



**New Industry-Wide Governance of the
Worldwide Airport Slot Guidelines**

To be published by ACI, IATA and WWACG

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June 2019



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Overview of the current WSG

The Worldwide Slot Guidelines (WSG) represents the globally accepted best practice to optimize scarce airport capacity.

The slot allocation process is the result of over 40 years development and optimization of a standard that is globally recognized to provide a consistent and reliable single method of allocating scarce airport infrastructure to airline users. Without such a harmonized global standard, the risk could be States around the world applying different processes that may negatively affect the airlines and airports' objectives to provide the best service possible to their customers.

The fundamental basis of the WSG is to ensure that slots at capacity-constrained airports around the world are allocated in a harmonized manner to airlines using consistent policies, principles and processes, based on four cornerstones: a) certainty of access; b) flexibility to meet changing market needs; c) sustainability of costs; and d) transparency and neutrality in the allocation process, regardless of whether traffic at a given airport is primarily international or domestic, passenger or cargo.

Although the policies, principles and processes outlined in the WSG are intended as best practice for worldwide application, the aviation industry acknowledges that States and/or Regions may establish their own regulations governing some of these issues. Those regulations have precedence over the policies, principles and processes of the WSG. In such cases States and/or Regions are encouraged to consult the aviation industry to ensure that regulations meet their specific circumstances.



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The way forward – a new industry-wide governance

The process has ensured over the years a relatively stable competitive environment, growth and access to ever-congested airports in a fair, neutral and sustainable manner. With the WSG in place aviation has continued to grow, routes developed and connectivity for consumers increased despite ever decreasing available capacity. Today just over half the worlds' routes operate at Slot Coordinated airports. Annually 43% of global passengers use one of the 204 slot coordinated airports on at least one end of their flight.

However, the aviation industry has experienced fundamental changes over the years, while the slot management system was put into place several decades ago. The traditional assumptions regarding airlines' and airports' competition, route developments, consumer patterns, fleet decisions, technological disruption, etc., have been significantly reviewed.

As such, Airports Council International (ACI), the International Air Transport Association (IATA) and the Worldwide Airport Coordinators Group (WWACG) must work on an equal basis to continuously improve and enhance the global slots process. This requires a reform of the governance regulating the WSG by introducing a new industry-wide governance to continuously review the WSG.

For a matter of accuracy, the WSG is renamed **Worldwide Airport Slot Guidelines (WASG)**. ACI, IATA and WWACG will jointly publish the WASG.



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Objectives of the WASG

The prime objective of airport slot coordination is to ensure the most efficient declaration, allocation and use of available airport capacity in order to optimize benefits to consumers, taking into account the interests of airports and airlines.

- To facilitate consumer choice of air services, improve global connectivity and enhance competition at congested airports for passengers and cargo.
- To provide consumers with convenient schedules that meet demand, are consistent from one season to the next, and reliable in terms of their operability.
- To ensure that slots are allocated at congested airports in an open, fair, transparent and non-discriminatory manner by a slot coordinator acting independently.
- To realize the full capacity potential of the airport infrastructure and to promote regular reviews of such capacity and demand that enable effectual capacity declarations for slot allocation on a seasonal basis.
- To balance airport access opportunities for existing and new airlines.
- To provide flexibility for the industry to respond to regulatory and changing market conditions, as well as changing consumer demand.
- To minimize congestion and delays.



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New WASG governance structure

Recognizing the need for a single global standard for slot allocation and management and the need for consistent application of airport slot management policies and procedures, the governance structure should ensure an agile and robust process of maintaining and continuously improving the WASG.

Airlines, airport operators and facilitators/slot coordinators must work together to ensure slot policy and processes evolve but remain a practical, harmonized, neutral, non-discriminatory and effective solution to managing airport capacity shortage. However, any individual airport operator, aircraft operator, facilitator/slot coordinator, and/or their representative organizations can submit a change request to the WASG for consideration by the Worldwide Airport Slot Board (WASB).

Modernizing and maintaining the WASG's relevance requires teamwork between industry stakeholders including airlines, airports and facilitators/slot coordinators. ACI, IATA and WWACG are fully committed to ensuring the WASG continues to support the aviation industry by working with all interested parties to deliver this.

The new governance structure provides an equal role for airports, airlines and facilitators/slot coordinators to propose and agree the program of work of the Worldwide Airport Slot Board (WASB) and decide on enhancements, additions and amendments to the WASG. A list of topics that shall be subject to further analysis under the new Governance as a matter of priority is displayed in the Annex.

The new Worldwide Airport Slot Board replaces the existing Heads of Delegation (HoD) and assumes the voting mandate of amendments to the WASG. In taking over the tasks and responsibilities of the HoD, the WASB will also be responsible for the approval of any remaining work from the Strategic Review that still needs to be completed.

The WASB is responsible for establishing Airport Slot Working Groups (ASWGs) to carry out with a matter of priority focused and specific work in those topic/subject areas provided in the Annex and any other issue that may arise. ASWGs will be established for a limited period with the primary objective to recommend to the WASB amendments to the WASG. The WASB may assign to the ASWGs other relevant topics that may arise with the objective of enhancing the current WASG. This new structure should indicate to States that the industry is a responsible partner in developing and maintaining robust slot policies and processes in a transparent and collaborative manner.

ACI, IATA and WWACG envisage the new structure being established by September 2019 when the current term of the existing Joint Slot Advisory Group (JSAG) expires.



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Overview of the new structure

The WASG will be governed by a Worldwide Airport Slot Board (WASB). The WASB will be supported by Airport Slot Working Groups (ASWGs), whenever required.

The mandate of the WASB is to propose areas of policy development, consider ways of improving the procedures, review and analyze future trends and technology, and approve changes to the WASG developed by the ASWGs, to include policy, process and local implementation guides.

The mandate of the ASWGs is to recommend changes to the WASG for consideration and approval by the WASB, develop and support implementation of the standard.

The Terms of Reference the WASB and the ASWGs shall be consistent with the requirements provided for in the document "New Industry-Wide Governance".



The administrative tasks related to development and maintenance as well as final publication of the document will be undertaken by the WASG Administration and Editorial teams.



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Worldwide Airport Slot Board (WASB)

Role & Mandate

The WASB is established as a joint forum of airports, airlines and facilitators/slot coordinators to address slot related matters such as the development of amendments to the Worldwide Airport Slot Guidelines (WASG) and to provide guidance on industry scheduling and slot matters to the ASWGs.

Every effort shall be made to ensure that all the Regions, airline models and airport congestion levels are broadly represented in the WASB.

The WASB activities include, but are not limited to:

- Identifying future trends and technology that could have a significant impact on the industry and establishing necessary work streams within the industry groups to perform the analyses required;
- Reviewing proposals developed by the industry groups or individual airports, airlines and facilitators/slot coordinators;
- Reviewing and approving recommended changes and enhancements to the WASG submitted by the ASWGs, in an open and collaborative manner;
- Identifying ways to improve the slot allocation system and processes and suggesting areas for policy development;
- Setting up, as needed, Airport Slot Working Groups (ASWGs) whose role is to provide technical analyses on slot policy and provide guidance and recommendations to the WASB on possible changes to the WASG;
- Drawing conclusions, whenever possible, or providing guidance on topics on which it was not possible for an ASWG to reach consensus if at least one industry group from that ASWG require to do so. The WASB may decide to revert the topic back to the competent ASWG if it determines that further analysis is needed to take a decision;
- The WASB may appoint external consultants to provide professional advice and analyses to the WASB on matters related to the WASG slot policies, procedures and processes;
- Monitoring regulatory developments related to worldwide slot coordination and allocation to foster a globally-consistent implementation of the WASG;
- Providing guidance on the development of services and systems to support the slot allocation and planning process; and
- Liaising and collaborating closely with other industry working groups and associations as required.

Membership

The WASB shall be comprised of a maximum of 21 members. The group will comprise an equal number of airports, airlines, and facilitators/slot coordinators. A WASB member may not appoint a proxy to represent him or her.



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Airport members of the WASB shall be appointed by Airports Council International (ACI) World, among schedule facilitated and coordinated airports worldwide.

Airline members shall be appointed by IATA and include one non-member airline which is not member of the SPWG and operates at least at one L2 or L3 airports. The appointment of the latter must be approved by the WASB on IATA's recommendation.

Facilitators/slot coordinators shall be appointed by the WWACG and shall be eligible as long as separated from airlines and airport operators. The system of financing the facilitator/slot coordinators' activities shall be such as to guarantee the facilitator/slot coordinator's independent status.

Members shall have demonstrated the experience and skills necessary to represent the industry and contribute to the issues being addressed and shall have indicated a desire to participate in such activities. Members shall be committed attend the scheduled meetings of the WASB and to cover their expenses to attend the meetings.

Appointments shall be for a term of three years, with eligibility for re-appointment. Every effort will be made to achieve a broad geographical representation of airports, airlines and facilitators/slot coordinators and different business models.

Each member shall act as an industry expert and a representative of the WASB membership as a whole, while also considering their region, and not only represent their own airport, airline and facilitator/slot coordinator body.

WASB Secretarial support is jointly provided by ACI, IATA and WWACG.

The Chair and two Vice-Chairs of the WASB will be elected by the WASB from its membership consisting of one from each of the airport, the airline and the facilitator/slot coordinator groups. Excluding extraordinary circumstances, their tenure will be for a minimum of one Term and a maximum of two consecutive Terms.

Membership shall automatically terminate if:

- a. A member leaves the relevant position or organization;
- b. A member fails to attend two consecutive meetings; or
- c. A member resigns.

On the termination of membership, a suitable replacement will be appointed by the relevant Industry Group at the earliest opportunity.

Meetings & Procedures

The WASB will meet at least three times per year in-person, with other meetings to be held by teleconference, video conference, or other electronic means as approved by the WASB. Two of



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these in-person meetings should, if practical, be held at the Slot Conference, with the third meeting to be held in conjunction with an ACI meeting. The WASB may decide to have additional meetings in-person, if needed.

Meetings shall be called by the WASB Secretariat, in consultation with the WASB Chair and Vice-Chairs.

The WASB Secretariat shall normally give thirty days' notice of any in-person meeting. At least ten days' notice shall normally be given for any other meetings. The Chair and Vice-Chairs may approve a shorter notice period if needed.

The Chair and Vice-Chairs will approve the agenda and minutes of WASB, prepared by the Secretariat, prior to distribution to WASB members for their review and adoption.

A majority of the WASB members within each Industry Group shall constitute a quorum at any meeting.

For matters other than the ones of internal procedure, the prior consultation of the ACI-EGS, the IATA-SPWG and the WWACG Board, each according to their own internal governance procedures, shall be required, to the extent possible, prior to a final vote by WASB on any issue. Amendments to the WASG must also be submitted to the WASB, for final approval. This procedure replaces the Heads of Delegation voting of amendments to the WASG.

The WASB shall work on the basis of consensus of the three Industry Groups. Should a vote be required for policy, process and procedure changes to the WASG, efforts will be made to reach unanimity in decisions.

If consensus cannot be reached as to proposed changes for the terms of reference to the WASB, the proposed changes must be approved by each of the three industry groups – in the form of a majority of each of the industry groups present and voting.

Should a vote be required for modifications to the WASG (such term includes its Annexes, and the implementation guides mentioned above, if any), efforts will be made to reach unanimity in decisions, taking into account, among others, their economic sustainability. If consensus cannot be reached by the three Groups, any modification to the WASG is approved only in the circumstance that:

1. It is supported by each of the airport and airline industry groups in the form of a majority of each industry group present and voting; and
2. It is not rejected by the facilitator/slot coordinator group, in the form of a majority of the facilitator/slot coordinator group present and voting on justified grounds that it could not be implemented from an operational perspective or that it would hamper the independent, transparent, and non-discriminatory allocation of slots.



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All other decisions of the WASB shall require a simple majority vote from all delegates present and voting (irrespective of industry group).

WASB issues may be considered, and decisions taken via voice votes, via email, or via any means agreed upon by the Chair and Vice-Chairs



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Airport Slot Working Groups (ASWGs)

Role & Mandate

The ASWGs are established by the WASB for a limited period of time to empower airports, airlines and facilitator/slot coordinators from the different parts of the world to take a more active role in the slot process and provide them with an equal role in discussing and developing proposals for changes and enhancements to the WASG.

The ASWGs role and mandate provide an equal role for airports, airlines and facilitators/slot coordinators developing technical recommendations for consideration and approval by the WASB, and in developing and supporting the implementation of the WASG.

ASWGs are established to:

- Develop proposals for changes, enhancements to the WASG and submit them to the WASB, giving priority to the topics listed in the Annex to this document;
- Discuss global and regional slot related issues that impact airlines, airports and facilitators/slot coordinators and seek guidance from the WASB;
- Develop guidance on the implementation of the WASG;
- Review and discuss the development of local rules, which can take into account the specific circumstances of a given airport, to ensure that such local rules do not lead to unintended conflicts with the uniform, global process, unless duly justified;
- Recommend that local Coordination Committees are established, and where appropriate Slot Performance Monitoring committees have their place; and
- Support peers through the sharing of best practice and disseminating implementation guidance of the global standard.

Membership

Airports, airlines, and facilitators/slot coordinators representatives are appointed in an equal number by their respective industry associations. Global representation is desirable. The members of the ASWGs are nominated for the duration of the mandate of the ASWGs as determined by the WASB.

System providers, support functions and other relevant industry stakeholders may be included in the ASWGs as appropriate and if agreed by the WASB.

A Chair for each of the ASWGs will be elected by each ASWG from the three industry Groups for the duration of the mandate of the ASWGs.

Secretarial support is provided by ACI, IATA and WWACG where resources are available.



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Meetings & Procedures

The ASWGs shall meet at least twice per year in-person, other meetings could be held by teleconference, video conference, or other electronic means.

The ASWGs shall work based on consensus. Should a vote be required for proposing to the WASB changes to the WASG, efforts will be made to reach unanimity in decisions, but at a minimum consensus shall require approval from at least two of the three industry groups, in the form of a majority vote of the delegates in such industry group present and voting.

The Chair of the ASWG shall act as a liaison between the group and WASB on any matter related to the changes and amendments to the WASG, and on seeking guidance from the Worldwide Airport Slot Board.

The Chair shall draft a yearly report of the activities of the ASWG, in consultation with its Members and submit it to the WASB.

An annual meeting of the Chairs of the ASWGs is convened with the WASB on a yearly basis, in conjunction with the Summer Slot Conference (held in November each year)



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WASG Administration and Editorial teams

The requirement for thorough knowledge of the slot process and the WASG structure and language is fundamental to ensure the consistency of the WASG publication and that all changes and amendments are done in a systematic manner. The time and effort needed to manage the preparation, review of incoming proposals for changes to the WASG and administrating the publishing process of the WASG should not be underestimated.

Role & Mandate

WASG Administration

The administration function provides secretarial and administrative support to the WASB and coordination with the ASWGs. The administration function should be considered a critical role to ensure the success of the WASB and ASWGs, and indeed the continual improvement activities of the slot process. The role requires time resources and high-level understanding of the subject matter but more importantly excellent organization, secretarial and coordination skills between multiple stakeholders.

ACI, IATA and WWACG commit to provide secretarial and technical support towards the administration of the WASB. ACI, IATA and WWACG secretarial teams are observers to the WASB and the ASWGs.

WASG Editorial

The WASG Editorial function is established to manage and oversee the process for changes and enhancements to the WASG.

The activities include:

- Receiving and performing an initial editorial review of the incoming requests for the changes and enhancements to the WASG;
- Managing the incoming proposals from the ASWGs, record and track their progress and approval by the WASB;
- Keeping a log of WASG proposals and changes approved by the WASB and a log of dissenting views, justifications and proposals that have not been approved;
- Providing feedback about the proposals, their consistency with the language of the WASG and any editorial, stylistic and other edits required;
- Prepare and submit all received proposals from the ASWGs to the WASB 30 days in advance of the WASB meeting;
- Prepare a draft WASG version with proposals in track change for final review and approval by the WASB;
- Prepare a clean English language version of the WASG ready for publication on ACI, IATA and WWACG websites and coordinating translation to the other agreed languages; and
- Propose editorial changes.



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WASG Editor(s) composition

The WASG Editor(s) should be aviation professionals with a proven track record in slot coordination and comprehensive knowledge of the WASG policies, processes and procedures to ensure that the publication is adhering to the highest standards for clarity and consistency.

ACI, IATA and WWACG will explore options for appointing external WASG editor(s) who are proven industry professionals with in-depth knowledge of the WASG and the slot process.

The Slot Conference

The Slot Conference is a working conference organized and managed by IATA as part of the slot process to provide a forum for the allocation of slots at fully coordinated airports (Level 3), and for the reaching of consensus on the schedule adjustments necessary to conform to airport capacity limitations (Level 2).

Airport, airline and facilitator/slot coordinator members of the WASB may assess opportunities and options to enhance the dialogue on slot related matters between the three industry groups through joint industry meetings, workshops and panel discussions.

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ANNEX – Priority areas for initial review

The agreeing parties commit that the WASB will set up ASWGs as necessary to commence work from the introduction of the new governance on the priority topics listed below. The WASB may assign to the ASWGs any other relevant topic that may arise with the objective of enhancing the current WSG.

The below topic areas include areas of further discussion, analysis and review – the WASB will be responsible for:

1. identifying the number of groups necessary for addressing the priority areas listed below; and
2. further articulate the scope of work that needs to be covered for each topic, whenever needed.

In doing so, the WASB may take into account the output of the work carried out by the Strategic Review and consider any remaining work from the Strategic Review that needs to be completed.

The priority topics are as follows:

1. Fair access to markets:
 - a) New Entrant Rule;
 - b) Allocation in case of new capacity and initial slot allocation;
 - c) Overdemand, Holding slots and Late hand back;
 - d) Slot exchanges (swap, transfer) and market mechanisms;
 - e) Obligation to use the Slots;
 - f) Super-congested airports; and
 - g) Declaration of airport capacity.
2. Allocation process:
 - a) Parameters for the allocation (additional criteria including strategic allocation);
 - b) Granting of historic slots;
 - c) “Change-to-historics” (time of the slot, market served, frequency, aircraft type and size);
 - d) Length of Series; and
 - e) Incentives to use or return the slots on time (slot reservation schemes).
3. Transparency & accountability:
 - a) Data provision (coordination parameters and allocated slots, access to slot requests before final allocation etc.);
 - b) Ex-post justification for allocating a slot; and
 - c) Airport operator’s engagement in this process.
4. Technological innovation and improvements.



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5. Engagement of general aviation, business aviation and other aircraft operators in the facilitation and coordination process.

In addition to the above list, the subject related to the independence of facilitators/slot coordinators will be addressed directly by the WASB within the same timeframe.

The ASWGs will endeavor to complete any outstanding work that has not been completed by the Strategic Review and/or to continue the analysis on the same topics, whenever needed, and based on the priority areas listed above.

The timelines of each ASWG will be established and agreed by the WASB according to the volume and scope of work and the resources required. Therefore, each ASWG will be created on its own merit.

The WASG Editorial team will perform the ongoing editorial review of recommendations for change, and enhancements to the WASG. This is to ensure continued alignment and consistency of all sections of the WASG.