operation and handling
- iv. Fuel quality and regularity issues, improved safety procedures for the refueling process
- v. Requirements for the standardization of procedures and guidelines for jet fuel handling
- vi. Relevant human factors aspects and training

Membership

Hendrik Schmell	Air Berlin
Yukio Mashimoto	All Nippon Airways
Trevor Bertrand	British Airways
Seth Dillon	Delta Air Lines
Bert de Koning	KLM
Peter Westphal	Lufthansa
Abdel Al Sabbagh	Qatar Airways
Mark Vaughan	South African Airways
Raphael Tucharland	SWISS
Neil Hussey	United Airlines
Kevin Flick	UPS Airlines

IOSA Oversight Council**Mandate**

The IOSA Oversight Committee (IOC) shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to the IOSA program. It will provide recommendations on how to implement those measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. Ongoing development of the IOSA documentation system, that includes the
- ii. Standards Manual, Program Manual
- iii. Issues that have an impact to the integrity of IOSA, including quality assurance and external industry factors
- iv. Audit Organization and Endorsed Training Organization reporting
- v. Regulatory authority policies associated with the program
- vi. Policy recommendations to improve IOSA and aviation safety

Membership

Danielle Canonico	Air Canada
Francis Favre	Air France
Harpreet A. De Singh	Air India
Max Corsi	Air Transat
Jeff McLean	American Airlines
Andy Fleming	British Airways
Katherine Kendall	Cathay Pacific
Tim Bishop	Delta Air Lines
Matthew Wickens	Emirates
Angela Corrales	Lan Airlines
Michael Koschinski	Lufthansa
Mohammed Aziz	Middle East Airlines
Rosanna Martinelli	Qantas
Lindi Jordaan	South African Airways
Viorica Ursache	TAROM
Chuck Smith	United Airlines
Dan Guzzo Comite	VRG Linhas Aéreas S.A. - Grupo GOL

ISAGO Oversight Council**Mandate**

The ISAGO Oversight Committee (GOC) shall act as advisor to the OPC, IATA management and other relevant IATA bodies on all matters that relate to the ISAGO program. It will provide recommendations on how to implement those measures in a rational coordinated and cost-effective manner. Areas of activity include:

- i. Ongoing development of the ISAGO documentation system, that includes the Standards Manual, Program Manual
- ii. Oversight of the ISAGO Pool Advisory Group
- iii. Issues that have an impact to the integrity of ISAGO, including quality assurance and external industry factors
- iv. Regulatory and airport authority policies associated with the program
- v. Policy recommendations to improve ISAGO and ground operational safety

Membership

Olga Yurasova	Aeroflot
Janet Wallace	Air Canada
Francis Favre	Air France
Harpreet A. De Singh	Air India
Max Corsi	Air Transat
Eva Vanallemeersch	Aviapartner
David Clark	British Airways
Khalid AlJowder	Dnata
Medhat Youssef	Egyptair
Grace Akinyi Otieno	Kenya Airways
Jan Jansen	KLM
Tea Sik Jang	Korean Air
Tae-Hyoung Kim	Korea Airport Service
Angela Corrales	Lan Airlines
Pawel Malawko	LOT
Yogesh Pakesh	Menzies Aviation
Clyde D'Souza	Qatar Airways
Lindi Jordan	South African Airways
Alexandra Egger	Swissport
Sorin Capatina	TAROM

Ground Handling Council (GHC)**Mandate**

The GHC shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to safe and efficient ground operations. It will also indicate how to implement those measures in a rational, co-ordinated and cost- effective manner. Areas of activity include:

- i. All aspects of ground handling operations – excluding technical/maintenance areas.
- ii. Review and maintenance of the IATA Airport Handling Manual (AHM)
- iii. Review and maintenance of the IATA Ground Operations Manual (IGOM)
- iv. Interfaces with GDDB, risk management safety, safety, ISAGO and other internal (IATA) groups with a link to ground operations, such as cargo, baggage and passengers handling, fuel, de-icing, etc.
- v. Interfaces with external groups such as regulatory authorities, airports and ground service providers.

Membership

William Bender	Air Canada
Nick Yeadon	Air Dispatch International
Max Corsi	Air Transat
Tom Farncombe	Amadeus
Mohamed Hanno	ASE Group
Sharif Hassan	ASE Group
Marsha Ragusa	British Airways
Christian Bergfelder	DHL
Graeme Dewdney	DHL
Gary Ogden	GTA
Mattias Huetner	Swissport
Roger Walton	TNT Airways
Gerry McGill	United Airlines
Martin Meyer	Worldwide Flight Services

Regional Coordinating Groups

The Regional Coordinating Group (RCG) shall act as advisor to the OPC, IATA management and other relevant IATA bodies in establishing broad IATA requirements and priorities on operational and technical matters based on the assigned geographic area. It will provide recommendations on how to implement those measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i. Safety
- ii. Security
- iii. Airports
- iv. Air navigation facilities, services and procedures
- v. Impact of global developments on regional operations

RCGs were established and currently exist for the Africa (AFI), Asia Pacific and North Asia (ASPAC/NA), Europe (EUR), Middle East (MENA), Latin America/Caribbean (LATAM/CAR), and the North Atlantic/North America (NAT/NAM) regions.

**Regional Coordinating Groups
AFI Membership**

Frédéric Loarec	Air France
Jide Bakare	Arik Air
Jim Pettitt	British Airways
Hamilton Ferreira	Cabo Verde Airlines
James Bell	Delta Air Lines
Mohamed Salah Abdel Aziz	Egyptair
Douglas Michael	Emirates
Bettina Kohler	Etihad Airways
Peter Kimeria	Kenya Airways
Gerrit Plaisier	KLM
Hilario Devis Tembe	LAM
Josef Anschau	Lufthansa
Sharron Caunt	Qatar Airways
Arthur Phaswana	South African Airways

ASPAC/NAS Membership

Alec Pook	Air Canada
Yuan Fan	Air China
Emmanuel Cheron	Air France
Steve Kelly	Air New Zealand
Harold Wate	British Airways
Owen Dell	Cathay Pacific
Liao Shaqjun	China Southern Airlines
Gregg Scott	Delta Air Lines
Guido Knigge	Emirates
Bettina Kohler	Etihad Airways
Hao Chong (Daniel) Deng	Federal Express
Masashi Asai	Japan Airlines
Wiedo Mulder	KLM
Jung Sik Kim	Korean Air
Thorsten Nedderhut	Lufthansa
Mark Cameron	Qantas
Aric Oh	Singapore Airlines
Chul Chumnun Suwanna Atha	Thai Airways
Gene Cameron	United Airlines
David Bergman	UPS Airlines

EUR Membership

Conor Nolan	Aer Lingus
Bruno Pommier	Air France
Stefano Battaglia	Alitalia
Nigel Free	British Airways
Leonard Gold	Delta Air Lines
Sathyanath S. Unni	Emirates
Bettina Kohler	Etihad Airways
John Bryan Bailey	Federal Express
Rocco Heesters	KLM
Sharron Caunt	Qatar Airways
Florin Susanu	TAROM
Viacheslav Chistov	Transaero
Andrew Jost	United Airlines
Jonathan Bonds	UPS Airlines
Geoff Clark	Virgin Atlantic

LATAM/CAR Membership

Rafael Suarez	Aeromexico
Thierry Vuillaume	Air France
Brian Gonzalez	American Airlines
Enrique Sohm	AVIANCA & TACA
Carlos Pellegrino	Azul Brazilian Airlines
Alexander Smith	British Airways
Bolívar Domínguez	COPA
Robert Oberstar	Delta Air Lines
Jose Antonio Ruiz Llorente	IBERIA
Boris Wicherink	KLM
Rafael Rastrello Rodrigues	Lan Airlines
Bill Cranor	United Airlines
Jack Orr	UPS Airlines
Carlos Augusto S. Junqueira	VRG Linhas Aéreas S.A. - Grupo GOL

MENA Membership

Emmanuel Cheron	Air France
Alexander Smith	British Airways
Julian Fung	Cathay Pacific
Stephen Carter	Delta Air Lines
Amr Nabil	Egyptair
Saeed Alsuwaidi	Emirates
Bettina Kohler	Etihad Airways
Joost Vermeulen	KLM
Dirk Oelgemoeller	Lufthansa
Ahmad Mansour	Middle East Airlines
Farooq Ghulam Al-Balushi	Oman Air
Sharron Caunt	Qatar Airways
Radi Radi	Royal Air Jordanian
Mohamed Howsawi	Saudi Arabian Airlines

NAT/NAM Membership

Alec Pook	Air Canada
Thierry Vuillaume	Air France
Brian Will	American Airlines
Nigel Free	British Airways
Bill Manion	Delta Air Lines
Ekkehard Gutt	Emirates
Daniel Allen	Federal Express
Jose Antonio Ruiz Llorente	IBERIA
Joseph Bertapelle	JetBlue
Vincent Hilligers	KLM
Stefan Amtsbuechler	Lufthansa
Rafael Rastrello Rodrigues	TAM
Mark Hurston	United Airlines
Jonathan Bonds	UPS Airlines
Geoff Clark	Virgin Atlantic

Operations Committee**Task Forces****Aircraft Performance TF (APTF)**

Shane Tillotson	AeroData
Philippe Morin	Air Canada
Scott Millis	American Airlines
Cecil W. Teets	ASAP – Automated Systems in Aircraft Performance
Charles Ostick	Alaskan Air
Gregg Kappen	Atlas Air
Chris Meterko	Continental Airlines & United Airlines
Luigi Scarminio	Embraer
Paul Giesman / Steve Churchill / Tim Mazzitelli	Boeing
Richard Clairoux / Yves Grenier	Bombardier
Graeme Catnach	British Airways
Walter Emmerling	Condor
Eduardo Aguilar / Jorge Lasso	COPA
David Anvid	Delta Air Lines
Daniel Wong	Emirates
Dave Sorrell	Federal Express
Nico van Eijk	KLM
Heinz Conrad	Lufthansa
Keisuki Nakahama	Mitsubishi Aircraft Corporation
Jack Wilschke	Operational Performance Systems
Oliver Spaeth	Pace
Craig Nordstrum	United Airlines
Mike Byham	US Airways

Meteorology TF (METTF)

Eivinsen Esther	Air Canada
Kei Sakamoto	All Nippon Airways
Desmond Keany	American Airlines
Tom Fahey	Delta Air Lines
Warren Qualley	Harris Corp.
Ura Kenichi	Japan Airlines
Hans-Rudi Sonnabend	Lufthansa Systems Aeronautics
Graham Rennie	Qantas
Randal Baker	UPS Airlines

Operations Committee**Task Forces****Standard Computerised Aircraft Performance TF (SCAP)**

Robert Couillard	Air Canada
Monique Fueri	Airbus
Charles Ostick	Alaska Airlines
Scott Millis	American Airlines
Steve Churchill / John Shipway	Boeing
Arin Aharonian	Bombardier
Graeme Catnach	British Airways
Matthias Kruedener	Condor
Jorge Lasso	COPA
David Anvid / Craig Smokowicz	Delta Air Lines
Luigi Scarminio	Embraer
Frank Jeworrek	EuroWings
Erik Warren	Federal Express
Mark McCabe / Ulyses Valencia	Jeppesen
William Yingling	JetBlue
Heinz Conrad	Lufthansa
Keisuke Nakahama	Mitsubishi Aircraft Corporation
Jack Wilschke	OPS
Oliver Spaeth	PACE Aviation

Electronic Flight Bag (EFBTF)

Phillip Haller (advisor)	Austrian Airlines
Stephen Stebbings	British Airways
Greg Scott	Delta Air Lines
Jean Barril (advisor)	EASA
Steve Morrison (advisor)	FAA
Jerry Stubbs (advisor)	ICAO
Andreas Ritter (advisor)	Lufthansa
Bertrand Masson	Qantas
Kay Sengkuttuvan	Singapore Airlines
Miguel Carvalho	TAP Portugal

Operations Committee**Task Forces****Fatigue Risk Management System Task Force**

Jay Musselman	Air Canada
David Morgan	Air New Zealand
Peter Renshaw	Cathay Pacific
David Lindskoog	COPA
Jim Mangie	Delta Air Lines
John Alsford	Emirates
Paul Cassel	Federal Express
Ricardo Genova	IBERIA
Mark Wolny	Qantas
Gerard Yeap	Singapore Airlines
Wynand Serfontein	South African Airways

Aircraft Recovery TF (ARTF)

Joseph Borcsok / Robert Beaulieu	Air Canada
Mark Knight	AMS Systems Engineering
Philippe Guillem	Air France
Pierre Barbeau	Airbus
Blake Hickerson / Dennis Dias	American Airlines
Gerhard Ruscher / Michael Krenn	Austrian Airlines
Gerald J Paluszek / Scott Brown	Boeing
Ron Kallio / Martin Beverwijk	Bombardier
Robin Carter / Wayne Fraser	British Airways
Jeff Levesque / Stephen Bouthiette / Greg Turcotte	Canada Department of National Defense
Martin Matthews	Charles Taylor Aviation
Ali El Jamal	Etihad Airways
Thomas Sefrin	Ets A.Deschamps & Fils
William Cusato / John Morrison	Federal Express
Todd Patrick McConnell	Greater Toronto Airports Authority
Joseph Cheong	ICAO
Daniel Schuettenhelm	IDEXCORP
Nobutoshi Nagahata	Japan Airlines
Frank Miller	Kunz Gmbh Aircraft Equipment
Thorsten Buss / Alexander Stern	Lufthansa Technik
Lorin Card	Malabar

Operations Committee**Task Forces****Aircraft Recovery TF (ARTF) (continued)**

Les Edge	Q Tech Aviation
Fred Baas	Resqtec
Mohd Fahmi / Richard Yeo	Singapore Airlines
Lim Jit Khiang / Lim Hock Beng	Singapore Airlines Engineering
Jeff Susman	Slingmax
Per Thynebjerg	SWISS
Vince Bevilacqua	United Airlines
Ed Davenport / Jeff Matz / Jack Marcoski	UPS Airlines
Glen Smith / Alan Patterson	US Air National Guard

Maintenance Cost TF (MCTF)

Ilya Issayev	Air Astana
Claire Kauffmann	Airbus
Yukifumi Ueda	All Nippon Airways
Anita Usztoke	American Airlines
Burkard Wigger	Austrian Airlines
Km Ali	Boeing
Brian Boire	Delta Air Lines
Luiz Mauad	Embraer
Michael Kaye	German Wings
Jens-Uwe Rothoerl	Lufthansa Cargo
Yugo Fukuhara	Mitsubishi Regional Jet (MRJ)
Darren Wright	Qantas
Tiymor Kalimat	Royal Jordanian
Saad M. Nujaim	Saudi Arabian Airlines
Alain Beck	SNECMA
Peter Wojhan	SWISS
Ufuk Gursu	Turkish Airlines

Operations Committee**Task Forces****Fuel Handling TF (FHTF)**

David Parmetner / Ross Walker	Airbus
Yuki Mashimoto	All Nippon Airways
Michael Jones	Boeing
Steve Anderson / Olivia Hunt	BP
Joan Kelley	Cabi
Phil Nobbs	Coindia
Graham Hill	Echamicrobiology
Awad Al Wadani	Kafco
Peter Westphal / Brigitte Gilles / Peter Westphal	Lufthansa
Chrolette Lindhardt / Tony Ancrum	Merck
Helvi Mustonen	Orion Diagnostica
Paula Zard	Particle Solutions
Elaine Tippet	Shell
Luc Maes	Skytanking
Mark Bourdeau	United Airlines
George Zombanakis	United Airlines
Kevin Flick	UPS Airlines

Fuel Specifications TF (FSTF)

Leo Suchi	Adira
Valeriy Gulyayev	Air Astana
Stephane Venot	Air France
Yuki Mashimoto	All Nippon Airways
Eva Maschler	Austrian Airlines
Trevor Bertrand	British Airways
Seto Stanford	Celcan
Seth Dillon	Delta Air Lines
Reino Koivisto	Finnair
Jack Burgazli	Innospecinc
Bert De Koning	KLM
Piotr Janko	LOT
Peter Westphal	Lufthansa
Veronica Syngg	SAS
Resat Gunduz	Turkish Airline

Operations Committee**Task Forces****Fuel Cleanliness TF (FCTF)**

Ross Walker	Airbus
Yuki Mashimoto	All Nippon Airways
Seto Stanford	Belcan
Michael Jones	Boeing
Bert De Koning	KLM
Peter Westphal	Lufthansa
Chris Lewis	Rolls Royce
George Zombanakis	United Airlines

Alternative Fuel Group (AFG)

Nancy Young	A4A
Steve Anderson	BP
Leigh Hudson	British Airways
Asron Robinson	Delta Air Lines
Jonathan Pardoe	Fly Virgin
Robert Bijil	KLM
Joachim Buse	Lufthansa
Gelnn Toogood	Qantas
Dirk Kronemeijer	Skynrg
Paulus Figueiredo	TAM
Francois Guay / Jan-Eric Kruse	Total

Operations Committee**Task Forces****ICAO Fuel Manual (ICAOTF)**

Steve Barker	A4A
Ralf Westphal	AFS Hamburg
Ross Walker	Airbus
Andy Grant	AM Servisair
Eva Maschler	Austrian Airlines
Steve Anderson	BP
Trevor Bertrand	British Airways
Vihay Ranjan	bsspl
Seth Dillon	Delta Air Lines
Anthony Kitson-Smith	Exxonmobil
Bert de Koning	KLM
Peter Westphal	Lufthansa
Ed Bielo	PAMAS
Lisa de Vries	Platinum Fuels
Ed Selley	Q8 Aviation
Mike Farmery	Shell
Mark Bourdeau	United Airlines
Kevin Flick	UPS Airlines
John Thurston	World Fuel Services

Operations Committee**Task Forces****Accident Classification TF (ACTF)**

Marcel Comeau	Air Canada
Antoine Roche	Air France
Frederic Combes	Airbus
Karel Mundel	ALAP cz
Dieter Reisinger	Austrian Airlines
Bob Aaron / Dave Carbaugh	Boeing
David Fisher	Bombardier
Mattias Pak / Thorsten Roeckrath	Cargolux
Jorge Robles	COPA
Luis Savio Dos Santos	Embraer
Don Bateman	Honeywell
Mike Goodfellow	ICAO
Hideaki Miyachi	Japan Airlines
Rich Fosnot	Jeppesen
Florian Boldt / Peter Krupa	Lufthansa
Jean-Luc Tarrillon	Regional
Ayedh Almotairy	Saudi Arabian Airlines
Peter Egger	SWISS
Carlos Nunes / João Romão	TAP Portugal

Operations Committee**Task Forces****Cabin Safety Working Group (CSWG)**

Jim Anderson	
Annette Anand	Air Canada
Gennaro Anastasio	Alitalia
Cornelia Scherzpaul	Austrian Airlines
Graham Marsh	Cathay Pacific
Christos Rafael	Cyprus Airways
Michelle Farkas	Delta Air Lines
Alaa Seweify	Etihad Airways
José Ramón Fernández de la Morena	IBERIA
Maurino Martin	ICAO
Nancy Wathua	Kenya Airways
Jint de Groot	KLM
Gerardo R. Rustia	Philippine Airlines
Rosanna Martinelli / Nina Haubold	Qantas
Justin D'Souza	Qatar Airways
Johnny C L Chin	Singapore Airlines
Leandra Minelli	TAM
Yannick Lachapelle,	United Airlines
Heloisa Helena Suzuki Diniz	VRG Linhas Aéreas S.A. - Grupo GOL

Operations Committee**Task Forces****Ground incident/Damage Data Base (GDDB TF)**

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Massimiliano Battista	Alitalia
Eva Vanallemeersch	Aviapartner
Bill Carlyon	Boeing
David Anderson	British Airways
Peter Hunt	Cathay Pacific
Vinay Bhalla	Emirates
David Storey	Etihad Airways
Sebastián Sáenz De Santa María Pombo	IBERIA
Tjerk Hempenius	KLM
Joaquin Gonzalez	Lan Airlines
Yogesh Parekh	Menzies
Peter Simpson	Qantas

Enhanced IOSA TF

Hiromitsu Mizutani	All Nippon Airways
Mark Lennon	British Airways
Graham Marsh	Cathay Pacific
Myles Nichols	Delta Air Lines
Paul van den Berk	KLM
Mohammed Aziz	Middle East Airlines
Dragos Muteaunu	TAROM

Operations Committee**Task Forces****Corporate Organization & Management Systems (ORG)**

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Graham Marsh	Cathay Pacific
Emilio Lobera Serrano	IBERIA
Paul van den Berk	KLM
Antonella Cavacini	Lan Airlines
Mohammed Aziz	Middle East Airlines
Rosanna Martinelli	Qantas
Dragos Muteaunu	TAROM

Aircraft Engineering & Maintenance (MNT)

Nikolay Antanov	Aeroflot
Robert MacMillan	Air Canada
Pierre-Henri Moreau	Air France
Alan Katzenmaier	Delta Air Lines
Osamu Yoshida	Japan Airlines
Erwin Groot	KLM
Angela Corrales	Lan Airlines
Boris Povic	Qantas

Operations Committee**Task Forces****Flight-Dispatch (FLT-DSP) TF**

Gerrald Clifford	
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Fabien Laval / François Roppé	Air France
Taro Ueda	All Nippon Airways
Patel Manesh	British Airways
Carlos Fernandez / Scott Gregg / Randy Rohan	Delta Air Lines
David Koren	Federal Express
Jose Ramon Fernandez de la Morena / Chavez Luis	IBERIA
Allan Rossmore	IFALDA
John Tielbeke	KLM
Allen Dickinson / Sterling Mike / Graham Rennie	Qantas
Mohamed Al Hersi	Saudi Arabian Airlines
Kah Kheng Goh	Singapore Airlines

Cabin Operations (CAB)

Annette Anand	Air Canada
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Graham Marsh	Cathay Pacific
Christos Fafael	Cyprus Airways
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Alaa Seweify	Etihad Airways
José Ramón de la Morena	IBERIA
Nancy Wathua	Kenya Airways
Jint de Groot	KLM
Gerardo R. Rustia	Philippine Airlines
Nina Haubold / Rosanna Martinelli	Qantas
Justin D'Souza	Qatar Airways
Johnny C L Chin	Singapore Airlines
Nuria Alvarez Auñón	Spanair
Leandra Minelli	TAM
Yannick Lachapelle	United Airlines
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Operations Committee**Task Forces****Audit Standards/SEMS TF**

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Colleen Blume	Delta Air Lines
George Goro	Kenya Airways
Peter Andres	Lufthansa
Trevor Jones / Steve Jackson	Qantas
Hans Malmqvist	SAS
Amilcar Gonzalez	TACA
Shawn Gerber / Yannick Lachapelle / Richard Davis	United Airlines
Paul Arnold	UPS Airlines

Cargo Security Task Force

Michael Morey	Air Canada
Jim McCaffrey	British Airways
Alain Breuer	Cargolux
Hanson H.S. Chan	Cathay Pacific
Derek Duiser	Delta Air Lines
Rajendra Singh	Emirates
Harald Zielinski	Lufthansa Cargo
Trevor Jones	Qantas
Lim Tee Aun	Singapore Airlines Cargo
Howard Stone	UPS Airlines

Operations Committee
Task Forces
Emergency Response Planning TF (ERPTF)

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Pedro E. Giromini / Juan J. Membrana / Verónica Massolo / Isabel Zavory	Aerolineas Argentinas Group
Vyacheslav Kolbassin / Tatyana Denissova	Air Astana
Ahmed Abdellatif	Air Arabia
Henry Bommer / Annie Prasnjak	Air Canada
Todd Flynn	Air Canada Jazz
Wen Zhidong	Air China
Osvaldo Lovisa	Air Dolomiti
Pilar Segura	Air Europa
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Anthony Frock	Air Hong Kong
Harpreet A. De. Singh	Air India
Sarah Manson	Air New Zealand
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Louise Cadotte	Air Transat and Transat Tours Canada
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Ann Cline SanCartier	AirTran Airways
Rick Hoaglund / Greg Fisher / TJ Banakes	Alaska Air Group
Ilde di Franza / Stefano Ceroni	Alitalia
Hiroaki Sugimori / Mie Kubota	All Nippon Airways
Lauren Tascione / Terri Eurto / Melanie Carlsen	American Airlines
Choi Seong Jo / Hyeok-Jin Seo	Asiana Airlines
Lori Norman	Atlantic Southeast Airlines
Peter Hoedl / Miriam Waidele	Austrian Airlines Group
Irma Alcazar	Aviacsa - Mexico
Teresita Uribe	AVIANCA & TACA
Mauricio Pontes / Malu Gomes	Azul Brazilian Airlines
JiraponHirunrat / Benyapha Chanaphatphokhin	Bangkok Airways
Susanna Halonen-Manner	Blue1
Ian Marshall	bmi
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Werner Vandenberg / Peter Elias	Brussels Airlines
David Morris	Canadian North
Nigel Gomez / Tricia Grier	Caribbean Airlines
Robert W. Kent / Carrie Shiu	Cathay Pacific
Hermes Hsieh / James Hu	China Airlines

Operations Committee**Task Forces****Emergency Response Planning TF (ERPTF) (continued)**

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Michal Tráva / Ladislav Kaspar	Czech Airlines
Jana Thomas	Delta Air Lines
Robert W. Kent / Carrie Shiu	Dragonair
Amr Abu Aleinein / Magdy Abdel-latif	Egyptair
Oren Yehuda	EL AL
Gill Sparrow / Ryan Carter / Sandra Swords Wilby	Emirates
Dawit Seblework / Samrawit Negash / Tadesse Agonafir	Ethiopian Airlines
Gregory Janelle / Francis Cabel	Etihad Airways
Danny Ho / William Yeh	EVA Air
Fred Calvert / Ty Dubay	Executive Jet Management
Lori Norman / Lo Lyons	ExpressJet
Kaarlo Karvonen	Finnair
William Dee Airman / Madhu Sharoff	Flydubai Airlines
Ellen Dolinar	Frontier Airlines
Noviandik Soehirno / Novianto	Garuda Indonesia
Hala Azam	Gulf Air
TJ Banakes / Rick Hoaglund / Greg Fisher	Horizon Air
Diana Simón / Alfonso Bejarano	IBERIA
Stephanie Smith	Icelandair
Hiroyuki Shudo	Japan Airlines
Vishesh Oberoi / R.H. Deshmukh	Jet Airways
Penny Neferis / Christina Lunt	JetBlue
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Rodolfo Calderon de la Fuente	Lan Airlines
Ariel J. Prado	Lan Argentina
Alberto Trinidad	Lan Peru
Grzegorz Kostyra / Anna Drzewiecka	LOT
Helmut Pagel / Torsten Becher	Lufthansa
Fauzan Md Tahir / Radiah Osman	Malaysia Airlines
Mihaly Gero	Malév Hungarian Airlines
Lotta Pers Eliasson	Malmö Aviation
Attilio Perino / Stefano De Martiis	Meridiana S.p.A
Aaron McCarter	North American Airlines

Operations Committee**Task Forces****Emergency Response Planning TF (ERPTF) (continued)**

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Tariq Moen / Sajid Qayyum / Khursheed Khan / Ayesha Ambreen	Pakistan International Airlines
Enrique Jose M.Clemente / Efren A. Cruz	Philippine Airlines
Ricardo Naval Gari	Privilege Style
Roz Wheatley / Jim Antoni / Marie Patane	Qantas
Ashish Jain / Iwona Brejnak / Joan Hankey	Qatar Airways
Osama Mustafa	Royal Jordanian
Sabirin Bin Abdul Hamid / Zairil Zainal	Royal Brunei Airlines
Mikhail Pyzhov	S7 (JSC Siberia Airlines)
Susanna Halonen-Manner / Håkan Adolfsson	SAS
Gong Yihui / Guo Dong	Shanghai Airlines
Lawrence Chng / Tony Tong	Singapore Airlines
Carlos Lopez / Jack Rentink	SkyWest
Iluta Savicka	SmartLynx Airlines
Coen van der Berg / Zama Ngubane	South African Airways
Laurie Barnett / Karie Lardon / Sandee Glassett	Southwest Airlines
Patricia Caro	Spanair
Barbara Webster	Spirit Airlines
Heidi DeHoogh / Melissa Warhol	Sun Country
Ismail Gök / Idris Elmas	SunExpress
Martin Knuchel / Christine Kamber	SWISS
Waleska Fortini / Aline Cristina Santos Silva / Camila Tiboni / Juliana Henriques	TAM
José Anjos / Marta Gonçalves	TAP Portugal
Ella Stanzi Natasa	TAROM
SuraphonIsrangura Na Ayuthya	Thai Airways
Pavel Marik	Travel Service Airline
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Gina Gavito / Linda Watters	United Airlines
Deborah Thompson	US Airways
Le Ba Tung	Vietnam Airlines
Toshia Marshall	Virgin America
TiggyThiagarajah	Virgin Atlantic
James Yatras	Virgin Blue
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Russ Sabo / Tim Horton	WestJet
Sherry Brooks	World Airways