

Terms of Reference of the Expert Group on Slots

August 2025

1. Mission

- 1.1. To serve as ACI World's primary resource for developing airport slot policy positions and technical guidance at the global level, and to support the representation of airport interests in global slot discussions.

2. Responsibilities

- 2.1. The responsibilities of the Expert Group on Slots (EGS) include:
 - 2.1.1. Developing or supporting the development of ACI World's global airport slot policy positions, recommended practices and technical guidance;
 - 2.1.2. Identifying operational, regulatory or strategic developments with potential policy or technical implications for airport slot allocation, and advising ACI World on possible responses and initiatives to guide future policy and technical development;
 - 2.1.3. Providing advice and feedback to airport representatives in the Worldwide Airport Slot Board (WASB) and the Airport Slot Working Groups (ASWGs) to support the future development of the Worldwide Airport Slot Guidelines (WASG);
 - 2.1.4. Advising ACI World on its engagement with relevant stakeholders, including aviation representative organizations, regulators, States and ICAO, on matters related to slot policy and governance, in collaboration with the relevant ACI Region where applicable;
 - 2.1.5. Supporting the promotion of airport industry slot policies and positions at national or regional levels, in collaboration with the relevant ACI Region where appropriate; and
 - 2.1.6. Collaborating with other ACI World Standing Committees, Subcommittees, working groups or task forces in areas of mutual interest.

3. Reporting Line

- 3.1. The EGS reports to the Director General of ACI World.

4. Subgroups

- 4.1. The EGS is divided into two standing subgroups: the *Policy and Strategy Subgroup* and the *Technical Subgroup*. Additional Subgroups may be established to address specific topics.
- 4.2. The *Policy and Strategy Subgroup* is responsible for advancing ACI World's strategic objectives in global airport slot policy. Its key functions include:
 - 4.2.1. Advising on ACI World's strategic positioning in global slot policy discussions;
 - 4.2.2. Developing policy proposals and positions aligned with ACI World's long-term vision, and assessing the policy and strategic implications of proposals from other stakeholder groups from an airport perspective;
 - 4.2.3. Designing initiatives and developing materials to promote awareness of slot policy within the airport community and among other relevant stakeholder groups; and

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- 4.2.4. Identifying opportunities for cross-functional and cross-organizational engagement to support ACI World's strategic slot-related objectives.
- 4.3. The *Technical Subgroup* provides expert guidance and practical tools to support airport operators. Its key functions include:
 - 4.3.1. Developing global technical guidance to enhance ACI World's ability to support capacity-constrained airports and those approaching capacity constraints;
 - 4.3.2. Translating ACI World's policy goals into actionable, airport-centric technical frameworks and tools that reflect operational realities and aim to balance the perspectives of all relevant stakeholders;
 - 4.3.3. Supporting the contributions of airport representatives to technical discussions in the WASB and ASWGs, and assessing the operational implications of proposals from other stakeholder groups from an airport perspective; and
 - 4.3.4. Providing airport-focused input into training or knowledge-sharing initiatives on slot management processes.

5. Membership Structure

- 5.1. The EGS is composed of:
 - 5.1.1. Ten regional representatives (two for each of the five ACI Regions); and
 - 5.1.2. Ten members-at-large.
- 5.2. All members, whether regional representatives or members-at-large, will be distributed across the two EGS subgroups according to their expertise and experience.
- 5.3. EGS members serve a term of three years and can seek reappointment through the standard application process.
- 5.4. Two regional representative seats per ACI Region are guaranteed. If an individual ACI Region does not put forward candidates who meet the eligibility criteria, its regional representative seats will remain open until eligible candidates are identified.
- 5.5. There are no regional quotas for the appointment of the members-at-large.
- 5.6. Appointments are made on an individual basis, but are linked to the organization with which the member was associated at the time of their appointment. If a member leaves their organization, whether or not they remain employed by another ACI member airport, the seat will be considered vacant.
 - 5.6.1. If a regional representative seat becomes vacant, the Nomination Committee may reassign an existing member-at-large from the same region, if any, to the regional representative seat. The resulting at-large vacancy will then be filled through a global call for applications, in line with the appointment process outlined in Section 6.
 - 5.6.2. If a member-at-large seat becomes vacant, it will be filled through a global call for applications, in line with the appointment process outlined in Section 6.

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6. Appointment Process

- 6.1. The appointment process begins on 1 July of the year the term ends, or when a seat becomes available during the term.
- 6.2. ACI World will issue a call for applications to current EGS members and to the wider ACI membership through the ACI Regions.
- 6.3. Regional representatives and members-at-large follow the same application process. Interested individuals must submit a standardized application form, provided by ACI World.
- 6.4. Applications will undergo a two-stage review:
 - 6.4.1. Initial screening by the relevant ACI Region; and
 - 6.4.2. Review by the EGS Nomination Committee, composed of the Chair, Vice-Chair, Secretary and Assistant Secretary.
- 6.5. The Nomination Committee will assess applications in line with eligibility criteria. For regional representatives, input from the ACI Regions will be sought. Based on this assessment, the Nomination Committee may:
 - 6.5.1. Recommend the applicant's appointment to the ACI World Director General;
 - 6.5.2. Request additional information to support the assessment; or
 - 6.5.3. Conclude that the applicant will not be appointed at this time and encourage them to remain engaged with the slot advocacy efforts of their ACI Region.
- 6.6. The Nomination Committee operates by consensus. If consensus cannot be reached, a vote may be held with each member holding one vote. In the event of a tie, the Chair will have the casting vote.

7. Eligibility Criteria

- 7.1. Applicants as EGS members must:
 - 7.1.1. Be employed by a Level 2 or Level 3 airport, or an airport group/network responsible for such airports. The employer organization must be an ACI member; and
 - 7.1.2. Have the support of their organization to actively participate in the work of the EGS and its Subgroups, including authorization to attend in-person meetings held at various international locations.
- 7.2. Applicants for the *Policy and Strategy Subgroup* should demonstrate:
 - 7.2.1. Understanding of global airport slot policy and its strategic implications;
 - 7.2.2. Experience in regulatory affairs, policy advocacy, air service development, strategic airport or airline planning; and
 - 7.2.3. Familiarity with the WASG, current policy discussions and the stakeholders involved in slot policy development.

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7.3. Applicants for the *Technical Subgroup* should demonstrate:

- 7.3.1. Technical expertise in slot coordination, schedule facilitation, capacity analysis, capacity planning or operational management of a capacity-constrained airport; and
- 7.3.2. In-depth understanding of the WASG, other industry best practices related to slot management, and relevant regulatory frameworks.

8. Chair and Vice-Chair

- 8.1. The EGS elects a Chair and a Vice-Chair from among its members or the airport representatives in the WASB. The election takes place at the first in-person meeting of each new term.
- 8.2. Interested candidates are expected to signal their interest to the EGS Secretary no later than one month before the first in-person meeting of the term.
- 8.3. The Chair and Vice-Chair serve for the duration of the EGS term. They may be re-elected, provided they remain eligible under the Terms of Reference.
- 8.4. The Chair and Vice-Chair are responsible for:
 - 8.4.1. Providing strategic direction and leadership to the EGS in alignment with ACI World's strategic plan and priorities;
 - 8.4.2. Coordinating closely with the EGS Secretary and Assistant Secretary, including the approval of meeting agendas, reports and other documentation;
 - 8.4.3. Facilitating effective meetings and ensuring constructive participation from all members; and
 - 8.4.4. Supporting alignment between the EGS's activities, ACI World's global slot advocacy efforts, and the needs of the global airport community.
- 8.5. The Immediate Past Chair may be invited to assist the Chair and Vice-Chair in their duties. This individual must remain employed by an ACI member airport and may participate as an observer, even if not reappointed to the EGS.

9. Observers

- 9.1. The following are de jure observers of the EGS:
 - 9.1.1. Airport representatives in the WASB and active ASWGs;
 - 9.1.2. Chairs of the ACI Regions' slot task forces; and
 - 9.1.3. Staff representatives from the ACI Regions.
- 9.2. Meetings of the EGS and its Subgroups are open to members of the ACI World Governing Board, ACI World staff, and any other member airport or non-airport participants authorized by the Chair and Vice-Chair, in consultation with the EGS Secretary, to attend as observers for specific meetings or sessions.

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- 9.3. Observers are encouraged to contribute to discussions as relevant. They do not hold voting rights.

10. Participation Expectations and Meetings:

- 10.1. Active participation in the work of the EGS is essential to ensure that airport perspectives are meaningfully represented in global slot policy discussions. Members are expected to:
- 10.1.1. Attend two in-person meetings per year, typically held on the Saturday and Sunday prior to the IATA Slot Conference. These meetings are hosted internationally on a regional rotation basis and require in-person attendance;
 - 10.1.2. Participate in virtual meetings as needed (approximately 2–4 per year);
 - 10.1.3. Volunteer to contribute to EGS working groups or task forces aligned with their area of expertise; and
 - 10.1.4. Provide timely input when requests for feedback or comments are circulated by email.
- 10.2. The EGS Nomination Committee, in consultation with the relevant ACI Region where applicable, may review or terminate a member's appointment if the member fails to attend two consecutive meetings without adequate justification.

11. Decision-Making

- 11.1. The EGS and its Subgroups operate on the basis of consensus.
- 11.2. Where consensus cannot be achieved and a vote is required on matters other than internal procedure, each member will have one vote.
- 11.3. Internal procedural matters such as agenda setting and documentation timelines are decided by the Chair and Vice-Chair in consultation with the EGS Secretary. These matters are not subject to voting.

12. Appointment of WASB Airport Representatives

12.1. Application Process

- 12.1.1. The appointment process begins on 1 July of the year the WASB term ends, or when a seat becomes available during the term.
- 12.1.2. ACI World will issue a call for applications to current WASB airport representatives, EGS members and to the wider ACI membership through the ACI Regions.
- 12.1.3. Interested individuals must submit a standardized application form, provided by ACI World.

12.2. Membership Structure

- 12.2.1. There are no regional quotas for the appointment of WASB airport representatives.

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12.2.2. Appointments are made on an individual basis, but are linked to the organization with which the representative was associated at the time of their appointment. If a WASB airport representative leaves their organization, whether or not they remain employed by another ACI member airport, the seat will be considered vacant.

12.2.3. Any resulting vacancy will be filled through a global call for applications, in line with the appointment process outlined in Section 12.1.

12.3. Nomination Committee Review

12.3.1. Applications will be reviewed by the WASB Nomination Committee, composed of:

- 12.3.1.1. The Chair and Vice-Chair of the EGS;
- 12.3.1.2. The EGS Secretary and Assistant Secretary; and
- 12.3.1.3. One representative from each of the five ACI Regions.

12.3.2. The WASB Nomination Committee will assess applications against the eligibility criteria outlined in Section 12.4. Based on this assessment, the Committee may:

- 12.3.2.1. Recommend the applicant's appointment to the ACI World Director General;
- 12.3.2.2. Request additional information to support the assessment; or
- 12.3.2.3. Conclude that the applicant will not be appointed at this time and encourage them to remain engaged with ACI's slot advocacy efforts, including through participation in their ACI Region or by applying to the EGS.

12.3.3. The WASB Nomination Committee operates on the basis of consensus. Where consensus cannot be achieved and a vote is required, each member will have one vote.

12.4. Eligibility Criteria

12.4.1. Applicants as airport representatives to the WASB must:

- 12.4.1.1. Meet the general eligibility requirements for EGS members (Section 7.1) and the relevant experience criteria set out in Section 7.2 or 7.3, depending on the applicant's area of expertise.
- 12.4.1.2. Demonstrate experience and capacity to participate effectively in complex strategic and technical multilateral discussions; and
- 12.4.1.3. Possess the ability and willingness to represent the interests of airports at the global level in multilateral slot policy discussions and to consistently communicate in line with ACI World's global objectives on airport slots.

12.5. Term and Reappointment

12.5.1. WASB airport representatives serve for the duration of the WASB term, which is three years. Representatives may be reappointed, subject to reapplication and review through the standard appointment process.

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12.6. Participation Expectations and Meetings

- 12.6.1. Active participation in the WASB and close coordination with the EGS are essential to ensure that airport perspectives are meaningfully represented in global slot policy discussions.
- 12.6.2. In addition to fulfilling the participation expectations outlined in Section 10, WASB airport representatives are expected to:
- 12.6.3. Attend three in-person WASB meetings per year, including:
 - 12.6.3.1. Two in-person meetings typically held on the Monday following the EGS meeting and prior to the IATA Slot Conference (hosted internationally on a regional rotation basis); and
 - 12.6.3.2. One additional in-person meeting per year, typically held in March at a location determined by ACI World. This includes an airport group coordination meeting held the day prior to the formal WASB meeting.
- 12.6.4. Participate in virtual meetings as needed.
- 12.6.5. Contribute to WASB working groups or task forces on topics aligned with their expertise.

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