

Effective March 2024

ISAGO Program Manual

Edition 4



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Approval Page

This Edition was reviewed by the IATA Ground Operations Department and was agreed by IATA Senior Vice President Operations, Safety & Security (SVP OSS).

It was approved for use, after due diligence as indicated below.

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Abbreviations

Abbreviations, acronyms and definitions are outlined in full in the IATA Reference Manual for Audit Programs (IRM); however, have been included here for ease of use.

CAP	Corrective Action Plan
CAR	Corrective Action Record
CBT	Computer-based Training
CoPA	IATA Charter of Professional Auditors
FAT	Final Action Taken
GOA	ISAGO Agent
GOGUIDE	Guidelines for ISAGO Auditors
GOPM	ISAGO Program Manual
GOSARPs	ISAGO Standards and Recommended Practices
GOSM	ISAGO Standards Manual
GHSP	Ground Handling Service Provider
IATA	International Air Transport Association
IDX	IATA Incident Data Exchange
IGOM	IATA Ground Operations Manual
ISAGO	IATA Safety Audit for Ground Operations
ISAGO Disciplines	Ground operations covered within the scope of ISAGO
AGM	Aircraft Ground Movement
CGM	Cargo and Mail Handling
HDL	Aircraft Handling and Loading
LOD	Load Control
ORM	Organization and Management
PAB	Passenger and Baggage Handling
NoToCM	Notice to CoPA Members
TR	Temporary Revision
MHQ	Headquarters Audit
STN	Station Audit
CTN	Combined Audit



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Foreword

The IATA Safety Audit for Ground Operations (ISAGO) is an industry global standard for the oversight and audit of ground handling service providers (GHSPs). It is complementary to the internationally recognized and accepted IATA Operational Safety Audit (IOSA) designed to assess the operational management and control systems of an air operator.

The ISAGO program was started by IATA in 2007 in response to an industry request to address the safety risks and incident costs of ground operations. The number of GHSPs requesting audits increased steadily year on year to the point where the established pool member model was unable to meet the demand for audits. A new operational audit model was introduced in September 2017, designed to cope with future needs, enhance the benefits on offer and to ensure the audit scope, quality and costs were managed efficiently.

The primary objective of ISAGO is to improve the safety of ground operations through the oversight of the implementation of management systems within a GHSP and standardized operational procedures. With the growth of air traffic, airport operations have become increasingly complex. More and larger aircraft, an increase in the ground support equipment needed and the demand for faster turnaround times all contribute to the challenge of improving the safety of aircraft ground operations. The industry recognizes that the standardization of many areas of ground operations covered by the ISAGO Audit is where safety improvements and cost savings can be achieved. In the absence of regulations similar to those applied to air and airport operators, ISAGO requires a GHSP to implement a safety management system (SMS).

The secondary objective of ISAGO is to provide an accepted cost-effective alternative to the audits conducted by airlines of ground operations and hence reduce duplication. IATA aims to establish regulatory authority recognition of ISAGO such that it can be used by air operators and airports as an acceptable means of compliance with relevant regulations for the oversight of ground handling activities.

ISAGO is conducted in a standardized and consistent manner using internationally recognized standards and quality auditing principles. The ISAGO Audits are based on an assessment of conformity with applicable ISAGO Standards and Recommended Practices (GOSARPs) that are outlined in the ISAGO Standards Manual (GOSM). The GOSARPs are reviewed annually and derived from international standards and recommended practices such as published by the International Civil Aviation Organization (ICAO) and state/regional regulatory authorities and can be applied to the management activities and specific ground operations of any GHSP worldwide. The technical content of the GOSARPs contained in the GOSM are under continual review and maintenance by a technical group comprising operational, safety, security and quality experts from airlines and providers.

ISAGO is not a certification scheme, such as provided by agencies that certify compliance with design or process standards. ISAGO goes further, encompassing and providing an independent assessment of all aspects of managing and providing safe ground handling services. Upon completion of an ISAGO Audit the GHSP is awarded a registration as recognition that it has in place management systems and operational practices that conform to all applicable GOSARPs. ISAGO Headquarters Registration or Station Accreditation is, however, only valid if accompanied by a current ISAGO Audit Report.

This ISAGO Program Manual (GOPM) sets out the processes and procedures for the management, administration and conduct of ISAGO Audits and for the purpose of achieving a standardized and consistent Audit product.

Stakeholders are invited to provide, by email, feedback on the content of this manual to the following address:

isago@iata.org

Applicability

This GOPM applies to:

1. IATA, the managers of the ISAGO Program;
2. All GHSPs and Airlines audited under ISAGO;
3. ISAGO Agents contracted by IATA to provide audit administration services;
4. ISAGO Auditors that conduct the ISAGO Audits;
5. Airlines that make use of the ISAGO Audit Reports.

Taking due consideration and in the interests of the program, the IATA Senior Vice President Operations, Safety & Security (OSS) reserves the right to make a decision, take action, exempt, or override any clause of this GOPM.

Record of Editions

Edition Number	Issue Date	Effective Date
1st Edition	December 2017	January 2018
2nd Edition	December 2018	January 2019
3rd Edition	December 2020	January 2021
4th Edition	February 2024	March 2024



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Description of Changes

The following table provides a brief description of the main changes (in addition to updating and editorial changes) contained in GOPM Edition 4.

Section	Description of Change
Applicability	Removal of applicability for IOSA registered airlines.
Section 1	New section 1 – ISAGO Program Management
Section 2	New section 2 – Audit Process
Section 3	Revised and merged with new section 2 – Audit Process
Section 4	Removed and related requirements included in new section 1 – ISAGO Program Management
Section 5	Removed and related requirements included in new section 1 – ISAGO Program Management
Section 6	Revised and new section 3 - Audit Conduct requirements
Section 7	New Annex E - ISAGO Audit Report Management & Information Sharing
Section 8	Revised and merged with new section 1 – ISAGO Program Management
Section 9	Revised and merged with new section 1 – ISAGO Program Management
Section 10	New section 4 – Scheme of Fees and Charges
Annex B	Merged with new section 2 – Audit Process
Annex C	Revised and merged with new section 4 – Scheme of Fees and Charges
Annex D	Revised and new Annex C - ISAGO Agent & Auditor ethics and business conduct
Annex E	Revised and new Annex B – ISAGO Travel Policy
Annex F	Revised ISAGO logos for external use only
Annex G	Revoked - IOSA registered airlines applying for ISAGO registration.
Annex H	Revised and new Annex D – IATA Audit Program Privacy Policy
Annex I	Revoked - ISAGO COVID-19 Support Program and the temporary introduction of Remote and Onsite follow-up Audits



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Introduction

Purpose

This GOPM shall be the basis for the quality oversight and management of the ISAGO Program.

The GOPM is published to provide the basis for standardization of the ISAGO program, such that each audit is organized and conducted in a consistent manner.

ISAGO Audits will only be conducted by members of the IATA Charter of Professional Auditors (CoPA) that have successfully completed the training and qualification process requirements. For more details on the auditor qualification process consult the Charter of Professional Auditors manual.

ISAGO Documentation System

This GOPM used in association with the documentation listed at [Annex A](#) and supporting notices, bulletins, and forms, manuals comprise the ISAGO documentation system. Policies, guidelines, resolutions, and additional strategy and position papers complementary to the GOPM may be published by IATA.

The current version of the ISAGO document or form shall be used.

Language

International English as per the Merriam-Webster dictionary is the official language of the ISAGO Program and used in all ISAGO documentation.

Manual Revision

IATA will update this GOPM and publish a new Edition as necessary to ensure the content remains current and meets the needs of the ISAGO Program. The Edition number and its effective date is indicated on the front cover, recorded on page [xiii](#), and is repeated throughout in the page footer.

Revisions are developed by IATA, in consultation with industry representatives and subject matter experts. A Temporary Revision (TR) will be issued if the implementation of a revision to this GOPM becomes necessary before a new Edition can be published. The TR will address one or more specific items and include a reference to the GOPM content to which it refers. The TR will, unless notified otherwise, be effective upon publication.

A new Edition will include a TR issued since the previous Edition was published and still applicable.

Manual Approval

The IATA Senior Vice President Operations, Safety & Security (SVP OSS) approves a new Edition of this GOPM or a TR for publication.

Content Changes

A “Description of Changes” table on page [xv](#) highlights the significant changes that appear in the new Edition of the GOPM.

Conflicting Information

ISAGO documentation is not usually revised concurrently, and conflicting information may appear in the publications. IATA should be contacted for clarification of an inconsistency in the ISAGO documentation, and correction will be made as soon as possible. The GOPM shall prevail if there are inconsistencies in the GOPM and a signed Agreement with IATA.



ISAGO Documents

This GOPM and some referenced documents will be made available on the ISAGO website, at <http://www.iata.org/isago>, and other online sources as notified.

ISAGO Abbreviations, Acronyms, Definitions

The terminology used in this GOPM is explained in the text or defined on [ix](#) or in the IATA Reference Manual for Audit Programs (IRM).

Section 1—ISAGO Program Management

1.1 Purpose & Scope

1.1.1 The purpose of this Section of the GOPM is to outline the high-level functionality, framework, roles and responsibilities of ISAGO and the processes implemented to manage the audit program. The majority of the processes and procedures that are managed internally by IATA, and those associated with the completion and conduct of an ISAGO Audit, are outlined in this Manual.

1.2 ISAGO Framework

1.2.1 ISAGO comprises an organization Registration and Station Accreditation scheme built upon a schedule of audits.

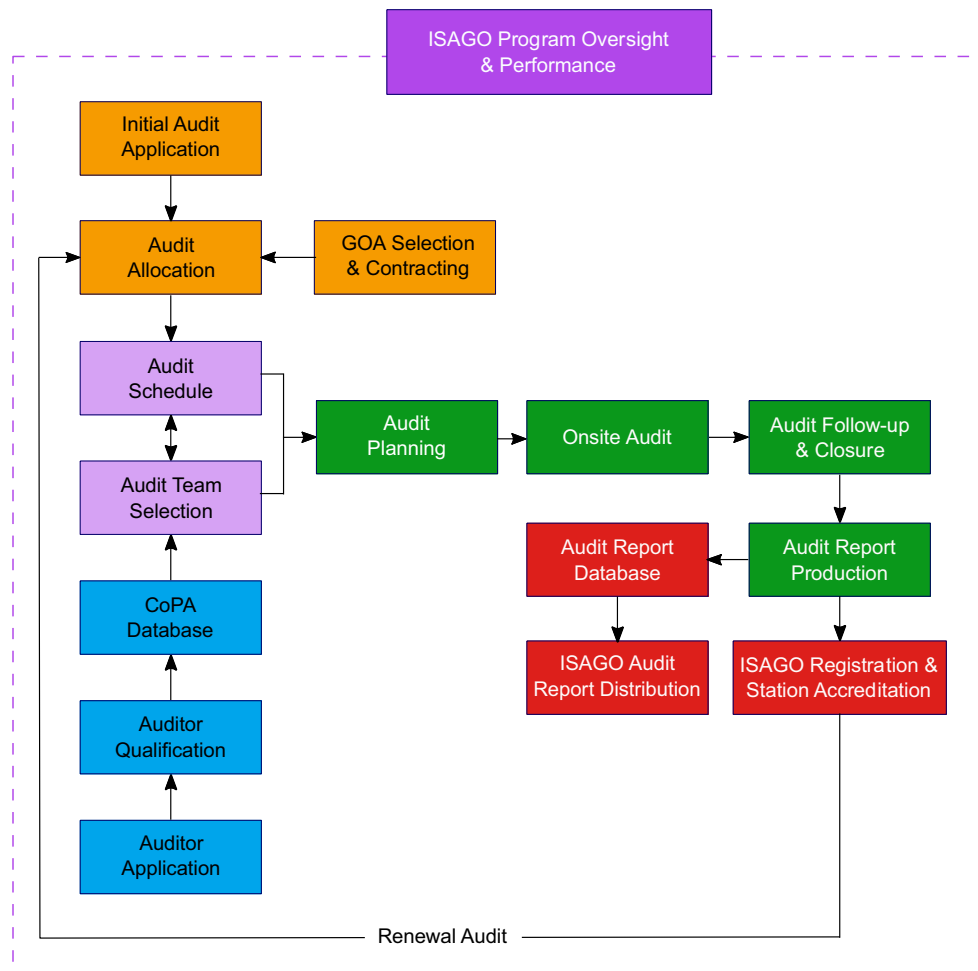
1.2.2 ISAGO Registration is the formal recognition that the GHSP has been audited, by IATA approved ISAGO Auditors, and has demonstrated conformity with the applicable ISAGO Standards and Recommended Practices (GOSARPs) specified in the ISAGO Standards Manual (GOSM). ISAGO Registration applies to the GHSP's organization as a whole and requires the GHSP to demonstrate that ground operations conducted at one or more of its Stations are also in conformity with applicable GOSARPs.

1.2.3 A Station that has been successfully audited will receive a Station Accreditation.

1.2.4 GHSPs are expected to maintain conformity with the applicable GOSARPs at both their Headquarters and all accredited Stations throughout the period of ISAGO Registration.

1.2.5 The functional components of the ISAGO program and the primary roles and responsibilities are described in the following paragraphs.

Figure 1.1 ISAGO Functional Overview



1.3 Role & Responsibilities of IATA

1.3.1 IATA's role is to continuously manage, administer and to oversee the ISAGO program as well as to enhance it.

1.3.2 IATA is primarily responsible for the:

- (a) registration of a GHSP and accreditation of a Station;
- (b) allocation of audits;
- (c) contracting of an ISAGO Agent (GOA) to administer the logistics of an allocated audits on IATA's behalf;
- (d) training and qualification of ISAGO Auditors, and management of the IATA Charter of Professional Auditors (CoPA);
- (e) development of the audit processes and procedures;

- (f) control of ISAGO document and record management, including the recording, distribution and sharing of ISAGO Audit Reports;
- (g) oversight through performance assessments of ISAGO Auditors and the ISAGO Agent (GOA);
- (h) improvement through quality assurance of the ISAGO program;
- (i) provision of IT applications, including websites and audit software;
- (j) safety performance and business analysis;
- (k) resolution of a dispute;
- (l) administration of the scheme of charges;
- (m) management of the ISAGO program, standards and other provisions; and
- (n) management of the ISAGO governance structure.

1.3.3 IATA actively pursues its member airlines to use the ISAGO Audit Reports as intended, reduce duplicate audits and require ISAGO Registration of its GHSPs. Regulatory acceptance of ISAGO may be needed; hence, IATA will continue to maintain a close relationship with state, regional and global regulators, promoting the benefits of industry-led safety oversight of ground operations. Equally, IATA will seek similar recognition of ISAGO for airport oversight obligations.

1.3.4 IATA will maintain and continuously develop the ISAGO program and the scope of the ISAGO Audit to meet industry needs.

1.3.5 IATA may periodically review the functionality and performance of the ISAGO management and administration, perform monitoring activities and analysis of performance results to recommend improvements.

1.3.6 IATA abides by the legal statutes relating to sanctions applied to states and organizations and persons of specified states, which may prevent obtaining or maintaining CoPA membership, becoming a GOA and/or obtaining or maintaining ISAGO Registration and/or Station Accreditation.

1.4 Role & Responsibilities of a GHSP

1.4.1 For the purpose of the ISAGO Audit, the role of the GHSP is to prepare, in coordination with the GOA, for the audit and to address any Findings within the audit closure period or before an existing ISAGO Registration or Station Accreditation expiry date, whichever comes first.

1.4.2 The GHSP is primarily responsible for:

- (a) application of a request for an Initial Headquarters and Initial Station Audit, and ensuring that Renewal Audits are conducted to maintain their ISAGO Registration and Station Accreditation;
- (b) submission of an updated Organization Exposition (see [2.10.12](#));
- (c) coordination with the GOA to schedule, prepare for an audit and assistance in supporting the audit team activities;
- (d) to assist the Lead Auditor to complete the Audit Plan;
- (e) facilitation of the onsite portion of the audit;
- (f) coordination with the Lead Auditor for the conduct of the audit;

- (g) provision of requested documentation relating to the audit, including provision of documentation references or documentation prior to the onsite audit if applicable;
- (h) ensuring the ISAGO Auditor access to operational areas to perform observations of the ground operations;
- (i) providing IATA with feedback on the performance of each member of the audit team and feedback on the ISAGO program performance;
- (j) development and implementation of the Corrective Action Plan (CAP) to close all Findings, providing assistance to the ISAGO Auditor as necessary;
- (k) keeping up to date with ISAGO developments and familiarizing its management and relevant employees with all applicable GOSARPs and other provisions applicable to the GHSP's ground operations;
- (l) maintaining conformity with the applicable GOSARPs at both their Headquarters and all accredited Stations throughout the period of ISAGO Registration;
- (m) maintaining its documented references, accounting for any significant change in management or operations and amendments to applicable GOSARPs;
- (n) notifying IATA with changes in circumstances;
- (o) providing IATA information regarding benefits gained and airline requests for ISAGO Registration status and other details as specified in 4.17; and
- (p) ensuring compliance with IATA policies and requirements as defined in this manual and respective agreements.

1.4.3 The responsibilities of the GHSP are outlined in full in Sections 2 and 3, and as per an executed Audit Agreement.

1.4.4 The GHSP must ensure the availability of flight operations to be observed by the ISAGO Auditors. Unavailability of flight operations does not allow for the ISAGO audit to happen.

1.5 Role & Responsibilities of a GOA

1.5.1 A GOA acts as an extension of IATA to provide an administrative service to organize ISAGO Audits. The ISAGO Audits are allocated to a GOA by IATA. GOA must follow the requirements indicated in the ISAGO Agent Manual.

1.5.2 A GOA is primarily responsible, normally in coordination with the relevant GHSPs, for:

- (a) making arrangements for an audit allocated by IATA, considering the needs of the GHSP and the audit team, including travel and accommodation;
- (b) selecting the audit teams, including the nomination of a Lead Auditor, while ensuring that there is no conflict of interest;
- (c) organizing the audit build in the audit software according to the audit scope;
- (d) ensure the availability of flight operations to be observed by the ISAGO Auditors;
- (e) making arrangements, where necessary, for audit onsite follow-up activities;
- (f) submitting specified reports to IATA;
- (g) providing feedback to IATA aimed at improving the program; and

- (h) ensuring compliance with IATA policies and requirements as defined in this manual, the ISAGO Agent manual and respective agreements.
- (i) ensuring that there is no conflict of interest or breach of confidentiality requirements and informing IATA if circumstances change such that a conflict of interest or breach of confidentiality is possible;

1.6 Role & Responsibilities of an ISAGO Auditor

1.6.1 The role of an ISAGO Auditor is foremost to conduct an ISAGO Audit of specified disciplines. In this GOPM, the term ISAGO Auditor includes both types of auditors: Auditors and Lead Auditors that form the audit team. The term audit team applies also where there is only one ISAGO Auditor conducting the ISAGO Audit.

1.6.2 The ISAGO Auditor is primarily responsible for:

- (a) maintaining CoPA membership and ensuring that he/she is qualified and authorized to conduct the audit of the specified disciplines;
- (b) maintaining awareness of the ISAGO program and competence in the disciplines in which a qualification and authorization is held, including the GOSARPs and operational practices;
- (c) ensuring that there is no conflict of interest or breach of confidentiality requirements and informing the relevant GOA if circumstances change such that a conflict of interest or breach of confidentiality is possible;
- (d) ensuring well in advance that the audit build in the audit software is correct for the disciplines the Auditor will be responsible for;
- (e) conducting the audits in a consistent manner, adhering to the audit program documentation: audit guidelines and using the forms, templates and software provided;
- (f) conducting follow-up activities, closing Findings and quality control of the respective disciplines he/she covered in the audit;
- (g) providing feedback to IATA on each member of the audit team after each audit;
- (h) adhering to the contracted terms and conditions of the CoPA;
- (i) ensuring that his/her CoPA details and audit records are complete, correct and updated; and
- (j) ensuring compliance with IATA policies and requirements as defined in this manual and respective agreements.
- (k) ensuring the availability of scheduled flight operations to be observed.

1.6.3 One qualified Lead Auditor will be assigned by the GOA the role of the Lead Auditor for each audit. In addition to the responsibilities assigned to an ISAGO Auditor, a nominated Lead Auditor is primarily responsible for:

- (a) development of an Audit Plan for each audit, including proper management of all phases of the audit;
- (b) ensuring well in advance the audit build in the audit software is correct;
- (c) ensuring well in advance that the audit plan addresses the operational profile of the GHSP;

- (d) ensure the availability of flight operations to be observed by the ISAGO Auditors;
- (e) management and direction of the audit team in conducting the onsite audit, including leading the opening and closing meetings;
- (f) keeping the GHSP regularly informed of audit progress and developments (including the identification of non-conformities);
- (g) smooth running of the audit, according to plan, prevention of distractions and resolution of conflict;
- (h) development of an Audit Summary Report for the onsite audit closing meeting;
- (i) liaison with the GHSP for all audit activities but excluding those which the GOA is responsible;
- (j) closure of the audit and the production of a quality-controlled ISAGO Audit Report; and
- (k) delivery of the ISAGO Audit Report to IATA within the required time period.
- (l) keeping IATA informed of any significant issue that might affect the audit progress.

1.6.4 An ISAGO Auditor may be requested by IATA to perform an onsite evaluation of a Candidate Auditor or Candidate Lead Auditor or another Auditor/Lead Auditor.

1.7 Responsibilities of an Airline

1.7.1 The primary responsibility of an Airline is to support the ISAGO program by executing an agreement with IATA that requires the Airline to:

- (a) contract a GHSP with an ISAGO Registration and Station Accreditation at the airport where the ground operations that fall within the scope of the program are provided;
- (b) use an available ISAGO Audit Report to complement or in lieu of conducting its own audit of the GHSP concerned and covering the same scope;
- (c) provide IATA with feedback on the quality of the ISAGO Audit Reports and ISAGO benefits gained (e.g. audit reduction, man-days reduction, cost reduction);
- (d) provide IATA with a list of GHSPs that it contracts to provide ground handling services and update the list on an annual basis;

1.8 Conflict of Interest and Confidentiality of Intellectual Property

1.8.1 A conflict of interest will be if the ISAGO Auditor:

- (a) within the previous three years provided the GHSP being audited with a training course, workshops, products, or other consultancy based services related to the audit or provided assistance in conforming to any content of the GOSM; or
- (b) participated or is participating in an audit within the scope of ISAGO of his/her own organization, or any Group Company, or for whom was employed within the past three years; or
- (c) participated or is participating in an audit of a GHSP for whom a family member or a close relative is affiliated and might influence or gain from the outcome of the audit; or
- (d) receives payment or payment-in-kind from the GHSP that could have an influence on the outcome of an audit that the ISAGO Auditor is participating or has participated in; or

- (e) is providing consulting services or products to a GHSP while engaged in an audit or an audit closure of that GHSP.
- (f) is intentionally providing GHSP contact details to other ISAGO Auditors or/and organizations for them to be able to offer products or services to the GHSP.

1.8.2 A conflict of interest as defined in [1.8.1 a\)](#) and [1.8.1 e\)](#) may not apply if there is no association with previously provided consultancy based services. This might occur where the GHSP is a large multi-national organization and the service provided is in a different region with no relationship to the Headquarters or the Station being audited.

1.8.3 While the ISAGO Auditor has an obligation to inform the GOA of a conflict of interest, every effort should be made by the GOA to prevent a conflict of interest before a contract is signed with the ISAGO Auditor. The GOA or ISAGO Auditor should consult IATA in all cases of doubt regarding conflict of interest.

1.8.4 The GOA or ISAGO Auditor shall not disclose or use any confidential information, including documents and information that access may be given to before, during or after an ISAGO Audit or pertaining to ISAGO or a GHSP without the explicit permission of the owner. All ISAGO GOAs and all ISAGO Auditors are subject to non-disclosure, ethics and business conduct requirements, see [Annex C](#).

1.8.5 All information provided to IATA as a result of executing ISAGO Agreements shall be held in confidence and protected against theft, loss or misuse. Confidential Information will be used by IATA solely for the purpose of managing the ISAGO program, and enhancing or improving the ISAGO program and the benefits that can be achieved.

1.8.6 Anyone associated with ISAGO shall notify IATA as soon as practicable if he or she becomes aware of a potential or an actual conflict of interest or a breach of confidentiality.

1.8.7 Audits are conducted using specific procedures and bespoke auditing tools developed and maintained by IATA. The data recorded in the auditing tools is used only to compile the ISAGO Audit Report and to compute de-identified audit statistics used as part of activity verification and improvement measures.

1.9 Scheme of Charges

1.9.1 A scheme of charges is implemented and maintained by IATA to recover the costs associated with the operation and maintenance of ISAGO.

1.9.2 The fees and charges, as outlined in [Table 4.2](#), are levied on those stakeholders that benefit the most, proportionate to the benefits received. The fees and charges must be fair and competitive but also sufficient to safeguard against any reduction in the quality, integrity and impartiality of the audits and the ISAGO program.

1.10 Reference Documentation

1.10.1 In dispensing its responsibility for the management of ISAGO provisions, a framework of regular work exists to develop ISAGO processes and procedures, and to develop the GOSARPs and guidance material. The framework is managed by IATA, integrated with industry and regulatory expertise and consultation with the Ground Operations Working Groups. IATA is also responsible for the development of provisions for the inclusion of additional ground operations in the scope of the ISAGO Audits. Processes also exist for the suspension or special review of GOSARPs that may not be fit for purpose and require further evaluation with the potential for amendment or deletion.

1.10.2 Reference documentation that may be needed to conduct an ISAGO Audit are listed in [Annex A](#).

1.11 Documentation/Records Management

1.11.1 All documentation and records associated with ISAGO, including manuals, ISAGO Audit Reports, contracts and ISAGO Registration and Station Accreditation records are administered and maintained by IATA.

1.11.2 ISAGO activities and record management processes are mostly internet-based. The ISAGO Audit management system is an online tool for the organization and administration of the ISAGO audits.

1.11.3 ISAGO Registry is an online SharePoint tool that provides authorized external users access to information such as organization ISAGO Registration and Station Accreditation details and ISAGO Audit Reports. The websites and databases have appropriate levels of security, confidentiality, and integrity.

1.11.4 The CoPA site is a dedicated web-based application that ISAGO Auditors use to record their membership and currency status and recurrent training attendance. It also incorporates the ISAGO Auditor application, training and qualification process. As a member of the CoPA an ISAGO Auditor will agree to the use by IATA of de-identified membership and auditing data for quality assurance purposes and other forms of business analysis.

1.11.5 Auditing tools and software is provided by IATA and its use is mandatory. The software contains audit checklists and report writing applications.

1.12 Agreements

1.12.1 IATA manages the ISAGO program through the execution of Agreements that specify the contractual arrangements between IATA and the parties involved (the GHSPs, ISAGO Auditors, ISAGO Agents and Airlines).

1.12.2 An Audit Agreement is executed between IATA and a GHSP that wishes to schedule an ISAGO Audit. The Audit Agreement specifies the terms and conditions of scheduling the audit or audits and the subsequent ISAGO Registration or Station Accreditation. The Audit Agreement is signed once as necessary, when determining the audit schedule for that year is started. An Audit Agreement and the update has to be signed by the GHSP before any administration work of an audit commences.

1.12.3 An Auditor Agreement is executed between IATA and an ISAGO Auditor for the services that the auditor will perform. The services include performing an ISAGO Audit assigned by a GOA. The ISAGO Auditor also signs an Agreement that specifies the terms and conditions of membership of the CoPA.

1.12.4 An ISAGO Agent Agreement is executed between IATA and a GOA upon a successful tender bid. The ISAGO Agent Agreement specifies the services that the GOA will perform and every year, or as necessary, the audits allocated by IATA.

1.12.5 An Airline Agreement is executed between IATA and an Airline that wishes to subscribe to receive access to, or purchase individually, an ISAGO Audit Report. An Airline Agreement also specifies the ISAGO membership obligations of the Airline.

1.13 Communications

1.13.1 The primary means of communicating ISAGO matters to stakeholders will be a dedicated ISAGO website and other forms of digital media. It is recommended that the organization establishes a generic Email address for all correspondence with IATA related to ISAGO, and any contact change is notified (by email reply) as soon as practicable to IATA, see [2.10.12 e](#)). This way communications are not linked to an individual, subject to frequent change or work schedules.

1.13.2 IATA notifies any addition or amendment to the ISAGO program or provisions, by:

- (a) a GHSP Bulletin for an ISAGO matter that requires the attention of GHSPs.
- (b) a Notice to CoPA Members (NoToCM) for matters that require the attention of an ISAGO Auditor.

1.13.3 IATA will review, as necessary, any contractual document associated with ISAGO and will communicate any change to affected parties before the change becoming effective as specified in the contract.

1.13.4 IATA will, in collaboration with the parties concerned, provide an official response to a media inquiry and/or request regarding a GHSP that is ISAGO registered or in the process of obtaining ISAGO Registration or a Station Accreditation. IATA will only respond with an answer that relates directly to the ISAGO Registration and/or Station Accreditation and will consult the relevant GHSP before doing so.

1.14 ISAGO Program management & Governance

1.14.1 IATA will have an organization and management system that supports all operations associated with the ISAGO program. The system shall include:

- (a) an Accountable Executive (in the case of ISAGO, the IATA Senior Vice President Operations, Safety and Security);
- (b) defined lines of managerial authority and responsibilities;
- (c) documented policies, processes and procedures; and
- (d) provision of appropriate resources (personnel, equipment and facilities, information and other direct and ancillary resources) necessary to effectively manage and control the ISAGO program.

Note: *IATA shall appoint individuals with the appropriate level of knowledge and expertise to assume the program operational roles and responsibilities.*

1.14.2 IATA will establish and maintain a quality management system that ensures the identification and implementation of processes necessary to support and complement the needs and objectives of the ISAGO program. Processes will be documented, structured and implemented in a manner consistent with accepted quality management principles.

1.14.3 IATA will have defined methods for monitoring, measuring and analyzing ISAGO management and control processes to ensure they are producing desired outcomes and there is continual improvement of all processes.

1.14.4 IATA will have a process for a review of the ISAGO quality management system to ensure continuing suitability and effectiveness. The review will be scheduled and conducted a minimum of once during each calendar year and will be designed to identify opportunities for improvement and areas within the management system in need of change.

1.14.5 IATA will permit a review of the ISAGO management system by designated representatives from qualified interested entities. Such review will be accommodated only after verification that the requesting entity has demonstrated an appropriate need, or requirement, to conduct such a review.

1.14.6 IATA will have policies, regulations and requirements, as amended from time to time, regarding security, ethics, data privacy and information. Such policies, regulations and requirements are incorporated by reference into agreements between IATA and ISAGO program participants, this program manual or user manual, as the case may be.

1.14.7 IATA will process all personal information in accordance with applicable data protection laws, and IATA's Audit Programs' Privacy Policy referenced in [Annex D](#).

1.14.8 The ISAGO program is maintained and developed by IATA in collaboration with the ISAGO Ground Operations Group (GOG), the Operations Advisory Committee (OAC) and industry stakeholders. IATA will advise the GOG and OAC and any other relevant body on all matters that relate to ISAGO

1.15 ISAGO Performance Oversight

1.15.1 The oversight will be based on the program's data analytics and will monitor conformity to program's requirements. A risk-based approach will be applied to help with the selection and prioritization of quality-related activities, as well as for any other related decision-making needs.

1.15.2 The oversight activities will use existing historical data or will accumulate current data to establish benchmarks for the purpose of determining the risk profile of the individual or entity to be audited. This risk profile will be used to efficiently decide whether any oversight activity needs to be performed.

1.15.3 IATA may conduct periodic surveys (or any other effective means of gathering feedback) to determine stakeholder expectations, levels of satisfaction, and identify ways to improve ISAGO overall.

1.15.4 IATA monitors data resulting from audits and the oversight activities that help to monitor the ISAGO auditor's performance through the different platforms and to ensure that audits are closed on time.

1.15.5 IATA will apply a monitoring process to an ISAGO Audit Report. The process will examine the report in detail to identify:

- (a) any inaccuracies in the described details of the audit;
- (b) any missing required information and signatures;
- (c) incomplete checklists misinterpreted GOSARPs, inadequately addressed items (a Finding or Observation that is not supported by documented factual evidence, conformity that is not supported by a specific reference(s) in a controlled document(s), an inaccurate description and/or justification in each CAR of the method(s) used by the Lead Auditor/Auditor to verify the implementation of a corrective action and, if applicable, an interim corrective action to close a Finding; and
- (d) areas for improvement.

1.15.6 IATA will notify the relevant Lead Auditor with any significant issue for its correction and subsequent re-submission of the ISAGO Audit Report to IATA.

1.15.7 The temporary or permanent suspension of an ISAGO Auditor may occur as a consequence of:

- (a) The Auditor's performance as per IATA monitoring program;
- (b) the Auditor not managing to complete and close corrective action resulting from oversight activity;
- (c) a lack of communication with IATA and response to IATA enquires;

- (d) the Auditor is observed in breach of any major clause of the Auditor Agreement or/and Terms and Conditions of CoPA membership (e.g. conflict of interest, confidentiality, code of ethics, IT password security); and
- (e) at the sole discretion of the IATA management.

1.16 Dispute Resolution

1.16.1 The GHSP shall, in the first instance, attempt to resolve any difference of opinion concerning the ISAGO Audit conduct or outcome with the Lead Auditor. Matters of audit administration shall be directed first to the applicable GOA. The IATA ISAGO team would assist if these attempts fail.

1.16.2 If the dispute has to be escalated above the level of the Lead Auditor or GOA or the IATA ISAGO team, the initiating party shall notify the other relevant parties in writing (the "Notification"), setting out the reasons for dissatisfaction and/or disagreement (the "issue").

1.16.3 Representatives of all parties involved shall meet and if there is no resolution within 30 days of the Notification, the matter shall be referred to the Managing Director or equivalent individuals in each party.

Note: *The representatives of each party are the persons named in the notice provisions of the relevant agreements or contracts. The primary IATA point of contact for the dispute resolution process shall be the Director, Ground Operations.*

1.16.4 A dispute not resolved within 60 days of the date of Notification should be exclusively and finally settled by arbitration under the Rules of Conciliation and Arbitration of the International Chamber of Commerce as appointed by IATA.



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Section 2—Audit Process

2.1 Purpose & Scope

This Section of the GOPM outlines

2.1.1 The GHSP ISAGO Registration and Station Accreditation schemes.

2.1.2 The process for the initial application, renewal and allocation of the ISAGO Audits and the development of the annual ISAGO Audit schedules.

2.1.3 All types, categories of audits and the scope of ISAGO.

2.1.4 The allocation exercise includes the contracting of an ISAGO Agent (GOA) to administer the audits on behalf of IATA.

2.2 ISAGO Registration

2.2.1 ISAGO Registration is the formal recognition that the GHSP has been audited at its Headquarters and at least one operational Station and its processes, procedures and operations have demonstrated conformity with the applicable GOSARPs. ISAGO Registration is granted to a GHSP as an organization.

2.2.2 A Station Accreditation is granted to a Station where the GHSP provides ground operations and the Station has been audited and its processes, procedures and operations have demonstrated conformity with the applicable GOSARPs.

2.2.3 It is essential that the GHSP understands the processes involved in gaining and maintaining a Headquarters Registration and Station Accreditation. The processes require attention to the sequence of activities involved and the timelines needed to complete all required activities within the given deadlines. Failure to do so may compromise the audit, the ISAGO Registration or Station Accreditation and, potentially, incur additional costs

2.2.4 An Airline that provides ground operations to itself and/or to other Airlines and seeks ISAGO Registration will be subject to the same requirements as a GHSP.

2.2.5 ISAGO Registration is a continuous process of renewal by undertaking and closing Renewal Audits before the current Headquarters Registration or Station Accreditation period expires.

2.3 The Ground Handling Service Provider as an Organization

2.3.1 For the purpose of ISAGO Registration (and subsequent Station Accreditation) the GHSP will be a legally registered or wholly-owned organization with its own management structure that is directly accountable for the provision of ground operations services.

2.3.2 The GHSP Organization Exposition form, see [2.10.12](#), will be used by IATA to determine the applicable type and scope of the audits to be conducted.

2.3.3 The information contained in the GHSP Organization Exposition form will also be used by IATA to understand the size and structure of the GHSP as an organization. A subsidiary, partnership, joint venture, franchise or other form of organizational agreement will require a separate ISAGO Registration if an independent management authority and structure exists, even if the same management systems and procedures are in place.

2.3.4 The GHSP Organization Exposition shall be kept up to date, including the cases where a GHSP is subject to or the beneficiary of a merger or an acquisition and the ISAGO audit requirements to maintain ISAGO Registration and Station Accreditation will need to be determined.

2.4 Audit Types & Categories

2.4.1 The different types of ISAGO Audits conducted are:

A Headquarters Audit (MHQ), which assesses conformity with the applicable GOSARPs related to a GHSP's corporate management policies, processes, and procedures for the provision of ground operations within the scope of ISAGO at all Stations.

A Station Audit (STN), which assesses conformity with the applicable GOSARPs for the GHSP's implementation of corporate and locally managed processes and procedures for the ground operations performed that are within the scope of ISAGO.

A Combined Audit (CTN), which assesses conformity with the applicable GOSARPs related to a GHSP's corporate management policies, processes, and procedures for the provision of ground operations within the scope of ISAGO. The GHSP must have its only Headquarters located in proximity of the Station, allowing the audit of the Headquarters and Station to be effectively treated as the same audit.

2.4.2 Each audit type will be categorized according to the purpose of the audit. Three categories exist:

Initial, for the purpose of assessing the GHSP's first-time suitability for ISAGO Registration or for a Station Accreditation.

Renewal, for the purpose of assessing the GHSP's continued suitability for ISAGO Registration or for a Station Accreditation.

Verification, for the purpose of assessing the GHSP's conformity with specified GOSARPs.

2.5 Scope of ISAGO Audit

2.5.1 All ISAGO Audits at both Headquarters and Station levels include the applicable GOSARPs listed in the Organization and Management (ORM) Section of the GOSM.

2.5.2 The following operational disciplines, also specified in the GOSM, are also within the scope of ISAGO:

- Load Control (LOD)
- Passenger and Baggage Handling (PAB)
- Aircraft Handling and Loading (HDL)
- Aircraft Ground Movement (AGM)
- Cargo and Mail Handling (CGM).

2.5.3 If provided at any Station within a GHSP's network, an operational discipline would be included in the ISAGO Headquarters Audit and in the audit of a Station where it is provided.

2.6 Combined Audit

2.6.1 Eligibility for a Combined Audit will be verified upon the GHSP's submission of its Organization Exposition.

2.6.2 GHSP may apply for a Combined Audit in the case the GHSP operates in one country and has three (3) or less Stations and has no intention to apply for additional station(s). GHSPs should be aware that an Initial Headquarters Audit for ISAGO Registration purposes will need to be conducted if the GHSP subsequently requests the addition of a Station Accreditation audit after receiving an ISAGO Registration based on a Combined Audit.

2.6.3 Only one onsite opening and one closing meeting will take place.

2.6.4 All Findings resulting from an Initial Combined Audit must be closed within six calendar months from the onsite closing meeting. The ISAGO Registration (and single Station Accreditation) period also starts on the day of the onsite closing meeting and, if not renewed, expires two years later.

2.7 Consecutive Audit

2.7.1 In the interests of efficiency and travel cost reduction, multiple ISAGO Audits using the same ISAGO Auditor or audit team may be scheduled consecutively with direct travel between each location if the audits are scheduled either for the same GHSP or for all different GHSPs. Conditions apply as specified in [2.7.2](#). Due to the complexity of the arrangements, it is essential that changes to the schedule are avoided once it is confirmed.

2.7.2 The following conditions apply to the scheduling of consecutive ISAGO Audits as described in [2.7.1](#) for the same GHSP:

- (a) a Headquarters Audit occurs first;
- (b) the same ISAGO Auditor or audit team is used for all audits and assigned the same disciplines at each Station Audit; however, the role of Lead Auditor for each audit may be shared between suitably qualified Auditors;
- (c) the length of time from the start of the meeting of the first until the last day of the last of the consecutive audits does not exceed 14 days;
- (d) a break of at least one but not more than three complete (rest) days occurs between each audit (a rest day may include travel from one audit location to another);
- (e) all travel and accommodation are arranged by the GOA; and
- (f) the Auditors are paid a subsistence rate Rest Day Supplement (see [4.2.12](#)) for each rest day.

2.7.3 To account for the ISAGO Auditor's or audit team's familiarity with the GHSP and its documentation, the specified audit days applicable to a Station Audit that is scheduled according to [2.7.4](#) will be as specified in [Table 2.2](#).

2.7.4 The time taken for the Station Audit that is scheduled according to [Table 2.2](#) should be devoted primarily to the verification of implementation conformity. However, the time allowed at the Station will depend upon the outcome (number and type of Findings) of the Headquarters Audit and the availability of documentation references applicable to the Station Audit. The GHSP should therefore be aware of the risk of the Station Audit requiring more time and the subsequent need to extend the duration to that of a normal Station Audit specified in [Table 2.1](#).

2.8 Pre-onsite Audit Documentation Review

2.8.1 The amount of time spent on the Pre-onsite Audit Documentation, see [3.5.9](#) to [3.5.10](#), does not impact on the audit days specified for a discipline; hence, there is also no impact on the ISAGO Audit Fee. The work has to be done and whether onsite or offsite makes no difference. There will still be

some documentation verification needed; however, the time needed onsite and any interruption to operations can be reduced, and audit team accommodation costs can potentially be saved.

2.8.2 Where a Pre-onsite Audit Documentation Review has been requested by a GHSP, the Lead Auditor may reduce the amount of planned time onsite by up to 50% for a Headquarters Audit and by up to 25% for a Station Audit (does not apply in the case of a Station Audit scheduled as per [Table 2.2](#)) or a Combined Audit, dependent upon the number of potential Findings and need for further information. The Lead Auditor must however agree the reduced time onsite with the GHSP and GOA to ensure the travel and accommodation arrangements match the time onsite.

2.9 Verification Audit

2.9.1 IATA reserves the right to direct the GHSP to undergo a Verification Audit during its period of ISAGO Registration. The purpose of the Verification Audit, which is an additional Headquarters or Station Audit (or both), would be to verify the conformity status of specified GOSARPs. The nonconformity status might have been reported by an airline or airport or identified because of a significant safety report. A significant change or safety occurrence might also initiate a Verification Audit

2.9.2 The Verification Audit would be organized and managed by IATA, with the assistance of a GOA as necessary.

2.9.3 All costs associated with a Verification Audit initiated by an airline report would be paid by IATA. In the case that the Verification Audit was initiated by more than one airline, all associated costs would be paid by the GHSP.

2.9.4 All costs associated with a Verification Audit initiated by report submitted by a GHSP as indicated in [2.12.9](#) would be paid by the GHSP concerned.

2.9.5 The GHSP and/or IATA would pay all costs associated with a Verification Audit initiated by any other type of report, dependent upon the circumstances that warranted the audit, including if as a result of a regulator or airport report or request.

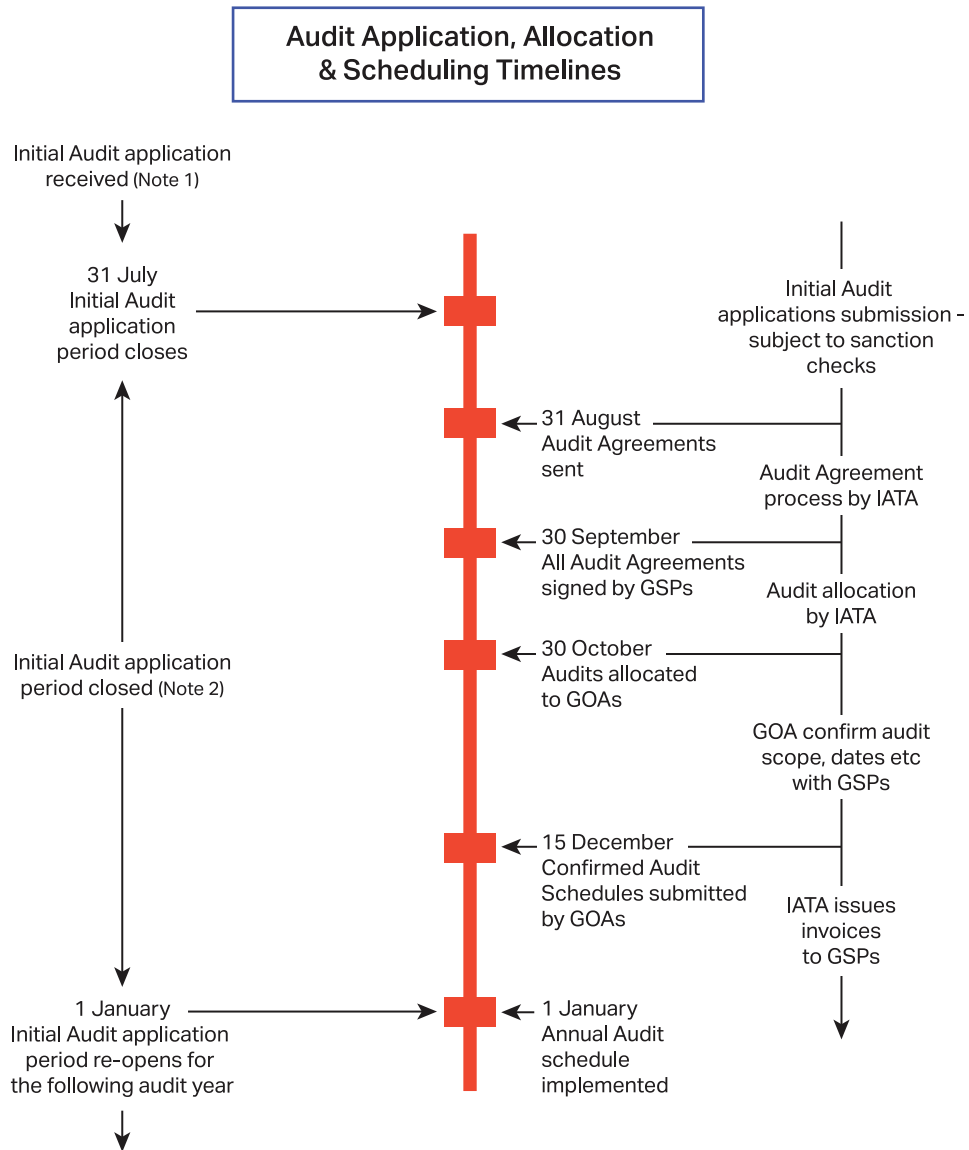
2.9.6 Any Findings from the Verification Audit shall be closed within ninety (90) days following the closing meeting. However, IATA reserves the right to specify a different closure period, depending upon the circumstances.

2.9.7 A Verification Audit Report will be produced in the same way as an ISAGO Audit Report, with additional details and information specific to the reason for the Verification Audit, the outcome of the audit and its resolution and closure. The Auditor that conducted the Verification Audit will quality check and submit the Verification Audit Report to IATA within five calendar days of the closure of the audit. The Verification Audit Report will undergo IATA's quality review and approval.

2.9.8 IATA may cancel or suspend the GHSP's ISAGO Registration and Station Accreditation(s) if the GHSP does not agree to host the Verification Audit or fails to close the audit Findings within the allocated time.

2.9.9 The GHSP may consider the option to undertake a full ISAGO Audit (that would also address the reason for the Verification Audit) in lieu of the Verification Audit.

Figure 2.1— Audit Application, Allocation & Scheduling Timelines



(Timeline not to scale)

Note 1: Initial Audit applications include new ISAGO Registrations and new Station Accreditations.

Note 2: Between 1 August – 31 December, all applications received will be processed on an ad-hoc basis and no guarantee that the audit will be processed on time.

2.10 Initial Headquarters Registration & Station Accreditation

2.10.1 An initial ISAGO Registration involves the initial audit of the organization's Headquarters and the initial audit of a Station or, where eligible, the registration can be achieved through an Initial Combined Audit (see 2.6). Each audit has to be closed see (3.7.2), then reviewed and approved by IATA.

2.10.2 A Station has to be accredited to be associated with a GHSP's Headquarters Registration. The Initial Station Accreditation Audit for initial ISAGO Registration purposes has to take place within four calendar months of the date of the Initial Headquarters Audit onsite closing meeting. The GHSP may accredit an additional Station by an Initial Station Accreditation Audit.

2.10.3 An Initial ISAGO Registration is given when the ISAGO Audit Reports of both the Initial Headquarters Audit and an Initial Station Audit or Initial Combined Audit are reviewed and approved by IATA. In the case of a Combined Audit, the Station Accreditation applies to the station where the Initial Combined Audit took place

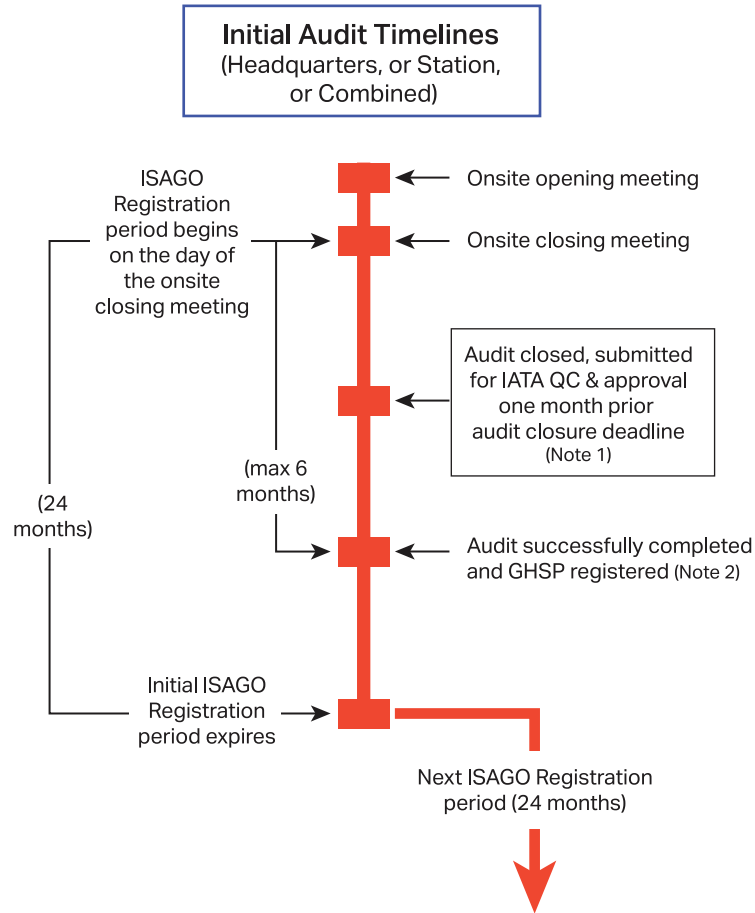
2.10.4 The process for an Initial ISAGO Registration must therefore be completed in full within 10 months of the closing meeting of the Initial Headquarters Audit or six months of the closing meeting of the Initial Combined Audit. The ISAGO Registration process will be cancelled if the audit for the Initial Headquarters Audit or the Initial Combined Audit is not closed or if the audit report for an Initial Station Audit is not approved within that period of time, see [Figure 2.1](#).

2.10.5 The Initial ISAGO Registration of the GHSP will be displayed on the ISAGO Registry when both the audit report for the Initial Headquarters Audit and an Initial Station Audit or the Initial Combined Audit is quality-checked and approved by IATA. An applicable Station Accreditation will also be displayed on the ISAGO Registry.

2.10.6 A Headquarters Registration and Station Accreditation expire 24 calendar months from the date of the onsite closing meeting of the Initial Headquarters or Station, or Combined Audit. Upon renewal and thereafter upon each subsequent renewal, the Headquarters Registration and Station Accreditation will be valid for a period of 24 calendar months.

2.10.7 Each new period of Headquarters Registration and Station Accreditation starts from the expiry date of the previous ISAGO Registration and Station Accreditation, see [Figure 2.2](#) below

Figure 2.2—Initial Audit Timelines



(Timeline not to scale)

Note 1: Allow enough time (at least 20 working days) within the give audit closure period for IATA QC and approval.

Note 2: Audit becomes invalid for ISAGO Registration/Accreditation if Audit report is not approved by this time.

Initial Audit Application

2.10.8 An initial audit application is required for a Headquarters Audit and at least one Station Audit for the purpose of initial ISAGO Registration. The application is made online. The GHSP is not required to accredit all its Stations where it performs ground operations, even if those ground operations are within the scope of ISAGO. However, for the purpose of initial ISAGO Registration the GHSP should nominate one Station that will be audited for accreditation in accordance with [2.4.1](#).

2.10.9 A GHSP can make an initial audit application at any time between 1 January and close of business (Eastern Standard Time) on the following 31 July, see [Figure 2.1](#). The application will be processed by IATA upon receipt. An Audit Agreement, see [2.10.14](#), with details of each requested audit will be forwarded to the GHSP for signature.

2.10.10 The regular initial audit application process is closed for the months of August to December inclusive. An initial audit application received during this period will be processed on an ad-hoc basis and accommodated where practicable but with a lower priority.

2.10.11 The process of any audit application is subject to verification that no sanction restriction applies. This process may take some time and the GHSP may have to provide IATA with additional information regarding its legal status within a state and its relationship with other organizations.

GHSP Organization Exposition

2.10.12 The initial audit application includes the submission of information about the GHSP, to confirm details of the organization's management structure, its Station network and the scope of the Headquarters Audit. The GHSP shall prepare and submit a written organization exposition that:

- (a) defines the (legally registered) name and location of its Headquarters;
- (b) describes the organizational structure;
- (c) details the positions responsible for corporate policies concerning safety, security, quality and training;
- (d) details the positions responsible for the management, oversight and provision of the GHSP's ground operations at all its Stations;
- (e) nominates a single focal point in the organization for all communication with IATA related to ISAGO, see also [1.13.1](#); and
- (f) lists all the ground operations services the GHSP provides at each Station and the name of the customer airlines that the GHSP has a contract with to provide that service.

2.10.13 The information provided by the GHSP in the GHSP Organization Exposition is used by IATA to determine the audit type, category and scope (ISAGO discipline) and cost of services to be provided and therefore has to be current at the time of allocating audits. The list of the GHSP's Stations will be shown in the ISAGO Registry to illustrate the GHSP's ISAGO penetration within its network. The GHSP shall therefore update its Organization Exposition if a significant change such as described in [2.12.3](#) occurs.

Audit Agreement

2.10.14 IATA and the GHSP will enter into an agreement (the 'Audit Agreement') that outlines the terms and conditions associated with the conduct of the ISAGO Audits. The Audit Agreement is an indication of intent; that the audits will be scheduled by IATA and the type, category and scope shall be as needed by the GHSP and correlates with the information provided by the GHSP in its Organization Exposition. Unless a change in the main text occurs, an Audit Agreement need only be made once and amended (through the re-issue of a Schedule to the Agreement that lists the audits to be conducted) when a Renewal or a new initial Audit is to be included in the audit allocation exercise.

2.10.15 An Audit Agreement will be issued by IATA upon receipt of an initial audit application. The Audit Agreement should be signed by the GHSP and by IATA as soon as possible. The allocation of an ISAGO Audit or any other work included in the Agreement will not take place unless and until the Agreement is executed.

2.10.16 The signing and execution of the Audit Agreement, or the signing of the re-issued Schedule initiates the audit allocation and scheduling process, see [Figure 2.3](#). IATA will allocate the audits to the GOA for further audit coordination and planning only once the GHSP signs and the Audit Agreement is executed. The GHSP is required to cooperate with the GOA to schedule the audits indicated in the Audit Agreement (or a subsequent re-issue of the relevant Schedule of the Audit Agreement).

2.10.17 IATA will provide a GHSP that executes an Audit Agreement access to the GOSM free of charge.

Audit Allocation

2.10.18 The audit allocation exercise is conducted by IATA each year during the month of October. The allocation will automatically include all Renewal Audits due, and all initial Audits included in Audit Agreements signed since the last allocation exercise and that haven't already been scheduled.

2.10.19 By the 31 October each year IATA will notify the GOA of its audit allocation for the following year. The allocation specifies the location, type, category and scope of each audit, and the relevant expiry dates or the dates of initial audits requested by the GHSP. The allocation will include all audits for which the Audit Agreement was signed by the GHSP. Allocation may proceed incrementally as the GHSPs sign their Audit Agreements.

Audit Scheduling

2.10.20 The audit schedules are developed by the GOA(s), in coordination with the relevant GHSPs. To keep workload to a minimum, secure the audit team and reduce costs the GHSP should aim to confirm their audit schedule as soon as possible. The GHSP should be aware of the consequences of schedule changes, including reduced availability of auditors, potential increased travel costs and risk of the audit being postponed or taking place closer to the Headquarters Registration or Station Accreditation expiry date. The GHSP should also be aware of the potential risk and costs of audit cancellation.

2.10.21 The GOA and each GHSP will re-confirm the type, category and scope of the ISAGO Audits and the onsite audit start date.

2.10.22 The following conditions apply to the scheduling of ISAGO Audits as described in [2.7.1](#) that are for different GHSPs:

- (a) the same ISAGO Auditor or audit team is used for all audits (and is able to audit the disciplines in an efficient manner);
- (b) the role of Lead Auditor for each audit may be shared between suitably qualified Auditors;
- (c) the length of time from the start of the onsite meeting of the first until the last day of the last of the consecutive audits does not exceed 14 days;
- (d) a break of at least one but not more than three complete (rest) days occurs between each audit (a rest day may include travel from one audit location to another);
- (e) all travel and accommodation are arranged by the GOA; and
- (f) the Auditors are paid a subsistence rate Rest Day Supplement for each rest day.

2.10.23 The scheduling of consecutive ISAGO Audits as in [2.10.22](#) is also subject to the GOA gaining the collective agreement of the GHSPs involved on apportioning and payment of the travel and accommodation and rest day costs, and consequently if any changes to schedule are made.

2.10.24 The specified audit days applicable to ISAGO Audits that are scheduled according to [2.10.22](#) will be as specified in [Table 2.1](#).

Audit Days

2.10.25 An audit day is used for audit planning purposes and calculation of the audit fee. The assigned audit days for each type of audit are specified in [Table 2.1](#) and apply to both Initial and Renewal Audits.

Table 2.1—Specified Audit Days

Audit Scope (Discipline)	Headquarters Registration Audit	Station Accreditation Audit	Combined Audit
ORM	3.0	2.0	3.0
LOD	1.0	1.0	1.0
PAB	1.0	1.0	1.0
HDL	1.5	1.5	1.5
AGM	1.0	1.5	1.5
CGM	1.0	1.5	1.5

2.10.26 The specified audit days are not intended to represent the effective working time during the onsite audit for the assessment of all GOSARPs within the discipline.

2.10.27 The GOA, in coordination with the GHSP, uses the scope of the audit and the corresponding audit days to establish the audit team: the ISAGO Auditor(s) and the disciplines they will audit and, if the dates are confirmed, their travel and accommodation arrangements. Confirmation of the onsite audit start date of an ISAGO Audit scheduled late in the year may not be possible but it should be possible to confirm all other factors and book the audit team.

2.10.28 To account for the ISAGO Auditor's or audit team's familiarity with the GHSP and its documentation, the specified audit days applicable to a Station Audit that is scheduled according to [2.7.2](#) will be as specified in [Table 2.2](#).

Table 2.2–Reduced Station Audit Days (Applicable only to a Station Audit scheduled according to 2.7.2)

Audit Scope (Discipline)	Station Audit
ORM	1.5
LOD	1.0
PAB	1.0
HDL	1.0
AGM	1.0
CGM	1.0

2.10.29 The time taken for the Station Audit that is scheduled according to [Table 2.2](#) should be devoted primarily to the verification of implementation conformity. However, the time allowed at the Station will depend upon the outcome (number and type of Findings) of the Headquarters Audit and the availability of documentation references applicable to the Station Audit. The GHSP should therefore be aware of the risk of the Station Audit requiring more time and the subsequent need to extend the duration to that of a normal Station Audit specified in [Table 2.1](#).

2.10.30 The amount of time spent on the Pre-onsite Audit Documentation, see 6.5.9 to 6.5.11, does not impact on the audit days specified for a discipline; hence, there is also no impact on the ISAGO Audit Fee. The work has to be done and whether onsite or offsite makes no difference. There will still be some documentation verification needed; however, the time needed onsite and any interruption to operations can be reduced, and audit team accommodation costs can potentially be saved.

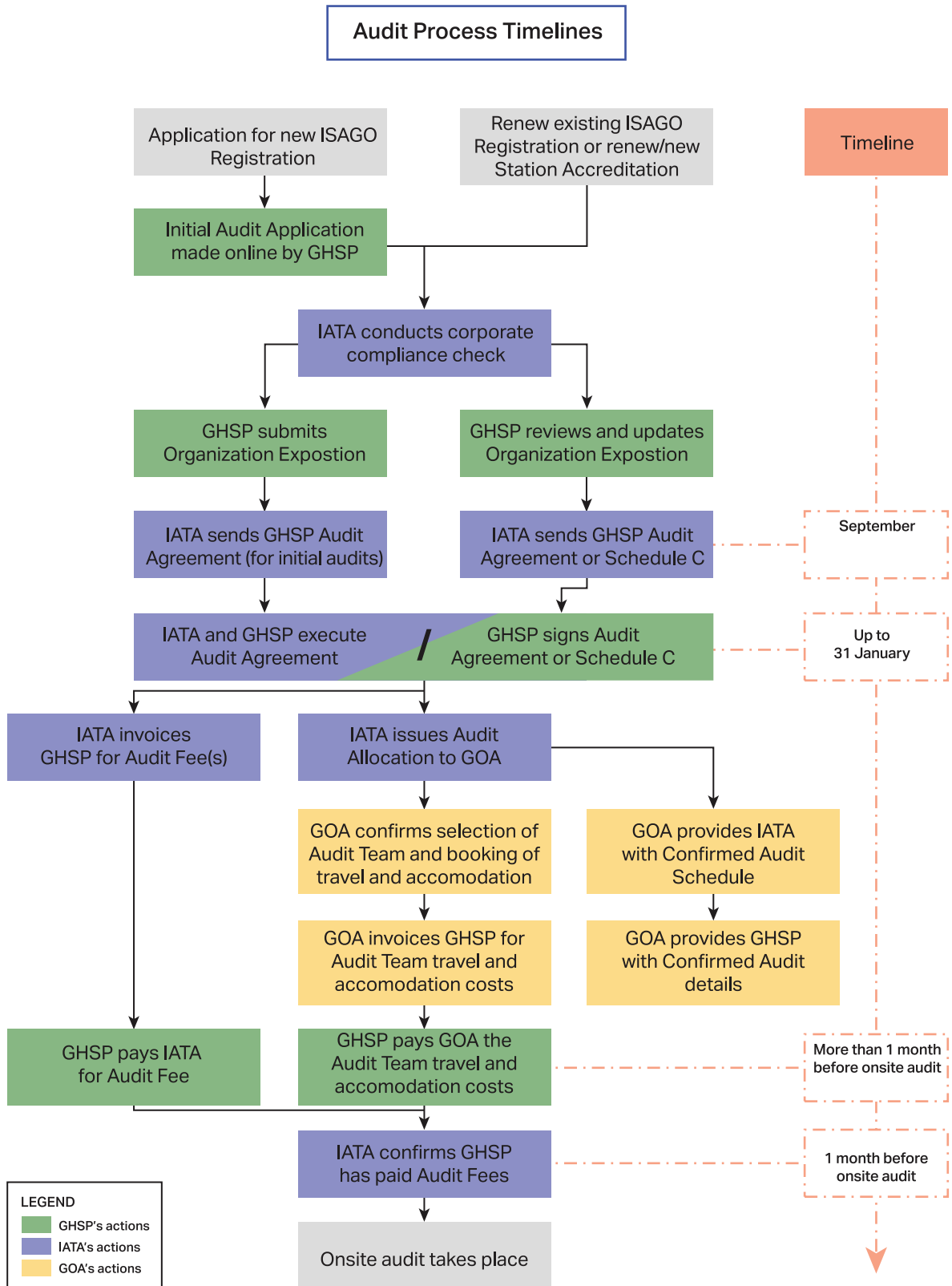
Confirmed Audit Schedules

2.10.31 No later than 15 December, the GOA will prepare the confirmed audit schedule with the relevant GHSPs and upload it to the GOA Audit management system. The confirmed audit schedule includes:

- (a) the opening and closing meeting date of each audit;
- (b) the names of the nominated Lead Auditor for each audit, and any other member of the audit team and their respective roles (which disciplines they will cover during the audit); and

2.10.32 Every effort should be made to carry out the audits as scheduled; however, it is recognized that change sometimes is unavoidable. If possible, the GOA will coordinate with the GHSP to agree alternative arrangements, while observing audit timelines as well as ISAGO Auditor availability to minimize the impact of the change. The GOA will report to IATA and update the details in the GOA Audit management system when the alternative arrangements have been agreed and confirmed. If an audit does not commence within the year as scheduled it will be rescheduled, reallocated or, depending upon the reason, handled accordingly by IATA.

Figure 2.3—Audit Process Flow and Timelines



2.11 Renewal of Headquarters Registration & Station Accreditation

2.11.1 IATA will assume the Renewal Audit for either an ISAGO Registration or a Station Accreditation will take place and the scope will be the same as the previous audit, unless notified to the contrary by the GHSP.

2.11.2 IATA will include the Renewal Audit in the audit allocation process for the year in which the related ISAGO Registration or Station Accreditation is due to expire or will need to commence to incorporate the audit closure period (Renewal Audit window), see [Figure 2.4](#). IATA will assume, unless notified to the contrary by the GHSP, that the full six months Renewal Audit window is required.

2.11.3 The GHSP shall review and where necessary update its organization exposition upon amending an Audit Agreement or when developing a new audit schedule.

2.11.4 Only those ISAGO disciplines that were included in the scope of the Initial Station Audit will be included in the Station Accreditation. If a service (ISAGO Discipline) is added after the initial station accreditation IATA will either organize an additional audit of the discipline or decide to wait for the scheduled Station Accreditation Renewal Audit. A discipline that is subsequently included in the Station Accreditation before the scheduled accreditation Renewal Audit would adopt the same validity period as the other disciplines. If the additional discipline was not included in the scope of the applicable Headquarters Audit, a Headquarters Audit specifically for that discipline, and all relevant ORM GOSARPs, would be necessary. Additional audits will be funded by the GHSP.

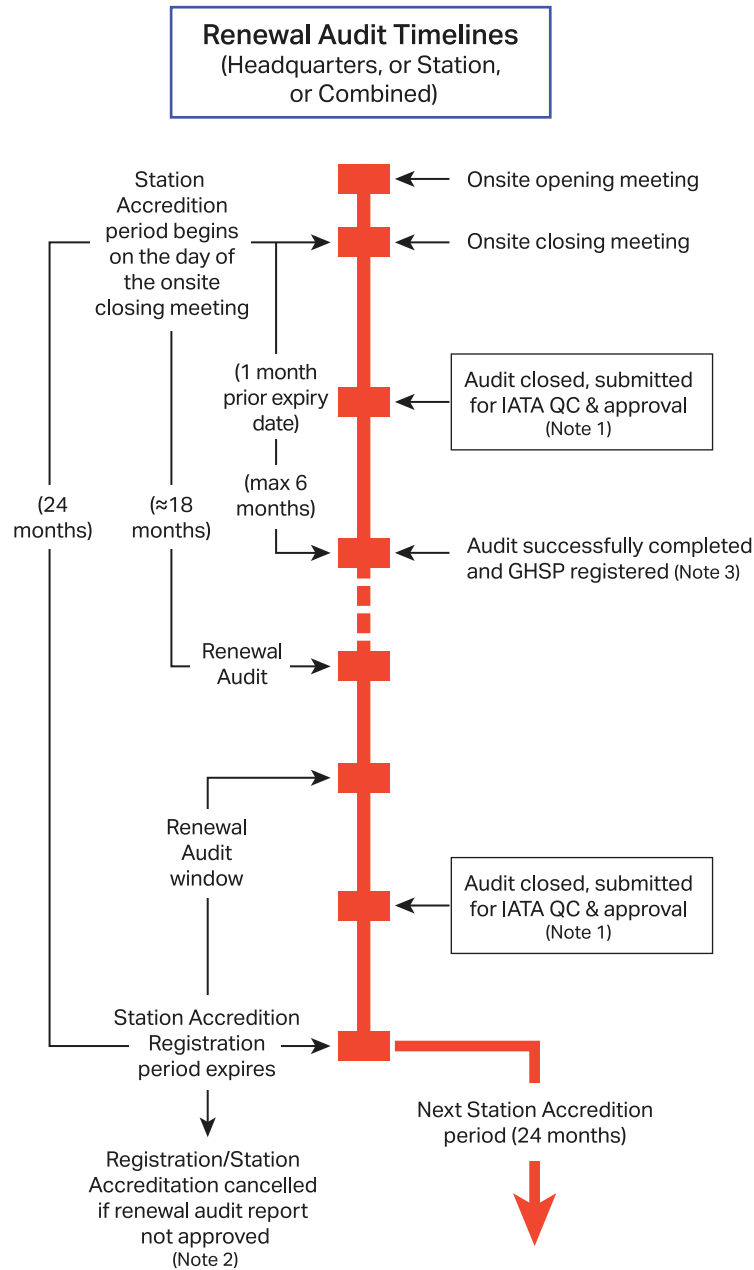
2.11.5 Headquarters Registration and Station Accreditation Renewal Audits are automatically included in the annual audit pipeline by IATA and allocated to an ISAGO Agent for completion in the appropriate year and before their expiry date. However, the GHSP is responsible for ensuring that a Renewal Audit takes place and is closed without a break in Headquarters Registration or Station Accreditation.

2.11.6 Headquarters Registration and Station Accreditation will be renewed if the respective Renewal Audits are closed, and IATA's review process is completed before the applicable expiry date.

2.11.7 A performed ISAGO Audit is valid for 6 calendar months from the date of the onsite closing meeting. Renewal Audits date should therefore be scheduled 5 to 6 months prior to give sufficient time to close the Renewal Audit and deliver the ISAGO Audit Report prior to the Headquarters Registration or Station Accreditation expiry date.

Note: *Submission of the ISAGO Audit Report to IATA less than 20 working days before the Headquarters Registration or Station Accreditation expiry date may not give enough time for completion of the IATA review process and approval of the audit report before the Headquarters Registration or Station Accreditation expiry date, The Registry will only be updated once the IATA review is completed.*

Figure 2.4—Renewal Audit Timelines



(Timeline not to scale)

Note 1: Allow enough time (at least 20 working days) within the give audit closure period for IATA QC and approval.

Note 2: ISAGO Registration is suspended if no other station has a Station Accreditation.

Note 3: Audit becomes invalid for ISAGO Registration/Accreditation if not approved by this time.

2.12 Maintaining Headquarters Registration & Station Accreditation

2.12.1 Once the GHSP receives initial Headquarters Registration and the initial Accreditation of a Station, at least one Station has to be accredited at all times during the registration period. The GHSP's ISAGO Registration will be suspended in accordance with [2.13](#) if the GHSP does not have at least one Station Accreditation.

2.12.2 Failure of a GHSP to maintain its Headquarters Registration will automatically cancel all Station Accreditations.

2.12.3 The GHSP shall, as far as practicable, maintain conformity with the applicable GOSARPs as audited at the most recent Headquarters or Station Audit. Circumstances may occur that affect, or have the potential to affect, the validity of the ISAGO Registration or a Station Accreditation and shall be notified by the GHSP to IATA (see also [2.10.12](#)). Such circumstances may typically be:

- (a) a change in the management of the organization or a change in the scope of ground operations provided at a Station;
- (b) a change in the organization and management processes and procedures or the imposition of restrictions or sanctions imposed by an airline or a regulatory or airport authority that impact upon safety or conformity;
- (c) cessation of its operations either at a Station, in part or as a whole; and
- (d) any takeover, merger, consolidation or other organizational/structural change.

2.12.4 The GHSP shall also notify IATA within 30 days with details of an occurrence that relates directly to an ISAGO provision. The occurrence could be an accident or other safety event, or a management or legal matter. The purpose of the notification is solely to determine if the credibility of the GHSP's ISAGO Registration or a Station Accreditation could be called into question. It is not IATA's intention to take any position or action in investigating or analyzing the occurrence other than to understand any potential ISAGO impact, which could be the appropriateness of a GOSARP or a questionable aspect of an audit, and it is possible that auditing action or an amendment to the ISAGO documentation is needed to mitigate or prevent a re-occurrence. As much detail as possible should be provided about why or how an ISAGO provision or a GOSARP was implicated in the occurrence. GHSPs are encouraged to join IATA Incident Data eXchange - IDX (iata.org/idx) and to notify any occurrence involving any type of incidence by filing a report into IDX.

2.12.5 All information provided by the GHSP to IATA with respect to [2.12.3](#) and [2.12.4](#) will be treated as confidential, as covered by an Audit Agreement.

2.12.6 The GHSP should notify IATA if it's ISAGO Registration or a Station Accreditation, or the renewal thereof is no longer required.

2.12.7 In case a registered GHSP is going through a merger, acquisition, or joint venture, the GHSP being subject of the corporate restructuring must declare to IATA:

- (a) details on the organization restructuring.
- (b) details on the timelines for when the merge/acquisition/joint venture will start and when it will be completed.
- (c) definition strategy on how the corporate policies, programs, operational procedures will or will not be combined and the related consequences on the organization's structure, documentation, staff training/qualification, etc.

- (d) provide all the necessary new resulting GHSP or separate GHSP legal documents such as certificate of registration/Incorporation and Shareholding structure.
- (e) if the GHSP is acquired or merged into a new GHSP, both must be involved in the communications with IATA, and;
- (f) the new resulting GHSP management must provide a declaration on how the accredited stations will be aligned to the new possible MHQ and provide IATA with an updated exposition form.

2.12.8 As a result of the above, IATA will assess:

- (a) the restructuring GHSP is not subject to any economic sanctions.
- (b) the ISAGO registry and the changes and alignment of audits allocation.
- (c) depending on the final corporate structure resulting from the merger, acquisition, or joint venture, a new MHQ and station(s) may be required.
- (d) if applicable, the registered GHSP must clear with IATA any pending invoices before moving forward into a new organization.

2.12.9 A significant change or safety occurrence might initiate a Verification Audit, see [2.9](#), to determine and address any impact on the GSP's Registration or Station Accreditation.

2.13 Suspended ISAGO Registration

2.13.1 ISAGO Registration will be suspended if the GHSP is unable to obtain (by closing all Findings of the Initial Station Audit) or maintain at least one Station Accreditation.

2.13.2 Suspension of the ISAGO Registration allows the GHSP to obtain a Station Accreditation within the remaining validity period of the ISAGO Registration. The suspension can be removed by the accreditation of a Station before the registration period expires. The ISAGO Registration will however be cancelled without delay if the accreditation of a Station is unlikely to happen in the time required.

2.13.3 Suspension of the ISAGO Accreditation allows the GHSP to obtain the Registration within the remaining validity period of the ISAGO Accreditation. The suspension can be removed by the registration of a Headquarters before the accreditation period expires. The ISAGO Accreditation will however be cancelled without delay if the Registration is unlikely to happen in the required time.

2.14 Extenuating Circumstances

2.14.1 The GHSP can submit a claim of extenuating circumstances to IATA if it becomes known that audit closure will not be achieved on time due to circumstances beyond the control of the GHSP. The basis and justification of the claim needs to be clearly stated, and any relevant evidence should be included.

2.14.2 The GHSP's Registration and the Accreditation of Stations (as applicable) will remain valid while the claim is being addressed, and all interested parties will be notified by IATA. An annotation shall be placed on the ISAGO Registry while the extenuating circumstances apply.

2.14.3 IATA will review the claim and, if accepted, may specify:

- (a) the additional actions to be taken or the conditions that apply to achieve a resolution.
- (b) the date by which resolution must be achieved, which will be up to 90 days from the original audit expiry date of failure to close the audit within the required time.

- (c) the impact on the ISAGO Registration or Station Accreditation expiry date (if any); and
- (d) the consequences if a resolution is not achieved by the specified date.

2.14.4 The original ISAGO Registration or Station Accreditation conditions will remain if IATA does not accept the claim.

Note: GHSP can submit a claim of extenuating circumstances to IATA if it becomes known that it is not possible to undergo or complete a renewal ISAGO audit before an applicable expiry date due to force-majeure only. The basis and justification of the claim needs to be clearly stated, and any relevant evidence should be included.

2.15 ISAGO Digital Certificates

2.15.1 Digital certificates of ISAGO Registration and Station Accreditation will be provided by IATA.

2.15.2 The digital certificate will be issued by IATA to the GHSP when the ISAGO Audit Report has completed the IATA review process and has been approved by the IATA see [2.8](#).

2.15.3 IATA may withhold the issuing of the certificate if the GHSP has not complied with all applicable requirements, including payments.

2.15.4 The ISAGO certificate is issued as a matter of information only and is not formal proof of ISAGO Registration or a Station Accreditation. Official ISAGO Registration and Station Accreditation status and details are shown only on the ISAGO Registry and IATA is the official custodian of all ISAGO Audit Reports.

2.16 The ISAGO Registry – Promulgation of ISAGO Registration

2.16.1 The ISAGO Registry is a web-based application that provides details of the ISAGO Registration of a GHSP and the Accreditation of its Station(s). It comprises a public domain and a restricted area open only to subscribing Airlines and GHSPs.

2.16.2 The ISAGO Registry restricted area open to subscribing Airlines will list the following details for each GHSP that holds an ISAGO Registration:

- (a) the name of the GHSP (and the location of its Headquarters);
- (b) the date of expiry of the current ISAGO Registration;
- (c) the name (IATA three-letter code) of the accredited Station(s);
- (d) the ground operations included in the Accreditation at each Station;
- (e) the date of expiry of all Station Accreditations;
- (f) the ISAGO Audit Reports (in a viewable or downloadable format) that are relevant to the GHSP;
- (g) the ISAGO certificates (in a viewable or downloadable format); and
- (h) an area reserved for relevant annotations, remarks or comments.

2.16.3 The ISAGO Registry restricted area open to a GHSP will list all the details in [2.16.2](#) but only those related to the GHSP and while the GHSP holds an ISAGO Registration.

2.16.4 The ISAGO registration of a GHSP may be accepted by an Airline’s regulator as part of its monitoring and oversight of outsourced ground operations. This would involve access to and analysis of a relevant ISAGO Audit Report and any annotations or restrictions that may have been placed on the GHSP’s ISAGO Registration or a Station Accreditation. The relevant ISAGO Audit Report and any annotations or restrictions can only be found on the ISAGO Registry. A review of the information contained in the ISAGO Audit Report(s) should complement and/or supplement any additional measures the GHSP is applying to meet all relevant requirements.

2.16.5 The ISAGO Registry (access restricted area) will indicate and give details of a GHSP’s ISAGO status and applicable annotations, see [Table 2.3](#).

Table 2.3–Registry Annotations

Reason	Annotation	Description
Provisional ISAGO Registration	ISAGO Registration is provisional awaiting closure of an Initial Station Accreditation Audit	Applies while the circumstances described in 2.10.3 exist. The Headquarters Audit for ISAGO Registration has been closed and the closure of an initial Station Audit is needed to complete the registration.
Extenuating circumstances	Extenuating circumstances apply to the closure of the audit until [date]	Applies while the circumstances described in 2.14.1 (and 2.9.9) exist.
Registration suspension	ISAGO Registration has been suspended until further notice because the GHSP does not have a Station that is currently accredited.	Applies while the circumstances described in 2.13 exist.
Verification Audit	The GHSP is undergoing a Verification Audit	Applies while the circumstances described in 2.9 exist.

Note: Additional annotations may be used to describe the status of the ISAGO Registration or Station Accreditation. Examples of such annotations include items or notifications of a change in circumstances or an event that have occurred since the last ISAGO audit and relevant to an airline’s, regulator’s or airport’s oversight of the GHSP’s ground operations.

2.17 Use of the ISAGO Brand

2.17.1 The IATA and ISAGO logos and status of ISAGO Registration and Station Accreditation shall not be misused or misrepresented. Unless only text pre-approved by IATA is used, approval must be requested, in writing, and granted from IATA prior to the issuance of any verbal statements or written material designed to promote any association with ISAGO for the purpose of commercial or competitive gain. Examples of the ISAGO Logos are included in [Annex F](#).

2.17.2 The “ISAGO Station Accredited” logo illustrated in [Annex F](#) shall only be used where it clearly only relates to a Station that is accredited to an ISAGO Registration.

2.17.3 IATA approval is needed for any statements or material that use the IATA name, display the IATA logo and/or make reference to the audit under ISAGO, GOSARPs, the ISAGO Registry or ISAGO Registration/Station Accreditation, including:

- (a) verbal or written media releases;
- (b) media conferences and/or public statements;
- (c) television, radio or printed media advertising;
- (d) business cards, stickers or letterheads;
- (e) websites, email headers or footers;
- (f) signs, notices, billboards or similar public displays;
- (g) markings or decals on ground support equipment;
- (h) markings, writing or decals on customer service material or items; and
- (i) brochures, magazines, newsletters or other printed material.



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Section 3—Audit Conduct

3.1 Purpose & Scope

3.1.1 This Section of the GOPM outlines the process of planning, conducting, and completing ISAGO Audits in a standardized audit process is established to maintain consistency

3.1.2 The audit activities apply to all types of ISAGO Audits (Headquarters, Station and Combined) for the purpose of initial ISAGO Registration or Station Accreditation

3.2 Auditor and GHSP Guidance

3.2.1 Changes in program requirements or the documentation provided relevant to a GHSP are notified through GHSP Bulletins and manuals for the use of the audit software are provided for the GHSPs (Auditees).

3.3 Audit Objectives

3.3.1 The ISAGO Audit is based on assessment and verification of the level of conformity with the GOSARPs. Conformity may be assessed by reviewing documentary evidence (documented) and verified by evidence of implementation (implemented). In the case of nonconformity, the ISAGO Auditor would identify and describe a Finding or Observation (non-conformities).

3.3.2 A nonconformity with an ISAGO Standard (Finding) must be addressed satisfactorily by the GHSP to close the audit. Corrective action by the GHSP to close an Observation is optional and has no impact on the closure of the audit,

3.3.3 The criteria for the assessment of documented also includes the distribution (and publication) of the documentation to the intended user, and therefore includes all Stations.

3.3.4 For a Station Audit, the documented and implemented assessment is also evidence of conformity with the GOSARPs in documentation and operations. However, the ISAGO Auditor only has to verify that the Station is using the Headquarters documentation and/or customer airline and/or local requirements are incorporated. There is no need to repeat the corporate review and the verification can be done by sampling. The implementation assessment is normally an observation, mandatory in some cases.

3.3.5 A Combined Audit would be an amalgamation of the Headquarters and Station Audit actions made possible by the co-location of the corporate and Station operational activities, see also [3.4](#).

3.3.6 A Finding raised during a Station Audit must be addressed by the Station. However, if closure of the Finding requires action by the GHSP at a Headquarters level, the GHSP is responsible for the implementation of corrective actions at the Headquarters and both (including the Station at which the Finding was raised) are responsible for the implementation of the corrective action that may be necessary at the Station.

3.4 Audit Planning

3.4.1 The Lead Auditor for the ISAGO Audit is responsible for ensuring that the audit is, in coordination with the GOA, properly planned and that all the logistical aspects for the audit are in place well in advance. An audit plan template is provided for this purpose.

3.4.2 The ISAGO Audit Report and associated records are to be completed in English, and the English language versions of the ISAGO documentation take precedence.

3.4.3 The Lead Auditor is responsible for preparing the specific audit plan that defines:

- (a) the roles and responsibilities of each ISAGO Auditor;
- (b) the strategy and procedures for effective teamwork during the audit;
- (c) how the audit will be conducted, a provisional timetable to complete the audit within the time scheduled, and contingency should change be necessary;
- (d) the key GHSP personnel that need to be available for the audit team and an indication of when they will be needed;
- (e) how the audit team will audit any ground operations that are outsourced by the GHSP;
- (f) ensure that there will be operations to be observed and decide with the team how these will be observed;
- (g) the edition of the GOSM that will be used for the audit; and
- (h) the applicable ISAGO discipline Auditor Action and Auditor Observation checklists. To this effect a detailed schedule of the turnarounds that the GHSP expects to have and that the auditors can/will observe.
- (i) the editions of other relevant ISAGO/IATA documentation.

3.4.4 The Lead Auditor should provide a copy of the audit plan to the GHSP and request an acknowledgement that it is accepted, and if not, address any possible aspects to complete the audit plan.

3.4.5 Prior to the commencement of the audit activities, all the audit team members should ensure that they:

- (a) have a copy of the audit plan;
- (b) know the arrangements made for travel and accommodation;
- (c) have the joining instructions or initial meeting point;
- (d) have other team member and GOA/emergency contact details;
- (e) have access to the audit software checklists for the specific audit;
- (f) are familiar with the current GOGUIDEs and NoToCMs;
- (g) are aware of the locations where mandatory observations will take place including the sampling of relevant operations chosen by the audit team;
- (h) are aware of and familiar with the current editions of the ISAGO Audit documentation and related documentation;
- (i) are aware of relevant previous ISAGO Audit Reports, if any, of the GHSP (and the applicable document references);
- (j) are familiar with the audit software, checklists and other tools made available for the audit and the production of the ISAGO Audit Report;
- (k) are familiar with the necessary security/permission accesses required to perform to access the audit locations; and
- (l) are familiar with the possible logistics required between different audit locations.

3.5 Pre-Onsite Audit Activities

Gap Analysis

3.5.1 It is recommended that the GHSP undertakes a gap analysis prior to the audit opening meeting. The gap analysis should identify where potential non-conformities with the current and applicable GOSARPs might exist and what needs to be done to conform by the time of the audit.

3.5.2 It may be useful for the GHSP to share the outcome of the gap analysis with the audit team for the upcoming audit.

3.5.3 The GHSP shall keep up to date with ISAGO developments and familiarize its management and employees who will be subject to the ISAGO Audit(s) with all applicable GOSARPs and other provisions as applicable to the GHSP's ground operations.

Document References

3.5.4 Prior to a Headquarters Audit, the GHSP can request the GOA to provide access to the audit in the audit software to record the document references and to provide the audit team with the required documentation. This activity saves a significant amount of the ISAGO Auditor's time in having to do it during the onsite audit.

3.5.5 Prior to a Station Audit the audit team will be provided by IATA with the document references obtained during the last Headquarters Audit or if the last Headquarters Audit is 18 months old, audit team to obtain updated document references from the GHSP's headquarters. These references are used by the ISAGO Auditor during the Station Audit to validate implementation at the Station in accordance with the Headquarters documentation or to identify the existence of another means (a process or procedure based on local requirements).

Audit Team Preparation

3.5.6 The planning of the onsite audit, managed by the Lead Auditor, shall ensure that all aspects of the onsite audit are addressed as early as possible and there is sufficient time for changes to be accommodated.

3.5.7 The audit team preparation must take place at a meeting prior to the start of the onsite audit but not in the presence of the GHSP. Time for this meeting, organized by the Lead Auditor, might be found just before the onsite audit takes place or it could be conducted by videoconference or any other convenient method.

3.5.8 The audit team shall prepare for the audit by:

- (a) reviewing all aspects of the audit plan and confirm their understanding.
- (b) reviewing documentation and other information provided in advance by the GHSP.
- (c) confirming the audit scope and, if applicable, outsourced activities; and
- (d) confirming roles and responsibilities and contingency procedures.
- (e) having the list of available flights from which to choose the future mandatory observations. In case GHSP couldn't confirm any flights prior, report to IATA immediately.
- (f) ensuring the audit is available to them in the audit software four (4) weeks prior the audit opening meeting date.
- (g) ensuring that the current version of the GOSM and relevant ISAGO Checklists are available and that the audit software is correctly set up for the audit

3.5.9 The main purpose of the documentation reviews is to reduce the amount of time spent by the audit team in reviewing documentation during the onsite part of the audit. The time assigned to each discipline as specified in [Table 2.1](#), includes the time taken to conduct such reviews.

3.5.10 The documentation review by the audit team prior to a Station Audit should familiarize them with the GHSP's management processes and generic operational procedures obtained from the Initial or the last Headquarters Renewal Audit such that the audit team may concentrate on any the implementation aspects during the Station Audit, including local variations to operational procedures to account for airport and national requirements.

3.5.11 The audit team must determine from the GHSP what attire is needed during the audit, especially when visiting an operational area. The wearing of personal protective equipment (PPE) is compulsory. Hi-visibility vests (tabards), ear defenders, eye protection, safety shoes and hard hats may be available onsite, but the ISAGO Auditor must have their own during the audit if needed.

3.6 Onsite Audit Activities

Onsite Opening Meeting

3.6.1 All onsite audits commence with the Onsite Opening Meeting between the audit team and the GHSP's senior management/auditees. The meeting is chaired by the Lead Auditor and the agenda should include:

- (a) an introduction of the GHSP and audit teams to present and their roles and responsibilities;
- (b) a presentation of the audit objectives, scope, and planned schedule of activities;
- (c) confirmation of the administrative arrangements and facilities, including access airside for observations of operational activities if a Station Audit;
- (d) confirmation from the GHSP that identified key personnel will be available for the audit team when needed;
- (e) how the GHSP will be informed of the audit progress, reporting potential Findings or Observations and how they will be handled during the audit, see
- (f) review of audit locations and necessary security accesses;
- (g) a summary of any initial Findings or potential Findings identified during the pre-onsite documentation review (if applicable); and
- (h) any other administrative aspects that may need to be explained, such as last minute changes or the conditions that may lead to termination of the audit.

3.6.2 The audit team shall only use IATA-provided presentation or written material during the meeting.

Onsite Audit Roles & Responsibilities

3.6.3 During the audit, the roles and responsibilities of the audit team are:

- (a) to follow the agreed schedule of activities, keeping to the timetable where practicable and amend if required;
- (b) to maintain a professional approach, observing behavioral and ethical requirements;
- (c) to comply with the audit procedures, using the audit checklists correctly and completing operational Observations;

- (d) to use effective methods to gather factual and objective evidence by interviewing, reviewing documentation, observing activities and noting operational conditions;
- (e) to determine conformity based on the degree to which the GHSP has documented and implemented specifications contained in the GOSARPs;
- (f) input information into the audit software;
- (g) to assist each other and hold regular meetings to exchange information (such as a potential nonconformity) and assess progress;
- (h) to communicate to the GHSP any potential and actual Findings or Observations found and, via the Lead Auditor, in a daily summary; and
- (i) perform an initial quality control of the audited discipline and gather significant information to be added to the executive summary.

3.6.4 It is the role of the Lead Auditor, in cooperation with other audit team members, to manage the onsite audit efficiently, to make adjustments where necessary and to ensure that the audit is completed in full as per the audit schedule.

3.6.5 During the audit the GHSP will assist the audit team by making personnel (responsible managers and applicable staff) available, including attendance at the opening and closing meetings, and providing the ISAGO Auditors with working space, IT facilities (access to a printer may be useful), a suitable and the best available internet connection, transport, and access to dining/refreshment facilities.

3.6.6 The GHSP shall make arrangements for the audit team to audit the documentation and make observations of the ground operations that the GHSP has outsourced. The audit of the outsourced ground operations will be treated as if the GHSP is providing the ground operations, with the addition of any applicable quality management or other oversight requirements.

3.6.7 With the prior agreement of the GHSP and IATA, a person (not part of the audit team) may be permitted to observe the onsite audit activities, including the observation of an ISAGO Auditor by IATA. The person should provide credentials and the purpose of observing the audit. The observer is to only observe the onsite audit and must not interfere, influence, or play any part in the audit. The Lead Auditor in consultation with the GHSP has the right to dictate where and when the observer may join the audit and remove the observer from the audit at any time and, with respect, for any valid reason.

Assessments of Conformity/Nonconformity

3.6.8 If the GHSP attempts to address the nonconformity of any GOSARP through implementation of immediate corrective action, the relevant ISAGO Auditor shall, while onsite, determine if the corrective action is comprehensive and permanent, and results in conformity with the GOSARP.

Audit Summary Report

3.6.9 The Lead Auditor will compile the Audit Summary Report, consisting of a list of Findings and Observations identified during the onsite audit and derived from the audit software. The list may not represent the total number of Findings and Observations as additional non-conformities could be identified during quality control reviews of the report.

3.6.10 Before leaving the onsite audit, the Lead Auditor shall ensure the GHSP understands and agrees with the Findings and Observations in the Audit Summary Report. The GHSP should notify the Lead Auditor and seek a resolution as soon as practicable if there is any disagreement with the audit conduct or the Audit Summary Report. The Lead Auditor will refer the disagreement to IATA if unable to find a resolution. The content of the Audit Summary Report may be amended when incorporated in the final ISAGO Audit Report as a result of quality control by the Lead Auditor and IATA.

Onsite Closing Meeting

3.6.11 The date of the onsite closing meeting has significance with respect to initial ISAGO Registration or initial Station Accreditation. The initial ISAGO Registration or initial Station Accreditation period (see [Figure 2.2](#)) begins from this date.

3.6.12 The audit team shall only use IATA-provided presentation or written material during the meeting.

3.6.13 At the end of the onsite audit the Lead Auditor shall facilitate an onsite closing meeting with the GHSP's senior management and relevant personnel. At the meeting the Lead Auditor should:

- (a) provide an overview of the audit and a copy of the Audit Summary Report;
- (b) explain the post audit activities, including the development of the Corrective Action Plan (CAP) and the process and timeframe for closing all Findings and, if applicable, Observations;
- (c) provide the GHSP with the date by when all the proposed CAPs have to be approved, see [3.7.8](#);
- (d) explain the production and quality control process of the ISAGO Audit Report; and
- (e) explain any other responsibilities of the GHSP regarding ISAGO Registration and Station Accreditation (including marketing), the ISAGO program and ISAGO Audit Report sharing, confidentiality, feedback and the requirement to report any significant changes to operational and management structures to IATA;
- (f) share the ISAGO Audit Software Manual for Auditee with the provider.

3.6.14 If many Findings were identified, the Lead Auditor and GHSP will agree when the CARs will be created in full and presented to the GHSP.

3.6.15 The date by when all the CAPs have to be approved should be agreed between the Lead Auditor and the GHSP. The date should take into consideration the post-audit activities such that all Findings and the audit can be closed no later than six calendar months following the date of the on-site closing meeting for an Initial Headquarters or an Initial Station Audit. For a Renewal Audit, the date by when all the CAPs have to be approved has to take into consideration the time needed and remaining (no more than six calendar months) to close the audit before the applicable ISAGO Registration or Station Accreditation expires.

3.6.16 If deemed necessary by the Lead Auditor, the Lead Auditor should agree with the GHSP that an onsite follow-up visit is, or is likely to be, required to verify that one or more Findings can be closed. IATA and the GOA are to be notified by the Lead Auditor that the visit is required and has been agreed by the GHSP. Only one person will do the follow-up visit, normally the Lead Auditor unless there is a specific reason, such as availability, for another member of the audit team to do it. The ISAGO Auditor doing the follow-up visit does not need to hold an Authorization in the discipline of the Finding to be verified as closed. Costs for the follow-up visit are payable by the GHSP, see [4.2.13](#) and [4.2.14](#).

3.7 Post Audit Activities

3.7.1 The post audit activities focus on the closure of the ISAGO Audit. This involves actions by the GHSP to address each Finding in a process that is prompted and captured by the audit software. The actions taken to close the Finding must be described clearly and completely, with evidence to demonstrate that the nonconformity no longer exists.

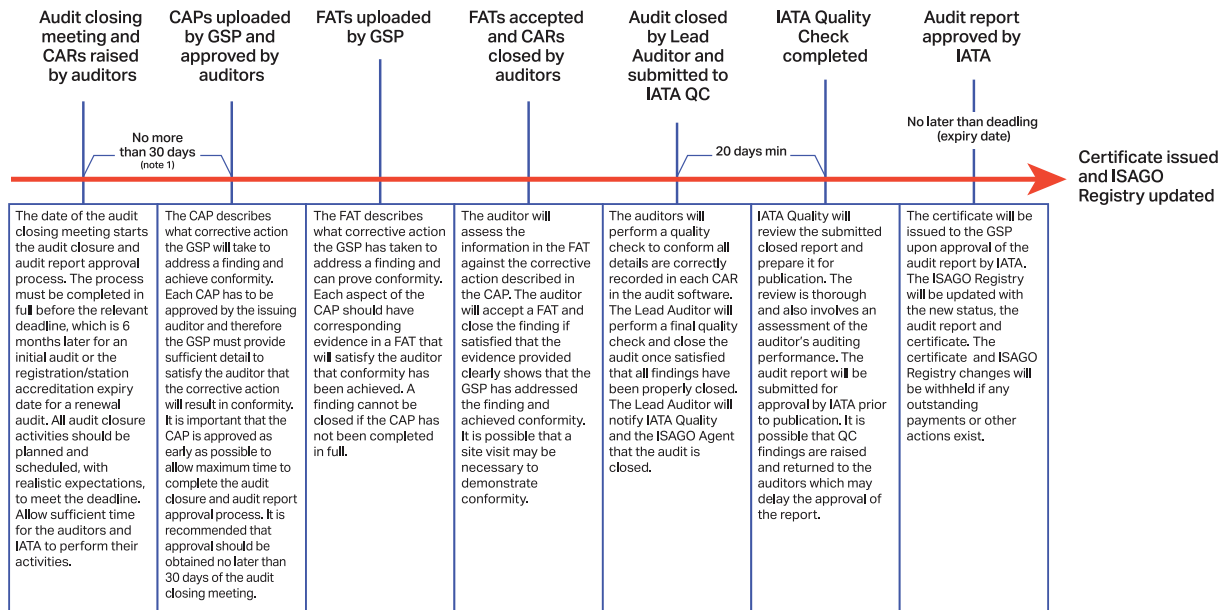
3.7.2 The post audit process is mandatory and follows a standardized sequence (illustrated in [Figure 3.1](#)); whereby:

- (a) the GHSP addresses each Finding, as described in a CAR created by the ISAGO Auditor at the end of the onsite audit;
- (b) the GHSP develops a CAP that states how conformity will be achieved, records the details of the CAP in the CAR, and submits it for approval;
- (c) the ISAGO Auditor that raised a Finding and created the CAR also follows the GHSP's actions to close the Finding by first approving the CAP proposed by the GHSP to achieve conformity or by referring the CAP back to the GHSP with comment for amendment;
- (d) steps b) and c) are repeated until the ISAGO Auditor approves the CAP;
- (e) the GHSP implements the CAP;
- (f) the GHSP records the implementation of the CAP in the CAR and describes in detail how conformity has been achieved by the Final Action Taken (FAT);
- (g) the ISAGO Auditor that created the CAR assesses the information in the FAT provided by the GHSP and, if satisfied that conformity has been achieved, closes the CAR, or refers the FAT back to the GHSP with comment for amendment;
- (h) steps f) and g) are repeated until the ISAGO Auditor closes the CAR;
- (i) the Lead Auditor for the ISAGO Audit can close the ISAGO Audit when all CARs are closed and the quality control check is completed by each auditor of the disciplines they audited and CARs they closed; and
- (j) the Lead Auditor does a final quality control check of the entire report.

3.7.3 The approval of a CAP, acceptance of the FAT, and closure of the CAR are assessed by the ISAGO Auditor that created the CAR. The audit software facilitates the interaction between GHSP and auditor, allowing both parties to request, discuss and clarify information related to the CAP and FAT such that the achievement of conformity can be verified and recorded. The interaction between the GHSP and the ISAGO Auditors is recorded in the audit software for reference purposes only and is not included in the ISAGO Audit Report. Only the relevant details of achieving conformity are included in the ISAGO Audit Report.

3.7.4 Guidance on the post audit activities and the use of the audit software is provided in GOGUIDES, GHSP Bulletins and user manuals.

Figure 3.1– Post audit process



Note 1: The given date must take into consideration all the other post-audit activities and the time remaining before a relevant deadline and audit closure due date (expiry date for renewal)

Corrective Action Plan (CAP)

3.7.5 The GHSP will develop a CAP for each CAR that is created for a Finding and Observation (if chosen by the GHSP to address). The Lead Auditor, assisted by the audit team members, may provide advice to the GHSP as requested; however, this advice must be limited to clarification of the reason(s) for the Finding.

3.7.6 A CAP will implement comprehensive and permanent corrective action to achieve full conformity with the applicable GOSARP and enable the ISAGO Auditor to close the CAR. Each corrective action will, use proper English spelling and grammar:

- (a) be based on a root cause analysis that determined the reason(s) why the nonconformity existed; and
- (b) contain all details needed to address all aspects of the nonconformity.

3.7.7 A thorough and detailed CAP, comprehensively addressing root causes, will ensure that conformity will be achieved.

3.7.8 The Lead Auditor will provide the GHSP with the date when all the CAPs have to be approved by the auditor that raised the finding and CAR. This date should be as soon as possible but no more than 30 days after the closing meeting. The given date must take into consideration the time needed to complete all the corrective actions in the CAP, all the other post-audit activities and the time remaining before a relevant deadline or expiry date.

3.7.9 It is also important for the Lead Auditor, in cooperation with the audit team, to follow the GHSP's progress of the CAP to ensure that FAT implementation and CAR closure occurs as planned.

Closing a Corrective Action Record (CAR)/Finding

3.7.10 The GHSP shall record the corrective action and evidence of the FAT in each CAR in the audit software, and submit the information for acceptance by the ISAGO Auditor. All information

provided must be in English. Controlled documents that are published in another language and revised as part of the CAP must be translated for the ISAGO Auditor to verify that the corrective action has taken place.

3.7.11 The ISAGO Auditor shall exam all details of the FAT, verifying that the CAP has been implemented correctly and the conformity has been achieved.

3.7.12 The FAT may require additional information or, as agreed, a follow-up visit to verify that conformity has been achieved.

3.7.13 The ISAGO Auditor shall record the acceptance of the FAT in the audit software, and also close the related CAR.

3.7.14 The Lead Auditor will take responsibility for the closure of all the Findings and the quality control check of the audit report prior to its submission to IATA regardless of who is involved in the verification and individual CAR closure.

Effect of GOSM Revisions

3.7.15 The publication of a new edition of the GOSM during the post audit activities could result in one of the following if a Finding is related to a GOSARP that is deleted or amended:

- (a) the ISAGO Auditor will delete the CAR in the audit software if the GOSARP is deleted from the GOSM or is amended in a way that makes the Finding no longer relevant or the nonconformity no longer exists and will record this fact in the Audit Summary;
- (b) the GHSP has the option to close the CAR of a GOSARP that has been amended but a nonconformity still exists by implementation of corrective action to satisfy either the old or new (amended) GOSARP, amending the FAT as necessary; and
- (c) Elevating a recommended practice to a standard has no effect.

3.7.16 One of the following actions will be taken if a Finding was raised against a GOSARP which is subsequently suspended during the post audit activities:

- (a) the ISAGO Auditor will delete the CAR in the audit software if the whole of the GOSARP is suspended and the GOSARP becomes irrelevant for that audit, and will record this fact in the Audit Summary;
- (b) the ISAGO Auditor will delete the CAR in the audit software against a suspended GOSARP solely as a result of nonconformity with suspended specifications within the GOSARP, and will record this fact in the Audit Summary; and
- (c) the CAR remains valid if created for a nonconformity with a non-suspended specification within the GOSARP.

3.7.17 A GOSM revision may have an impact on the validity or accuracy of the documentary references derived from a Headquarters Audit and, later used for a Station Audit. Therefore, if a GOSM revision has taken place, the GHSP should review and if applicable update the documentary references prior to a subsequent Station Audit. The GHSP should provide the updated documentary references, clearly indicating the changes made, to the audit team to negate any need for the auditor to review all documentary references.

3.7.18 The results of a Station Audit may also reveal that a significant or substantial amount of change has occurred at the Headquarters and the GHSP is no longer in conformity with the latest edition of the GOSM. In this case a Verification Audit at the GHSP's Headquarters may, in accordance with [2.9.1](#) be warranted.

3.7.19 If approved by IATA, a Finding may be closed by the acceptance of commercially orientated actions or decisions by the GHSP. This normally occurs where the GHSP knows that it will cease the ground operations services at the Station that the Finding relates to before the Finding is or should be closed. In this case the nonconformity will result in the removal of the relevant discipline from the ISAGO Registration or Station Accreditation. The GHSP in conjunction with the Lead Auditor (and ISAGO Auditor concerned) should make a specific request to IATA, giving full details of the proposal, for approval.

Audit Closure

3.7.20 The Lead Auditor shall declare an audit closed after all CARs are closed (all FATs have been reviewed and verified as completed, and the Findings are closed).

3.7.21 Audit closure should be planned to be achieved to allow enough time for completion of the IATA quality checks before the applicable ISAGO Registration or Station Accreditation expires. See

3.7.22 The Lead Auditor shall declare the audit invalid if closure is not obtained or is highly unlikely to be obtained before the applicable approval deadline or upon the expiry of the applicable ISAGO Registration or Station Accreditation, and shall accordingly notify IATA, the GHSP and GOA concerned. The Lead Auditor, or IATA, may also declare an audit invalid under justifiable circumstances, such as:

- (a) closure procedures were not followed correctly or the GHSP was unable or uncooperative in closing the Findings to the Lead Auditor's satisfaction;
- (b) a conflict of interest was detected;
- (c) the GHSP became the subject of a merger, takeover or other significant change;
- (d) the GHSP's operating procedures are no longer followed as a result of a merger and/or takeover; and
- (e) the GHSP ceased ground operations services at the Station or in total.

3.7.23 In the event that the GHSP does not agree with the actions or decisions of the Lead Auditor or the audit team and is unable to find a resolution with the Lead Auditor, the ISAGO dispute resolution procedure, as outlined in [1.16](#), may be initiated through a request to IATA in writing from the GHSP.

ISAGO Audit Report

3.7.24 The Lead Auditor is responsible for the production of the ISAGO Audit Report. The ISAGO Audit Report comprises:

- (a) an executive summary;
- (b) details of the audit, according to the audit plan, scope, Information Sources and references, checklists and outcomes as recorded in the Audit Summary Report; and
- (c) details of the completed CARs.

3.7.25 The Lead Auditor is also responsible for the quality control of the ISAGO Audit Report to ensure that:

- (a) details of the audit are accurately described;
- (b) documents contain all required information and signatures;
- (c) checklists are completed and all items are appropriately addressed;

- (d) information is documented in the English language in a manner understandable to any reader;
- (e) GOSARPs assessed as nonconformities have documented supporting factual evidence;
- (f) GOSARPs assessed as not-applicable (N/As) have a documented explanation; and
- (g) closure of Findings in each CAR includes an accurate description and justification of the method(s) used to verify the implementation of corrective action.

3.7.26 The Lead Auditor shall complete the ISAGO Audit Report in the audit software and, within five days of closing an Initial Headquarters, Station or Combined Audit or within three days of closing a Renewal Audit, shall notify IATA that the report is ready for IATA review. In case of a Renewal audit, the ISAGO Audit Report should be submitted to IATA no less than 20 calendar days prior to the current ISAGO Registration or Station Accreditation expiry date, to allow sufficient time for the IATA quality control check and approval of the report.

3.7.27 The ISAGO Auditors concerned in producing the ISAGO Audit Report shall maintain the confidentiality of the report and its contents and shall not disclose, disseminate or otherwise make it or information contained therein available to anyone for any reason.

3.8 IATA Approval of the ISAGO Audit Report

3.8.1 IATA will commence its quality checks on receipt of the notification by the Lead Auditor that the ISAGO Audit Report is ready for review in the audit software.

3.8.2 The IATA review is dependent on the close working relationship between IATA, the Lead Auditor and the GHSP, and is performed to ensure that the final ISAGO Audit Report is of a high standard, with error-free content. The GHSP is therefore required to provide the Lead Auditor with any information requested during the review process and in a timely manner.

3.8.3 If for any reason the ISAGO Audit Report is considered by IATA as unacceptable, the issues identified will be raised with the Lead Auditor for correction.

3.8.4 The IATA review process is completed when significant discrepancies or inconsistencies identified by IATA have been addressed by the Lead Auditor.

3.9 Audit Feedback

3.9.1 GHSP shall complete an online ISAGO Audit Feedback Survey to IATA after the onsite audit has concluded and when the audit has been closed, or at any other time as desired. The feedback will be used, in confidence, to evaluate the ISAGO Auditors and GOA performance, for input into the continuous improvement program and also to support a consistent approach to auditing.



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Section 4—Scheme of Charges

4.1 Purpose & Scope

4.1.1 The ISAGO scheme of charges is a funding model that covers all costs associated with the program, including an appropriate means of funding the audits to be performed. The funding model must cover all activities such that there is full cost recovery, while the costs involved must provide for an auditing program of the highest levels of quality, integrity and impartiality.

4.1.2 The fees and charges are levied on those stakeholders that benefit the most from the audit program, proportionate to the benefits received. All financial transactions are made in US Dollars.

4.1.3 This Section of the GOPM outlines the structure and application of the scheme of charges.

4.2 Fees & Charges

General

4.2.1 Responsibilities for and the treatment of financial transactions, bank fees and charges, and tax matters are specified in ISAGO Agreements.

Notification

4.2.2 The fees and charges are specified in [Table 4.2](#) and are subject to periodic review by IATA.

ISAGO Audit Fee

4.2.3 An ISAGO Audit Fee is payable by a GHSP to IATA for a scheduled audit. The fee includes:

- (a) ISAGO Auditor professional fee at a flat audit day rate and according to the discipline(s) included in the scope of the ISAGO Audit.
- (b) ISAGO Auditor Supplement fee at a flat audit rate and according to the disciplines included in the scope of the audit for the pre, post-audit activities and ISAGO Audit Report production.
- (c) a non-refundable fee for the administration costs incurred by the GOA; and
- (d) a non-refundable fee for IATA administration and program development costs.

4.2.4 The ISAGO Auditor professional fees are calculated on the number of audit days assigned to each discipline that is audited, as specified in [Table 2.1](#).

4.2.5 *ISAGO Auditor Supplement*, an additional fee is charged to the GHSP to cover the work done by the audit team in pre (including a documentation review, see 6.4.8) and post onsite audit activities and the production of the ISAGO Audit Report. The ISAGO Auditor Supplement is four audit days if the audit scope includes four or more disciplines, and two audit days if the audit scope includes three or less disciplines. If more than one ISAGO Auditor is involved, the ISAGO Auditor Supplement is divided between the audit team as specified in [Table 4.1](#).

Table 4.1—ISAGO Auditor Supplement

Number of ISAGO Auditors in the audit team	Lead Auditor	Auditor #2	Auditor #3
2	75%	25%	N/A
3	50%	25%	25%

4.2.6 Only one ISAGO Audit Fee (incorporating one GOA, one IATA administration fee and one set of ISAGO professional auditor fees and ISAGO Auditor Supplement will apply for a *combined Audit*.

GHSP Audit Team Travel and Accommodation

4.2.7 The cost of the ISAGO Auditor's or audit team's accommodation to, If applicable, stay in the vicinity or the travel and accommodation needed between audit locations shall be covered by the GHSP. The GHSP will reimburse payments made by the GOA for the travel and accommodation booked, including for a post audit onsite follow-up visit.

4.2.8 The GHSP will reimburse the GOA for unavoidable costs incurred when making travel and accommodation bookings, such as insurance, booking fees, local currency cash payments and fees incurred because an invoice for accommodation may be available only after the audit takes place. The ISAGO Travel Policy, see [Annex B](#), will be applied at all times.

4.2.9 Where appropriate and in accordance with the ISAGO Travel Policy, the GHSP may arrange and pay for the bookings itself. The GHSP should notify the GOA that it intends to do so before the GOA takes similar action and, when done, provide the GOA with full details of the bookings.

4.2.10 The GHSP will provide any documentation the ISAGO Auditor may need to obtain a visa required to gain entry to the country and to conduct the ISAGO Audit. The GOA shall provide appropriate assistance if necessary.

4.2.11 The visa processing fee charged by the issuing authority or authorized agency will be paid by the GHSP.

4.2.12 *Rest Day Supplement fee.* The GHSP will pay a Rest Day Supplement fee to each member of the audit team that is scheduled to perform audits as per [2.7.2](#) for each rest day incurred. The Rest Day Supplement fee is included in the travel and accommodation costs invoiced by the GOA, see [4.3.3](#).

Post Audit Onsite Follow-up Visit

4.2.13 IATA will invoice the GHSP for an onsite follow-up visit, see [3.7.10](#) if one is to take place. The GHSP will pay IATA the ISAGO Auditor professional fees for an onsite follow-up visit, an audit day for each day on site, and a reduced GOA administration fee, see [Table 4.2](#).

4.2.14 The GHSP will pay for the travel and accommodation costs, if applicable payable as invoiced by the GOA or IATA as applicable.

ISAGO Standards Manual (GOSM)

4.2.15 The GOSM and all associated checklists are subject to IATA publication charges but provided free of charge to GHSP that executes an Audit Agreement.

ISAGO Audit Reports

4.2.16 Access to an ISAGO Audit Report is charged either as an annual subscription or as a single charge per report. Headquarters and Station ISAGO Audit Reports are charged individually.

4.2.17 The annual subscription (ISAGO Airline membership) is only available to Airline. Members of an airline alliance are not eligible for the discounted subscription rate.

4.2.18 Where an Airline purchases an individual ISAGO Audit Report as a result of promotion or action taken by a GHSP, the GHSP will receive 80% of the payment made by the Airline.

4.3 Invoicing & Payments

4.3.1 All invoicing and payments will be made using electronic bank transfer and payment within thirty days of the invoice date.

ISAGO Audit Fee/Travel and Accommodation Invoicing & Payments

4.3.2 The GHSP will be invoiced by IATA as specified in the Audit Agreement for payment of the total amount of the ISAGO Auditor professional and supplement Fees for the ISAGO Audits including IATA and ISAGO Agent Administration fees. The GHSP shall arrange its own internal financial means to facilitate payment of the IATA invoice.

4.3.3 The GHSP will be invoiced directly by the GOA for payment of travel, accommodation, Rest Day Supplements, if applicable, or visa see 4.2.11 costs incurred by the ISAGO Agent for the Auditor to conduct the onsite audit and onsite follow-up visit if applicable. The GOA will include in the invoice any charges payable during an onsite audit that can be predicted, for example the cost of a visa issued on arrival.

4.3.4 The onsite audit will be cancelled and will be removed from the audit schedule if:

- (a) payment of the ISAGO Audit Fee is not received by IATA at least one calendar month before the onsite audit opening meeting; or
- (b) the invoice issued by an ISAGO Agent to the GHSP for the reimbursement of auditor travel and accommodation costs is not paid by the time specified by the ISAGO Agent.

4.3.5 The GHSP shall be invoiced by the GOA for any agreed additional fee incurred in the arranging or conduct of the ISAGO Audit.

4.3.6 A GHSP will be invoiced by IATA separately for the costs associated with an onsite follow-up visit that takes place and for a Verification Audit if it is determined that the GHSP is responsible for a payment.

ISAGO Audit Report Subscription/Purchase

4.3.7 Payments due for an airline subscription or the purchase of an individual ISAGO Audit Report are invoiced by IATA as per the terms and conditions in the relevant Agreement.

Refunds/Adjustments

4.3.8 The GHSP will pay an additional administration charge and any additional costs incurred if the GHSP is responsible for a change to the onsite audit starting date or duration, including the cost of changing travel and accommodation bookings.

4.3.9 IATA will reimburse any payment made by a GHSP for professional and administration fees and travel and accommodation charges if the audit is cancelled through no fault of the GHSP. The GOA will reimburse any related payment received from IATA. Through no fault of the GHSP does not include cancellation due to the GHSP's late or non-payment of an invoice.

4.3.10 IATA will reimburse payment made by a GHSP for ISAGO Auditor professional and Auditor Supplement Fees). The GOA will reimburse the travel and accommodation charges (subject to insurance, booking and refund conditions) and any rest day supplement fees paid by the GHSP if the ISAGO Audit is cancelled by the GHSP.

4.3.11 The ISAGO Auditor will reimburse the payee any costs or additional costs incurred as a result of being the cause of the cancellation or postponement of an ISAGO Audit.

4.3.12 The Airline subscription fees are non-refundable.

4.4 ISAGO Fees and Charges

The fees and charges are subject to periodic review by IATA.

Table 4.2–ISAGO Fees and Charges

Service (Payee)	Element	Fee/Charge (USD)	Notes
ISAGO Audit Fee (GHSP)	ISAGO Auditor professional fee	700 per person per audit day	The ISAGO Auditor professional fee applies to all ISAGO Auditors regardless of status and the total is dependent upon audit scope according to Table 2.1
	ISAGO Auditor Supplement fee	700 per audit day	Total is dependent upon audit scope, see 2.1
	ISAGO Agent (GOA) administration fee	1000	Administration and logistics arrangement costs
	IATA administration fee	1000	administration and program development costs.
Others Fee	Rest Day Supplement fee	100 per person per day	Subsistence (per-diem) rate, for scheduled consecutive audits, see 2.7.2 .
	Compensation for traveling in economy fee	700 per person	Full rate, for economy long-haul travel, see Annex B 3.11
	GOA administration fee	300	to rebook travel and accommodation or to arrange an onsite follow-up visit.
ISAGO Audit Report (Airline)	Single Membership	3000	Airline with a network of 20 GHSP stations or less
		5000	Airline with a network of more than 20 GHSP stations
	Group Membership (All AOCs registered in the same country)	5000	One single membership agreement will be signed by the prime member and each Airline within the group will be listed as an ISAGO member however, one fee will cover all Airlines within this group.
	Corporate membership	5000 (Prime member)	Group of Airlines belonging to the same corporation but having AOCs registered in different countries
2000 (each Associated Member)		One single membership agreement will be signed by the prime member and each Associated Airline fee will be covered by the prime member. Each associated airline will be listed as an ISAGO member,	
ISAGO Audit Report (Airline/Airport)	Per report	2000	Available to non-ISAGO member airlines, Airports. Subject to conditions and request to IATA.

Service (Payee)	Element	Fee/Charge (USD)	Notes
ISAGO Standards Manual (GOSM) (GHSP, Airline)	Manual Audit Checklists	525	Per edition. Free of charge to a GHSP that signs an Audit Agreement and Airline that signs an Airline Agreement.
Auditor qualification application fee (Applicant)	Candidate Auditor	TBD	Waived. Not applicable at this time.
	Lead Auditor	TBD	
Auditor training fee	ISAGO Auditor Induction Training	Refer to iata.org/training	e-Learning. Subject to IATA reviews.
	Discipline Specific Training	Refer to iata.org/training	e-Learning. Subject to IATA reviews.
	Re-current	Calculated yearly	Included in annual CoPA membership fee.
CoPA membership fee (ISAGO Auditor)	Auditor	Calculated yearly	Annual payment. Subject to review and publication in NoToCMs on CoPA platform.
	Lead Auditor	Calculated yearly	



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Annex A—ISAGO Reference Documentation

The following documents are relevant to the ISAGO Audits. Some are available to download from the ISAGO webpages on the IATA website (www.iata.org), some are available upon request to IATA, and others are web-based and available to purchase from the IATA [online store](#).

- Airport Handling Manual (AHM)
- IATA Ground Operations Manual (IGOM)
- Baggage Reference Manual (BRM)
- IATA Dangerous Goods Regulations (DGR)
- IATA Live Animal Regulations (LAR)
- IATA Unit Load Device Regulations (ULDR)
- Perishable Cargo Regulations (PCR)
- IATA Temperature Control Regulations (TCR)
- IATA Cargo Handling Manual (ICHM)
- Smart Facility Standards Manual (SFSM)
- ISAGO Standards Manual (GOSM) and associated checklists (including Auditor Observations)
- ISAGO Agent Manual and IATA Charter of Professional Auditor (CoPA) Manual
- IATA Reference Manual for Audit Programs (IRM)
- Audit Software Auditor Manual
- Audit Software Auditee Manual

Guidelines detailing the expectations and actions to take when conducting an ISAGO Audit are published in a series of documents with the title Guidance to ISAGO Auditors (GOGUIDE). The GOGUIDEs, and other guidance material and bulletins, are available to view or download from the CoPA Documentation webpage of the CoPA site.



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Annex B—ISAGO Travel Policy

1. Purpose

1.1 The purpose of this policy is to ensure travel and accommodation arrangements for ISAGO Auditors are requested, authorized and approved in accordance with IATA rules and requirements.

2. Applicability

2.1 This policy is to be applied by a GOA and a GHSP when arranging for an ISAGO Auditor to travel for the purpose of conducting the onsite part or follow-up visit of an ISAGO Audit. This policy does not apply to other travel requests.

3. Policy

3.1 The GOA will ensure that bookings are confirmed well in advance for all travel and accommodation for the audit teams to ensure that cost will be kept to a reasonable level. The GOA, GHSP and individual ISAGO Auditors are required to use their judgment to select the most appropriate form of transport, considering factors such as cost effectiveness, duration and safety.

3.2 The GOA and GHSP will coordinate to make bookings for the travel and accommodation for the audit team. Where appropriate and in accordance with this policy, the GHSP may arrange and pay for the bookings if able to provide suitable bookings to the audit team. The ISAGO Auditor shall policy.

3.3 All travel shall be provided on the basis of a journey from the ISAGO Auditor's domicile (as recorded in the CoPA) to the location of the onsite audit and return. Alternative routing, such as indicated in 3.7, can be arranged with the agreement of all concerned.

3.4 Travel bookings shall, where possible, be made within two weeks after the audit dates are confirmed and to secure the most advantageous conditions and cost options. Some flexibility in the policy is permitted if the GOA, ISAGO Auditor and the GHSP involved all agree. Alternative travel and accommodation arrangements might be proposed by the GOA if those benefit the audit schedule, such as indicated in 4.4.8 of Section 4, or the welfare of the auditor (to be more rested upon arrival), such as a more practical travel schedule involving more a direct routing, a better class of travel or better timing. The principle of "if you honestly would not choose to take the journey or accommodation yourself then do not propose anyone else to take it" shall apply.

Travel for a Candidate Auditor and all cost associated are the sole responsibility of the Candidate.

Air Travel

3.5 Air travel shall only be on commercial flights (IOSA-registered airlines shall be used for air travel whenever possible). the most suitable and cost-effective fare available and from the airport nearest to the ISAGO Auditor's domicile or the last audit location if an onward flight to another audit is scheduled.

3.6 The most direct route from the point of departure to the destination where the onsite audit is to take place will be the desired option.

3.7 The ensure the welfare and readiness of the ISAGO auditor so they are adequately rested prior to commencing the onsite audit, Business or Premium class will apply in the following:

- (a) the scheduled flight time is greater than six hours; or
- (b) the duration of the journey, including obligatory transfer times to the first available onward flight connection takes 9 hours or more

3.8 If for above situations only Economy Class is available, then 3.11 applies.

3.9 Depending upon available travel times and audit duration, an additional night accommodation may be needed for the audit team to ensure that they are adequately rested prior to commencing the onsite audit. Additional night stops will be agreed between the GOA and GHSP.

If an additional night stop is agreed, no additional payment for professional fees will be made; however, the GHSP shall pay the accommodation costs and the Subsistence rate.

3.10 Whenever after the completion of the onsite audit there is no flight departure available on the same day, the GHSP shall pay the accommodation costs and Subsistence rate. However, if a late flight departure is available, then the ISAGO Auditor shall take it and if the ISAGO Auditor would need a hotel late check out time, additional hotel expenses will be paid by the ISAGO.

3.11 When consecutive audits are planned as per [2.7.2](#) the ISAGO Auditor is entitled to a rest day and a subsistence rate. The additional accommodation cost and subsistence rate will be paid by the GHSP.

3.12 When an ISAGO Auditor foregoes traveling in Business/Premium Class and travels in Economy Class throughout the journey, then they are entitled to a compensation for traveling in economy class. The ISAGO Auditor shall arrive to the audit location at least 24 hrs. before the audit opening meeting time. The additional accommodation costs and Compensation for traveling in economy class will be paid by the GHSP.

3.13 The selection of the suitable and cost-effective fare should not result in an unreasonable flight routing, number of transfers involved and total travel duration. However, where there is a more convenient or cheaper flight option from another airport, the auditor will be refunded the cost of public transport to and from that airport. Airport car parking and other charges incurred by the auditor will not be refunded.

3.14 An air travel ticket will include the carriage of at least one checked-in baggage and travel insurance to cover flight cancellation, amendment or stopover due to a missed or delayed flight.

3.15 Except in the case of an emergency (see [3.28](#)), any change to an itinerary that incurs additional cost must be agreed by the relevant GHSP.

3.16 The GOA will request a refund, and reimburse the GHSP, for any unused tickets booked by the GOA if a flight is cancelled or amended. If a flight is cancelled within 24 hours of scheduled departure and contact with the GOA is not possible or/and assistance from the GHSP is not possible, the ISAGO Auditor may purchase a ticket directly from an airline (and claim re-imburement from the GHSP through the relevant GOA) provided that the cost of the ticket is less than an additional night stop.

3.17 An extended stay for personal reasons may be permitted if no extra air travel cost is incurred (or the GOA and GHSP permits the ISAGO Auditor to cover the additional costs) and the ISAGO Auditor pays in full the additional accommodation cost.

Ground Travel (Rail/Road)

3.18 Travel between domicile and airport will be at the auditor's cost. It is the ISAGO Auditor responsibility to anticipate any possible contingency to ensure her/his on-time arrival to the airport departure.

3.19 The ISAGO Auditor is responsible for the use and cost of public transport to travel to/from the airport or rail station, and all other means of transport while onsite and conducting an ISAGO Audit. The GHSP should, however, provide such transport as a matter of courtesy and in the interests of audit efficiency.

3.20 Rail travel will be standard class. Travel between domicile and the rail station will be at the auditor's cost. Car parking and other charges incurred by the auditor will not be refunded.

3.21 An ISAGO Auditor may use his or her own vehicle at own risk and cost. However, rental of an automobile to travel to/from the ISAGO Auditor's domicile to the location of the onsite ISAGO Audit is permitted if deemed practical and the total cost is less than travel by other means. The ISAGO Auditor may request to rent a mid-size or smaller vehicle. All applicable insurance costs such as third party liability and full collision damage waiver shall be included in the rental contract. The cost of the rented car, including fuel and parking fees, if applicable shall be covered by the GHSP. In all cases IATA, the GOA or the GHSP shall not be held in any way responsible for traffic violations (e.g. speeding fines, parking tickets, seatbelt violations, use of mobile phone, etc.) and any costs shall not be reimbursed.

Vaccinations and Visas

3.22 An ISAGO Auditor is responsible for compliance with applicable visa and health related requirements for destination and/or transited countries. The GOA should assist and the GHSP will provide any documentation the ISAGO Auditor may need in obtaining a visa with sufficient time in advance.

3.23 The ISAGO Auditor shall, before accepting an audit assignment, do research on the possible time that it will take to have the immigration/border documentation requirements completed. If a visa is not granted on time or denied the cost of the visa will be covered by the ISAGO Auditor.

3.24 The cost of obtaining and renewing vaccinations and passports is the responsibility of the ISAGO Auditor; however, the GHSP shall cover the cost of a required visa.

Medical Insurance and Expenses

3.25 An ISAGO Auditor is responsible for ensuring that he/she is medically fit to travel and it is recommended that an appropriate personal health insurance plan is held.

3.26 Claims for medical expenses incurred while conducting an ISAGO Audit, while onsite, will, depending upon the nature of the medical condition and circumstances, be considered by IATA.

Travel Insurance

3.27 Travel bookings will include insurance to recover costs in the event of an unplanned change, disruption and cancellation.

3.28 If not covered by insurance, the ISAGO Auditor is responsible for baggage and personal property insurance and shall first make a claim to the airline involved.

Safety and Emergencies

3.29 In emergencies, the normal travel policies are waived as it is accepted that, in extreme circumstances, an ISAGO Auditor may need to travel in whatever manner is possible. Extreme circumstances may include, but not be limited to, severe environmental difficulties, war, and civil disruption, acts of terrorism, public health crisis or any incident that has the potential to affect the safety or well-being of an ISAGO Auditor.

3.30 All necessary measures and precautions will be taken to ensure the safety and security of the ISAGO Auditor or an audit team while travelling and conducting an ISAGO Audit. Decisions on whether travel or audits should take place as planned will be based on published government travel warnings and other reliable sources of information. Additional costs may be incurred in choosing specific routes or hotels in areas identified by travel warnings. The safety and security of the ISAGO Auditor or audit team also must be addressed while onsite, including transferring between the airport and hotel and other sites during an audit.

3.31 The GOA must monitor the political/safety conditions at the country of destination and notify IATA prior to any travel to safety concerning or war risk countries. Travel to a war risk area will only be authorized if approved by IATA and assured coverage under applicable insurance policies.

Lodging

3.32 A single occupancy accommodation in a local hotel of international standard (minimum 3-star) will be used wherever possible. The choice of hotel should consider the distance needed to travel to the audit location and transport availability.

3.33 Hotel accommodation accounts will be paid at the time of booking and where possible will include a breakfast and internet connection fees.

3.34 If staying at a private residence (e.g., friend or relative's home) rather than a hotel, no claims for lodging expenses shall be reimbursed.

Meals

3.35 The ISAGO Auditor is responsible for the cost of all meals taken during the ISAGO Audit, including while travelling, unless provided by and at the discretion of the GHSP. The Auditor is also responsible for any costs associated with entertainment. See also 3.11 of [Annex D](#).

Other Incidental Expenses

3.36 The ISAGO Auditor is responsible for the cost of all incidental expenses incurred during the ISAGO Audit, including while travelling. Incidental expenses include paid transportation from airport to/from hotel, business center printing and miscellaneous fees, shipping and baggage fees, telephone calls, laundry, cash advance fees, and tips.

3.37 Invoices including alcoholic beverages are not accepted to be invoiced to the GHSP.

3.38 The ISAGO Auditor may, if no other means are available or provided by the GHSP or hotel, claim the cost of a local internet connection through the purchase of a sim card or similar method to enable access to the audit software.

Annex C—ISAGO Agent & Auditor Ethics and Business Conduct

1. Introduction

1.1 The purpose of the ISAGO Ethics and Business Conduct is to drive and to promote, among other things, honest and ethical conduct and to ensure to the greatest possible extent that the ISAGO Program is conducted in a consistently legal and ethical manner. This section is mainly intended for ISAGO Agents and Auditors however the GHSP should pay close attention to the rules herein to ensure that their behavior is professional and ethical as well.

1.2 The ISAGO Agent and Auditor Ethics and Business Conduct should also be observed by any Candidate Auditor under evaluation during an audit.

1.3 As Agents and Auditors acting on behalf of and under the rules and provisions of the ISAGO program, you are each responsible for shaping the image of IATA and ISAGO in a positive way. The ISAGO Agent and Auditor Ethics and Business Conduct summarize the principles that guide your actions as you strive to be a respected and influential industry advocate and service provider.

1.4 The purpose of this Code is to assist you in understanding the values and beliefs that IATA shares and stands for as an organization. Integrity and commitment to the highest standards of personal and professional conduct underlie the culture of IATA; we believe that ethical conduct requires more than simply complying with the laws, rules, and regulations that govern our business. Through alignment of our values and in demonstrating commitment to this Code, we will ensure that our message is clear—the IATA team, which includes anyone contracted to act on behalf of IATA, will operate at the highest level of integrity and strive to demonstrate exemplary behavior.

1.5 The Code promotes “doing the right thing”, as well as “doing things right”. It offers guidelines, but it cannot make decisions for you, and it is not all-inclusive of every ethical dilemma that could arise. The exercise of common sense and good judgment is required with respect to matters not specifically covered by the Code.

2. Definition & Applicability

2.1 IATA recognizes that Agents and Auditors, because of the nature of their work and their exposure to privileged and commercially sensitive information, are held to the highest standards of ethical behavior. The following principles and practices should be accepted as the minimum standard when you conduct your business.

- Honest and ethical conduct, including the handling of actual or potential conflicts of interest;
- Full, accurate, timely, and understandable disclosure in reports and documents submitted to, or filed with, private and public entities and fair dealing with Members, customers, suppliers and competitors;
- Protection and proper use of corporate IATA assets and opportunities;
- Confidentiality with respect to corporate and personal information;
- Compliance with applicable governmental laws, rules and regulations;
- Compliance with applicable provisions of the IATA audit program manuals;
- Accountability for adherence to the guidelines and prompt internal reporting of any violations to an appropriate person or persons, identified in the Code.

2.2 This Code applies to all Agents and Auditors whilst representing or acting on behalf of IATA.

2.3 These guidelines are not intended to be all-inclusive, but they do provide important information about IATA's established way of operating.

2.4 These guidelines should be form a part of the working practices of each Agent and every Auditor. International laws or customs may sometimes require us to modify the practices that we have outlined here. Should there be a need for further guidance in applying them in your specific situation, or if you have any questions or concerns about the proper course of action, discuss the situation with IATA.

2.5 Please keep in mind that failure to conduct business in compliance with these guidelines may result in a breach of contract or accreditation.

3. Ethics & Compliance

Honest and Ethical Conduct

3.1 IATA requires the highest level of conduct from its Agents and Auditors. Every Agent's and Auditor's behavior must be of a standard such that it will not undermine the reputation of IATA or the ISAGO program or compromise the ability of Agents and Auditors to carry out their duties.

3.2 IATA expects all Agents and Auditors to act with the highest standards of honesty and ethical conduct while administering or conducting an ISAGO Audit on behalf of IATA.

Compliance with Applicable Rules and Regulations

3.3 All Agents and Auditors must comply with the letter and spirit of all applicable laws and regulations. Agents and Auditors are expected to be familiar with the legal and regulatory requirements applicable to their business responsibilities and to fulfill their duties in accordance with such laws and regulations.

Compliance with Applicable ISAGO Program Provisions

3.4 All Agents and Auditors must comply with the relevant provisions contained in the manuals that refer to the ISAGO program under which the Agent administers, and the Auditor performs an ISAGO Audit. Agents and Auditors are expected to be knowledgeable and familiar with the rules, processes and procedures that are contained in these manuals to conduct their work in accordance with such provisions.

Bribes and Kickbacks

3.5 Agents and Auditors are expected to be knowledgeable and familiar with the rules, processes and procedures that are contained in these manuals to conduct their work in accordance with such provisions.

3.6 A bribe is defined as an element (tangible or intangible) of value given to someone with the intent of obtaining favorable treatment from the recipient.

3.7 Kickbacks may (but not only) consist of payment in cash or in kind, including goods, services, the use of another company's property, or forgiving any sort of obligation provided to a customer or supplier for the purpose of improperly obtaining or rewarding favorable treatment with respect to the ISAGO Audit, with a sale, purchase, or any other business transaction.

Receiving Gifts and Other Benefits

3.8 Agents and Auditors must not accept gifts of any kind in circumstances that could be perceived as inducing or influencing them to give a favorable outcome of the audit.

3.9 Accepting gifts of a nominal or moderate value is acceptable in situations where business-related gift giving is legal and in accordance with local business practice and the gifts involved are appropriate for the occasion. Nominal or moderate value is considered to be one hundred (100) US dollars or less.

Since only gifts of nominal value may be personally accepted, if an item's value is unclear, the item should be returned. If it cannot be returned, it must be turned over to IATA which in turn will offer it to a social organization.

3.10 The following items must never be accepted as gifts under any circumstances, regardless of value:

- Cash or other monetary instruments;
- Alcohol, drugs or other controlled substances;
- Products, services or discounts not available to all Agents and Auditors;
- Personal use of accommodation or transportation;
- Payments or loans to be used toward the purchase of personal property (other than borrowing on commercial terms from entities that are in the business of lending).

3.11 Invitations to working meals are acceptable if they pass the commonsense test for reasonable behavior in a business environment. Business discussions held over lunch or dinner is legitimate. A free private meal for an Agent or an Auditor (and their spouses) is not a legitimate function. An invitation to an entertainment or sporting event may be appropriate if it is of nominal value.

3.12 Equivalent rules apply to the giving of gifts. Obviously, gifts should not be offered as bribes. Care should be taken to avoid giving gifts that are intended to be innocent but may be construed as a bribe - especially with respect to gifts to government officials for which strict rules apply (i.e. an acceptable gift to a business person might be perceived as a bribe to a government worker).

4. Conflict of Interest & Use & Protection of Data

Conflict of Interest

4.1 Agents and Auditors agree that they shall avoid any activity that is or has the appearance of being hostile, adverse, degrading, or competitive with IATA and its subsidiaries, or that interferes with the proper performance of duties.

4.2 Agents and Auditors have a primary professional obligation and a duty of loyalty to IATA when working on behalf of IATA. They shall disclose all material facts known to them that, if not disclosed, may distort the result of the audit, or affect the reputation of IATA, of the GHSP, the Agent or the Auditor and their performance and responsibilities. Agents and Auditors must avoid direct or indirect conflict of interest and all situations where their personal or business interests may conflict, or may be perceived to conflict, with their duties to IATA. Similarly, it is IATA's policy that all Agents and Auditors avoid any activity that is or has the appearance of being hostile, adverse, or competitive with IATA and its subsidiaries, or that interferes with the proper performance of duties.

4.3 An Auditor should not engage in any activity against a former employer if, when working for the former employer, the Auditor obtained confidential information that may prejudice the outcome of the ISAGO Audit unless the consent of the former employer is obtained.

4.4 Conflict of interest requirements are specified in [1.8.2](#) of Section 1.

Confidential Information

4.5 All information that has been developed, owned, or acquired by IATA, including technical, financial, and business information, and not generally disclosed is the property of, and confidential to IATA and must be protected against theft, loss or misuse.

4.6 All information to which the Agents and Auditors have access to and that has been developed, owned, or acquired by the GHSP, including technical, financial, and business information, not generally disclosed to general public is the property of, and confidential to the GHSP and must be protected against theft, loss or misuse.

4.7 Agents and Auditors must not disclose confidential information to third parties (other than approved legal representative or other professional advisors) without authorization by the IATA Legal department. Such disclosure should be limited only to those who “need-to-know” and be made pursuant to a confidentiality agreement restricting the recipient from disclosing or using the information in an unauthorized manner.

4.8 Agents and Auditors must take reasonable measures to ensure that any person they work with protects confidential information. Similarly, when the Agent and Auditor should expect the organization provides him with the necessary means to protect confidential information.

4.9 Agents and Auditors may at some time have access to information related to IATA or our business that is not known to the general public. This is known as “insider information”. It is IATA’s policy that insider information must not be used at any time except for the purpose of conducting IATA business. Some insider information may be considered material; that is, it is information that could affect the price of another company’s stock/securities. If an Agent or Auditor has material insider information about a company, then he or she should not trade in that company’s stock/securities until the information is released to the public.

4.10 Examples of information that may be material include financial results, planned acquisitions or other planned announcements.

4.11 In all situations, an Agent or Auditor is prohibited by this policy from acting for his or her own benefit and he or she may not “tip” another person to act.

4.12 Securities laws prohibit trading stock based on material insider information. A violation of these laws can result in civil and criminal penalties.

5. Use & Protection of Data

Information Security

5.1 Information and data generated by the IATA audit programs shall be considered sensitive information. This includes, but is not limited to, information originating from direct access to computer systems, information carried over networks, information preserved on portable electronic media and information appearing in hard-copy format.

5.2 IATA requires that each Agent and Auditor is personally responsible for safeguarding ISAGO and IATA’s sensitive information, in all its various forms, from loss, inappropriate modification and disclosure to anyone who lacks either the authorization or need-to-know. All data gained during the performance of their work must be handled according to the provisions contained in the ISAGO program manual.

5.3 Agents and Auditors shall hold confidential and sensitive information in strict confidence and shall not use any confidential and/or sensitive information that they have access to or that was created by them while acting on behalf of IATA.

5.4 Agents and Auditors shall protect third-party confidential information in the manner required by the terms of Audit Agreements.

5.5 Agents and Auditors shall ensure that confidential and sensitive information, that may need to be released to third parties, is handled properly. Requests for confidential and sensitive information from outside sources must be handled only by IATA’s authorized persons.

6. Business Practices

Professional Ethics

6.1 Agents and Auditors must avoid all methods and attitudes likely to give a profit-seeking character or abusing status to gain enrichment. An Agent or Auditor must not make or allow to be made a representation that is false or misleading, that amounts to coercion, duress, or harassment or that seeks to take advantage of a person.

6.2 An Agent or Auditor must not, directly or indirectly, insistently or repeatedly urge anyone to retain their professional services.

6.3 An Agent or Auditor must not claim specific qualities or skills relating, in particular, to his competence or to the extent or efficiency of professional services, unless the claims can be substantiated. Moreover, an Auditor must not claim specific qualities or skills relating to the competence or to the extent or efficiency of the services provided by other members of the CoPA or by other known persons, unless the claims can be substantiated.

6.4 An Agent or Auditor must not help or, through encouragement or advice, facilitate conduct that the Agent or Auditor knows or should know is unlawful or fraudulent. An Agent or Auditor must not conceal or knowingly omit to disclose what the law obliges the Agent or Auditor to disclose or help anyone conceal or omit to disclose what the law obliges that person to disclose.

6.5 An Agent or Auditor must not provoke a dispute in order to obtain a mandate or reap a personal benefit from or for any other person.

6.6 An Agent or Auditor must act at all times in the best interests of the customer, in accordance with the ISAGO program provisions and in compliance with the rules of law, and in such a manner as to establish and maintain a relationship of mutual trust.

6.7 An Agent or Auditor must communicate with the customer in such a manner as to be understood by the customer.

6.8 An Agent or Auditor is acting on behalf of IATA and must support and not act in a manner which is detrimental to the vision and mission of the organization. The Agent or Auditor must foster a relationship of trust in the ISAGO program and between the Agent or Auditor and the customer.

6.9 The Agent or Auditor should contribute to preserving the reputation of the ISAGO program, the CoPA and maintaining industry's confidence in the program.

Competition Law/Antitrust Compliance

6.10 Competition and antitrust laws protect and promote free and fair competition in the marketplace for the benefit of consumers. Such laws exist in most of the countries where IATA does business. Competition laws also regulate how competitors may conduct joint activities. Antitrust laws reflect the view that competitive markets provide consumers with the highest quality goods and services at the lowest prices. To further this, antitrust laws prohibit conduct that reduces competition by unfair means. Many of IATA's activities involve the participation and co-operation of airlines that compete with one another, therefore familiarity with competition and antitrust laws is essential for Agents and Auditors.

3.39 It is against IATA policy to facilitate and allow discussion or communication between competitors relating to price, or any matter that may affect pricing, including costs, allocation of markets, geographies, customers or lines of business.

Relations with Members

6.11 IATA Members are our prime key stakeholders and clients. Each Agent and Auditor must treat them with respect and respond professionally to their needs. In conjunction with the activities of IATA,

Members may provide Agents and Auditors with information that they do not want divulged. Such information must be treated as confidential and should not be disclosed in any fashion without Member's permission.

3.40 Same applies to the treatment of GHSPs to whom the Agent and Auditor must treat them with respect and respond professionally to their needs

Relations with Competitors

6.12 It is against IATA policy for an Agent or Auditor to have a discussion or communication with any competitor relating to price, or any matter that affects pricing, including costs, credit terms, allocation of markets, geographies, customers or lines of business.

Relations with Governments/Authorities

6.13 IATA seeks to have open, honest, and constructive relationships with all governments, regulatory and other similar bodies having jurisdiction or authority over IATA and its operations. All information provided by Agents and Auditors to governmental authorities must be complete, full, fair, and accurate and in line with IATA policies and positions.

Political Activities

6.14 IATA is impartial with respect to domestic or international politics and political disagreements. Agents and Auditors may participate in political activities as long as they do not do so on company time and do not use the financial or other resources of IATA.

Communications with the Media

6.15 Requests for information from the media should be referred immediately to IATA. Agents and Auditors must not make statements directly to the media on topics related to the ISAGO program or the business and operations of IATA without first obtaining the authorization of IATA Corporate Communications. Further, Agents and Auditors must not make reference to privileged or confidential information pertaining to IATA or their work in their social media activities.

Annex D—ISAGO Privacy Policy

1. Introduction

1.1 Privacy is important to IATA, and we value the respect of privacy and data protection principles. The collection, use, and potential disclosure of Personal information is submitted to IATA, the ISAGO Agent (GOA) or ISAGO Auditor as part of involvement in the ISAGO audit program and respective quality assurance oversight and performance monitoring activities. Personal information means any information relating to an identified individual by reference to an identifier, such as: name; birth date; address; e-mail address; website visitors' IP address; etc. This Annex notifies the publication of IATA's Audit Programs' Privacy Policy (hereinafter known as "the Policy") and its application to the ISAGO program. The privacy of personal information will be handled in accordance with applicable National Regulations and/or the European Union's General Data Privacy Regulations (GDPR).

1.2 Personal information will be used, as part of ISAGO program operations and management, in confidence and in accordance with the Policy. The Policy can also be downloaded from the CoPA site.

2. Object and Scope of the Policy

2.1 This Policy is specific to the following individuals hereinafter collectively known as "the data subjects", as it relates to the ISAGO program:

- An ISAGO Auditor working as part of the Charter of Professional Auditors;
- An ISAGO Agent (GOA) working to coordinate and arrange the logistics of the ISAGO audits;
- A GHSP and airline contact persons who manage their company's involvement with the ISAGO program;
- Vendors contact persons who administer their company's involvement with the ISAGO program; and
- Consultants who administer their company's involvement with the ISAGO program.

2.2 This Policy also relates to all personal information we obtain via our websites and/or databases used in an audit program, whether you upload information (e.g. a registration form) to our website, download it, or we gather it when you visit any of our websites.

2.3 This Policy document will be reviewed on a regular basis in accordance with applicable laws, including but not limited to the European Data Protection Regulation ("GDPR") and Canadian Privacy Laws (PIPEDA). If a revision is necessary IATA will publish a new edition in its entirety.

3. Definition of Personal Information/Data

3.1 When used in this Policy, personal information/data means any information relating to an identified or identifiable natural individual who can be identified, directly or indirectly, in particular by reference to an identifier, such as, name birth date, address, e-mail address, website visitors' IP addresses, etc. (Personal Data).

3.2 The principles of data protection should not apply to anonymous information, to the extent that the data subject is not, or no longer, identifiable.

4. Controllership of Personal Information

4.1 In the context of the activities described in this Policy, IATA should be considered as “data controller” as defined by the European Union General Data Protection Regulation (GDPR): the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data.

5. Purposes for Personal Information Collection

5.1 IATA collects personal information for the purpose of audit management activities.

5.2 IATA may use your information to improve our services to you, to process your service requests, provide access to areas of our websites, to enable us to review, develop and improve the products, services that we provide to you.

5.3 IATA may occasionally carry out industry research and send you surveys that we think will benefit the audit programs. Completion of those surveys is not mandatory, and you can unsubscribe any time.

Note: *Many of our products and/or services require some personal data to operate and/or be provided to you, hence in some circumstances if you choose not to provide the required data, you will not be able to use or access that service.*

6. Processing Activities

6.1 [Table D.1](#) outlines the activities performed, where data is processed. Processing means any operation or set of operations which is performed on Personal Data or sets of Personal Data, whether by automated means, such as collection, recording, organization, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination, or otherwise making available, alignment or combination, restriction, erasure or destruction (“Processing” or “Processed”).

Table D.1–Audit Days

Description	Categories of Personal Data and Data Subjects	Purpose
<p>Program Management</p> <p>Account management of data subjects involved in the ISAGO process and program management.</p> <p>Each data subject involved in the ISAGO program has an “account” containing their basic personal information (for contact & program participation purposes), used to manage the program and:</p> <ul style="list-style-type: none"> • authenticate the identity of individuals contacting audit programs by telephone, electronic means, or otherwise; • notify the target audience of changes to audit program services or policies, to provide administrative messages, updates, notices or alerts; • execute the agreement that the target audience is part of; • manage program information technology applications and systems, including managing websites; and • meet contractual, legal and regulatory obligations that the ISAGO program is subject to. 	<p>Mandatory</p> <p>Name, email, address, title, company address, work telephone, languages, gender, postal code, country</p> <p>Optional</p> <p>Mobile phone, photo</p> <p>Data Subjects as defined in 2.1</p>	<p>To achieve a standardized audit product and consistent conduct of audits, including robust and reliable ISAGO program management that complies with requirements defined in the ISAGO Program Manual covering:</p> <p>ISAGO Program Management;</p> <p>ISAGO Registration and Station Accreditation;</p> <p>Initial Audit Application, Renewal Audits, Audit Allocation & Scheduling;</p> <p>ISAGO Agent;</p> <p>Auditor Qualification (Charter of Professional Auditors);</p> <p>Audit Conduct;</p> <p>ISAGO Audit Report Management & Information Sharing; ISAGO Program Oversight & Performance;</p> <p>Dispute Resolution; Scheme of Charges; and Applicable Annexes.</p>

Description	Categories of Personal Data and Data Subjects	Purpose
<p>Surveys & Feedback</p>	<p>Organization’s representative responding to a questionnaire.</p> <p>Optional</p> <p>Personal information name, title, email address</p> <p>Provision is not mandatory for the processing of survey responses</p>	<p>By using surveys delivered to target audiences audit programs aims to:</p> <ul style="list-style-type: none"> • obtain inputs based on latest audit experience; • obtain satisfaction levels with respect to audit services delivered by auditors/inspectors; • identify any potential areas of improvement for the overall audit program and/or its processes; and • ultimately improve the level of quality service provided by the audit management organization, and auditors, to the auditees. <p>Surveys are created and managed on related platforms (e.g. SurveyMonkey, Google Forms, Microsoft Forms, Microsoft Word, PDF files).</p>
<p>Service usage of audit program-related website(s)</p> <p>IATA’s audit programs may collect information sent via the browser when visiting their various audit program-related websites (“Log Data”), which may include:</p> <ul style="list-style-type: none"> • Data about the data subject’s type of access; • Data about the data subject’s interactions with a data platform which includes the date and time of any requests made, logs, changes etc. <p>Technical Data which may include URL information, cookie identifiers (see below), your IP address*, the types of devices you are using to access or connect to IATA websites, unique device IDs.</p> <p>*An IP address is considered personal information.</p>	<p>Mandatory personal information:</p> <p>Name, email address, title</p> <p>Data subject’s computer IP address</p> <p>URL information, cookie identifiers (see below), the types of devices you are using to access or connect to IATA websites, unique device IDs.</p>	<p>By target audiences using related websites, audit programs aim to share & make available information based on latest program developments and/or with respect to audit programs and/or services.</p>

Description	Categories of Personal Data and Data Subjects	Purpose
<p>Website Cookies</p> <p>Cookies are files with small amount of data, which may include an anonymous unique IP address identifier. Cookies information pages you have visited and/or requested, and your IP address may also be recorded by us and/or third parties from your browser as set out in this Policy.</p>	<p>Data subject's computer IP address</p> <p>Cookies data</p>	<p>Cookies are used for:</p> <ul style="list-style-type: none"> • authentication – to identify you when visiting a website and as you navigate a website; • personalization – to store information about your preferences and to personalize the website; • security – an element of the security measures used to protect user accounts, including preventing fraudulent use of login credentials; and • analysis – to help analyse the use and performance of a website and services. <p>Browsers may be set to refuse all cookies, or to indicate when a cookie is being sent. If cookies are not accepted, some site functionality may be lost.</p>
<p>Audit software – Intalex</p>	<p>Mandatory personal information: Name, email address, title Data Subjects as defined in 2.1</p>	<p>Intalex is an audit software tool used for performance of the ISAGO audits and audit report production.</p>
<p>Absorb</p> <p>A training platform to develop and maintain audit-related Computer Based Training.</p>	<p>Mandatory personal information: Name, email address, title Data Subjects as defined in 2.1</p>	<p>Collected data is occasionally shared with the vendor so the users can access the training platform and for continuous improvement to the platform.</p>

7. Data Security, Technical and Organizational Measures

7.1 The websites (TeamSite, SharePoint) used in the ISAGO program by data subjects are password restricted to authorized IATA audit program personnel and authorized data subjects.

7.2 Protection of personal Data also includes technical and organizational measures for access restrictions, encryption, and personnel training concerning the importance of preserving the privacy, confidentiality, and security of the personal Data collected for the audit programs. These safeguards also apply when the personal Data is disposed of or destroyed.

7.3 Personal Data is physically stored in secure, protected IATA servers, accessible only by registered, authorized users in accordance with IATA's information and Data (I&D) policies.

7.4 To protect Personal Data against accidental loss and to ensure business continuity in the event of disaster, IATA I&D has implemented disaster recovery procedures and performs back up of all server data on a regular basis in accordance with their policy.

7.5 In the case of vendors Intalex, Survey Monkey and Absorb, the data contained in their platforms are maintained in accordance with their strict company privacy policy.

8. Vendors and 3rd-Party Recipients

8.1 The ISAGO program does not:

- sell Personal Data to any organization or person; nor
- share any Personal Data with a third party without the data subjects' prior consent, other than as provided in this Policy, or as otherwise authorized by applicable law.

9. Data Disclosure Without Prior Consent

9.1 Occasionally, IATA may be required to disclose personal Data:

- (a) To comply with a law, regulation, court order, subpoena, valid demand, search warrant, government investigation, or other legally valid request or inquiry; and/or

to our accountants, auditors, agents, and lawyers in connection with the enforcement or protection of our legal rights (e.g. enforce IATA's agreements with the target audience); and/or

under any other legal basis for which your consent is not required as set forth in any applicable laws and regulations.

9.2 IATA reserves the right to:

- (a) report to law enforcement agencies any activities that we, in good faith, believe to be unlawful or to law enforcement and emergency services providers, in an emergency or where required or permitted by law;
- (b) dispute such demands for personal information on a case by case basis, when it believes that the requests are too broad, vague, or lack proper authority.

9.3 IATA may release certain Personal Data, on a case-by-case basis, when we have reasonable grounds to believe that such release is reasonably necessary to protect the rights, property, and safety of others and ourselves in accordance with, or as authorized by law.

10. Third-Party Website Control

10.1 IATA's websites may contain links to third-party websites that IATA does not control. Therefore, IATA is not responsible for any use of personal information you provide to those third-party websites, and it is important that you satisfy yourself that their privacy policy is appropriate for you. It is recommended you review the privacy policy of any third-party website that you use. IATA does not take any responsibility for third party websites, either in terms of their content or the information they gather from you.

11. Retention

11.1 IATA will securely store your personal information for as long as necessary to fulfill the purposes for which it was collected, except where otherwise required or permitted by law.

11.2 Once no longer required, your personal information will be securely destroyed, or anonymized (so the information no longer identifies you).

12. Your Rights

12.1 You have the right to access and rectify the Personal Data we hold about you, subject to any legal restrictions. Upon request, we will provide you with access to your Personal Data within a reasonable timeframe. It is always your responsibility to provide accurate, correct and complete Personal Data.

12.2 Some of the Personal Data we hold about you is accessible to you through your online account(s). You can access and update or correct, at any time, your personal information by logging into your account(s) and making updates to your profile information and your preferences.

12.3 You can also request access or rectification (including withdrawal of consent or deletion) by contacting IATA as per the contact emails described below.

12.4 To the extent permissible by applicable data privacy laws and regulations, you might be granted additional Data Subject rights such as the right to object to the Processing of your Personal Data or the right to withdraw your consent. You may contact IATA through the contact emails below for further information.

13. Query Contact

13.1 For questions regarding our data protection and the ISAGO program privacy practices per this Policy, or your personal information, and/or to exercise your rights, please contact isago@iata.org.



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Annex E—ISAGO Audit Report Management & Information Sharing

1. Purpose & Scope

1.1 Sharing of ISAGO Audit Reports is a fundamental element of ISAGO, enabling airlines to minimize their own needs for oversight of outsourced services and thereby eliminating the need to duplicate audits of the same nature and scope. This Section of the GOPM outlines the management and sharing of ISAGO Audit Reports and other information.

1.2 The management of access to and distribution of ISAGO documentation applies to all ISAGO Audit Reports and ISAGO Registration and Station Accreditation details. Access to the ISAGO Audit Reports is controlled, assuring that the purpose and conditions of the use of the reports is appropriate.

2. ISAGO Audit Report Ownership & Custodianship

2.2 The ISAGO Audit Report is the official record of the ISAGO Audit. An ISAGO Audit Report will be issued for each Headquarters Audit and each Station Audit or as a Combined Audit Report as applicable.

2.3 IATA is the custodian of all ISAGO Audit Reports. A GHSP is the owner of the content of a report and relevant to its ISAGO Registration or a Station Accreditation.

3. Validity of an ISAGO Audit Report

3.1 An ISAGO Audit Report remains valid for the duration of the ISAGO Registration or Station Accreditation period that it is associated with.

4. ISAGO Audit Report Access & Sharing

4.1 Upon approval of an ISAGO Audit Report, IATA will upload it to the ISAGO Audit Report database, the only place where all ISAGO Audit Reports will be stored. It can be accessed by the GHSP that owns it from the ISAGO Registry.

4.2 An ISAGO Audit Report will be made available while the GHSP's ISAGO Registration or Station Accreditation is active and archived after a period of six years.

4.3 Distribution and sharing of an ISAGO Audit Report will be strictly controlled, in the following manner. All ISAGO Audit Reports will be provided by IATA to a third party with a confidentiality clause either in a specific agreement or as part of the report itself.

4.4 If a GHSP would be breaching the above clause, might risk its GHSP Registration or accreditation at the specific station if this was known to IATA.

ISAGO Airline Membership

4.5 Airlines that support the ISAGO program will enter into an ISAGO Airline Membership Agreement to subscribe to receive access to ISAGO Audit Reports as they become available. The ISAGO Airline Membership Agreement specifies the terms and conditions for the access and, in return, the commitments of the Airline to the program.

4.6 The Airline may view or download the document from the ISAGO Registry. An annual subscription gives unlimited access to all ISAGO Audit Reports.

4.7 An Airline that does not subscribe to receive access to ISAGO Audit Reports may purchase a report on an individual basis.

4.8 Three categories of ISAGO Airline membership and subscription are available and according to the following conditions:

- (a) Individual Membership: Airline with a network of more than 20 GHSP stations or Airline with a network of 20 GHSP stations or less.
- (b) Family membership: Group of Airlines (AOC holders) with parent-child family relationship with AOCs registered in the same country (other conditions may apply).
- (c) One single membership agreement will be signed by the parent-Airline and each Airline will be listed as an ISAGO member however, one fee will cover all Airlines within this family.
- (d) Corporate membership: Group of Airlines belonging to the same corporation but having AOCs registered in different countries (regardless of the number of stations and/or number of Airlines within the family).
- (e) One single membership agreement will be signed by the prime member and each associated airline will be listed as an ISAGO member, however, and each Associated Airline fee will be covered by the prime member.

Note: *An airline alliance for code-sharing purposes is not applicable.*

4.9 The terms and conditions of membership and the sharing of an ISAGO Audit Report or the information contained therein are specified in the Airline Agreement signed with IATA, which differs according to the category of membership.

4.10 The fee for each category of membership and individual ISAGO Audit Report purchase is specified in [Table 4.2](#).

4.11 The Airline should use an ISAGO Audit Report for its own purposes and the realization of benefits, which can include:

- (a) Satisfy its own need for an audit of a GHSP covering the items included in the audit checklists and report, and thereby can forgo the audit of the GHSP in the areas covered by ISAGO.
- (b) Satisfy its own need for an audit of a GHSP covering the items included in the audit checklists and report, and thereby can reduce the number of man-days needed to conduct their own oversight audit of the areas already covered by ISAGO.
- (c) Complement an Airline risk-based oversight program with data from the ISAGO Audit Reports hence aiming to enhance the risk management system and reduce cost.
- (d) Use data from the ISAGO Audit Reports during procurement process (renewal of SGHA, new station opening, seeking for a GHSP at alternate airports).
- (e) Satisfy its own requirement to outsource the ground handling servicing to an IGOM compliant GHSP hence requesting its validation through data in the ISAGO Audit Report and reducing cost for oversight.
- (f) Satisfy its own requirement to outsource the ground handling servicing to a GHSP that has implemented Airport Handling Manual (AHM) 1100 training requirements hence requesting its validation through data in the ISAGO Audit Report and reducing cost for training and oversight.

4.12 The Airline will bear all responsibilities for any operational, commercial, or business decision(s) based on ISAGO Audit Report sharing, as if the airline had conducted its own audit of that GHSP, and the responsibility for the continual on-going monitoring of the operations of the audited GHSP.

4.13 With respect to 4.11 c) the Airline should explain to the regulatory authority how an ISAGO Audit Report is used by the Airline in its oversight or management of ground operations, and to gain the authority's acceptance of the report as a means of demonstrating the Airline's compliance with applicable regulatory requirements for the oversight and management of ground operations and to forgo its own audit. The Airline shall notify IATA if this happens. The authority shall not be provided with a copy of the ISAGO Audit Report without the agreement of IATA and the relevant GHSP.

4.14 The ISAGO Audit Report, while designed to provide comprehensive information about an audit, may not always satisfy all the requirements of an airline for auditing and monitoring. In such cases, the airline may seek clarification or additional information through direct communication with the GHSP concerned.

4.15 The Airline should (regardless of their status in ISAGO) contribute to the enhancement and continuous improvement of ISAGO by:

- (a) providing feedback on the ISAGO Audit Reports and recommendations for the revision of its structure, layout or content;
- (b) notifying recommendations for the analysis or assessment of the content of the reports;
- (c) measuring the ISAGO benefits gained and sharing the data with IATA on an annual basis;
- (d) sharing, if not already doing so, data on aircraft ground damage with the IATA Incident Data Exchange (IDX);
- (e) adopting a policy and notifying IATA of an implementation plan whereby ISAGO registration (and therefore station accreditation) is a requirement for all new or renewed contracts issued for outsourced ground operations services that are included in the scope of ISAGO;
- (f) adopting the IATA Ground Operations Manual (IGOM) and provide IATA with the Airline's IGOM implementation status and any differences from the IGOM requirements; and
- (g) supporting IATA in the promotion and implementation of the ISAGO program by engaging with regulatory authorities, airports, GHSPs and their representatives.

Ground Service Providers

4.16 The GHSP may view or download the ISAGO Audit Report from the ISAGO Registry. The GHSP shall maintain the confidentiality of the report and its contents and shall not disclose, disseminate or otherwise make it or information contained therein available to anyone for any reason without the agreement of IATA.

4.17 The GHSP should notify, on request, IATA with:

- (a) the number of enquiries it has received from airlines for information on its ISAGO Registration status, including a request for a copy of an ISAGO certificate;
- (b) the number of airline audits that have been saved and the resultant auditing resource savings (in terms of man days or other suitable means of measurement as requested);
- (c) details of continued airline audits that duplicate areas covered by a current ISAGO Audit Report or using an ISAGO checklist; and

- (d) the safety performance gains made (in terms of analysis of aircraft damage reports or other suitable means of measurement as requested).

IATA

4.18 IATA will provide access to ISAGO Audit Reports and the ISAGO Registry to an Airline that becomes a member as per 4.5.

4.19 IATA will provide an ISAGO Audit Report to an Airline that requests an individual report as per 7.4.6.

4.20 IATA will provide a copy of relevant ISAGO Audit Reports to the audit team that will conduct the next audit of the GHSP or, in the case of a Station Audit, needs the information contained in the relevant Headquarters ISAGO Audit Report.

4.21 IATA will, if requested by the GHSP, provide a copy of the ISAGO Audit Report to:

- (a) a regulatory authority in compliance with applicable law(s) of the state;
- (b) an insurance provider with a direct link to the GHSP; or
- (c) a legal authority as part of legal proceedings in compliance with applicable laws.

4.22 IATA will provide a copy of an ISAGO Audit Report to the following interested parties with the agreement of the GHSP concerned:

- (a) airport authorities that require the GHSPs that operate at their airports to hold an ISAGO Station Accreditation (and/or ISAGO Registration);
- (b) a customer or potential customer airline that shows interest in ISAGO; and
- (c) regulatory authorities in states that require GHSPs to hold an ISAGO Station Accreditation (and/or ISAGO Registration).
- (d) Regulatory authorities in states/airports that have signed an ISAGO Memorandum of Understanding (MoU) with IATA

4.23 IATA will provide the GHSP with details of who receives one of their ISAGO Audit Reports.

4.24 IATA will not provide access to an ISAGO Audit Report to an interested party that is subject to laws or other legal provisions that could result in the public release or public disclosure or compromise the security and confidentiality of the document.

5. ISAGO Data Analysis

5.1 IATA, as a function of its responsibility for program management and improvement, and in the interest of monitoring industry safety trends, may conduct an analysis of ISAGO Audit Reports to assess:

- (a) industry conformity with GOSARPs for statistical safety reporting, and conformity with recommended practices to determine the need for upgrades to standards.
- (b) the report content, to evaluate Lead Auditor and Auditor performance and standardization.
- (c) audit outcomes in conjunction with analysis as part of the Global Aviation Data Management (GADM); and

- (d) other ISAGO and IATA Ground Operations Manual (IGOM) elements, as necessary for safety assurance.

5.2 ISAGO data analysis may also be used by IATA to improve effectiveness and efficiency the ISAGO program for the benefit of the stakeholders.

5.3 All data derived from ISAGO Audit Report analyses that is made available to a third party external to IATA will:

- (a) be de-identified and be structured, arrayed, or arranged in a manner such that a specific report, GHSP or Airline cannot be identified; and
- (b) be quantitative and the results will be of a statistical nature only.



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Annex F—ISAGO Logos

Only following logos are authorized for use and subject to the conditions outlined in Section 2, [2.17](#)

GHSP only



Airline only



ISAGO Auditor only



ISAGO Agent only





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