



Advisory Councils

Mandates and Membership

Cargo

Digital Transformation

Distribution

Industry Affairs

Industry Financial

Legal

Safety, Flight, and Ground Operations

Security

Sustainability and Environment

Cargo Advisory Council (CAC) – Mandate

1. Primary responsibilities

The Cargo Advisory Council shall act as advisor to the Board of Governors, the Director General, other Advisory Councils, IATA management and other relevant IATA bodies on all matters that relate to cargo.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

The areas of activity of the CAC will include:

- 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.

3. Coordination with other Advisory Councils

The CAC will coordinate with the following Advisory Councils:

- a) Security Advisory Council (for cargo security issues). On security matters, the SAC will have ultimate responsibility for advising the Director General and the Board.
- b) Safety, Flight, and Ground Operations Advisory Council (SFGOAC) (for cargo safety issues). On safety matters, the SFGOAC will have ultimate responsibility for advising the Director General and the Board.
- c) Industry Financial and the Distribution Advisory Councils (for CASS and forwarder relations).
- d) Industry Affairs Advisory Council (for cargo advocacy and regulatory issues).

4. Size of membership

Up to 15 members.

5. 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.

6. Competition law compliance

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

Cargo Advisory Council (CAC) – Membership

Toshiaki Toyama	All Nippon Airways
Jessica Tyler	American Airlines
Michael Steen	Atlas Air
Lynne Embleton	British Airways
Eddy Liu	China Airlines
Nabil Sultan	Emirates
Peter Musola	Kenya Airways
Adriaan den Heijer	KLM Royal Dutch Airlines
Andres Bianchi	LATAM Airlines Group
Peter Gerber	Lufthansa Cargo AG
Guillaume Halleux	Qatar Airways
Omar Hariri	Saudi Arabian Airlines
Yau Seng Chin	Singapore Airlines
Turhan Ozen	Turkish Airlines
Jan Krems	United Airlines

June 2020

Digital Transformation Advisory Council (DTAC) – Mandate

1. Primary responsibilities

The Digital Transformation Advisory Council shall act as advisor to the Board of Governors, the Director General, and other relevant IATA bodies on matters concerning industry transformation and aviation industry data.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

The Council will:

- i. Advise on the top industry disrupters and associated strategic issues and opportunities arising for the industry.
- ii. Translate strategic issues and opportunities into one set of industry digital transformations to be pursued by and in close collaboration with the appropriate Advisory Councils and Traffic Conferences.
- iii. Implement and drive an 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. Manage ongoing industry digital transformation initiatives through tracking KPIs, early adoption, and speed of targeted delivery.
- v. Develop and implement strategies and priorities related to aviation industry data, based on advocacy, standards, and platforms, consistent with the overall industry digital transformation agenda.
- vi. Align and engage, via a strong collaborative approach, all IATA governance bodies (Advisory Councils, Traffic Conferences) to focus on one global industry digital transformation agenda.

3. Coordination with other Advisory Councils

The Digital Transformation Advisory Council will coordinate with all other Advisory Councils for advice to IATA on delivery with speed of prioritized industry digital transformations.

4. Size of membership

Up to 15 members.

5. 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.

6. Competition law compliance

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

Digital Transformation Advisory Council (DTAC) – Membership

Anton Myagkov	Aeroflot
Victor Nghifindaka	Air Namibia
Glenn Morgan	British Airways
Yuebo Zhu	China Southern Airlines
Julio Toro	Copa Airlines
Tristram Thomas	Etihad Airways
Sourav Sinha	IndiGo
Michael Stromer	JetBlue
Kenneth Sunghyon Chang	Korean Air
Thomas Wittmann	Lufthansa
Othmane Bekkari	Royal Air Maroc
Haoyu Dai	Singapore Airlines

October 2020

Distribution Advisory Council (DAC) – Mandate

1. Primary responsibilities

The Distribution Advisory Council shall act as advisor to the Board of Governors, the Director General, other Advisory Councils, IATA management and other relevant IATA bodies on matters concerning industry distribution standards and related policy aspects.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.
- v. Provide guidance on strategy to the standard setting activities under the Traffic Conferences.

2. Areas of activity

The Distribution Advisory Council will provide advice on policy, advocacy, standards, and platforms related to airline distribution and payment, in the following areas:

- i. Marketing and customer relationship management:
 - o Customer data management supporting the end-to-end journey; and
 - o Loyalty data management.
- ii. Shop:
 - o Offer creation processes;
 - o Relations with travel agents and other distribution partners; and
 - o Retail solutions beyond air travel.
- iii. Order:
 - o Industry fulfilment process supporting the customer experience; and
 - o Industry financial processes supporting customer-centric distribution.
- iv. Customer payment methods:
 - o Impact of payment methods on offer creation and order processes; and
 - o New payment methods available to customers.
- v. Interline and intermodal distribution:
 - o Evolution of interline framework supporting all modes of transport.

3. Coordination with other Advisory Councils

The Distribution Advisory Council will coordinate with the following Advisory Councils:

- a) Industry Financial Advisory Council (for connecting Industry Distribution with Industry Financial Services, Payment and Settlement strategy);
- b) Digital Transformation Advisory Council (for distribution, payment, and aviation data issues); and
- c) Industry Affairs Advisory Council (for Distribution related advocacy issues).

4. Size of membership

Up to 15 members.

5. 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.

6. Competition law compliance

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

Distribution Advisory Council (DAC) – Membership

Emmanuelle Gaillard	Air France
Neil Guerin	American Airlines
Marcelo Bento	Azul Linhas Aéreas Brasileiras
Lavinia Lau	Cathay Pacific Airways Limited
Wenqiang Huang	China Southern Airlines
Dieter Westermann	Etihad Airways
Julio Rodriguez	Iberia
Richard Omoro	Kenya Airways
Jin Ho Lee	Korean Air
Dina May Flores	Philippine Airlines
Mark Drusch	Qatar Airways
Bryan Koh	Singapore Airlines
Tamur Goudarzi Pour	Swiss International Air Lines
Tye Radcliffe	United Airlines

August 2020

Industry Affairs Advisory Council (IAAC) – Mandate

1. Primary responsibilities

The Industry Affairs Advisory Council shall act as advisor to the Board of Governors, the Director General, other Advisory Councils, IATA management and other relevant IATA bodies on industry affairs and aeropolitical matters connected with international air transport.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

The areas of activity of the IAAC will include:

- i. Identifying future trends with a potential impact on the aviation industry.
- ii. Making recommendations for necessary work programs related to identified risks and opportunities.
- iii. Shaping and participating in advocacy activities relating to strategic 'umbrella' issues. For example:
 - o Promoting the social and economic benefits of aviation (in order to encourage better regulatory treatment of aviation by governments).
 - o Promoting the use of 'regulatory best practices' within the aviation industry.
- iv. Shaping and participating in advocacy activities relating to specific regulatory topics. For example:
 - o Passenger rights regulation; and
 - o Promoting ratification of international conventions.
- v. Providing advocacy guidance/support on issues that fall primarily under the auspices of other Advisory Councils within the IATA governance structure. For example:
 - o Blocked funds;
 - o Taxes on aviation;
 - o Policy relating to the allocation of airport take-off and landing slots; and
 - o Distribution (NDC, One Order).
- vi. Guiding the development of advocacy tools that IATA and its members can use to support all of the above activities.

3. Coordination with other Advisory Councils

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

4. Size of membership

Up to 20 members.

5. 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.

6. Competition law compliance

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

Industry Affairs Advisory Council (IAAC) – Membership

Alexey Sidorov	Aeroflot
Laurent Timsit	Air France
George Petsikas	Air Transat
Viviana Martin	Avianca
Kinto Chan	Cathay Pacific Airways Limited
Xiaosong Zhao	China Southern Airlines
Julie Oettinger	Delta Air Lines
Sally Ahmed	Egypt Air
Adrian Gane	Etihad Airways
Robert Land	JetBlue
Isaac Mwangi	Kenya Airways
Kay Lindemann	Lufthansa
Suresh Singam	Malaysia Airlines
Abdulrazaq Alraisi	Oman Air
Andrew Parker	Qantas Airways Limited
Fathi Atti	Qatar Airways
Anna Wilson	SAS Scandinavian Airlines System
XiaoLi Ma	Shandong Airlines CO., Ltd
Ozlem Salihoglu	Turkish Airlines
Trinh Ngoc Thanh	Vietnam Airlines

June 2019

Industry Financial Advisory Council (IFAC) – Mandate

1. Primary responsibilities

The Industry Financial Advisory Council shall act as advisor to the Board of Governors, the Director General, other Advisory Councils, IATA management and other relevant IATA bodies on matters concerning industry financial services and standards, and related policy aspects.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.
- v. Provide guidance on strategy to the standard setting activities under the Traffic Conferences.

2. Areas of activity

The Industry Financial Advisory Council will provide advice on 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
 - o Industry challenges and trends impacting the airline financial community; and
 - o Treasury.
- ii. Industry risk management
 - o Integrated risk management for airlines;
 - o Funds repatriation (financial aspects); and
 - o Industry insurance issues.
- iii. Industry Financial Services and Settlement Systems
 - o IATA Settlement Systems (ISS);
 - o IATA Clearing House;
 - o IATA Currency Clearance Service;
 - o Invoicing;
 - o Credit Card sales processing and new payment methods;
 - o New Financial Services; and
 - o Members' fund risk management.
- iv. Industry External Charges and Cost Management
 - o Industry Taxation;
 - o Aircraft Financing;
 - o Airport and ANSP Charges – industry positions and campaigns to ensure cost-efficient charges;
 - o Commercial Fuel Trade – positions and campaigns related to the reliable supply of jet fuel at competitive and transparent prices; and
 - o Industry productivity enhancements.
- v. Airports
 - o Airport Development activities – topics related to infrastructure planning, including terminal and air side facilities; and
 - o Airport Governance – aspects of ownership and regulatory oversight.
- vi. Industry Financial Standards and Services that support airlines' financial processes
 - o Industry Revenue and Financial Accounting procedures; and
 - o Interline and electronic billing services (and innovations in these areas).
- vii. High Performing Organizations
 - o Attraction, development, and retention of talent;
 - o Benchmarking of High Performing Organizations; and
 - o Building of a strong High Performing Airline Financial community.

Coordination with other Advisory Councils

The Industry Financial Advisory Council will coordinate with the following Advisory Councils:

- a) Distribution Advisory Council (for connecting Industry Distribution with Industry Financial Services and Settlement strategy);
- b) Safety, Flight, and Ground Operations Advisory Council (for safety and operational efficiency aspects of airports activities);
- c) Digital Transformation Advisory Council (for payment, and aviation data issues);
- d) Industry Affairs Advisory Council (for Finance related advocacy issues); and
- e) Cargo Advisory Council (for Cargo Industry Financial Service and Settlement issues).

3. Size of membership

Up to 15 members.

4. 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.

5. Competition law compliance

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

Industry Financial Advisory Council (IFAC) – Membership

Feng Xiao	Air China Limited
Devon May	American Airlines
Sean Pelling	Cathay Pacific
Xiaoyu Li	China Eastern Airlines
José Montero	Copa Airlines
Dganit Palti	ELAL
Michael Doersam	Emirates
Steve Priest	JetBlue
Erik Swelheim	KLM Royal Dutch Airlines
Ramiro Alfossin	LATAM Airlines Group
Martin Steuernagel	Lufthansa
Hui Yee Boo	Malaysia Airlines
Daniel Ho	Qatar Airways
Stephen Barnes	Singapore Airlines
Deon Fredericks	South African Airways

Legal Advisory Council (LAC) – Mandate

1. Primary responsibilities

The Legal Advisory Council shall advise the Board of Governors, the Director General and General Counsel, as well as other Advisory Councils and IATA bodies, on legal and compliance matters affecting member airlines or IATA.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

The Council will:

- i. identify opportunities for IATA to act as an advocate for the air transport industry, with an emphasis on advancing IATA's strategic objectives using the tools available to lawyers;
- ii. provide advice on matters related to the development of international law;
- iii. consider action before courts, tribunals or regulatory bodies, whether on an industry wide basis in IATA's name or through a smaller group of airlines, and make recommendations for such action taking into account the intervention criteria* and available financial resources;
- iv. provide recommendations to the Board of Governors on budget provision for actions taken as per above, for approval, and review the budget periodically for adjustment;
- v. liaise with member airline legal departments, air transport industry associations and the legal profession on matters relating to the air transport industry;
- vi. provide advice on the legal and compliance aspects of the IATA conference system and other industry services;
- vii. develop best practices and templates for legal and compliance issues relevant to the air transport industry, including measures of practical assistance for airline legal departments where appropriate; and
- viii. take any other action or make any other recommendations relating to industry legal affairs where necessary or appropriate.

* Intervention Criteria

The LAC will consider action in matters where:

- industry involvement may, or is likely to, impact the outcome;
- industry consensus is achievable; and
- two or more elements of industry significance, as prescribed by resolution of the LAC, are present.

3. Coordination with other Advisory Councils

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

4. Size of membership

Up to 20 members.

5. Membership profile

Senior corporate 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.

6. Competition law compliance

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

Legal Advisory Council (LAC) – Membership

Imants Jansons	Air Baltic
Ogone Oscar Mokoko Gaboutloeloe	Air Botswana
Louise-Hélène Sénécal	Air Canada
Lionel Bros	Air France
Bruce Wark	American Airlines
Adam Kokas	Atlas Air
Joanna Portella	Azul Linhas Aéreas Brasileiras
Chris Haynes	British Airways
Adrien Ng	Cathay Pacific Airways Limited
Weihua Chen	China Southern Airlines
Henning Zur Hausen	Etihad Airways
Michelle Johnson	flydubai
Shinya Kagamiyama	Japan Airlines
Brandon Nelson	JetBlue
Heedon Park	Korean Air
Juan Carlos Mencio	LATAM Airlines Group SA
Volker Menges	Lufthansa
Ali Uzun	Pegasus Airlines
Mpati Qofa	South African Airways
Andrew Cooper	United Parcel Service Co.

June 2020

Safety, Flight, and Ground Operations Advisory Council (SFGOAC) – Mandate

1. Primary responsibilities

The Safety, Flight, and Ground Operations Advisory Council shall act as advisor to the Board of Governors, the Director General, other Advisory Councils, IATA management and other relevant IATA bodies on all matters that relate to the improvement of safety and efficiency of civil air transport, ground operations and baggage.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

The areas of activity of the SFGOAC will include:

- 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 – 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 – influence its harmonization and future development and associated processes.

3. Coordination with other Advisory Councils

The SFGOAC will have ultimate responsibility for advising the Director General and the Board on all matters related to airline safety.

The SFGOAC will coordinate with the following Advisory Councils:

- a) Security Advisory Council (for airline security, industry cybersecurity and Acts of Unlawful Interference issues).
- b) Cargo Advisory Council (for cargo safety issues).
- c) Industry Affairs Advisory Council (for advocacy issues).
- d) Sustainability and Environment Advisory Council (for Sustainable Alternative Fuel and noiserelated issues, environmental policies).
- e) Digital Transformation Advisory Council (for aviation operational, audit and safety data and digital transformation).
- f) Industry Financial Advisory Council (for safety implications of airports activities).

4. Size of membership

Up to 20 members.

5. Membership profile

Airline COO or Vice-President level, ideally with direct reporting lines to the airline CEO, to bring expertise related to safety and quality, flight operations, ground operations, operational auditing, aviation infrastructure, air traffic management, engineering and maintenance or technical fuel topics.

6. Competition law compliance

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

Safety, Flight, and Ground Operations Advisory Council (SFGOAC) – Membership

Richard Steer	Air Canada
David Morgan	Air New Zealand
Oluwatoyin Olajide	Air Peace Limited
Kimball Stone	American Airlines
John Monks	British Airways
Enhui Zhang	China Eastern Airlines
Huanan Feng	China Southern Airlines
Bolivar Dominguez	Copa Airlines
Jim Graham	Delta Air Lines
Geoff Hounsell	Emirates
Vincent van Hooff	KLM Royal Dutch Airlines
Klaus Froese	Lufthansa
Mark Cameron	Qantas Airways Limited
Ashish Jain	Qatar Airways
Chew Eng Quay	Singapore Airlines
Murat Aykut	Turkish Airlines
Bryan Quigley	United Airlines
Houston Mills	UPS

October 2020

Security Advisory Council (SAC) – Mandate

1. Primary responsibilities

The Security Advisory Council shall act as advisor to the Board of Governors, the Director General and other relevant IATA bodies on all matters that relate to current and emerging threats, regulatory and innovation in the security of international air transport.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. 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;
- vi. Oversight of Regional Security Focus Groups;
- vii. Oversight and response to developments on industry cybersecurity threats;
- viii. Land- and air-side security;
- ix. Insider threats; and
- x. 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:

- a) Facilitate international collaboration in information sharing and security culture;
- b) Oversee emerging threats and risk;
- c) Calibrate and influence security standards and recommended practices;
- d) Lead and oversee the promotion of passenger and cargo security (screening innovation);
- e) Regulatory recognition of the Security Management System (SeMS); and
- f) Crisis management and resilience.

3. Coordination with other Advisory Councils

The SAC will have ultimate responsibility for advising the Director General and the Board on all matters related to security. The SAC will coordinate with the following Advisory Councils:

- a) Safety, Flight, and Ground Operations Advisory Council (SFGOAC) (in-flight security, acts of unlawful interference). On safety matters, the SFGOAC will have ultimate responsibility for advising the Director General and the Board.
- b) Industry Affairs Advisory Council (matters requiring advocacy support); and
- c) Cargo Advisory Council (cargo security matters).

4. Size of membership

Up to 15 members.

5. 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 defence/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.

6. Competition law compliance

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

Security Advisory Council (SAC) – Membership

Gary Tomasulo	American Airlines
Ivan Carvalho	Azul Linhas Aéreas Brasileiras
Rod Young	British Airways
Richard Howell	Cathay Pacific Airways Limited
Wei Bo	China Eastern
Randy Harrison	Delta Air Lines
Abdulla Al Hashimi	Emirates
Kaarlo Karvonen	Finnair
Leen van Duijn	KLM Royal Dutch Airlines
Su Byeong Chang	Korean Air
Jurgen Faust	Lufthansa Airlines
Luke Bramah	Qantas Airways
Gokhan Dortkol	Turkish Airlines
Missy Sraga	United Airlines
Ulyess Gary	United Parcel Service Co

Sustainability and Environment Advisory Council (SEAC) – Mandate

1. Primary responsibilities

The Sustainability and Environment Advisory Council shall act as advisor to the Board of Governors, the Director General, and other relevant IATA bodies on all matters related to the sustainable development of aviation and its interface with the environment and shall act as the focal point in IATA on sustainability and environment issues.

The Council will:

- i. Prioritize and develop strategies, policies, action plans and industry positions.
- ii. Provide issue priorities and guidance on strategy to IATA resolution and standard-setting bodies.
- iii. Recommend timelines, targets and KPIs for prioritized initiatives.
- iv. Monitor and assess future industry trends.

2. Areas of activity

To this end, the Sustainability and Environment Advisory Council will be engaged in the following areas of activity:

- i. Environmental policies, standards and regulations at an international, regional and national level;
- ii. Sustainable Aviation Fuels;
- iii. Environmental Best Practice;
- iv. Corporate social responsibility.

3. Coordination with other Advisory Councils

The SEAC will coordinate with the following Advisory Councils:

- a) Industry Affairs Advisory Council (e.g. Environment-related taxes and charges);
- b) Legal Advisory Council (e.g. Environment-related taxes and charges, operating restrictions, model contracts, model national legislation); and
- c) Safety, Flight, and Ground Operations Advisory Council (for fuel and noise-related issues and environmental policies).

4. Size of membership

Up to 20 members.

5. 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.

6. Competition law compliance

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

Sustainability and Environment Advisory Council (SEAC) – Membership

Teresa Ehman	Air Canada
Yiyun Ning	Air China
Alisa Ipinge	Air Namibia
Hitoshi Kamimura	All Nippon Airways
Jill Blickstein	American Airlines
Raquel Keiroglo	Azul Linhas Aéreas Brasileiras
Jonathon Counsell	British Airways
Grace Cheung	Cathay Pacific Airways Limited
Iko Chen	China Airlines
Rongxin Wu	China Southern Airlines
Mohamed Elshennawy	Egypt Air
Shannon Scott	Emirates
Pedro Scorza	GOL Linhas Aéreas Inteligentes SA
Sara Bogdan	JetBlue
Seoung Joon In	Korean Air
Claudia Hugel	Lufthansa
Fook Ping Chen	Singapore Airlines
Deniz Dastan	Turkish Airlines

October 2020