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.

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
- Eddy Liu, China Airlines
- Nabil Sultan, Emirates
- Peter Musola, Kenya Airways
- Adriaan den Heijer, KLM Royal Dutch Airlines
- Andres Bianchi, LATAM Airlines Group
- Dorothea von Boxberg, Lufthansa Cargo AG
- Guillaume Halleux, Qatar Airways
- Yau Seng Chin, Singapore Airlines
- Turhan Ozen, Turkish Airlines
- Jan Krems, United Airlines

September 2021
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.

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
Glenn Morgan    British Airways
Yuebo Zhu       China Southern Airlines
Julio Toro      Copa Airlines
Amit Khandelwal  Emirates
Tristam Thomas  Etihad Airways
Sourav Sinha    IndiGo
Mwajuma Salim   Kenya Airways
Kenneth Sunghyon Chang  Korean Air
Thomas Wittmann  Lufthansa
Othmane Bekkari Royal Air Maroc
Haoyu Dai       Singapore Airlines
Grant Milstead  United Airlines

August 2021
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.
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:
   - Customer data management supporting the end-to-end journey; and
   - Loyalty data management.

ii. Shop:
   - Offer creation processes;
   - Relations with travel agents and other distribution partners; and
   - Retail solutions beyond air travel.

iii. Order:
   - Industry fulfilment process supporting the customer experience; and
   - Industry financial processes supporting customer-centric distribution.

iv. Customer payment methods:
   - Impact of payment methods on offer creation and order processes; and
   - New payment methods available to customers.

v. Interline and intermodal distribution:
   - 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

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<thead>
<tr>
<th>Name</th>
<th>Airline</th>
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<tbody>
<tr>
<td>Stéphane Ormand</td>
<td>Air France</td>
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<tr>
<td>Neil Guerin</td>
<td>American Airlines</td>
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<td>Marcelo Bento</td>
<td>Azul Linhas Aéreas Brasileiras</td>
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<td>Lavinia Lau</td>
<td>Cathay Pacific Airways</td>
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<td>Wenqiang Huang</td>
<td>China Southern Airlines</td>
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<td>Abdul Aziz Surur</td>
<td>Ethiopian Airlines</td>
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<td>Julio Rodriguez</td>
<td>Iberia</td>
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<td>Julius Thairu</td>
<td>Kenya Airways</td>
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<td>Jin Ho Lee</td>
<td>Korean Air</td>
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<td>Umesh Chhiber</td>
<td>Oman Air</td>
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<td>Dina May Flores</td>
<td>Philippine Airlines</td>
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<td>Mark Drusch</td>
<td>Qatar Airways</td>
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<td>Bryan Koh</td>
<td>Singapore Airlines</td>
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<tr>
<td>Tamur Goudarzi Pour</td>
<td>Swiss International Airlines</td>
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<tr>
<td>Jeff Christensen</td>
<td>United Airlines</td>
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</table>
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.

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:
   - Promoting the social and economic benefits of aviation (in order to encourage better regulatory treatment of aviation by governments).
   - Promoting the use of ‘regulatory best practices’ within the aviation industry.
iv. Shaping and participating in advocacy activities relating to specific regulatory topics. For example:
   - Passenger rights regulation; and
   - 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:
   - Blocked funds;
   - Taxes on aviation;
   - Policy relating to the allocation of airport take-off and landing slots; and
   - 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

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Alexey Sidorov</td>
<td>Aeroflot</td>
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<tr>
<td>David Waugh</td>
<td>Air Canada</td>
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<tr>
<td>Marianne Sieg-de Maintenant</td>
<td>Air France</td>
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<td>Naheel Dajany</td>
<td>All Nippon Airways</td>
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<td>Viviana Martin</td>
<td>Avianca</td>
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<td>Kinto Chan</td>
<td>Cathay Pacific Airways</td>
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<td>Xiaosong Zhao</td>
<td>China Southern Airlines</td>
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<tr>
<td>Julie Oettinger</td>
<td>Delta Air Lines</td>
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<tr>
<td>Sally Ahmed</td>
<td>Egypt Air</td>
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<td>Adrian Gane</td>
<td>Etihad Airways</td>
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<td>Robert Land</td>
<td>jetBlue</td>
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<tr>
<td>Isaac Mwangi</td>
<td>Kenya Airways</td>
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<tr>
<td>Kay Lindemann</td>
<td>Lufthansa</td>
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<tr>
<td>Suresh Singam</td>
<td>Malaysia Airlines</td>
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<tr>
<td>Abdulrazaq Alraisi</td>
<td>Oman Air</td>
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<tr>
<td>Fathi Atti</td>
<td>Qatar Airways</td>
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<tr>
<td>Anna Wilson</td>
<td>SAS</td>
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<tr>
<td>XiaoLi Ma</td>
<td>Shandong Airlines</td>
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<tr>
<td>Ozlem Salihoglu</td>
<td>Turkish Airlines</td>
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<tr>
<td>Trinh Ngoc Thanh</td>
<td>Vietnam Airlines</td>
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December 2021
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.
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

Peter Kgomotso  Air Botswana
Feng Xiao  Air China Limited
Amal Hattar  Alia – The Royal Jordanian Airlines
Devon May  American Airlines
Xiaoyu Li  China Eastern Airlines
José Montero  Copa Airlines
Michael Doersam  Emirates
Erik Swelheim  KLM Royal Dutch Airlines
Ramiro Alfosin  LATAM Airlines Group
Lars Hölzer  Lufthansa
Hui Yee Boo  Malaysia Airlines
Daniel Ho  Qatar Airways
Tan Kai Ping  Singapore Airlines

July 2021
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.

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. 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;
   iii. Provide advice on matters related to the development of international law;
   iv. Liaise with member airline legal departments, air transport industry associations and the legal profession on matters relating to the air transport industry;
   v. Provide advice on the legal and compliance aspects of the IATA conference system and other industry services;
   vi. 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
   vii. Take any other action or make any other recommendations relating to industry legal affairs where necessary or appropriate.

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* **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.

5. **Competition law compliance**

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

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**Legal Advisory Council (LAC) – Membership**

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<tr>
<th>Name</th>
<th>Airline</th>
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<tr>
<td>Imants Jansons</td>
<td>Air Baltic</td>
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<td>Louise-Hélène Sénécal</td>
<td>Air Canada</td>
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<td>Lionel Bros</td>
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<td>Bruce Wark</td>
<td>American Airlines</td>
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<td>Adam Kokas</td>
<td>Atlas Air</td>
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<td>Joanna Portella</td>
<td>Azul Linhas Aéreas Brasileiras</td>
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<tr>
<td>Chris Haynes</td>
<td>British Airways</td>
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<td>Adrien Ng</td>
<td>Cathay Pacific Airways Limited</td>
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<td>Weihua Chen</td>
<td>China Southern Airlines</td>
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<td>Henning zur Hausen</td>
<td>Etihad Airways</td>
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<tr>
<td>Michelle Johnson</td>
<td>flydubai</td>
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<tr>
<td>Shinya Kagamiyama</td>
<td>Japan Airlines</td>
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<tr>
<td>Brandon Nelson</td>
<td>jetBlue</td>
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<tr>
<td>Heedon Park</td>
<td>Korean Air</td>
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<tr>
<td>Juan Carlos Mencio</td>
<td>Lufthansa</td>
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<tr>
<td>Volker Menges</td>
<td>LATAM Airlines Group SA</td>
</tr>
<tr>
<td>Ali Uzun</td>
<td>Pegasus Airlines</td>
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<tr>
<td>Koeki Mbeki</td>
<td>South African Airways</td>
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December 2021
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.

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;
x. 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 noise-related issues, environmental policies).
e) Digital Transformation Advisory Council (for aviation operational, audit and safety data and digital transformation).
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

<table>
<thead>
<tr>
<th>Name</th>
<th>Airline</th>
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<tbody>
<tr>
<td>Richard Steer</td>
<td>Air Canada</td>
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<tr>
<td>David Morgan</td>
<td>Air New Zealand</td>
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<tr>
<td>Kimball Stone</td>
<td>American Airlines</td>
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<tr>
<td>John Monks</td>
<td>British Airways</td>
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<tr>
<td>Chris Kempis</td>
<td>Cathay Pacific Airways</td>
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<td>Woo Hyeon Kim</td>
<td>Korean Air</td>
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<td>Marcus Schnabel</td>
<td>Lufthansa</td>
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<td>Mark Cameron</td>
<td>Qantas Airways Limited</td>
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<td>Ashish Jain</td>
<td>Qatar Airways</td>
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<td>Sonia Ingrid Kamikazi</td>
<td>RwandAir</td>
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<td>Chew Eng Quay</td>
<td>Singapore Airlines</td>
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<td>Murat Aykut</td>
<td>Turkish Airlines</td>
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<tr>
<td>Bryan Quigley</td>
<td>United Airlines</td>
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<td>Houston Mills</td>
<td>UPS</td>
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June 2021
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.

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;
vii. 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 defense/offense, risk management, supply chain, monitoring, incident response and investigation and contingency planning; working with national security intelligence communities, law enforcement, border protection and civil aviation regulators; and being able to receive certain classified information.

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**

<table>
<thead>
<tr>
<th>Name</th>
<th>Airline</th>
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<tbody>
<tr>
<td>Giles Carter</td>
<td>Air Canada</td>
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<tr>
<td>Jason Legge</td>
<td>Air New Zealand</td>
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<tr>
<td>Gary Tomasulo</td>
<td>American Airlines</td>
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<td>David Craig</td>
<td>British Airways</td>
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<td>Richard Howell</td>
<td>Cathay Pacific Airways</td>
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<td>Wei Bo</td>
<td>China Eastern</td>
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<td>Randy Harrison</td>
<td>Delta Air Lines</td>
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<td>Abdulla Al Hashimi</td>
<td>Emirates</td>
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<td>Kaarlo Karvonen</td>
<td>Finnair</td>
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<td>Leen van Duijn</td>
<td>KLM Royal Dutch Airlines</td>
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<tr>
<td>Jurgen Faust</td>
<td>Lufthansa</td>
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<td>Luke Bramah</td>
<td>Qantas Airways</td>
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<td>Gokhan Dortkol</td>
<td>Turkish Airlines</td>
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<tr>
<td>Missy Sraga</td>
<td>United Airlines</td>
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<tr>
<td>Laurel Harris</td>
<td>UPS</td>
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June 2021
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.

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.
<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Teresa Ehman</td>
<td>Air Canada</td>
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<td>Yiyun Ning</td>
<td>Air China</td>
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<td>Hitoshi Kamimura</td>
<td>All Nippon Airways</td>
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<td>Jill Blickstein</td>
<td>American Airlines</td>
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<td>Raquel Keiroglo</td>
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<td>Ahmed Mohamed Abo Hashim</td>
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<td>Pedro Scorza</td>
<td>GOL Linhas Aéreas Inteligentes SA</td>
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<td>Sara Bogdan</td>
<td>jetBlue</td>
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<td>Fatima da Gloria</td>
<td>KLM Royal Dutch Airlines</td>
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<td>Korean Air</td>
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<td>Deniz Dastan</td>
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November 2021