

## **Industry Taxation Working Group**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to the elimination or reduction of unfair or burdensome taxes on the aviation industry.

Specifically the IATA Taxation Working Group shall:

- Assist IATA in developing strategies and action plans to protect the industry taxation interests of IATA member airlines;
- Monitor and advise IATA of industry tax developments to help identify where problems and potential issues exist;
- Identify and prioritise items for industry action, in liaison with IATA management and IATA Member airlines. In particular to identify and prioritise campaigns and issues to eliminate or reduce industry taxation costs in order to achieve agreed industry targets for cost reduction/avoidance;
- Provide technical advice and guidance to IATA on its industry taxation activities;
- Provide an effective communication forum for the exchange of ideas and information on arising industry tax issues;
- Promote IATA's Industry Taxation activities to member airlines and assist in seeking their cooperation as required;
- Promote the maintenance of the worldwide regime of reciprocal exemption (as laid out in the ICAO Policy Document 8632);

### **Membership**

Air France	Frédéric Roch
British Airways	Mike Rawlings
Continental Airlines	David Bowman
Emirates	Mahmoud Abdul Raheem
Kuwait Airways	Abdul Majid Sawal
Northwest Airlines	Tracy Smith
SWISS	Manfred Schlarb

October 2008

## **Risk & Insurance Management Working Group (RIM WG)**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to industry risk management and insurance issues aimed at keeping overall airline risk to a minimum.

Specifically the Risk & Insurance Management Working Group shall:

- Provide strategic direction to ensure that IATA's activities meet the industry priorities;
- Advise on emerging insurance and risk management issues that may be of concern to the air transportation industry;
- Assist in the execution of key industry campaigns in the field of risk management and insurance.

### **Membership**

Air Canada	William (Bill) Arnold
Air Malta p.l.c.	Martin Azzopardi
Austrian Airlines	Oliver Karall
Continental Airlines	Pete Fahrenthold
Delta Air Lines	Mike Hickey
EL AL	Zeev Regev
Gulf Air	Osama Altajer
Kenya Airways	Felicita Kagwanja
Lufthansa	Reiner Siebert
SIA	Angela Chua

October 2008

## **Airport & ATC Charges Working Group**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to Airport & ATC Charges & specific aspects of campaigns.

Specifically the Airport & ATC Charges Working Group shall:

- Proactively reduce Airport & ATC Charges and other related costs;
- Ensure that Airport & ATC Charges are reasonable, cost-related and non-discriminatory, in accordance with ICAO principles on user charges;
- Develop appropriate policies on Airport & ATC Charges in conjunction with IATA management;
- Identify and prioritise campaigns and issues to reduce Airport & ATC Charges in order to achieve agreed industry targets for cost reductions/avoidance.

### **Membership**

British Airways	Roger Davies
Cathay Pacific	Owen Dell
Emirates	Robin Padgett
Lufthansa	Wolfgang Scheel
TACA	Ana Blanco

October 2008

## Commercial Fuel Working Group (CFW)

### Mandates

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to specific aspects of industry campaigns and commercial fuel. It works in tight co-ordination with the Technical Fuel Group, including involvement in all fuel projects.

Specifically the Commercial Fuel Working Group shall:

- Proactively reduce fuel costs, charges, taxes and other fuel related costs;
- Promote competitive, market-based pricing of aviation fuel;
- Ensure reliable fuel supply at international airports by improving access and infrastructure investments and overcoming constraints/bottlenecks;
- Develop contingency plans for potential fuel supply disruptions;
- Develop overall commercial jet fuel policies to the benefit of the aviation industry, including planning and organising of the bi-annual Fuel Trade Forum meetings.
- A Fuel Supplier Advisory Panel will be elected every two years by the IATA Partnership Programme members registered in the Fuel Services area. Up to ten individuals will be elected to this Panel, to reflect the broad membership of the supplier community. The Fuel Supplier Advisory Panel will meet with the CFG as appropriate to provide guidance and support for the Fuel Trade Forum meetings, and other issues of joint interest.

### Membership

Austrian	Eva Maschler
British Airways	Peter Coombs
Emirates	Robin Padgett
Japan Airlines	Ryutaro Nambu
Kenya Airways	John Mudany
Northwest Airlines	David Zanussi
Virgin Atlantic	Jonathan Pardoe

October 2008

## **Currency Working Group**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to the IATA Currency Coordination.

Specifically the IATA Currency Working Group shall:

- Address repatriation of IATA Members' sales proceeds from various countries around the world;
- Work to minimise the costs incurred as a result of these problems by collaborating closely and supporting all lobbying undertaken by the IATA Currency Coordination department.

### **Membership**

Air Canada	Gerald Verbong
Air France	Frédérique Lacombe
British Airways	Karen Schoenig
Egyptair	Gihan El Sahhar
Emirates	Mahmood Abdul Raheem
Kenya Airways	Mary Maalu
KLM	Vijay Panday
Lufthansa	Karin Reimers
THY	Gevher Yel

October 2008

## **Clearing House Working Group**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to the IATA Clearing House and the maintenance and development of efficient operating procedures.

Specifically the IATA Clearing House Working Group shall:

- Develop, in conjunction with the Clearing House management, the Clearing House Regulations, Part B “Procedures”;
- Reflect procedural Changes to Part “B” of the Clearing House Manual of Regulations and Procedures in Part “A” “Regulations” and report any such changes to the September Financial Committee each year;
- Review and advise on the IATA/ACH Interclearance Agreement;
- Serve as adjudicators in arbitration under Clearing House Regulation 23 or in Interclearance arbitrations;
- Refer to the Financial Committee subjects, which are of sufficient importance or concern.

### **Membership**

American Airlines	Kevin Sams
British Airways	Malcolm Baddeley
Gulf Air	Mohammed Ali Lutfalla
LAN Airlines	Juergen Herdin
Lufthansa	Michael Uebber

October 2008

## Industry Accounting Working Group

### Mandates

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to Industry Accounting.

Specifically the IATA Industry Accounting Working Group shall:

- Identify those areas of accounting standards which are not only potentially contentious within the industry, but give rise to a divergence in approach among airlines
- Provide guidance to IATA member airlines in the form of “Airline Accounting Guidelines” which will act as a source of reference regarding important accounting policy issues particular to airlines and to make recommendations as to best practice;
- Where practicable, monitor prospective accounting standards being developed by major accounting standard setting bodies, such as the IASB, which might have a significant impact on airlines and which are particular to them.

### Membership

Air Mauritius	Vijay Seetul
British Airways	Christina Wilcockson
Cargolux S.A.	Roger Kolbet
KLM	John Vierdag
Lufthansa	Ulrike Donath
Qantas	Nigel Underwood
SAS	Ulla Edlund
SIA	Lionel Chua
United Airlines	Kevin Spars

October 2008

## Payment Card Working Group

### Mandates

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to the acceptance, operations, and settlement of airline sales conducted with Payment Cards.

Specifically the IATA Payment Card Working Group shall:

- Advise on the activities of Competition Authorities in relation to Payment Card Schemes and on their potential impact on the airline industry;
- Where appropriate, participate in the consultation exercises conducted by Competition Authorities and open to the airline industry as an "interested party";
- Seek mutually beneficial solutions to operational issues by maintaining direct contact with the major Payment Card Schemes. Issues for consideration will include, but are not limited to: -
  - Acceptance & Authorisation;
  - Acquiring;
  - Payment Scheme Operating Regulations;
  - Fraud;
  - Operational Impact of Future Developments;
  - Make recommendations for industry initiatives as necessary and appropriate.
- The Payment Card Focus Group will refrain from consideration of any issues concerning the price of services, the terms and conditions on which services are to be provided, or any other matter that could transgress competition law limitations.

### Membership

Aeroflot	Elena E. Stelmachtchouk
Air France	Nadine Nortier
American Airlines	Julie Lindemuth
British Airways	Neville Stone
Cathay Pacific	Dennis Kwan
Czech Airlines	Jana Ciglerova
Emirates	Jimmy Kotwal
KLM	Wilna Van Dijk
LAN	Hernan Soler
Lufthansa	Armin Hamm
SIA	Doreen Cheah
United Airlines	Cherie Lauretta

## **Revenue Accounting Working Group**

### **Mandates**

Act as advisor to the Financial Committee, other relevant IATA bodies and IATA management on all matters that relate to passenger, cargo and miscellaneous revenue accounting matters.

Specifically the IATA Revenue Accounting Working Group shall:

- Develop simplified revenue accounting methods;
- Maintain close liaison with other industry committees, and awareness of action by other industry groups, which have revenue accounting implications;
- Develop interline billing and settlement procedures for revenue accounting;
- Maintain, with annual amendments, the revenue accounting manual of interline procedures;
- Issue recommendations for revenue accounting procedures between general meetings.

### **Membership**

Air France	Gilles Clochette
Air New Zealand	Antoinette Nelson
British Airways	Gyorgyi Szantner
Japan Airlines	Daisuke Imazato
Lufthansa	Michael Stulpe
SAS	Casper Hopkinson
SWISS	Hutoxi Peer
United Airlines	Bob Portschy

October 2008

## **Engineering & Maintenance Group**

### **Mandates**

The Engineering & Maintenance Group shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to the optimization of engineering and maintenance measures, to improve safety, reliability and productivity. It will also indicate how to implement those measures in a rational, co-coordinated and cost-effective manner. Areas of activity include:

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

### **Membership**

Aeroflot	Yuri I Belykh
Air Mauritius	Jacques Gentil
Air Zimbabwe	Cephus S. Tarenyika
All Nippon Airways	Kazuo Matsuura
Croatia Airlines	Vanja Roller
Delta Air Lines	Stephen Terrio
Etihad Airways	Norbert Duevel
KLM	Hans Werner
Lufthansa	Andreas M. Gherman
Singapore Airlines	Lim Se Han

July 2009

## **Flight Operations Group**

### **Mandates**

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

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

### **Membership**

Air France	Claude Godel
British Airways	Tim Price
COPA Airlines	Jorge Campbell
Delta Air Lines	Tom Hendricks
Egyptair	Hesham El Nahas
Eva Air	Ge (Jackson) Chu
Japan Airlines	Hiroshi Ihara
Saudi Arabian Airlines	Mohammed Al-Hersi
Singapore Airlines	Kah Kheng Goh
SWISS	Christian Meier

July 2009

## **IOSA Oversight Committee**

### **Mandates**

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

- i) Ongoing development of the IOSA documentation system, that includes the Standards Manual, Programme Manual, and Auditor Manual;
- ii) Issues that have an impact to the integrity of the IOSA Programme, including Quality Assurance and external industry factors;
- iii) Audit Organization and Endorsed Training Organization reporting;
- iv) Regulatory Authority policies associated with the IOSA Programme;
- v) Policy recommendations to improve IOSA and aviation safety.

### **Membership**

Air Canada	Natasha Kowalchuk
Air France	Michel Gorog
All Nippon Airways	Hiromitsu Mitzutani
Azerbaijan Airlines	Parvin Gurbanov
British Airways	Mark Lennon
Cathay Pacific	Graham Marsh
Gulfair	Donald Broadfoot
KLM	Paul Van den Berk
Korean Air	Seungeum Ban
Lan Airlines	Jaime Silva
MEA	Mohammed Aziz
Northwest Airlines	Mark J. Millam
Qantas	Allen Dickinson
South African Airways	Lindi Jordan
SWISS	Pete Steinmann
US Airways	Jeff McLean

July 2009

## **ISAGO Oversight Committee**

### **Mandates**

The ISAGO Oversight Committee (GOOC) shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to the ISAGO Programme. It will also indicate how to implement those measures in a rational, coordinated and cost-effective manner. Areas of activity include:

- i) Continuous improvement and further development of the ISAGO Documentation System
- ii) Oversight of the Pool Advisory Group, a task force specifically established to ensure that ISAGO audits are allocated equably amongst Pool Members
- iii) Regulatory and Airport Authority policies associated with the programme
- iv) Policy recommendations to improve ISAGO and ground operational safety
- v) Use of data from ISAGO audits to further focus areas of safety improvement

### **Membership**

Adria	Predag Kaljevic
Aeroflot	Vladimir Kirillin
Air Canada	Denis Gordon
Air France	Michel Gorog
Air Transat	Max Corsi
Austrian	Hodi Gabor
British Airways	David Clark
Cathay Pacific	Tony Olaes
Delta Air Lines	Kevin Kyro
Ethiopian Airlines	Soloman Debebe
Japan Airlines	Hideyuki Motomura
Kenya Airways	Emmy Letting
Lan Airlines	Angela Corrales
Lufthansa	Volker Schierle
Royal Air Maroc	Younes Idrissi
Saudi Arabian Airlines	Mohammed Al Dhahri
United Airlines	John Kleberg

July 2009

## **Safety Group**

### **Mandates**

The Safety Group shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to the optimization of airline safety. It will also indicate how to implement those measures in a rational, co-coordinated and cost-effective manner. Areas of activity include:

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

### **Membership**

Air France	Bertrand de Courville
Air India	A.S. Soman
American Airlines	Capt. Al Madar
British Airways	Rod Young
Cargolux	Mattias Pak
Cathay Pacific	Richard Howell
Emirates	Tim Jenkins
Japan Airlines	Keiji Kushino
Kenya Airways	Alex Avedi
Lan Airlines	Jaime Silva
Lufthansa	Jürgen Steinberg
Qantas	Geoff Sartori
United Airlines	Michael Quiello

July 2009

## **Security Group**

### **Mandates**

The Security Group shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to the optimization of security measures to enable safe, secure and efficient air transport. It will also indicate how to implement those measures in a rational, co-coordinated and cost-effective manner. Areas of activity include:

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

### **Membership**

Air France	Charles Yvinec
British Airways	Peter J. Jones
Cathay Pacific	Peter Wan
Etihad Airways	Mohammed Abubaker Al Farea
KLM	Ben Swagerman
Korean Air	Kyung Chul Hwang
Lufthansa	Peter Andres
Qantas	John Valastro
TACA	Jose Amilcar Gonzales
United Airlines	Richard C. Davis

July 2009

## **Technical Fuel Group**

### **Mandates**

The Technical Fuel Group shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies on all matters that relate to all aspects of aviation fuel including fuel specifications, quality, handling, refueling and consumption, to improve safety, reliability and productivity. It will also indicate how to implement those measures in a rational, co-coordinated and cost-effective manner. Areas of activity include:

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

### **Membership**

Air Zimbabwe	Audrey Munemo
American Airlines	Carl Crosley
British Airways	Trevor Bertrand
Continental Airlines	George P. Zombanakis
Etihad Airways	Peter John
Japan Airlies	Yukio Mashimoto
Lufthansa	Peter Westphal
SWISS	Raphael G. Tscharland
United Airlines	Mark Bourdeau
UPS Airlines	Kevin A. Flick

July 2009

## **Regional Coordinating Groups**

### **Mandates**

The Regional Coordinating Group (RCG) shall act as advisor to the Operations Committee, IATA Management and other relevant IATA bodies in establishing broad IATA requirements and priorities on operational/technical matters of a purely regional nature in the assigned geographic area. It will also indicate how to implement those measures in a rational, co-coordinated and cost-effective manner. Areas of activity include:

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

RCGs have been established for the Africa (AFI), Asia Pacific and North Asia (ASPAC/NAS), Europe (EUR), Middle East (MID), Latin America/Caribbean (LATAM/CAR), and the North Atlantic/North America (NAT/NAM) Regions.

## **AFI RCG**

### **Membership**

Air France	Patrick George Denis
British Airways	Mark Blaxland-Kay
Delta Air Lines	Michael G. Jones
Emirates	Grant Wilson
Ethiopian Airlines	Demsash Hagos
Kenya Airways	George Njao
KLM	Gerrit Plaisier
LAM – Linhas Aéreas de Moçambique	Joao Martins de Abreu
South African Airways	Johnny Woods
SWISS	Thomas Borer

July 2009

## ASPAC AND NORTH ASIA RCG

### Membership

Air Canada	Keith Dowds
Air China	Du Xuan
Air France	Jean-Yves Maitre
Air New Zealand	Steve Kelly
British Airways	Nigel Free
Cathay Pacific	Owen Dell
Continental Airlines	Greg Dale
Emirates	Tomonori Tsuruzono
Etihad Airways	Peter Raw
Eva Air	Aaron Wang
Japan Airlines	Yasunobu Funai
KLM	Wiedo Mulder
Korean Air	Kim Jung Sik
Lufthansa	Michael Dietz
Northwest Airlines	Curtis Taylor
Qantas	Walter Dollman
Singapore Airlines	Aric Oh
Thai Airways	Apiluk Permhol
United Airlines	Gene Cameron
UPS Airlines	Jon Burrows

July 2009

## **EUROPE RCG**

### **Membership**

Air France	Charles-Philippe Bright
British Airways	Kevin O'Sullivan
Delta Air Lines	Randy Rohan
Federal Express	Daniel Allen
IBERIA	José M. Ruiz Negreira
KLM	Ben Berends
Lufthansa	Michael Dietz
MEA	Faysal Shaaban
SAS	Jan Eriksson
TAP – Air Portugal	Miquel Carvalho
UPS Airlines	Roger Quinn

July 2009

## **LATAM RCG**

### **Membership**

Air Canada	Julie Mailhot
Air France	Joel Menard
American Airlines	Bart Roberts
Continental Airlines	Greg Dale
COPA Airlines	Jorge Campbell
Delta Air Lines	Bill Manion
Federal Express	Stephen J. Vail
IBERIA	Luis Ruiz Chaves
TACA	Rene Serrano
TAM – Transportes Aéreos del Mercosur	Geraldo Meneses

July 2009

## **MID RCG**

### **Membership**

Air France	Patrick Georges Denis
British Airways	Mark Blaxland-Kay
Cathay Pacific	Julian Fung
Emirates	Grant Wilson
Etihad Airways	Peter Raw
Lufthansa	Thorsten Nedderhut
MEA	Faysal Shaaban
Oman Air	Farooq Al-Balushi
Royal Jordanian	Issa Qumri
Saudi Arabian Airlines	Mohammed Al-Howsawi

July 2009

## **NATAM RCG**

### **Membership**

Air Canada	Rodney Stone
Air France	Joel Menard
American Airlines	David Strand
British Airways	Nigel Free
Continental Airlines	Greg Dale
Delta Air Lines	Bill Manion
Federal Express	Stephen J. Vail
IBERIA	Luis Ruiz Chaves
Lufthansa	Udo Friedrich
Virgin Atlantic	Geoff Clark

July 2009