



# Terms of Reference of the Steering Groups

## Contents

<b>Policy and Strategy Steering Group .....</b>	<b>2</b>
1. Mandate and Responsibilities .....	2
2. General Provisions .....	2
3. Members.....	2
4. Meetings .....	3
<b>Programs and Innovation Steering Group .....</b>	<b>4</b>
1. Mandate and Responsibilities .....	4
2. General Provisions .....	4
3. Members.....	4
4. Meetings .....	5
<b>Standards Steering Group.....</b>	<b>6</b>
1. Mandate and Responsibilities .....	6
2. General Provisions .....	6
3. Members.....	6
4. Meetings .....	7



# Policy and Strategy Steering Group

Adopted by the Board of Directors on: 6 June 2026

Last amended by the Board of Directors on: not applicable

## 1. Mandate and Responsibilities

### 1.1 Mandate

The Policy and Strategy Steering Group (the "Steering Group") is established by the Board of Directors to provide coordination and alignment for industry policy matters.

The Steering Group does not approve policy, substitute for Industry Committee deliberations, or create new authority. It coordinates, aligns, and determines whether matters may proceed within existing Board-approved direction or require referral.

### 1.2 Responsibilities

The Steering Group coordinates policy matters by:

- consulting all relevant Industry Committees;
- ensuring all relevant information has been considered, including by referring matters to an Industry Committee where required;
- seeking alignment across Industry Committees.

The Steering Group determines whether matters may proceed within existing Board-approved direction or require referral to the Board of Directors.

The Steering Group recommends strategic priorities to the Industry Strategy and Policy Committee by reviewing and aligning the priorities and targets identified by the Industry Committees.

### 1.3 Referral to the Board of Directors

The Steering Group refers the following matters to the Industry Strategy and Policy Committee or where relevant another Board Committee:

- matters falling outside existing Board-approved direction;
- matters that require strategic guidance, prioritization, or approval by the Board of Directors or a Board Committee;
- material issues on which alignment cannot be reached;
- or any other matter requiring guidance from the Board of Directors.

## 2. General Provisions

The Rules of Steering Groups apply to all aspects of the Steering Group's operations, including meetings, quorum, voting, notice, agenda-setting, and reporting requirements.

## 3. Members

(a) The Chairs of the following Industry Committees are members of the Steering Group:

- (i) Advocacy and Government Affairs Industry Committee;
- (ii) Cargo Industry Committee;
- (iii) Financial Industry Committee;
- (iv) Legal Industry Committee;



- (v) Operations and Infrastructure Industry Committee;
- (vi) Security Industry Committee;
- (vii) Sustainability Industry Committee.

(b) If the Chair of an Industry Committee is unable to attend a meeting, the Vice-Chair of that Industry Committee attends in their place.

(c) Where necessary to ensure appropriate consideration of issues of strategic importance, the Board may appoint up to two additional members to the Policy and Strategy Steering Group where they would bring experience not otherwise represented among the Steering Group's members or strengthen the representativeness of the membership. Any Board member may nominate such a member for appointment by the Board on the recommendation of the Industry Strategy and Policy Committee, for a term coinciding with the term of the nominating Director or a shorter period if appointed to support the consideration of a particular matter.

#### **4. Meetings**

(a) The Steering Group holds meetings in accordance with a meeting schedule approved by the Industry Strategy and Policy Committee.

(b) Meetings are held electronically, unless otherwise decided by the Steering Group Chair and the Corporate Secretary.

(c) The Chair of the Distribution Industry Committee, the Chair of the Industry Transformation Industry Committee, and the Chairs of the Traffic Conferences may attend and participate in meetings.



# Programs and Innovation Steering Group

Adopted by the Board of Directors on: 6 June 2026

Last amended by the Board of Directors on: not applicable

## 1. Mandate and Responsibilities

### 1.1 Mandate

The Programs and Innovation Steering Group (the "Steering Group") is established by the Board of Directors to provide strategic coordination and alignment for IATA programs, products and services, and innovation initiatives.

The Steering Group does not oversee program operations or execution, substitute for Industry Committee deliberations, or create new authority. It coordinates, aligns, and determines whether matters may proceed within existing Board-approved direction or require referral.

### 1.2 Responsibilities

The Steering Group coordinates programs and innovation matters by:

- assessing the strategic alignment of proposed new programs or innovation initiatives;
- ensuring relevant Industry Committees have been consulted and cross-area implications identified;
- seeking alignment across Industry Committees;
- considering reports from Program Governance Groups on matters with strategic implications or requiring coordination across programs; and
- considering matters brought forward by IATA Management where strategic guidance is required in relation to programs, products and services, or innovation initiatives.

The Steering Group determines whether matters may proceed within existing Board-approved direction or require referral to the Board of Directors.

The Steering Group recommends priorities in relation to programs and innovation to the Industry Strategy and Policy Committee by reviewing and aligning the recommendations of the relevant Industry Committees.

### 1.3 Referral to the Board of Directors

The Steering Group refers the following matters to the Industry Strategy and Policy Committee or where relevant another Board Committee:

- proposals for new programs or innovation initiatives of strategic significance;
- matters that do not fully fall within existing Board-approved strategy or priorities;
- matters that require strategic guidance, prioritization, or approval by the Board of Directors or a Committee of the Board;
- material issues on which alignment cannot be reached; or
- any other matter requiring guidance from the Board of Directors.

## 2. General Provisions

The Rules of Steering Groups apply to all aspects of the Steering Group's operations, including meetings, quorum, voting, notice, agenda-setting, and reporting requirements.

## 3. Members

(a) The Chairs of the following Industry Committees are members of the Steering Group:



- (i) Cargo Industry Committee;
- (ii) Distribution Industry Committee;
- (iii) Financial Industry Committee;
- (iv) Industry Transformation Industry Committee;
- (v) Legal Industry Committee;
- (vi) Operations and Infrastructure Industry Committee; and
- (vii) Sustainability Industry Committee.

(b) Where necessary to ensure appropriate consideration of strategic programs, products, services, or innovation initiatives, the Board may appoint up to two additional members to the Programs and Innovation Steering Group where they would bring experience not otherwise represented among the Steering Group's members or strengthen the representativeness of the membership. Any Board member may nominate such a member for appointment by the Board on the recommendation of the Industry Strategy and Policy Committee, for a term coinciding with the term of the nominating Director or a shorter period if appointed to support the consideration of a particular matter.

#### **4. Meetings**

(a) The Steering Group holds meetings in accordance with a meeting schedule approved by the Industry Strategy and Policy Committee.

(b) Meetings are held electronically, unless otherwise decided by the Steering Group Chair and the Corporate Secretary.

(c) The Chair of the Advocacy and Government Affairs Industry Committee, the Chair of the Security Industry Committee, and the Chairs of the Traffic Conferences may attend and participate in meetings.



# Standards Steering Group

Adopted by the Board of Directors on: 6 June 2026

Last amended by the Board of Directors on: not applicable

## 1. Mandate and Responsibilities

### 1.1 Mandate

The Standards Steering Group (the "Steering Group") is established by the Board of Directors to provide governance-level coordination of Traffic Conference activities, ensuring their effective integration within IATA's broader governance framework and coherence with Board-approved strategic direction.

The Steering Group does not approve, amend, or adopt industry standards, substitute for or interfere with Traffic Conference processes, or assume any authority reserved to Traffic Conferences under their established legal and procedural frameworks. Its role is strictly limited to coordination, alignment, and escalation within its mandate.

### 1.2 Responsibilities

The Steering Group:

- ensures that Traffic Conference workplans, priorities, and activities remain within Board-approved strategic direction and the Association's objectives;
- coordinates across Traffic Conferences where dependencies, sequencing issues, or cross-conference implications arise;
- determines when Traffic Conference activity has policy or strategic implications requiring coordination with the Policy and Strategy Steering Group or Programs and Innovation Steering Group; and
- reviews Traffic Conference activities and assessing whether specific activities may be more appropriately governed under a different structure, and where appropriate recommending their reassignment to the Board.

The Steering Group determines whether matters may proceed within existing Board-approved direction or require referral to the Board of Directors.

### 1.3 Referral to the Board of Directors

The Steering Group refers the following matters to the relevant Board Committees:

- Traffic Conference activities requiring Board-level strategic direction;
- proposed continuation, discontinuation, or reassignment of Traffic Conference activities where strategic, financial, or reputational implications arise;
- matters that do not fully fall within existing Board-approved strategy or priorities;
- material issues on which alignment cannot be reached; or
- any other matter requiring guidance from the Board of Directors.

## 2. General Provisions

The Rules of Steering Groups apply to all aspects of the Steering Group's operations, including meetings, quorum, voting, notice, agenda-setting, and reporting requirements.

## 3. Members

(a) The Chairs of the Traffic Conferences are members of the Steering Group.



(b) The Chairs of the following Industry Committees are members of the Steering Group:

- (i) Cargo Industry Committee;
- (ii) Distribution Industry Committee;
- (iii) Financial Industry Committee;
- (iv) Industry Transformation Industry Committee;
- (v) Legal Industry Committee;
- (vi) Operations and Infrastructure Industry Committee; and
- (vii) Security Industry Committee.

(c) Where necessary to ensure appropriate governance-level coordination of standard-setting activities, the Board may appoint up to two additional members to the Standards Steering Group where they would bring experience not otherwise represented among the Steering Group's members or strengthen the representativeness of the membership. Any Board member may nominate such a member for appointment by the Board on the recommendation of the Industry Strategy and Policy Committee, for a term coinciding with the term of the nominating Director or a shorter period if appointed to support the consideration of a particular matter.

#### **4. Meetings**

(a) The Steering Group holds meetings in accordance with a meeting schedule approved by the Industry Strategy and Policy Committee.

(b) Meetings are held electronically, unless otherwise decided by the Steering Group Chair and the Corporate Secretary.

(c) The Chair of the Advocacy and Government Affairs Industry Committee and the Chair of the Sustainability Industry Committee may attend and participate in meetings.