

Instructor

**Andrew
Charlton**

Director

**Diego
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Endorsement



Instituto Iberoamericano de
Derecho Aeronáutico, del Espacio y
de la Aviación Comercial

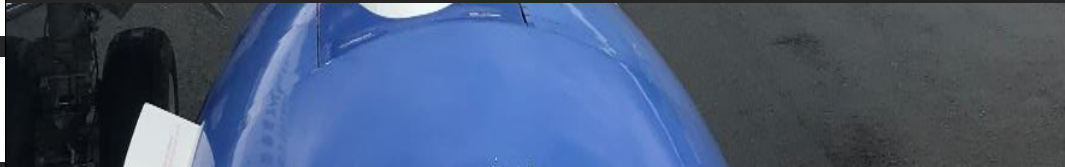
*Understanding the
airport slot allocation
system, without
dogma or prejudice,
allows us imagine a
different approach to
analyse the
economic, political
and legal foundations
of the civil aviation*



SLOTS

The Four Dimensions

Government | Airlines | ANSPs | Airports



INTERNATIONAL PROGRAM



Info

info@abiaxair.com



INFINITUM
AVIATION



SLOTS - The Four Dimensions Government | Airlines | ANSPs | Airports

Why this program is an opportunity



The Fourth Industrial Revolution, or Industry 4.0, is changing everything. Education and training included. We no longer run a course to get information. From Google you can find too much information and documents about slots. We are just one click away from accessing the Worldwide Airport Slot Guidelines (WASG). You are one click away from being able to read the EU Slot rules or the slot rules of every single country you want. Definitely, *in Google we trust*.

What Google or Artificial Intelligence (IA) cannot do - yet, by the way - is to allow us to connect things. To understand why things happen. In this lies the added value of our unique Program. The question is not what it says, it is what it means.

Andrew Charlton has the professional experience to help you understand why in civil aviation, slots have strategic importance. To connect the dots. More specifically, which are the different public and private interests that underlie the economic, political and legal framework of slots. This includes the values, rules and principles, written and unwritten, about this key asset.

Educating is inspiring people. Andrew Charlton is an inspiring speaker. He inspires with his passion in teaching. Having the power of motivating is an increasingly rare gift in these times of extraordinary change.

The Instituto Iberoamericano de Derecho Aeronáutico, del Espacio y de la Aviación Comercial was founded at the University of Salamanca on April 24, 1964.

It has been a Consultative Body of the Economic and Social Council (ECOSOC) of the United Nations Organization (UN) since 1976. It is a private law entity made up of jurists specialized in aeronautical law and belonging to all the countries of Ibero-America. To date, the Institute activities include the organization of a hundred conferences and congresses offering a global platform and a framework for common reflection on aeronautical matters.

For all those who want to know why things happen, how things connect to each other, this Program is a unique opportunity. Do not miss it.

Diego Gonzalez

COVID-19 has plunged us into unthinkable challenge. Everything is up in the air. It is a time for sensible people to review normal procedures for ways to do things better.

That is equally true for bases and foundations of the organization of civil aviation as well. Crises are opportunities. There will be a new normal emerge from the pandemic.

The new normal is also an opportunity to analyze from other perspectives the air transport market and the airport service.



Public policies, economic and juridical debates are emerging that involve a multiplicity of actors (governments, airlines, airports, unions, investors, consumers, etc.).

The Pandemic outbreak resulted in a massive cancellation of air services worldwide. That had huge implications concerning the non-use of slots.



In the old normal, when an airline did not exploit the expected minimum percentage of the allocated slots at an airport, the spaces can be reassigned to other carriers, thus affecting their acquired rights.

In the European Union, aspects of Regulation (EEC) n. 95/93 have been waived.

In the US, the FAA declined to require minimum slot usage requirements, for all limitations that cancel scheduled flights at some of the major airports and express their wishes for slot coordinators from other countries to host U.S. carriers with reciprocal relief.

Thus, acquiring or maintaining a slot is no longer just a matter of ensuring the exercise of acquired rights. Furthermore, in the new normal, new elements that condition such rights could be introduced to ensure fair and constructive slot regimes in the future.



Deepening a comprehensive understanding of the aspects that govern both the allocation and use of slots, and the tensions that need to be addressed, is a smart way to take advantage of this opportunity.



Participating in this Program with Andrew Charlton, is a good way to start to do that.



Format

The webinar will take place on 4 consecutive Mondays

Each session will be 2 hours and half long, totaling 10 hours to the Program

The instructor will teach all sessions

Sessions will include questions and answers and require additional time spent on self-study material

An IIDAYEAC Certificate of Completion is awarded to participants who reach 75% attendance

Technical Requirements

The Program will be delivered via zoom platform

English Recommended

ICAO operational level 4 for Programs

How To Register

Register early and save up. Please read the Terms and payment conditions

What You Will Learn

Upon completing this Program, you will be able to:

- Recognize the airport slot systems, its importance for governments, airlines, ATMs, airport and consumers interest
- Analyze and understand the different air transport markets impacted by an slots policy
- Analyze and understand public and private, national and international laws applicable and sectorial Guidelines
- Analyze and understand economic and political principals

Who Should Attend

This Program is recommended for:

- Government officials involved in the civil aviation sector (CAA, Foreign Affairs, Legislative Advisor, etc)
- ANSP professional (operational, finance, legal)
- Airport professional (operational, finance, legal, commercial)
- Airline professional (operational, finance, legal, commercial)
- Aviation professional in private practice
- Professionals in related fields seeking an understanding of the international aviation industry.



Date	Time (uk)	Class	Content
19/10/2020	6.00 pm to 8.30 pm	THE FOUR DIMENSIONS Governance Airlines, ANSPs & Airports	<p>Aviation competition. Incumbents vs new entrants. How do we reconcile competition and efficiency?</p> <p>Airport access. The slot as a system to allow access at specific time with limited infrastructure.</p> <p>Regulation. The vision drives the policy The role of the State as airline and airport market regulator.</p>
26/10/2020	6.00 pm to 8.30 pm	How slots, and slot allocations work today.	<p>USA: Airline committee & CAB. High Density Rule. Deregulation Act. Slot auctions.</p> <p>IATA Worldwide Slot Guidelines (WSG)</p> <p>EU: Regulation 95/93 – Common Rules for the Allocation of Slots at EU Airports. Rest of the World.</p> <p>Worldwide Airport Slot Guidelines (WASG) published jointly by ACI IATA WWACG. The Pandemic crisis and how the industry has reacted – waivers etc – and what would work better?</p>
2/11/2020	6.00 pm to 8.30 pm	Slots in the Future	<p>Grandfathering rights; hoarding. The new entrant rules and rights.</p> <p>The role of the airport in building new capacity. The role of the ANSP in accommodating capacity</p> <p>Regulatory challenges of airport slot allocations. Congestion Pricing</p> <p>Why Slots Matter? Who owns a slot? Slot transfers: Auctions. Secondary trading. Leasehold. Slots & airline bankruptcy.</p> <p>The Air Traffic Slot. Why Air Traffic Flow Management (ATFM slot) is important?</p>
9/11/2020	6.00 pm to 8.30 pm	The Airport Coordination A hidden key player	<p>Slot Coordinator and Regulators. How are they related?</p> <p>How does a Slot Coordinator work?</p> <p>Who pays for your services?</p> <p>What is the Slot Coordinator responsible for? Are the Slot coordinator's decisions subject to judicial review?</p> <p>Other relevant regulations. Which non-European Union countries have independent entities?</p>



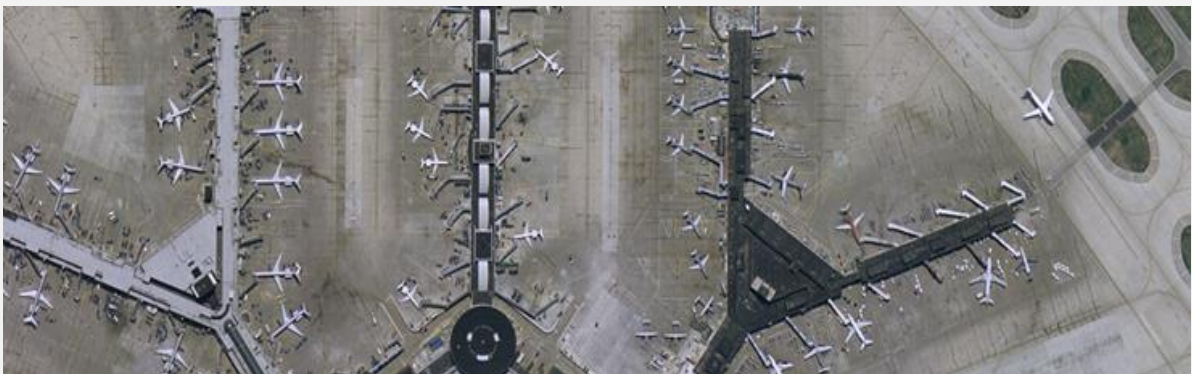


Slots are scarce assets, so they involve consideration of various aspects, all of them related: economic, operational, legal, regulatory and political. These aspects are connected to each other in across 4 domains: governance, airlines, airports and air navigation services providers. In these four dimensions, different services coexist. Organizations with common interests must compete. Public policies and regulations are not always clearly defined. Dominant market positions close the market to potential entrants. National and international legal systems rule the game. There are winners and losers. Even passengers, the environment and airport residents are impacted. Understanding the integral problem is much more complex than merely knowing how the Worldwide Slot Guidelines (WSG) work. The global health crisis has rocked the aviation industry from top to bottom and is changing the rules. Even, perhaps, the rules of the game regarding slots. There are service opportunities within the travel bubbles, which should allow for example LCC airlines to use the central airports, usually congested and dominated by the incumbent carriers. Can this exceptional situation be the starting point for a new normal in the industry?

Who knows the game, understands it best; who realizes it will have more opportunities.

This Program is a key, which allows the curious participant to build their own gateway to a different, comprehensive, critical, reflective knowledge about slots and the civil aviation system. It is useful to know and to understand.

It is also an opportunity to understand international civil aviation from a different perspective, especially when looking to the future.



CLASS 1

THE FOUR DIMENSIONS

Governance Airlines, ANSPs and Airports

*Aviation competition.
Incumbents vs new
entrants.*

*How do we reconcile
competition and
efficiency?*

*Airport access. The slot
as a system to allow
access at specific time
with limited
infrastructure.*

*Regulation. The vision
drives the policy.*

*The role of the State as
airline and airport market
regulator.*



Knowing history allows us to understand the present. Also, it allows us to be prepared for changes and to face challenges. The historical evolution of the aviation industry, air navigation, commercial transport and airport infrastructure, in the context of technological change, allows us to understand the context in which the rules and mechanisms for the allocation and use of slots has been created. In the 1930s, instead of letting airports decide who would use their runways and when, schedules at USA airports were hammered out by committees of airlines and the Civil Aviation Board (CAB). Just like, in those days, each airline did its own air navigation. Meanwhile, in the rest of the world, airlines negotiated, bilaterally, the adjustment of their schedules. In the 1950s, under the auspices of IATA, a global standardized process for managing slots at airports began to develop. At the beginning of the 1960s, with the first great congestion crisis, the United States FAA established the first limits on the allocation of take-off and landing slots at the four most congested airports (known as the High Density Rule). In 1974 the IATA codified its global guidelines, emerging the Worldwide Slot Guidelines (WSG), as the self-regulated coordination process, controlled by its members. In 1993, the Council of the European Union approved Regulation 95/93 for the allocation of slots at community airports based entirely on the WSG. In the rest of the world, the States apply their own legal schemes, reflecting not only the mandatory models of the central countries but the IATA self-regulated model as well. In 2020, the International Airports Council (ACI), the International Air Transport Association (IATA) and the World Group of Airport Coordinators revised the WSG, which was replaced by the Worldwide Airport Slot Guidelines (WASG), in force since June 1, 2020. The COVID-19 Pandemic has challenged airlines, airports, air navigation service providers, and governments. **The deepest crisis in the history of civil aviation opens a host of opportunities. This Program aims to allow you to rethink the state of the things. It is one of these opportunities.**

CLASS 2

How slots, and slot allocations work today

USA: Airline committee & Civil Aviation Board (CAB). High Density Rule.

Deregulation Act. Slot auctions.

IATA Worldwide Slot Guidelines (WSG).

EU: Regulation 95/93. Rest of the World.

Worldwide Airport Slot Guidelines (WASG).

Worldwide Airport Coordinators Group (WWACG)

Crises and how the industry has reacted – waivers etc – and what would work better?





Based on the grandfather rule, over time and for many reasons, dominant carriers in congested airports have monopolized the allocation and use of slots. The economic, legal, and environmental reality of civil aviation has changed from that existing at the time of the creation and consolidation of the grandfather rule. New operators want to enter that market. However, the grandfather rule still applies.

What is the role of the airport operator in building new capacity? What is the role of the Air Navigation Services Provider in accommodating capacity?

How does airline bankruptcy affects its allocated slot? Should they be handed back to the regulator? Is the slot holding part of the bankruptcy asset?

Why do slots matter? It is an airline asset? It is an airport asset? It is an ANSP asset? Who owns a slot? Who legislates and regulates slots and their use? Is there a fair, non-discriminatory and transparent way to regulate the slots?

For what purpose are slots regulated? For whose benefit? Are the ghost flights a fair business practice? Is it possible to transfer slots between airlines? Is the sale of slots allowed? Do the rules for selling slots vary from region to region? What about slots as part of operating and/or commercial agreements? Is it possible to lease slots?

What role does the government have? Does the regulator, airport operator or ANSP have the right to obtain profit from the commercialization of slots carried out by the airlines? Should slot allocation be an act based on the airline's credentials? (*intuite personae*)

In this Course, we are going to find questions to all these critical answers, in a comprehensive way, connecting the policies and interests involved, the rights affected and the applicable rules.

CLASS 3

SLOTS IN THE FUTURE

Grandfathering rights hoarding. The new entrants rights.

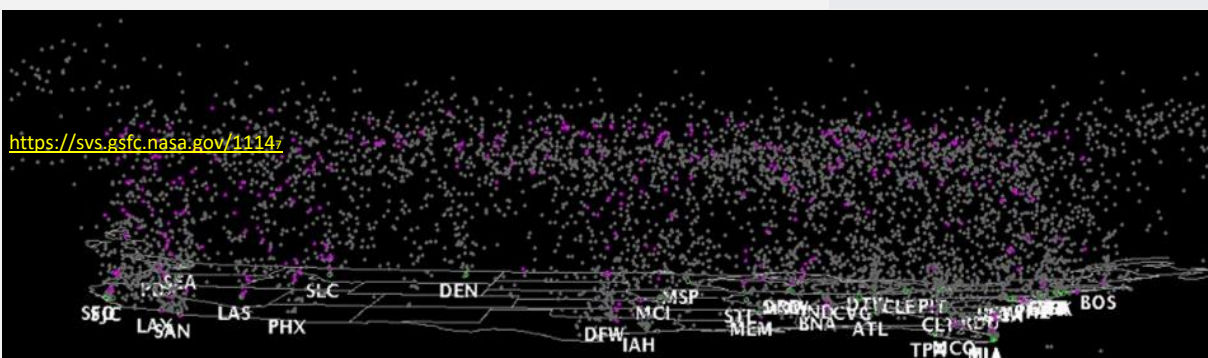
The role of the airport in building new capacity.

The role of the ANSP in accommodating capacity.

*Why Slots Matter?
Who owns a slot? Slot transfers: Auctions. Secondary trading. Leasehold.*

Airline bankruptcy.

Regulatory challenges of airport slot allocations. Congestion Pricing.





Avoiding the inconvenience of airport congestion means, in fact, limiting the flow of traffic, either by preventing it or distributing it over time. Doing so legally means conditioning both the exercise of freedom of traffic and the exercise of the right of an airline to exploit the assigned air routes at a specific time. Coordination is a prohibition or restriction on the exercise of a freedom or right that conditions or limits the use of a highly congested airport in a certain season, day or moment. This restriction of rights can be exercised by the State directly through the Civil Aviation Authority or through the airport operator. However, alternatively, starting in the 1990s, a determining figure emerged in certain states. This is a key subject, powerful, but practically off the radar: the Coordinator. National legislation regulates the personal qualities that enable access to the function. Likewise, it provides the form of appointment, the modality of action and the grounds for removal. The Coordinator assumes a public function. In this sense, the quality of the Coordination service does not escape in each country the general indices of that country due to the institutional framework and the principle of legality. The conditions of objectivity, impartiality and independence make up the great challenge of coordination. How does the Coordinator relate to the airlines, the airport operator, the civil aviation authority and the ANSP? What obligations does the Coordinator have? What kind of legal acts does the Coordinator dictate? What review and control processes are the acts of the Coordinator subjected to? How is the coordinator's activity financed?

This Program gives you the added value of fully understanding the role, importance, advantages and weaknesses of one of the most important, although little known, subjects of the commercial airline industry.

CLASS 4

THE AIRPORT COORDINATION

The hidden player

Slot Coordinators and Regulators. How are they related?

How do Slot Coordinators work? Who pays for their services?

What is the Slot Coordinator responsible for?

Are the Slot coordinator's decisions subject to judicial review?

Other relevant regulations. Which non-European Union countries have independent entities?





THE INSTRUCTOR

Aviation Advocacy - Managing Director

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Andrew Charlton is the managing director of Aviation Advocacy, an independent air transport focused strategic consulting and government affairs consultancy based in Switzerland, with an office in Brussels. It was established in 2006.

Andrew has wide-ranging experience in the legal, commercial and aero-political aspects of all parts of the aviation industry. He has been involved in some of the most major developments in the industry.

Previously, Andrew was the Chief Legal Officer of Qantas Airways before being responsible for Government Affairs for IATA and then SITA.

He has experience in airlines, service providers and industry bodies, in both the commercial and political arenas, as well as having served on a number of industry boards, including the Executive Committee of CANSO.

Andrew's clients include major industry suppliers, airlines, service providers and airports.

Andrew also regularly writes about and comments on aviation matters. He regularly speaks at and moderates industry events.

Aviation Advocacy's subscription only Aviation Intelligence Reporter is an increasingly influential monthly critique of developments. Its subscribers include senior regulators; airline, ANSP and airport senior executives; and several trade associations.



THE DIRECTOR

Legal Affairs Manager | WALA President

dgonzalez@aa2000.com.ar

Diego Gonzalez is the Legal Affairs Manager of Aeropuertos Argentina 2000 the Argentinean airport concessionaire. His office is in Buenos Aires, since 1999. He is Founder and President of the Worldwide Airport Lawyers Association - WALA, since May, 2008. Diego has a Master In Administrative Law - Universidad Austral. (1995).

As legal manager of AA2000, he was responsible for contracts, tariff and regulatory matters and litigation dealer for the operation of the 33 airports (Group A airports in the National Airport System). He was responsible for the comprehensive legal management (strategy, drafting, negotiation and execution).

Diego exercised these tasks advising the AA2000's Directorates of Infrastructure, Operations, Systems, Purchase and Commercial Affairs. He advised on comprehensive legal management of contracts for airport charges, tariff and regulatory affairs, retail and non aeronautical activities contracts at the airport.

As Corporacion America SA legal advisor he participated in various public and private procurement processes as well as expressions of interest. In that sense Diego participated in the presentations of tenders, projects of concession contracts, take over and acquisition of airport companies, etc in many processes within Latin America Region and other countries in the World.

Diego is Vice Chair of The Institute of Transport, Maritime, Air & Space Law – Buenos Aires Public Bar Association. He is full professor of airport law (INDAE, 2011- 2014; Universidad Católica Argentina (UCA) since March, 2015). Is author of the book, "AIRPORT LAW: Juridical Regimen of the Airport Service", Prometeo Publisher, Buenos Aires, 2013.



Santiago Ripol Carulla

Presidente



Instituto Iberoamericano de Derecho Aeronáutico y del
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It has been a Consultative Body of the Economic and Social Council (ECOSOC) of the United Nations Organization since 1976 and, since 2012, it is a Permanent Observer of the United Nations Commission for the Peaceful Use of Outer Space (COPUOS).

It is a private law entity made up of more than one hundred and fifty jurists, (university professors, technicians and senior administration officials, airline advisers, lawyers, diplomats, etc.), specialized in aeronautical and space law and belonging to all the countries of Ibero-America.

During its more than fifty years of life, the Institute has carried out a very important task of reflection, study, promotion and training in air and space law. The Institute collaborates with governments and national legislative bodies in drafting acts and its Working Groups, (Air transport; Aviation and environment, and Outer Space Law), carry out applied research work, which is attended by the aeronautical and space community.

To date, the Institute has published more than seventy books on emerging issues and challenges in the sector, of interest to the entire International Community. Its activities include the organization of a hundred conferences and congresses in Spain and Latin America, offering a global platform and a framework for common reflection on aeronautical and space matters.

In addition, the Institute participates in the most relevant international forums in the sector: it is an Observer and participates in the sessions of the Latin American Civil Aviation Commission (CLAC) since 1974.



THE SPONSOR

Aeropuerto Internacional C/C Carlos A. Curbelo de Laguna del Sauce,
Punta del Este, Uruguay

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Infinitum offers solutions to the air transport industry to meet the business needs.

Infinitum offers the highest educational standards and solutions for the air transport industry.

“Safety, quality and efficiency are our core values at the Infinitum Aviation Academy. A safety aviation it is not possible without having a high quality programs in order to deliver the best in class education for the students. We are committed with our role and responsibility in this industry, we know and understand the “behind the scene” for running a flight operation. Because of that reason, we invest in our team members to ensure that the passion is not the only asset in our company, our team members know that the most valuable capital at Infinitum is safety in the air and at the ground.”

Ana Gutiérrez
Business Manager