



Phase 2: New Advisory Structure

FAQ

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Phase 2 – Overview

Where does the governance review stand?

The governance review is being implemented in phases:

- **Phase 1**, adopted at the 2025 AGM, strengthened IATA's core governance, including the articles of association, AGM, Board and Board Committees.
- **Phase 2** introduces a redesigned advisory structure and will be submitted to the AGM in June 2026 for adoption.
- **Phase 3**, which will focus on Traffic Conferences and Interest Groups, will be initiated following the AGM.

What are the main objectives of Phase 2?

Phase 2 introduces a clearer, more structured advisory framework that:

- strengthens member input into policy and strategy;
- separates strategic input from operational oversight and execution; and
- improves alignment of governance recommendations before they reach the Board.

Does Phase 2 change the Traffic Conferences?

No. The Traffic Conferences continue to operate under their current framework, and Phase 2 does not change how standards or Recommended Practices are adopted or amended. The only connection points are that Traffic Conference Chairs participate, where relevant, in the Steering Groups, and the Standards Steering Group provides governance-level coordination to keep Traffic Conference activities aligned with the broader framework. The Traffic Conferences themselves will be reviewed under Phase 3, which begins after the AGM.

Q: What will the new advisory structure look like?

The new structure comprises three types of bodies, each with a distinct role:

- **Industry Committees** provide strategic input on policy and priorities;
- **Steering Groups** align and coordinate inputs before submission to the Board;
- **Operational Groups** provide technical input and program-level support.

What does this mean for member airlines in practice?

Under the new framework, member airlines will engage primarily through Industry Committees at the strategic level, and through Operational Groups for technical and program-related work. This replaces the current Advisory Council structure, which combined both functions. In practice, representatives will have a clearer mandate within each body, and their input will follow a more direct path to the Board through Steering Groups. Participation formats will be primarily virtual, supporting broader engagement across the membership.



Industry Committees

What are Industry Committees and what is their role?

Industry Committees will replace today's Advisory Councils as the main channel for member input at the strategic level.

They:

- develop policy positions and strategic recommendations
- define priorities and identify trade-offs
- provide high-level strategic guidance for IATA programs, products and services, and initiatives.

They **do not**:

- approve policy
- oversee program execution
- manage operational delivery

What happens to the current Advisory Councils?

Advisory Councils are replaced by Industry Committees. They will continue to operate on an interim basis until 30 June 2026, ensuring continuity during the transition.

Which Industry Committees will exist?

- Advocacy and Government Affairs
- Cargo
- Distribution
- Financial
- Industry Transformation
- Legal
- Operations and Infrastructure
- Security
- Sustainability

What is actually changing compared to today?

The key change is a clear separation between strategic input and operational execution. Industry Committees focus exclusively on policy and strategy. Operational responsibilities previously handled within Advisory Councils are assigned to dedicated Operational Groups. Recommendations are also coordinated through Steering Groups before reaching the Board, creating a more structured and transparent path from member input to Board decision-making. Meeting summaries and an issue tracker will be available to all members, improving visibility across the framework.

How are members appointed to Industry Committees?

A call for nominations will be issued to all Member airlines by the Corporate Secretary following the AGM. Appointments are made by the Membership Committee of the Board, on the recommendation of the Director General.

What will each Industry Committee work on?

Each Committee's scope and responsibilities are set out in its Terms of Reference, adopted by the Board on 6 June 2026. An overview of the responsibilities of each Industry Committee will be shared with member airlines when the call for nominations is issued after the AGM.



When will the call for nominations be issued?

Following the AGM, the Corporate Secretary will issue the call for nominations. Members will have three weeks to submit nominations, after which the Membership Committee will consider nominations and make appointments based on the Director General's recommendation.

Can an individual serve on more than one Industry Committee?

No. An individual may only serve on one Industry Committee. A Member airline may have multiple representatives serving on different Industry Committees.

How often will Industry Committees meet?

Meeting frequency is not fixed centrally, and no minimum cadence applies. Industry Committees are expected to meet around three to four times a year, primarily virtually, with potentially one in-person meeting held alongside an industry event. To ensure timely delivery, meeting schedules are coordinated across all Industry Committees and Steering Groups through an annual governance planning calendar, managed by the Corporate Secretary, so that outputs are ready for Board consideration at the right point in the governance cycle.

How will broad representation across the membership be ensured, including smaller airlines?

Appointments are made by the Membership Committee of the Board, on the recommendation of the Director General, against criteria designed to ensure balanced representation across the membership — including by size, region, and business model — alongside the relevant expertise. The aim is a mix that reflects the breadth of the membership rather than any single category of airline. The greater reliance on virtual meetings will further facilitate broader participation across the membership.

How will the nomination process work in practice, given the short timeframe?

The call for nominations is issued through the Corporate Secretary to all Member airlines, addressed to CEOs, with three weeks to respond. IATA will relay the call at all levels — including to current Advisory Council members — and regional teams will support outreach to ensure it reaches the right people within each airline. Reminders will be issued during the window.

How do we know whom to nominate, and what expertise is sought?

The call for nominations will set out, for each Industry Committee, the profile and expertise being sought, drawn from that Committee's Terms of Reference. This gives members the specific basis on which to identify and put forward candidates. Regional teams are also available to advise.



Steering Groups

What is the role of Steering Groups?

Steering Groups ensure that recommendations from Industry Committees and other governance bodies are aligned before submission to the Board. They create a more direct and structured link between member input and Board decision-making.

Do Steering Groups have decision-making authority?

No. Steering Groups do not approve policy or create authority. They align and consolidate recommendations, escalate agreed positions to the Board, and provide feedback to governance bodies where further alignment is needed.

How many Steering Groups are included in the new framework?

Three:

- Policy and Strategy
- Programs and Innovation
- Standards

Each focuses on aligning inputs within its respective domain before escalating to the Board.

Who sits on the Steering Groups?

Membership comprises Industry Committee Chairs and Traffic Conference Chairs, as relevant. Up to two additional members may be appointed by the Board based on expertise and role.

Does the creation of a Standards Steering Group change how standards or Recommended Practices are adopted?

No. The Standards Steering Group does not change the formal adoption or amendment processes for standards or Recommended Practices under the Traffic Conferences. Its role is to align and coordinate inputs on standards across governance bodies.



Operational Groups

What are Expert Groups and how do they relate to Industry Committees?

Industry Committees may establish Expert Groups to provide technical input in support of their mandate. Expert Groups do not exercise decision-making authority, approve policy, or create new authority. They report to their respective Industry Committee.

Which expert groups will be established?

The Expert Groups required under the new framework will be determined by each Industry Committee at its first meeting, based on technical and subject-matter needs.

How are members of expert groups appointed?

A call for nominations will be issued by the Corporate Secretary. Appointments are confirmed by the Industry Committee, on the joint recommendation of the Industry Committee Chair and the Industry Committee Secretary.

When will the call for nominations for the expert groups appointment be made?

The call for nominations will be issued once Industry Committees have determined which Expert Groups are required. Further details will be communicated in Q3-2026.

What are Program Governance Groups?

A Program Governance Group is established where a program or product — created through a constitutive instrument by the Board, a Traffic Conference, etc. — requires a dedicated governance body to exercise defined oversight. They exercise delegated authority within a defined program scope, including endorsing program frameworks and reviewing performance against agreed objectives. They are not involved in strategy, policy, or standard-setting.

When will Program Governance Groups be established, and what happens to existing groups in the meantime?

Existing groups that exercise governance authority over an IATA program continue to operate under their current rules. Those rules will be reviewed in the second half of 2026 to determine whether any adjustments are needed for their continuation under the new framework, with the Board's Governance and Performance Committee considering any revisions. This ensures uninterrupted oversight of the programs concerned.

What are Consultative and User Groups?

Consultative and User Groups provide operational industry input to IATA Management to support industry initiatives, coordinate amongst members, inform program design, product development, implementation, and delivery. They do not have any decision-making authority.

How does the input from Consultative and User Groups feed into the broader governance framework?

IATA Management will provide an annual update on the activities and progress of all Consultative and User Groups to the Programs and Innovation Steering Group, where relevant to existing programs and products.

Which Consultative and User Groups will exist, and how can members participate?

IATA Management will provide the list of groups to the Governance and Performance Committee of the Board by the end of 2026. Details on participation will be shared with members at that time. Non-airline stakeholders may also participate in certain groups, depending on program needs, as defined by IATA Management.



How will regional coordination groups continue?

The reform does not remove regional coordination groups. Its purpose is to ensure that every function that remains needed continues — in the right home within the framework, with clear expectations on its role and outputs. No key function will be discontinued. Over the coming weeks, the format for the continuation of existing groups will be confirmed.

Next Steps

What happens after the approval of the Phase 2 advisory structure at the AGM?

Subject to adoption by the Members, the new framework takes effect on 8 June 2026. The Terms of Reference of the Industry Committees and Steering Groups will have been adopted by the Board at its meeting on 6 June 2026. The sequence is then:

- In the week following the AGM, the Corporate Secretary issues a call for nominations for Industry Committee membership to all members, with three weeks to respond. The Membership Committee then considers nominations and makes appointments.
- Each Industry Committee, at its first meeting, elects its Chair and Vice-Chair and determines the Expert Groups it requires. A call for nominations for Expert Groups follows.
- Steering Groups are constituted once Industry Committee Chairs are confirmed.
- In parallel, IATA Management reviews the Consultative and User Groups required under the framework and submits proposals to the Governance and Performance Committee in the second half of 2026, alongside the review of Program Governance Group instruments.

What will be the focus of Phase 3 of the governance review?

Phase 3 will focus on reviewing Traffic Conferences and Interest Groups.

Will the framework be reviewed after implementation?

Yes. The framework will be reviewed regularly after implementation to ensure it remains effective and continues to meet members' needs. KPIs will be adopted by the Board to measure the effectiveness of the governance framework.

What support will members have to engage with the new framework?

Additional secretariat capacity has been allocated to support governance operations and member engagement. A governance focal point has been established within the Corporate Secretary Team, with a dedicated email address — governance@iata.org — for member queries on governance matters. A digital platform providing fuller visibility into the framework and the work of Industry Committees — including meeting summaries and the issue tracker — is planned for early 2027.