



CONSTITUTION AND BYLAWS

Aerospace Federation

GOVERNANCE
INTEGRITY
REPRESENTATION
A STRONGER
TOMORROW

PEOPLE
POLICY
PARTNERSHIP
PROGRESS

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Institutional purpose

Aerospace Federation brings industry, operators, science, professionals, educators, investors and relevant public-interest communities into a continuing framework for cooperation. The Constitution combines sector development and public benefit with a defined Presidency, Presidential Council, member participation, elected committees and independent decision functions.

Governance and participation

The Presidential Council serves as the corporate Board of Directors. The President leads the Federation and chairs the Council. Ordinary membership elections are for committee members and committee chairs, while presidential succession and Council appointments follow the specified designation and corporate processes. Every allocation remains subject to mandatory law and the controlling formation instrument.

Services and operating documents

The remit includes membership, industrial cooperation, voluntary standards, research, education, events, awards, investment collaboration, registries and consensual dispute services. Recognition and accreditation support this wider mission. Annex E connects the Constitution to the existing corporate quality documents without rewriting them or modifying the final AF 9100:2026 standard.

Adoption and use

This is the complete First Edition text and its record schedules. An authentic legal-identity and governance-compatibility review, the competent adoption decision and any required notices or filings must precede reliance on its powers. Uncompleted fields in Annex F are intentional evidence-capture fields, not assertions of completed corporate acts.

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Article 1 Name, legal character and domicile

- 1.1** The Aerospace Federation, referred to as AF or the Federation, is constituted as an independent, international, non-governmental and non-profit umbrella federation for aviation, space, the entire defense-industrial ecosystem and related advanced industries. The exact registered corporate name, legal form, jurisdiction, filing identifier and incorporation particulars shall be authenticated and recorded under Annexes C and F. This instrument does not itself incorporate a legal entity.
- 1.2** The Federation shall maintain the registered office and agent required in its verified jurisdiction of incorporation. It may maintain an administrative headquarters, branches, representation and lawful operations in other jurisdictions. An operational address, internet domain or regional office does not by itself change legal domicile or establish a public mandate.
- 1.3** Income, property and surplus shall be used for the Federation's lawful purposes. No surplus or residual assets shall be distributed to members, directors or officers as private profit. Reasonable compensation for actual services and documented expenses may be paid following disinterested approval and financial controls. No office or membership is a proprietary interest in Federation assets.
- 1.4** The Federation shall describe any tax exemption, charitable classification, donation deductibility or public-interest designation only within the verified status of the relevant legal entity. Public-benefit purpose is a substantive institutional commitment, not a representation of an unverified fiscal status.
- 1.5** The public institutional name is Aerospace Federation and its short name is AF. Its official digital identity includes af.org. Contracts, financial accounts and legally required notices shall identify the actual contracting entity. Names, abbreviations and marks shall be managed under Article 27 without implying affiliation with an unrelated organization.

Article 2 Mission, sector leadership and enabling powers

- 2.1** The Federation shall unite institutions and people engaged in, supporting or benefiting from aviation, space, defense industry and connected advanced technologies. Its purposes are to strengthen these ecosystems, develop useful cooperation and knowledge, improve safety and quality, support responsible innovation and skills, and deliver evidenced public benefit through an inclusive international platform.
- 2.2** The remit includes civil, commercial, general, business and military aviation; space systems, operations, exploration and applications; land, naval, air, space and cyber-related defense industry; heavy industry and enabling infrastructure; and automotive, ground and mobile systems developed for defense, aerospace or space purposes. Defense is not limited to military aviation. Annex A provides the inclusive sector schedule.
- 2.3** Activities may cover the full lifecycle: scientific inquiry and concept; research, design and engineering; materials, components, software and tooling; manufacturing, assembly and integration; test, qualification and verification; supply, distribution and logistics; deployment, launch and commissioning; operations, maintenance and support; modification, life extension and obsolescence; and recovery, reuse, recycling and responsible end of life.
- 2.4** Participation may include manufacturers, system integrators, operators, all supplier tiers, service providers, subcontractors, professionals, investors, insurers, researchers, universities, educators, associations, public institutions and relevant user and public-interest communities. New technologies, enterprise size and geographic location shall not by themselves exclude otherwise eligible participation, subject to objective criteria and legal restrictions.
- 2.5** AF may develop sector strategies, foresight, roadmaps, voluntary codes, technical positions and collaborative programs. It may convene consultation and present documented sector needs concerning industrial capability, infrastructure, skills, safety, quality, responsible technology and access. It shall distinguish an approved Federation position from the position of an individual member or a government.

- 2.6** AF may support industrial development, supplier capability, manufacturing excellence, engineering cooperation, resilient sourcing, lawful trade, logistics, maintenance networks and business connections. Every participant retains independent commercial, procurement, pricing and employment decisions. Collective work shall observe Article 22.
- 2.7** AF may organize symposia, panels, congresses, conferences, summits, forums, fairs, exhibitions, technical visits, demonstrations, business meetings and digital or hybrid events. It may establish awards, competitions, innovation challenges and public-engagement programs under transparent rules and independent decisions.
- 2.8** AF may establish academies, courses, workshops, examinations, professional development, apprenticeships, mentoring, scholarships and talent networks; commission and support research; facilitate technology transfer and investment readiness; and maintain publications, observatories, data services and collaboration platforms.
- 2.9** AF may develop and maintain voluntary standards, technical specifications, classifications, recommended practices, assessment methods and guidance. Substantive normative development shall follow Article 17, including at least 60 calendar days of public consultation. Standards are instruments serving the mission, not the entire identity of the Federation.
- 2.10** Recognition, qualification, accreditation, certification, testing, inspection, verification, validation, ratings and labels may be established or commissioned as defined supporting services under Article 18. They shall remain distinct from ordinary membership and shall not become a universal condition of industry participation, learning, representation or collaboration.
- 2.11** AF may administer consensual mediation, conciliation, expert determination and arbitration; enter cooperation agreements; establish chapters, lawful subsidiaries, foundations and joint initiatives; engage personnel and contractors; obtain assets; receive funds; protect intellectual property; and perform other lawful acts incidental to its purposes. Regulated activities require their own legal, competence and operating basis.
- 2.12** Sector governance means lawful institutional coordination, participation, voluntary technical instruments and valid agreements. AF does not acquire sovereign, military-command, licensing, airworthiness, launch, orbital-allocation or compulsory adjudicative authority merely by publishing this Constitution. Any expressly delegated public function shall be evidenced, bounded and separately supervised.
- 2.13** Strategy, budgets, staffing, communications and annual reporting shall reflect the breadth of the portfolio. The Presidential Council shall review its balance at least annually against sector needs, member service and public benefit. Income or credential volume from one service shall not displace the wider mission or independent decision safeguards.
- 2.14** The Council may authorize future activities within these purposes without naming every emerging technology in this instrument. A material extension beyond the purposes or powers allowed by the controlling corporate instruments requires their prior lawful amendment. Inclusion in this Constitution is authority to develop a program, not evidence that it is funded, operational, licensed or externally recognized.

Article 3 Hierarchy, definitions and interpretation

- 3.1** Mandatory law prevails, followed by the filed certificate of incorporation or equivalent controlling formation instrument, this Constitution when lawfully adopted as the corporate bylaws, and subordinate regulations, charters, policies, procedures and records. A website, quality manual, program guide, committee resolution or interpretation notice cannot amend a higher instrument or grant a power it withholds.
- 3.2** English is the controlling internal text, subject to mandatory legal requirements. Official translations shall preserve meaning and receive competent review. Shall states an obligation; should states a recommendation; may states permission. Calendar days apply unless hours, months or another unit are expressly stated. Notices shall identify an unambiguous deadline, time zone and receipt route.

- 3.3** Presidential Council, Council and corporate Board of Directors mean the same corporate governing body in this instrument. President means the natural person lawfully holding the constitutional office. General Assembly means the member-participation forum in Article 14, not the corporate board. A technical, sector or program council is a subordinate functional body and is not the Presidential Council.
- 3.4** A serving director is a person validly holding a Council seat, excluding a vacant seat. An authorized seat is a seat within the validly fixed Council composition. Disinterested means free of a material conflict affecting the specific decision. Fractions used for minimum approvals are rounded upward. Abstention is not an affirmative vote. Annex G supplies calculation examples without replacing the operative articles.
- 3.5** Constitutional rules control governance, member rights and institutional authority. An applicable AF technical standard or scheme controls its own substantive assessment criteria and technical decisions within that authority. Corporate administration shall not dilute such criteria. A genuine conflict shall be documented, the affected action held where necessary and a competent resolution obtained through the applicable formal process, not silently resolved by a form or lower-level document.
- 3.6** The Corporate Quality Management Manual AF-QM-001 and Master Document and Record List AF-ML-001 are the operating-document interface, not independent sources of constitutional powers. Annex E specifies their alignment with this instrument. New editions of subordinate documents do not automatically amend this Constitution or ratify past acts.
- 3.7** Invalidity shall be severed only to the extent permitted by law and without manufacturing a replacement governance rule. A material defect affecting leadership, membership, amendment or asset protection shall be referred for independent legal review and lawful corrective action. Mandatory inspection, court, reporting and other non-excludable rights remain available.

Article 4 Membership categories and electoral colleges

- 4.1** Membership shall use the Corporate, Institutional and Individual categories retained in AF's corporate documentation. Corporate membership includes enterprises and commercial or professional service organizations. Institutional membership includes academic and research bodies, associations, other eligible organizations and public institutions within their mandates. Individual membership includes eligible professionals; students and early-career participants may enter an associate route.
- 4.2** Five institutional electoral colleges organize voting participation: Industry and Operations; Assurance and Technical Services; Associations and Public Interest; Academia and Research; and Public Institutions. Corporate and Institutional members shall be assigned to the college reflecting their principal activity. These colleges allocate participation and do not rank sectors or create separate corporate entities.
- 4.3** Industry and Operations includes aerospace and defense manufacturers, operators, suppliers, heavy-industry participants, defense or space-purpose automotive enterprises, infrastructure, energy, digital technology, distribution, maintenance, finance and supporting businesses. Assurance and Technical Services includes engineering, laboratory, metrology, testing, inspection, validation, verification, certification and accreditation organizations. Admission to either college does not establish technical competence or AF operating authority.
- 4.4** Eligible Professional members within the Individual category form a sixth electoral college, regardless of whether their employer is a member. Associate, student, honorary and observer participation carries no ordinary constitutional vote. Published professional-grade criteria may distinguish Associate, Professional, Senior and Fellow without creating additional votes or statutory professional licenses. The route to voting eligibility shall be stated before admission.
- 4.5** A public institution may participate only within its own lawful mandate and may elect observer status. Participation shall not imply government endorsement. Each voting organizational member shall designate one authorized voting representative and an alternate, with the alternate acting only when the primary representative does not exercise the credential.

- 4.6** Each voting member belongs to one primary college. Commonly controlled entities shall disclose their affiliation and exercise one consolidated credential in the same ballot. An individual voting as an organizational representative shall not cast a second personal vote in that ballot. The electoral roll shall resolve affiliations before voting opens, with an independent challenge route.
- 4.7** A technical recognition status, credential or AF 9100 result is separate from membership category and electoral college. It shall not confer additional votes, Council seats or automatic committee office. Membership rights and any mandatory corporate class rights shall be recorded explicitly and shall not be altered merely by changing a directory label.

Article 5 Admission, accessible participation and dues

- 5.1** The Secretariat shall administer admission under objective published criteria and a valid delegation. An applicant shall identify its legal or personal status, relevant activities, principal college, affiliations, representative and conflicts; accept this Constitution and conduct rules; and pay agreed dues or receive an approved waiver or arrangement. An organizational application shall include representative authority and an authorized resolution or equivalent evidence of the organization's intention to join.
- 5.2** The Council may delegate routine admission to the Secretariat. A separate General Assembly vote is not required for each application. Membership shall not depend on buying training, sponsorship, awards, consultancy or assessment, obtaining recognition or accreditation, or signing an Article 18 authorization MoU. Separate program terms apply only to the relevant participation or delegated service.
- 5.3** A complete application should receive a reasoned decision within 30 calendar days. A request for further evidence, any justified extension and the decision-maker's authority shall be recorded. Rejection or disputed college assignment may be appealed under Article 24. The applicant shall be told what membership does and does not confer before acceptance.
- 5.4** Criteria shall be applied consistently across countries, technologies and enterprise sizes, subject to applicable restrictions and proportionate verification. Fees may reflect size, activity, academic or start-up status and economic circumstances. Published waiver and accessible-participation arrangements shall be administered fairly.
- 5.5** Financial contributions shall not purchase extra votes, constitutional office, committee seats, favorable technical results, awards or dispute outcomes. Sponsorship and ordinary member services shall have separate terms. The Council shall approve fee principles and delegations; the applicable amount and cancellation or refund conditions shall be disclosed before commitment.
- 5.6** The membership register shall record category, college, representative, affiliations, actual admission, consent, status, voting eligibility and any limitation. Public use of a logo or profile requires the applicable permission. A published member directory shall not be presented as a list of accredited or approved providers.

Article 6 Member participation, rights and boundaries

- 6.1** Voting members in good standing may nominate and elect committee members and committee chairs under Article 15, take part in the General Assembly, propose work and constitutional changes, comment on publications and contribute expertise. Members may participate in relevant research, learning, industry cooperation, events, awards and networks under their published conditions.
- 6.2** Good standing means active membership, dues current or subject to an approved arrangement, and no effective disciplinary decision suspending the relevant right. A disputed administrative error shall receive prompt review before it removes electoral eligibility. The applicable record date and roll-challenge process shall be published.
- 6.3** Corporate stewardship is vested in the Presidential Council. Ordinary membership does not confer power to elect, appoint, recall, remove or replace the President or a Council director. Those offices

follow Articles 10 to 13. This allocation operates only to the extent permitted by mandatory law and the controlling formation instrument; it does not waive any non-excludable right.

- 6.4** Members shall have access to this Constitution and a clear statement of the governance allocation before joining. They may ask questions, request information, make proposals, report concerns and exercise applicable inspection and legal rights. Advisory consultation shall not be advertised as control over corporate offices or individual technical decisions.
- 6.5** Members may contribute to multiple work programs regardless of primary college. The Secretariat shall publish opportunities, charges, capacity limits and selection criteria. Membership is an opportunity to participate, not a guarantee of procurement, investment, employment, a grant, an award, a certificate or admission to a capacity-limited activity.
- 6.6** A member shall not bind AF, another member or a public institution without a valid mandate. Members retain independent commercial and professional judgment. No participant shall be disadvantaged solely for a good-faith technical objection, lawful candidacy, criticism or use of an independent remedy.

Article 7 Member obligations, resignation and discipline

- 7.1** Members shall act honestly, support responsible cooperation, comply with applicable conduct, competition, technology-control and privacy requirements, disclose conflicts and affiliations, pay agreed dues and protect confidential information. AF names and marks shall be used only within permission. Ordinary membership does not compel use of AF-authorized providers or acceptance of their outputs.
- 7.2** Membership is voluntary and gives no ownership interest in AF property. A member may resign by written notice; valid accrued obligations remain subject to applicable terms and law. Resignation alone does not cancel or validate an independently issued technical result, which continues under its scheme rules.
- 7.3** Grounds for discipline include material non-payment after notice, loss of eligibility, serious misconduct and a substantiated material breach of binding rules. The member shall receive specific grounds, relevant evidence, at least 21 calendar days to respond, an impartial reasoned decision and access to appeal. The decision-maker shall not be an implicated complainant or materially conflicted person.
- 7.4** Where immediate protection is needed for a documented serious risk, a duly authorized officer may impose a narrowly limited interim restriction for up to 30 days. Independent prompt review shall assess necessity, proportionality and any extension. A provisional restriction is not a final determination and shall not be used to manipulate an election.
- 7.5** Decisions shall state their effect on membership, voting, outstanding services, directory entries, dues and mark use. A technical credential shall be reviewed separately under its applicable program. Neither membership discipline nor termination shall be used to suppress truthful safety reporting, lawful disclosure or non-excludable remedies.

Article 8 Constitutional organs and functional bodies

- 8.1** The constitutional organs are the Presidential Council, the President, the General Assembly of Members, the Secretariat and member-elected committees, including independent oversight committees. Technical and sector councils, case panels, working groups and program functions operate under these organs and their approved mandates.
- 8.2** The Presidential Council is the corporate Board of Directors and the highest internal governing body within law and the controlling formation instrument. The President chairs it and leads the Federation. The General Assembly is the forum for member participation and exercises only the powers stated in Article 14 and any powers that a higher instrument requires.
- 8.3** The terms Board of Directors and General Assembly are not interchangeable. Global Councils, the Technical Board, Standards Board, Accreditation Council, Conformity Assessment Council, Safety &

Airworthiness Council and Scientific & Research Council are functional arrangements, not additional corporate boards. Their charters shall identify whether they are elected committees, coordinating forums or expert working groups.

- 8.4** An Executive Committee may coordinate implementation under Council-approved delegation but does not become a parallel constitutional authority. Where applicable law requires a corporate board committee to comprise directors, that requirement shall be respected. An operational group containing staff or external experts shall not exercise reserved board powers under a misleading title.
- 8.5** Permanent voting committee offices and chairs shall be elected under Article 15. Working groups may include appointed specialist contributors without electoral or corporate authority. The Council shall preserve independence of technical, assessment, examination, judging, audit and case decisions where the relevant rules require it.
- 8.6** Each organ and functional body shall have an identified mandate, competent participants, resources, records and reporting route. Delegation, restructuring or a change of name shall not nullify a valid election, obstruct an investigation or convert a functional title into unrestricted signature authority.

Article 9 Reserved powers of the Presidential Council

- 9.1** The Council shall determine strategy, annual plans, budgets, risk appetite, corporate structure, financial authority and senior executive appointments. Its oversight extends across membership, aviation, space, the full defense industry, advanced manufacturing, research, trade cooperation, knowledge, education, events, awards, investment collaboration, public benefit and the supporting services in Article 18.
- 9.2** The Council shall oversee material contracts, offices, assets, banking mandates, filings, insurance, corporate disclosures and international commitments; approve subordinate regulations, program charters and partnership policy; and maintain constitutional offices in accordance with Articles 10 to 13. Amendment, restructuring and dissolution follow Articles 29 to 31 and the controlling instruments.
- 9.3** A delegation shall state its functions, limits, duration, reporting, financial and geographic scope and conditions of signature. It shall be recorded in the authority register. Delegation does not release a director from duties that law retains personally. A delegating body may revoke its own delegation prospectively with recorded reasons, preserving lawful accrued rights.
- 9.4** The Council may authorize, resource, suspend or close a program under objective rules. It shall not direct an assessor, examiner, juror, arbitrator, technical committee or appeals panel to replace an evidence-based conclusion with a commercial or personal preference. A material alteration to committee-approved normative text requires the Article 17 process.
- 9.5** Neither the General Assembly nor a subordinate body may independently revoke a Council decision, dismiss an officeholder outside its mandate or reallocate reserved powers by ordinary resolution. Reconsideration, formal amendment proposals, independent procedural review and available mandatory remedies remain open.
- 9.6** The Council shall receive quarterly performance and risk information and conduct at least one formal annual management review. It shall document portfolio balance, member feedback, independent findings, finances, resources, legal readiness and public-benefit outcomes, with actions, responsible owners and follow-up dates.

Article 10 Presidency, succession designation and delegation

- 10.1** The President leads the Federation, chairs the Presidential Council, directs implementation of its mission and represents AF within this Constitution and valid corporate authority. The President shall be a natural person and a director. The corporate secretary shall be a different person.
- 10.2** The person lawfully holding the Presidency at commencement shall continue as recorded in the valid adoption record. This Constitution does not name an incumbent or authenticate an earlier appointment. The secretary shall preserve the appointment and acceptance evidence.

- 10.3** The Presidency continues without a fixed electoral cycle or periodic membership confirmation, subject to mandatory law and the controlling formation instrument. Service ends on resignation, death, established permanent incapacity, legal disqualification or removal through Article 13. Ordinary membership carries no presidential election, recall or replacement power.
- 10.4** The President may designate an eligible successor and an alternate by a signed, authenticated succession instrument delivered to the corporate secretary. The designation may be revised or withdrawn before it takes effect by a later authenticated instrument. A successor need not be a member but shall satisfy legal eligibility and accept the duties of the office and directorship.
- 10.5** The succession instrument shall identify the designated person, triggering event or effective time, acceptance requirements and whether the incumbent resigns upon succession. To the fullest extent permitted by law and the controlling formation instrument, the designation is the appointment authority. The Council shall record implementation and complete any required director or officer appointment. An independently required legal approval cannot be replaced by the designation alone.
- 10.6** The President may resign by signed notice specifying its effective time without a membership vote. Delegation of functions does not vacate the Presidency. Permanent transfer shall follow clauses 10.4 and 10.5 and Article 13; the office, its records and assets are not transferable personal property.
- 10.7** The President shall set executive priorities consistent with Council strategy, nominate Council candidates, convene meetings, propose senior executive appointments and direct the Secretariat within approved authority. The Council's collective corporate powers remain governed by Articles 9, 11 and 12.
- 10.8** The President has one Council vote and no additional casting vote. A material personal conflict requires disclosure and recusal. Annual documented review shall address executive performance, continuity, conflicts and resources without becoming a periodic election or discretionary expiry of office.
- 10.9** The President may delegate all or any lawfully delegable executive, administrative, representative, contractual and signature functions to one or more eligible individuals or authorized entities selected by the President. Delegates may be members or non-members and may serve for a defined task, period or until revocation. Offices reserved to natural persons remain subject to that condition.
- 10.10** Every delegation shall specify the delegate, functions, financial and geographic limits, commencement, duration or termination event, reporting, signature conditions and permission or prohibition of subdelegation. The President may amend or revoke it prospectively by written notice, subject to law and accrued contractual rights. Absence of a recorded monetary limit does not mean unlimited spending authority.
- 10.11** The corporate secretary shall maintain the current authority register and issue appropriate evidence of authority to counterparties. Public representation mandates and material changes shall be announced accurately. Delegates shall account for decisions, conflicts, expenditure, information access and use of AF resources.
- 10.12** Delegation cannot transfer a Council vote, displace an elected committee office, determine an independent technical or dispute outcome, override an approved budget, or transfer a duty that law reserves to an officeholder or the Council. The President and directors retain their own legal responsibilities.

Article 11 Council composition, appointment and service

- 11.1** The Council shall comprise five to nine natural persons, including the President, subject to mandatory law and the controlling formation instrument. The authorized composition shall be fixed by a recorded resolution, and every appointment, eligibility review and acceptance shall be retained by the corporate secretary.
- 11.2** The President may nominate qualified candidates for a vacancy or additional seat. Appointment requires at least two thirds of all serving directors, rounded upward, and at least three affirmative votes, except where a valid presidential succession is implemented under clause 10.5. During a

presidential vacancy, any two serving directors may nominate Council candidates. Ordinary members do not elect Council seats.

- 11.3** Council appointments have no scheduled electoral term, subject to continued legal eligibility and Article 13. Increasing or reducing authorized composition within the five-to-nine range requires three quarters of all serving directors, rounded upward. Reduction cannot terminate an incumbent or evade removal safeguards; a reduction below the number of incumbents takes effect only as lawful vacancies permit.
- 11.4** The Council should collectively possess aviation, space or defense-industrial knowledge and governance, technical, financial, legal and international experience. At least two directors shall be independent of paid AF management and free of material relationships reasonably likely to impair judgment. Sponsorship or membership of a particular organization creates no entitlement to a seat.
- 11.5** The Council shall appoint a Vice President, corporate secretary and treasurer, define their duties and maintain an officer register. Executive appointments may be made to appropriately qualified persons. Eligibility, incompatible offices and legally required separation shall be respected. An officer who is not a director has no Council vote merely by title.
- 11.6** Directors and officers shall receive induction, disclose conflicts, maintain appropriate competence and act in the Federation's interests rather than as instructed delegates of sponsors or employers. Compensation and related-party matters require independent consideration under Articles 22 and 25.

Article 12 Council meetings, voting and decision safeguards

- 12.1** The Council shall meet at least quarterly, in person or through authenticated real-time communications enabling participants to hear one another. Ordinary notice is at least seven calendar days with the agenda and papers. Urgent meetings require at least 48 hours' notice and recorded reasons. A lawful notice waiver may be used; urgency does not relax amendment, removal or other protected thresholds.
- 12.2** Quorum is a majority of serving directors and never fewer than three, together with any higher minimum imposed by law or the controlling formation instrument by reference to authorized seats or eligible participation. The secretary shall verify both bases before a decision. Directors do not vote by proxy and alternates do not exercise a director's vote.
- 12.3** An ordinary resolution requires a majority of directors present and entitled to vote on the matter, and at least three affirmative votes, at a legally quorate meeting. A higher approval rule in this Constitution prevails. An abstention does not count as assent and does not reduce the present-and-entitled denominator. The President has no casting vote; failure to reach the threshold means no resolution.
- 12.4** A conflicted director shall not deliberate, influence or vote on the affected matter. The resolution shall satisfy the legally applicable quorum and the required affirmative disinterested votes. For approvals expressed as a fraction of all serving directors, recusal does not silently reduce that denominator. Clause 13.6 uses its expressly different disinterested denominator. Insufficient eligible decision-makers require deferral or a lawful independent route.
- 12.5** Minutes shall record notice, attendance, the authorized and serving composition, quorum, conflicts, exact resolution, affirmative and adverse votes, abstentions, reasons, dissent and implementation responsibility. A missing approval shall not be inferred from silence, an email acknowledgment or an unsigned summary.
- 12.6** Action without a meeting requires legally sufficient written consent of all directors entitled to vote, unless a stricter requirement applies. The secretary shall verify applicable notice and participation rights, authenticate each consent, establish the effective time and retain the complete record. A consent route cannot bypass a protected consultation or filing requirement.
- 12.7** A director may request a reconvened meeting or independent advice on a material uncertainty. Records may be corrected to reflect what actually occurred, but a later record cannot backdate a

vote, conceal dissent or retrospectively create a quorum. Board and committee decision calculations shall remain separate.

Article 13 Continuity, vacancies and accountability

- 13.1** The President shall lodge a continuity plan naming an acting President and alternate and protecting essential records, access and signature continuity. A temporary acting assignment confers only specified functions and is not a permanent succession. It does not displace a valid authenticated succession instrument.
- 13.2** On a permanent presidential vacancy, the corporate secretary shall authenticate the latest valid succession instrument and arrange eligibility checks, acceptance and required corporate acts promptly. The Council shall implement it subject to clause 10.5. Only where no eligible designated successor is available may the Council appoint a successor within 90 days by three quarters of remaining serving directors, rounded upward, with at least three affirmative votes. No ordinary membership ballot is required.
- 13.3** Temporary inability to perform duties shall be addressed through reasonable accommodation and bounded acting arrangements. Permanent incapacity requires reliable independent evidence, notice to the person or lawful representative and a meaningful opportunity to respond. Strategic disagreement or criticism is not incapacity.
- 13.4** The President or another director may be removed only for an established serious breach of fiduciary duty, fraud, corruption, material misuse of AF assets, persistent material misconduct, permanent incapacity, legal disqualification or a ground required by mandatory law. A lawful court or competent-authority decision shall be implemented. This Article creates no discretionary no-confidence removal mechanism.
- 13.5** A removal process requires written allegations and evidence, at least 30 calendar days' notice, a reasonable hearing opportunity, independent investigation and a reasoned finding. The Ethics and Impartiality Committee shall arrange an independent investigator who is neither subordinate to nor materially conflicted with the respondent. The respondent may be assisted by counsel.
- 13.6** Following that finding, removal requires three quarters of all eligible disinterested serving directors, rounded upward, and at least three affirmative votes, together with every approval or procedure that law or the controlling formation instrument requires. The respondent shall not vote. If that corporate removal power is not legally available or a lawful decision cannot be formed, independent counsel shall identify the appropriate judicial or statutory route; no officer or committee acquires an ungranted removal power.
- 13.7** A proportionate provisional restriction of executive duties may be imposed by the same disinterested threshold for a documented urgent risk. It lasts no more than 30 days without renewed reasons and independent review and does not automatically remove a statutory directorship. Access restrictions shall protect evidence and oversight as well as operations.
- 13.8** If remaining directors fall below ordinary quorum, they may act only to the extent permitted by the controlling instruments and law to protect assets and restore lawful governance. If no authorized director remains, restoration follows the applicable statutory or judicial process. Member non-election creates no immunity from mandatory remedies or permission for an unauthorized takeover.
- 13.9** Vacancy, acting service, succession, restriction and restoration records shall identify the actual trigger, evidence, legal basis, responsible persons and effective times. Material public leadership changes shall be communicated without disclosing unnecessary personal or confidential information.

Article 14 General Assembly and member voice

- 14.1** The General Assembly is the annual forum for members to receive activity, finance, quality, ethics and audit reports, question leadership, discuss sector needs and recommend work. Its agenda shall address aviation, space, all defense-industrial domains, manufacturing, suppliers, operators, people,

research, investment collaboration, events and public benefit. Committee elections may be conducted with it under Article 15.

- 14.2** Ordinary membership elections concern committee members and committee chairs only. The Assembly does not appoint or remove the President or Council, approve the corporate budget, amend this Constitution or determine individual technical outcomes, except where mandatory law or the controlling formation instrument requires or preserves a particular member power. Such a power shall be identified expressly in the adoption record, not treated as waived by this paragraph.
- 14.3** An ordinary Assembly shall be held annually with at least 30 calendar days' notice and access to the agenda and relevant reports. Members may submit agenda items until 15 days before the meeting. Accessible documents and remote participation shall be provided where practicable, with identity and information-security controls appropriate to the activity.
- 14.4** The Council may convene an extraordinary Assembly. A request by at least ten percent of voting members on a matter within its remit shall be addressed through a meeting within 60 days, subject to a more protective mandatory requirement. The Assembly cannot enlarge its constitutional remit by changing an agenda or adopting a consultation resolution.
- 14.5** Ordinary consultation does not require a voting quorum because its output is advisory. Article 15 governs committee ballots. Any corporate member vote required or preserved by a higher instrument shall follow its own applicable notice, class-consent, quorum, proxy, participation and approval requirements; a consultation format cannot replace that vote.
- 14.6** The chair shall facilitate balanced discussion and record questions, consensus, individual views and unresolved differences accurately. Informal polls and surveys remain advisory. No participant's contribution shall be attributed to a government, employer or another member without the necessary authority.
- 14.7** Within 60 days, the Council shall provide a reasoned response to documented recommendations supported by an elected committee or at least ten percent of voting members. A response may accept, refer, defer or decline with reasons and any planned action.
- 14.8** The Secretariat shall circulate minutes and responses, subject to lawful confidentiality. Members may identify errors within 15 days of circulation. Corrected records shall preserve the original and the reason for correction. Assembly participation does not confer signature authority.

Article 15 Direct election of committees and chairs

- 15.1** Eligible voting members shall elect permanent committee members and, in a separate contest, each committee chair. This includes technical, sector, regional and independent oversight committees. The electorate shall comprise relevant colleges for a sector committee and all voting members for cross-sector and oversight committees, as stated in its published charter.
- 15.2** Except for Article 23 oversight committees, a committee shall have five to eleven voting persons including its chair. The charter shall be published at least 60 days before nominations and state its electorate, seat allocations, competence and balance criteria. No corporate control group may hold more than one seat and no interest category more than half the seats. The chair counts toward both limits. Conflicts and common employment shall be disclosed when applying those limits.
- 15.3** Nominations shall remain open at least 42 days. A candidate may self-nominate with a supporting member nomination for either the chair contest or an ordinary seat in the same election. Published criteria alone shall govern eligibility. Rejections shall give reasons and permit independent challenge before voting opens. Candidates shall receive equivalent presentation and access opportunities.
- 15.4** Ballots shall be secret, independently administered and open at least 14 days. Each eligible member holds one credential subject to clause 4.6. For ordinary seats, voters may select up to the available number; the highest totals fill seats within the published allocations and balance rules. Credentials shall not be transferred, sold or duplicated.
- 15.5** A chair shall be directly elected by more than half of valid votes cast for a chair candidate. Where no candidate reaches that threshold, the two leading candidates enter a seven-day runoff. A tie affecting

a runoff place or final seat requires a runoff; a repeated tie may be resolved by a witnessed draw recorded by the independent administrator. An uncontested candidate requires a yes-or-no confirmation ballot with more yes than no votes.

- 15.6** The chair result shall be established before allocating other seats. A result requires participation of at least twenty percent of eligible credentials; a failed participation ballot may be rerun with a ten-percent requirement, unless law requires more. A second failure shall leave the office vacant or temporarily covered under clause 15.8; thresholds shall not be lowered again by an informal decision.
- 15.7** Terms are three years, renewable once consecutively in the same office. A vacancy with more than six months remaining requires a by-election. For a shorter chair vacancy, elected members may choose an acting chair until the next election without creating a new elected term. A vice chair may be chosen from elected members for meeting continuity.
- 15.8** Temporary arrangements for a new committee shall end within six months and shall not displace a certified election result. A temporary development group may prepare material but cannot bypass the permanent-election or normative-publication safeguards. Case panels, instructors, jurors and working-group experts are appointed for defined tasks and do not thereby obtain elected office.
- 15.9** The electoral administrator shall publish the roll date, challenge routes, accessible ballot arrangements, count method and results with turnout, totals, allocations and unresolved challenges. Roll eligibility shall be fixed no later than 14 days before voting opens, subject to correction of evidenced error or a binding decision. Ballot secrecy shall coexist with an independently verifiable audit trail.
- 15.10** Candidate-eligibility challenges shall be resolved before voting where practicable. A result challenge may be filed within 15 days of notification and shall normally be resolved within 30 days by an independent election function. A challenged Election Committee case shall use external disinterested specialists under Article 23. Administrative error shall receive a proportionate remedy; leadership disagreement is not a ground to reject the result.

Article 16 Sector councils, technical committees and work programs

- 16.1** The Council may establish, coordinate, combine or extend mandates across the entire remit: aviation and operations; space systems and exploration; all defense-industrial domains; heavy industry and manufacturing; materials and propulsion; unmanned and autonomous systems; digital engineering, AI and cyber; safety and airworthiness research; quality and test; supply chains and lifecycle support; sustainability; research; education; investment collaboration; events; awards; membership and regional development.
- 16.2** The functional names listed in clause 8.3 may organize this work. A body exercising standing voting technical, sector or oversight functions shall follow Article 15; a coordinating forum or time-limited working group shall have no unassigned electoral, corporate or final-decision power. Charters shall make those differences visible.
- 16.3** Removal from an elected committee requires substantiated loss of eligibility or serious misconduct, notice, a meaningful hearing and independent appeal. The Council shall not replace an elected person merely because it disagrees with a recommendation, technical conclusion or investigation. Reorganization cannot nullify a valid term or suppress a live case.
- 16.4** Committee charters shall require a majority of eligible non-recused voting members for ordinary meeting quorum, with at least three persons, recorded decisions and conflict controls. Final normative ballots follow the stronger participation and approval rules of Article 17. If lawful access restrictions or conflicts prevent adequate competence or balance, work shall be restricted or referred, not assumed valid.
- 16.5** Working groups may recruit competent additional experts and develop proposals under committee supervision. They cannot issue a Federation standard or bind AF financially without specific lawful

authority. Confidential or controlled work shall have appropriate access, publication and evidence-management controls.

- 16.6** Each committee shall propose an annual work program identifying needs, beneficiaries, deliverables, dependencies, responsible owners, resources and measures of usefulness. Progress shall be reviewed quarterly. Joint groups may connect science with design, suppliers with manufacturers, ground infrastructure with flight or space operations, and technical outcomes with users and public benefit.
- 16.7** Participation shall seek relevant industry, operator, professional, academic and public-interest perspectives, including smaller enterprises and emerging markets. Technical competence shall be required where necessary for the task, not imposed as a universal condition of ordinary membership or nontechnical participation.
- 16.8** The AF/TC 01 to AF/TC 20 portfolio retained in corporate documentation is an initial subject map, not evidence of constituted committees. Further subjects may be activated only with real work, competent participants, a charter and Secretariat capacity. Committee counts alone are not an institutional performance measure.

Article 17 Voluntary standards and technical publications

- 17.1** AF standards are voluntary instruments addressing defined needs for quality, safety, reliability, interoperability, sustainability and responsible sector development. Work shall be evidence-based, technically justified, open, transparent, impartial, balanced and coherent, with access for less-resourced stakeholders. Membership alone does not require implementation of a standard.
- 17.2** Any member or relevant external stakeholder may propose a work item. The responsible committee shall define the need, scope, intended users, expected outcomes, existing work, material risks and resources. Work programs and participation opportunities shall be made available through suitable public channels.
- 17.3** Preparation shall include interdisciplinary review, alternatives, a documented evidence base, conflict declarations and lawful rights to contributions. Tests, calculations and pilot evidence shall state their methods and limits. A vote does not substitute for technical validity or missing essential safety evidence.
- 17.4** A substantive proposed standard shall receive at least 60 calendar days of public consultation before final technical approval. The notice shall identify the scope, accessible text, closing time and comment route. Each material comment shall receive a recorded disposition and reasons. Substantive new requirements introduced after consultation require further review or consultation proportionate to their effect before approval.
- 17.5** The responsible elected committee shall seek consensus by addressing sustained objections and reconciling relevant positions; unanimity is not required. A final normative ballot requires substantive yes-or-no participation by at least two thirds of eligible voting committee members and affirmative votes from at least two thirds of those substantive votes, rounded upward. Abstentions are recorded but do not satisfy substantive participation. Objections and dispositions accompany the decision.
- 17.6** The Council shall authorize publication of the committee-approved text after reviewing legality, process integrity, rights and resources. A return shall state specific reasons. Material technical changes require renewed committee approval; commercial preference shall not replace technical conclusions. Procedural disputes may be appealed independently without a general membership ratification ballot unless a higher instrument requires one.
- 17.7** An interim technical advisory may use a consultation period of at least 30 days with justification, a stated expiry and explicit non-final status. It shall not be described as an approved standard or used to bypass the full consultation. Conversion to a standard shall complete the normal process within twelve months; otherwise the advisory shall be withdrawn or maintained only as clearly non-normative guidance. Immediate factual safety alerts may be issued when delay risks harm, but shall impose no new conformity requirement by that route.

- 17.8** Every publication shall identify its document owner, edition, approval and effective dates where applicable, scope, transition and review status. Standards shall be reviewed at least every three years, or sooner when evidence warrants. An interpretation may clarify an existing rule; a substantive change requires formal revision and cannot be disguised as an editorial correction.
- 17.9** AF publication does not establish governmental adoption, universal procurement acceptance, legal equivalence or external recognition. A public claim of acceptance shall identify the actual authority or agreement and its scope. A program-specific result shall not be generalized to all products, organizations or jurisdictions.
- 17.10** Research reports, learning resources, market studies, event programs and non-normative guidance may use proportionate scientific or editorial approval. A document creating substantive conformity requirements shall follow the normative process regardless of its title. Scientific and factual correction procedures shall preserve the publication history.
- 17.11** AF 9100:2026, Aerospace Quality Management System, First Edition, remains a separately controlled final-text baseline. Adoption of this Constitution neither amends that standard nor retroactively certifies its consultation, approval or external status. Actual historical evidence and any separately authorized future maintenance shall be recorded without altering the supplied final files through this constitutional project.

Article 18 Recognition, accreditation and delegated services

- 18.1** Recognition and conformity assessment are optional supporting functions within the full Federation portfolio. AF may own, establish or commission defined recognition, qualification, accreditation, certification, testing, inspection, validation, verification, rating and labeling programs, with an identified legal operator, criteria, competent personnel, resources and source of authority.
- 18.2** Accreditation addresses an assessment body's competence, impartiality and consistent operation within a defined scope. Certification addresses specified requirements for an identified product, service, process, system or person. Recognition and qualification shall state the exact capability and evidence evaluated. None is interchangeable with ordinary membership, training attendance, an award or a statutory license.
- 18.3** Where applicable to the program, separate scope routes shall identify the organization or management system, product or batch, service, process, personnel, supplier or subcontractor, and conformity-assessment body. The ORG, PRD, SVC, PRC, PER, SUB and CAB designations used in AF 9100 may support that separation. One scope shall not automatically confer all the others.
- 18.4** Before launch, the Council shall verify legal eligibility, competence, resources, independence and any external-recognition requirements. Separate competent organizations or legal entities shall be used where necessary. AF shall not accredit its own assessment operation or represent internal management review as independent accreditation.
- 18.5** Scheme ownership, technical development, evaluation, review, decisions, consultancy, training and sales shall have documented boundaries. No person shall decide a case they evaluated, advised on, sold or materially influenced. Leadership, members, investors and sponsors shall not direct the outcome of an individual case.
- 18.6** Published rules shall define eligibility, technical and geographic scope, methods, evidence, competence, fees, independent decisions, validity, surveillance, renewal, reassessment, registers, marks, complaints and appeals. Measurement traceability, uncertainty, decision rules, sampling, proficiency testing and witnessed performance shall be addressed when relevant. Missing critical evidence cannot be compensated by commercial value or aggregate points.
- 18.7** Membership, sponsorship and course purchases shall not guarantee a result. Access shall follow objective published rules and applicable legal constraints. Ordinary members are not compelled to obtain AF recognition, purchase AF services or accept out-of-scope or defective evidence from an authorized provider.

- 18.8** Grant, refusal, correction, scope reduction, suspension, withdrawal and reinstatement shall follow reasoned procedures, notice and independent appeal. Urgent protective action shall be proportionate and promptly reviewed. This Constitution establishes no universal credential duration or surveillance cycle; the applicable controlled scheme and assessed configuration govern those matters.
- 18.9** The verification register shall distinguish issuer, scheme, exact object, scope, identifier, effective period and current status. Expired, suspended, withdrawn and historical results shall remain distinguishable. Digital verification is evidence of a recorded decision, not a replacement for competent judgment or a guarantee of every item produced.
- 18.10** Recognition or equivalence agreements shall state their parties, scope, territory, conditions, evaluation, monitoring, transition and withdrawal. They confer no greater legal acceptance than the actual instruments provide. A network listing, professional roster or laboratory partnership alone is not accreditation.
- 18.11** An organization seeking to act on behalf of AF in accreditation or certification, operate an AF conformity-assessment scheme, issue delegated AF corporate recognition or conformity marks, or claim those authorizations shall first obtain written approval and execute a binding Cooperation and Authorization Memorandum of Understanding, called an authorization MoU.
- 18.12** The authorization MoU shall expressly create binding obligations and identify the parties, authorized functions, standards or schemes, scope, territory, competence, impartiality, oversight, fees, marks, data and intellectual-property rights, reporting, complaints, duration, termination and governing law. A non-binding cooperation memorandum confers no operating authority.
- 18.13** The Council shall approve authorization policy and may delegate signature to the President or another authorized signatory. Independent evaluation shall establish competence and scope. Written approval, executed MoU and scope schedule shall all be effective before authorized status is claimed. Subcontracting and onward authorization require the permission specified in that instrument.
- 18.14** AF shall monitor delegated work and may require corrective action, restriction, suspension or withdrawal under the governing rules. Decisions shall give reasons and permit independent appeal. Transition shall protect clients, records, issued results and public status. Withdrawal of provider authorization does not automatically invalidate every prior result or extend an expired one.
- 18.15** Professional appointments shall have written scope, competence and independence requirements; an arbitral roster establishes only eligibility for appointment under Article 24. AF Qualified, AF Approved, AF Certified, AF Recognition and AF Accreditation shall each communicate the actual program meaning rather than a generic claim of universal approval.
- 18.16** An authorization MoU is not required merely for membership, exhibiting, sponsorship, attendance, training, award entry, research or ordinary cooperation. Those activities may require their own terms or mandates. Independent services outside the AF framework do not require AF permission, except for lawful control of AF intellectual property or claims of its authority. A general partnership is not a technical operating license.

Article 19 Integrated service portfolio and sector development

- 19.1 Portfolio strategy.** The Council shall maintain a coordinated multi-year strategy and annual work plan serving the full lifecycle and the interests of members and wider society. Priorities shall be informed by member consultation, elected committees, technology development, sector evidence, operator and user needs, public benefit and available resources. Annex D maps the agreed coverage into this constitutional remit.
- 19.2 Program design and release.** Every program shall have a charter, legal operator, accountable owner, defined outputs, budget, risk assessment, participation conditions, applicable permissions, competent staff, records and review process. Pilot, development, active, suspended and closed status shall be distinguished. Inclusion in the portfolio is not evidence of actual launch, public authority or external recognition.

- 19.3 Civil and commercial aviation.** AF may support airlines and other operators, general and business aviation, passenger and cargo services, airports, ground handling, air navigation, operational quality, human factors, cabin safety and service improvement. Cooperation shall distinguish industrial and technical support from the operator's or competent authority's own responsibility.
- 19.4 Military aviation.** AF may convene work on military aircraft, helicopters, transport, training, surveillance and other mission platforms, relevant equipment, maintenance and industrial safety. Such cooperation does not confer military command, mission authorization, procurement preference or statutory military-airworthiness approval.
- 19.5 Aerospace manufacturing.** Programs may address aircraft, engines, structures, avionics, flight controls, landing gear, cabin, electrical, hydraulic and pneumatic systems; precision manufacturing, composites, additive production, tooling, robotics and industrial automation. Work may include engineering exchanges, manufacturing capability and quality improvement without directing an enterprise's commercial decisions.
- 19.6 Space systems.** AF may support spacecraft, satellites, launch systems, probes, stations, modules, robotics, electronics, optics, sensors, computers, communications and supporting equipment. Collaboration may span design, manufacture, integration, test, qualification, operational support and mission assurance within lawful program boundaries.
- 19.7 Space operations and applications.** Programs may connect launch and mission operations, control centers, ground stations, tracking, telemetry, satellite services, navigation, communications, Earth observation and downstream data applications. The actual operator and competent authority retain their launch, spectrum, licensing and mission responsibilities.
- 19.8 Exploration and emerging space activity.** Work may include human spaceflight, habitats, lunar and planetary exploration, deep-space science, in-space manufacturing, servicing, logistics, tourism and responsible resource-related research. Technology maturity, uncertainty, human safety, planetary protection where applicable and operational permissions shall be addressed before demonstrations or public claims.
- 19.9 Whole defense industry.** AF may support land platforms, armored and military vehicles, surface and undersea naval platforms, air and space systems, defense electronics, radar, sensors, communications, command-and-control, protection, simulation and associated supply chains. All-domain inclusion is industrial and technical in nature and remains subject to Article 22 and applicable trade and security restrictions.
- 19.10 Heavy industry and special-purpose mobility.** Programs may cover large industrial equipment, structures, machinery, marine and ground engineering, special-purpose automotive, off-road support platforms, launch-site equipment and lunar or planetary surface vehicles. Shared technologies may be included where materially connected with the Federation's remit, without presenting AF as a regulator of ordinary road transport.
- 19.11 Unmanned, autonomous and advanced air mobility systems.** AF may convene work on uncrewed air, land, maritime and space systems, remote operations, navigation, detect-and-avoid, human oversight, simulation and advanced passenger or regional air mobility. Programs shall distinguish research capability from authorized operation and state the supported operational domain and limitations.
- 19.12 Propulsion and energy.** Topics may include turbine and other aircraft propulsion, launch and in-space propulsion, electric and hybrid systems, hydrogen, fuel cells, batteries, storage, sustainable fuels, charging and energy infrastructure. Performance, safety and environmental statements shall define their evidence and measurement boundaries.
- 19.13 Industrial and supplier development.** Programs may support all supplier tiers, smaller enterprises, start-ups, responsible sourcing, critical materials, logistics, obsolescence, traceability, counterfeit prevention and supply-chain cyber resilience. Capability directories shall separate self-declarations, verified facts and independent assessment. Participants retain their own sourcing and contracting choices.

- 19.14 Trade and business cooperation.** AF may organize market-readiness work, lawful trade missions, business matching and buyer-supplier meetings. These activities shall not allocate markets, coordinate prices or tenders, guarantee sales or imply agency without an express mandate. Controlled goods, services and technology shall receive the relevant pre-engagement review.
- 19.15 Maintenance, repair and lifecycle support.** Programs may address maintenance, repair, overhaul, continuing support, distribution, storage, fleet sustainment, spares, service information, reliability, configuration, life extension and responsible disposal. AF shall distinguish professional cooperation from the release-to-service or statutory permissions of a particular provider.
- 19.16 Quality, product and mission assurance.** Programs may combine systems engineering, quality culture, reliability, maintainability, availability, risk, configuration, supplier quality, technical evidence and lifecycle assurance. AF Quality and related initiatives may disseminate knowledge and practical tools while individual conformity decisions remain under Article 18.
- 19.17 Safety and airworthiness research.** AF may support safety culture, aviation, launch, ground, system and human-spaceflight safety, prevention, emergency preparedness and civil-military technical dialogue. Safety-learning and airworthiness-research outputs are not official accident findings or universal operational approvals.
- 19.18 Testing and technical networks.** AF Labs and associated networks may connect mechanical, environmental, electrical, electromagnetic, fire, material, digital and other competent test facilities, including flight-test and simulation centers. Joint research and access arrangements shall define operator responsibility, safe work, permissions, competence, evidence rights and funding. Network membership alone does not attest competence.
- 19.19 Cybersecurity and digital trust.** AF Cyber may support aircraft, avionics, airport, navigation, ground-segment, satellite, industrial and defense supply-chain security, secure communications, resilience and incident learning. Testing requires the affected owner's permission, a safe scope and controlled vulnerability handling; publication shall not expose unnecessary sensitive information.
- 19.20 Artificial intelligence and digital engineering.** Work may include machine learning, responsible AI, digital twins, model-based systems engineering, simulation, data analytics, cloud and edge infrastructure, quantum-related technology and connected production. Critical claims shall distinguish modeled and measured results; accountable human review, data rights and safe change control shall remain explicit.
- 19.21 Orbital responsibility and space sustainability.** AF may convene work on situational awareness, tracking, collision-risk reduction, debris mitigation, end-of-mission practices, servicing and re-entry safety. Voluntary coordination does not allocate an orbital slot, spectrum right or binding traffic authority. Data quality, uncertainty and actual operator duties shall be respected.
- 19.22 Environmental and resource stewardship.** AF Green may address lifecycle impacts, emissions, noise, alternative energy, circularity, efficient manufacturing, responsible materials, reuse, recycling and end-of-life practice across aviation, space and defense industry. Environmental claims shall state boundaries, methods, dates and evidence; targets shall not be reported as achieved outcomes.
- 19.23 Research and innovation.** AF may support university-industry consortia, research calls, technology transfer, demonstrators, incubation, mentoring and innovation challenges. Agreements shall establish objectives, ethics, permissions, ownership, publication, milestones, funding, liability and closure. Unsuccessful experiments and adverse findings shall not be suppressed to protect a promotional narrative.
- 19.24 Grants, scholarships and public support.** Funding programs shall use prospective eligibility, competent independent selection, conflict controls, verified payees, restricted-purpose accounts, milestone evidence and reporting. Accessible opportunities for students, young professionals, researchers and smaller organizations may advance public benefit. Selection does not guarantee a later commercial or technical credential.
- 19.25 Investment collaboration.** AF may convene investors and innovators, support investment readiness, project preparation and mentoring, and conduct appropriately scoped technical due diligence. A

general introduction does not establish a fiduciary investment mandate, an underwriting commitment or a guarantee of returns.

- 19.26 Direct investment and fund-related activity.** Direct investment, pooled vehicles, investment advice, transaction-linked remuneration, custody, intermediation and regulated financial services require separate Council approval supported by competent legal, tax, financial and risk review and any required authorization. Appropriate separate entities and independent operators shall be used where necessary. Financial exposure to an applicant shall be isolated from its assessment, award or grant decision.
- 19.27 Academy and professional development.** AF Academy may provide courses, workshops, executive, engineering and technician programs, examinations, continuing development and learning partnerships in all relevant fields. Learning outcomes, entry conditions, methods, instructors, accessibility, assessment and completion criteria shall be stated before delivery. Attendance, assessed learning, independent personnel certification and statutory licensing are different outputs.
- 19.28 Workforce and professional communities.** AF may support apprenticeships, mentoring, reskilling, careers, professional networks and the Student, Associate, Professional, Senior and Fellow development pathways where adopted. Registry entry shall state its evidential basis and shall not replace a professional license. Employers retain independent recruitment and compensation decisions.
- 19.29 Conferences, panels and symposia.** AF Summit and other formats may include congresses, symposia, panels, conferences, technical workshops, leadership forums, webinars and hybrid meetings. Programs shall serve an identified audience with competent speakers, fair participation, accessible materials, conduct rules and appropriate technical-access controls.
- 19.30 Fairs, exhibitions and demonstrations.** AF Expo and regional events may exhibit aviation, space, defense, unmanned, energy, manufacturing, digital, testing and supply-chain capabilities. Organizers shall allocate venue, platform, safety, permit, insurance, contractor, cancellation, refund, data and intellectual-property responsibilities. Display, attendance or sponsorship alone is not technical endorsement.
- 19.31 Awards and competitions.** AF Awards and separately approved challenges may recognize innovation, quality, safety, research, design, sustainability, production, service, education, professional contribution and lifetime achievement. Published rules shall define categories, evidence, periods, criteria, jury competence, conflicts, ties, correction and review. A no-award outcome shall remain available where criteria are unmet.
- 19.32 Independent merit decisions.** Awards, grants, competitions and learning assessments shall not be determined by sponsors, sales teams or executive preference. Fees and ceremony deadlines shall not waive critical evidence or safety requirements. Results shall state their exact category, period and meaning. Fraud, eligibility failure or material procedural error shall be addressed with due process.
- 19.33 Intelligence and publications.** AF Intelligence may produce sector studies, statistics, outlooks, surveys, journals, newsletters and technical or scientific publications. Methods, provenance, contributors, samples, dates, limitations, uncertainty and corrections shall be recorded. Member data shall not be presented as a complete global census, and forecasts shall remain identified as forecasts.
- 19.34 Digital platforms and registries.** AF Registry and member portals may support collaboration, directories, professional records, technical statuses, private product identifiers and interoperability services. Access, provenance, corrections, security, data rights and current status shall be controlled. A private record or identifier shall not be presented as replacing statutory registration, mandatory vehicle identification, spectrum authorization or homologation.
- 19.35 Incident learning and public benefit.** AF may support protected safety knowledge, accident research, technical failure analysis, lessons learned, disaster observation, emergency communications, humanitarian logistics, accessibility, science communication, museums and aerospace heritage. Work shall respect consent, required reporting, confidentiality, competent-

authority investigations and safe operations; it creates no autonomous emergency-command authority.

- 19.36 Dispute services.** Contract, supply, engineering, maintenance, project, licensing, investment-collaboration and related disagreements may be addressed through Article 24 services where the parties validly consent and the dispute is eligible. Administrative support, technical expertise and adjudication shall have separate roles and records.
- 19.37 International and regional development.** AF may support member communities, bilateral and multilateral projects, chapters, institutions, trade missions and capacity-building across regions under Articles 20 and 21. Agreements shall identify actual deliverables and mandates. The number of signed memoranda is not by itself evidence of impact.
- 19.38 Common delivery safeguards.** Every program shall apply proportionate legal review, competition and export controls, competence, impartiality, safeguarding, accessibility, supplier oversight, data protection, truthful claims, complaints and continuity. An ordinary partnership requires an Article 18 authorization MoU only when it delegates the specific AF assessment or recognition authority defined there.
- 19.39 Annual portfolio and impact reporting.** The Council shall publish a balanced account of participation, delivered work, verified outcomes, public benefit, finances, material risks and improvements. Reporting shall distinguish targets from results and the full sector mission from supporting assurance services. A mature program shall be reviewed for continued need and effectiveness, not continued solely because it has a title or income stream.
- 19.40 Material change and closure.** The Council shall approve a program's launch, significant alteration and closure, with suitable consultation and transition for affected participants. Closure shall preserve contracts, funding restrictions, issued results, complaints, records and required communications. A program charter cannot alter constitutional offices, election rights, independent remedies or the protected final AF 9100 publication.

Article 20 International relationships and representation

- 20.1** AF may seek membership, affiliation, liaison, observer, consultative, partner or other eligible status with international, regional and national organizations, governments and public institutions, aviation and space authorities, industry and professional bodies, research and education institutions, investors and other mission-related entities. A status shall not be claimed before it is actually granted.
- 20.2** The Council or a duly authorized representative may approve lawful cooperation, research, education, event, capacity-building, information, technical or representation agreements within existing powers. Additional Article 18 authorization provisions apply only when the agreement delegates the specified AF recognition or conformity-assessment authority.
- 20.3** Before commitment, the Secretariat shall review the parties' identity, mandate, eligibility, independence, resources, competence, costs, restricted technology, rights, data, reporting, dispute and termination terms. The relationship register shall identify the accepted status, responsible owner, scope, period and obligations.
- 20.4** Elected committees shall develop technical contributions through documented engagement, evidence and treatment of objections. The President or delegate may present an approved position; material technical departures require competent committee reconsideration. Unresolved differences shall be communicated accurately rather than described as unanimous sector agreement.
- 20.5** AF may contribute documented technical and institutional views on industry development, research, infrastructure, skills, safety, quality, environmental responsibility and lawful commerce. It shall remain institutionally independent and non-partisan, respect applicable advocacy restrictions and distinguish its own consultation outcome from any member's individual position.
- 20.6** External relationships do not transfer constitutional authority or create powers over non-consenting organizations. Representation requires an actual mandate. Participation, co-hosting, sponsorship,

event accreditation, technical authorization and official endorsement shall be described separately according to the relevant evidence.

- 20.7** Where a commitment requires a change to this Constitution or a controlling corporate instrument, that change shall be completed before reliance on the expanded power. The counterpart's admission and continued-recognition decisions remain its own. A Federation announcement cannot substitute for those decisions.

Article 21 Regional chapters, affiliated entities and equitable access

- 21.1** The Council may establish regional or national chapters, representative offices and thematic networks under charters specifying legal status, purpose, territory, budget, reporting, brand use, data responsibilities and delegated acts. Exclusive territorial rights or governmental representation require an express valid mandate and shall not be inferred from a title.
- 21.2** Chapter participants shall elect their permanent committees and chairs under Article 15 and the applicable charter. Such election creates no Council seat and does not alter AF constitutional offices. Where a locally incorporated entity must use a legally prescribed governance arrangement, that arrangement shall be identified separately and not misrepresented as an election to AF's corporate Council.
- 21.3** A separately incorporated chapter, subsidiary, foundation or joint initiative shall follow its own applicable law and controlling documents. The affiliation or ownership instrument shall allocate liabilities, funding, oversight, data, intellectual property, decision independence, audit and termination. AF's membership structure does not automatically become the local entity's statutory membership structure.
- 21.4** Regional programs should connect members with the international portfolio through suppliers, operations, research, training, events, skills and public-benefit initiatives. A chapter shall not present itself as an accreditation or certification office without the separate Article 18 approvals and scope.
- 21.5** AF shall seek practical access through digital participation, accessible documents, language support and outreach to smaller enterprises, students and less-resourced regions. Participation data shall be verified before claims of regional or global representation are made.
- 21.6** A charter's suspension or closure shall provide for local obligations, participants, records, marks and public communication. No regional delegate may grant onward authority, open an account, borrow, issue a credential or bind AF outside a documented mandate.

Article 22 Ethics, impartiality and responsible technology

- 22.1** AF meetings, platforms and programs shall not coordinate prices, bids, customers, territories, production restrictions, wages, unlawful hiring restraints or collective exclusion contrary to applicable competition law. The chair or responsible officer shall stop an improper exchange, record it and refer it for competent review. Membership and technical criteria shall not be used as instruments of unlawful exclusion.
- 22.2** Directors, officers, committee participants, assessors, experts, jurors and relevant staff shall disclose financial, employment, professional and personal interests on assignment, at least annually and whenever circumstances change. Conflicts shall be evaluated, managed and recorded. Recusal includes deliberation, influence, access and voting, not merely the final signature.
- 22.3** The Ethics and Impartiality Committee is the independent ethical and integrity oversight function in this Constitution. It shall have appropriate records access and independent advice. Its findings and unaltered recommendations shall reach the Council and, subject to lawful confidentiality, members. Leadership shall not suppress a lawful investigation or retaliate against a good-faith reporter.

- 22.4** Bribery, corrupt inducements, undisclosed commissions, falsified records and material misrepresentation are prohibited. Gifts, hospitality, sponsorship and donations shall be reviewed against impartiality and funding policies. A payment shall not buy a vote, appointment, procurement preference, award, credential or dispute outcome.
- 22.5** Controlled technology, goods, software, technical assistance, security-sensitive information and international transfers shall receive activity-specific review before disclosure or performance. Screening shall address applicable restrictions, parties, end use, destination, access, authorization and recordkeeping. Being an AF member, speaker, trainee or researcher does not grant access to controlled or classified material.
- 22.6** Open scientific participation and protected technical work shall be administered through proportionate rules. Classification, access permissions, publication review and secure repositories shall not be bypassed by a conference, collaboration portal, laboratory visit or external AI service. A genuine legal restriction shall be stated without pretending that every activity is restricted.
- 22.7** AF's defense-related work is industrial, scientific, technical and institutional. Programs shall respect applicable laws governing responsible development, transfer, procurement and use, with documented review of foreseeable misuse and prohibited activity. A technical result does not constitute a license to produce, export, deploy or operate a military system.
- 22.8** Research, benchmarking and sector data shall minimize exposure of competitively sensitive and personal information through justified aggregation, access control, independent administration and suitable publication timing. No format or label creates an automatic legal exemption.
- 22.9** Fair treatment, accessibility, safeguarding and professional wellbeing shall apply across employment, voluntary participation, education and events. Discrimination, harassment and retaliation shall be addressed through impartial procedures. Programs involving minors or vulnerable participants require suitable consent, supervision and safeguarding without unnecessary collection of sensitive data.
- 22.10** A concern shall be assessed fairly, protecting reporters and respondents. An allegation is not proof. Necessary urgent protection may precede a final finding but shall be proportionate, recorded and reviewed. Mandatory reporting and access to lawful independent remedies shall not be obstructed by confidentiality terms.

Article 23 Independent oversight and case functions

- 23.1** The Ethics and Impartiality Committee, Finance and Audit Committee, Election Committee and Appeals Committee shall each comprise three to five persons, including a chair directly elected by members under Article 15. Competence and independence criteria shall be published. Current Council directors, paid AF executives and materially conflicted persons shall not serve in these oversight committees.
- 23.2** The Election Committee shall arrange independent ballot administration and decide electoral challenges within its remit. A candidate or affiliated person shall not administer or determine their own contest. A challenge involving that committee shall be assigned to disinterested external election specialists through the roster and conflict-controlled procedure maintained by the Appeals Committee.
- 23.3** The Appeals Committee shall maintain a competence-based roster and recorded panel-allocation procedure. Each ordinary appeal panel shall have three independent persons; original evaluators, reviewers, decision-makers and materially implicated persons are excluded. A conflicted person shall not select the panel. If sufficient independent competence is unavailable internally, external specialists shall be used.
- 23.4** Oversight committees shall have appropriate records access, independent professional advice and a protected Council-approved budget. Changes for genuine recorded financial reasons shall not suppress a live investigation or remedy. Permanent removal of an elected oversight member follows Article 16, not executive preference.

- 23.5** An independent case function may examine, affirm, set aside or remit decisions within its mandate and require correction of process defects. It does not acquire power to appoint or remove directors, amend this Constitution or substitute for a court or arbitral tribunal. A serious governance finding shall be escalated through the lawful Article 13 or Article 29 route.
- 23.6** The Council shall respond to material oversight recommendations with reasons, responsible owners and dates and shall track corrective action. Protected findings shall not be edited to favor a sponsor, executive or committee. Public reporting shall give a fair account of material issues without compromising lawful confidentiality or due process.
- 23.7** Temporary independent arrangements before the first elections shall be disclosed, conflict-cleared and end within six months of commencement unless mandatory law dictates another route. They shall not be used to perpetuate appointed oversight where elected oversight is required. Insufficient independence shall restrict the affected work until an appropriate external arrangement is in place.

Article 24 Complaints, appeals and consensual dispute resolution

- 24.1** A corporate complaint shall be acknowledged within five calendar days, receive an initial substantive response within 30 days and normally be determined within 60 days of receipt. Urgent protection and mandatory notifications are not deferred by these targets. A justified extension shall state reasons and a revised date, with progress communication at least every 30 days. The five-day acknowledgment aligns with the corporate quality procedure.
- 24.2** An affected party may appeal within 30 calendar days of a notified decision, unless a more protective controlling rule applies. A three-person independent panel under Article 23 shall review relevant evidence, hear the parties fairly and normally issue a reasoned determination within 60 days of receipt. It may affirm, set aside, correct within its competence or remit the decision, without usurping reserved corporate or technical functions.
- 24.3** Where a specialized technical scheme imposes an earlier protective action, notification or status-update deadline, that requirement remains controlling for the activity. Shorter administrative clocks shall not silently extinguish a constitutional or mandatory right. Any genuine conflict shall be escalated under Article 3. An administrative deadline shall not retrospectively reopen or amend AF 9100:2026 through this Constitution.
- 24.4** An implicated official shall not select the panel, control its evidence or retaliate against a reporter. Parties shall have appropriate evidence access and a meaningful response opportunity, subject to lawful protection of sensitive information. Internal proceedings do not prevent urgent court relief, required reporting or non-excludable remedies.
- 24.5** AF may establish or support a dispute-resolution center for mediation, conciliation, technical opinion, expert determination and arbitration concerning aviation, space, defense industry, engineering, supply, maintenance, research, licensing, investment collaboration and related lawful matters. Institutional administration, appointments, finances and case judgment shall be separated from sector representation, sales and the parties' interests.
- 24.6** Arbitration requires a valid agreement by the parties covering the dispute. Membership or acceptance of this Constitution alone is not consent to commercial arbitration. The agreement and incorporated rules shall identify the seat, applicable procedural law, language, tribunal composition, appointment mechanism and scope. Matters not capable of lawful arbitration remain outside the service.
- 24.7** Institutional rules shall provide fair notice, equal treatment, independent and impartial neutrals, conflict disclosure, challenge and replacement, case management, evidence, hearings, interim measures, costs and reasoned awards. Court assistance and review shall remain available as required. A corporate appeal is not an appellate tribunal for an arbitral award.
- 24.8** The President, Council, committees, sponsors and Secretariat shall not direct a tribunal's jurisdictional or merits decision. If AF or an affiliated entity is a party, appointments and administration shall be entrusted to an agreed independent external institution or authority with valid party consent.

- 24.9** Mediation is voluntary and creates no binding settlement without valid agreement. Expert determination requires an agreement specifying scope and legal effect. A non-binding technical opinion shall be labeled accordingly. Fees, deposits, confidentiality, data handling and any client-money arrangements shall be agreed and lawfully controlled.
- 24.10** Rules and fees shall be available before agreement. Changes shall not retrospectively alter a pending case without a valid legal basis or party agreement. An award's recognition and enforcement depend on applicable law and competent authorities; AF shall not guarantee worldwide enforcement.
- 24.11** The Council may establish and resource the institution and approve general rules but shall preserve case independence. Publication of case data shall use lawful consent or appropriate anonymization. Case closure shall address the disposition of funds, records, continuing confidentiality and any required notices.

Article 25 Finance, assets, investment and audit

- 25.1** The Council shall approve the annual budget, financial policies and accounts, subject to any mandatory member or class approval. The Finance and Audit Committee shall independently review reporting, internal controls, related-party transactions and external assurance and report to the Council and members within its mandate.
- 25.2** Income may include dues, grants, donations, publications, research, educational activity, events and exhibitions, sponsorship, award administration, digital services, licensing, dispute administration and authorized supporting assessment services. Each income stream shall be reviewed for compatibility with legal purposes, tax position and any required permissions. Revenue does not purchase a favorable result or governance right.
- 25.3** Funds and accounts shall be held in the relevant legal entity's name. Restricted funds shall retain their designated purpose and shall not be redirected without a valid legal and donor basis. Program accounting shall distinguish activity portfolios, restricted and unrestricted resources, material subsidies and sponsor concentration.
- 25.4** Approval, payment, receipt and reconciliation shall be separated proportionately. Material expenditure requires two authorized approvals under a written financial matrix. No person shall approve their own payment or reimbursement. Changed payment instructions and significant payees shall be independently verified. A delegation lacking a monetary limit does not authorize unrestricted expenditure.
- 25.5** Compensation, related-party procurement, loans, guarantees and other potential private benefits shall receive disinterested review supported by fairness, purpose and value evidence. The interested person shall not select their own independent reviewer or participate in approval. No constitutional office shall be purchased, pledged or transferred for consideration.
- 25.6** Investments of AF's own resources shall follow an approved policy addressing purpose, liquidity, diversification, custody, valuation, conflicts and risk. Project investments, financial intermediation, funds and investor assets require the separate review in clauses 19.25 and 19.26. The Federation shall not use its conformity or award functions to promote an investment in which it has an undisclosed interest.
- 25.7** An independent accountant or auditor shall provide the external assurance required by law, funders and a recorded size-and-risk assessment. Annual reporting shall identify whether the accounts were audited, reviewed or subject to neither. Internal review shall not be called an independent financial audit.
- 25.8** A six-month operating reserve is a planning objective rather than a claim of existing resources. The Council shall review cash flow, concentration, solvency, contractual exposure, insurance and continuity at least annually. The financial year and filing calendar shall be recorded in Annex C's corporate register.
- 25.9** The Federation may procure suitable liability and other insurance and provide lawful indemnification and expense advancement under a separately approved policy, subject to applicable duties, conduct

conditions, independent approval and any repayment undertaking required by law. Nothing in this Constitution grants immunity for fraud, knowing unlawful conduct or an improper personal benefit, or excludes liability that law retains.

- 25.10** Assets, intellectual property and long-term commitments shall support the full mission. Disposal, borrowing, security interests, acquisition of entities and material joint ventures require appropriate Council authority and any legally required additional consent. Final winding up and protected residual assets follow Article 30.

Article 26 Transparency, records and information security

- 26.1** AF shall publish its lawfully adopted Constitution, verified legal identity, governance structure, current directors and officers, membership categories, voting scope, fee principles and proportionate annual activity and financial summaries. Communications shall distinguish members, partners, participants, award recipients, recognized entities and authorized providers. Material governance changes shall state their reasons and effective dates.
- 26.2** The corporate secretary and responsible functions shall maintain the controlled records in Annex C, including authentic corporate instruments, appointments, succession and delegation, members, elections, resolutions, conflicts, finance, program charters, consultations, technical decisions, education, events, research, awards, agreements and complaints. Records evidence actual acts and shall not be invented to fill a template.
- 26.3** Constitutional instruments, corporate resolutions and material constitutional adoption and succession records shall be retained permanently. Ordinary election audit records shall normally be retained for seven years, with personal information minimized. Other records follow lawful, contractual and justified schedules; legal holds and applicable scheme evidence periods prevail. Long retention does not justify unnecessary public disclosure.
- 26.4** Applicable inspection rights remain available. Confidentiality shall protect legitimate personal, technical, security, commercial and privileged information without obstructing independent oversight or required disclosure. Public extracts shall show sufficient authentic information to verify status and authority without publishing unnecessary personal data.
- 26.5** Information systems shall use appropriate identity verification, role-based access, secure transfer, backups, tested restoration, incident response and timely access withdrawal. Personal-data processing shall have a lawful basis and appropriate notices. Reportable incidents shall be escalated and notified within the actual applicable time limits.
- 26.6** Automated systems may support administration, analysis and publication only under validated controls and accountable human oversight. An AI system cannot hold constitutional office, vote for a director or replace a required independent human decision. Confidential or controlled material shall not be supplied to an unapproved external service.
- 26.7** Document control shall preserve identifiers, versions, approval evidence, effective dates and superseded records. AF-QM-001, AF-ML-001 and the related schedules form the operational framework under Annex E. A new template or data migration shall not erase adverse findings, replace authentic signatures or silently extend a credential.
- 26.8** The Council shall review transparency, data quality, cyber resilience, preservation and access annually and after a material incident. Publication corrections shall reach affected users and preserve the history of the earlier statement. An unverified global representation or authority claim shall be corrected promptly.

Article 27 Intellectual property, publications and marks

- 27.1** AF shall obtain the lawful rights needed to develop, publish and maintain text, software, data, methods, images and other work. Ownership, permitted use and licensing of contributions shall be

documented before incorporation. No contributor may transfer a right they do not possess, and participation alone does not grant unrestricted rights to background intellectual property.

- 27.2** Known potentially essential patent claims shall be disclosed under a published policy. Appropriate written licensing commitments shall be secured before a patented technology is made mandatory in an AF instrument. An unresolved essential right requires an alternative, redesign or deferral; AF does not determine patent validity or guarantee freedom to operate.
- 27.3** The institutional name and logo, membership marks, partnership titles, learning and event marks, awards and technical program marks have distinct meanings. Use requires the appropriate written permission or license. A corporate logo license is not a recognition, certification, accreditation, statutory approval or signature delegation.
- 27.4** Delegated conformity-assessment or corporate-recognition authority requires Article 18 approval, the binding authorization MoU and its scope. AF Approved and other technical marks shall identify the relevant program and exact result; they shall not imply universal airworthiness, mission, military or regulatory approval.
- 27.5** Official publications shall identify their owner, edition, language, permitted use and relevant licensing conditions. Scientific exchange and accessible dissemination shall be balanced with confidential contributions, controlled technology, personal data and contractual rights. Translation and republication shall preserve technical and governance meaning.
- 27.6** Misuse shall be addressed proportionately with evidence, notice, correction, restriction and independent review as appropriate. Records of historical lawful use shall be distinguished from current authorization. Termination of a brand permission shall not silently rewrite a separate valid technical decision.

Article 28 Secretariat, quality management and emergencies

- 28.1** The Secretariat supports all organs, administers membership and committee elections, maintains institutional records and coordinates the full service portfolio. Its executive head, the Secretary-General or equivalent executive coordinator, is appointed by the Council on the President's proposal and reports through the President within approved authority. The corporate secretary's duties remain specifically assigned.
- 28.2** Staff, volunteers, advisers and contractors shall receive written duties, competence requirements, reporting lines, conflict and confidentiality obligations, access permissions and financial limits. An honorary designation, committee role or membership appointment does not authorize contracting, borrowing, account opening, credential issuance or binding representation.
- 28.3** AF shall maintain a federation-wide quality management system through AF-QM-001 and its controlled document family. Process ownership, program readiness, risk, outsourcing, competence, independent decisions, records and public claims shall be assigned across all active services. The quality system implements this Constitution but cannot amend it.
- 28.4** All active corporate processes shall enter a risk-based internal audit program covering them at least annually. Auditors shall not independently audit their own work. Formal management review shall occur at least annually, with quarterly performance review. Findings shall lead to documented containment, cause analysis, correction, effectiveness checks and independent escalation where required.
- 28.5** Emergency executive action may be taken only within lawful authority and documented delegation to protect people, records, assets and continuity. Reasons, scope, expenditure and limitations shall be recorded and submitted to the Council within seven days. Emergency action cannot amend this Constitution, appoint permanent constitutional officeholders or cancel protected elections.
- 28.6** The Council shall maintain a continuity plan covering unavailable officers, loss of systems, finance disruption, safety events, restricted technology and service interruptions. Essential credentials and institutional records shall be recoverable without dependence on one person. Deputy access shall not confer broader substantive authority than the relevant delegation.

- 28.7** The Quality Manager shall maintain the change and alignment program in Annex E. Existing procedures may continue only within actual authority and compatibility. Conflicting operating language shall be flagged for controlled revision rather than silently represented as already updated. The supplied final AF 9100 files are outside this project's modification scope.
- 28.8** Interpretation notices may explain an existing rule and shall be communicated where they affect members. They cannot create a new voting exclusion, removal ground, substantive standard requirement or constitutional power. Material uncertainty shall receive competent review and, where necessary, formal amendment.

Article 29 Constitutional amendment and formal notice

- 29.1** The Presidential Council may amend, supplement or restate this Constitution only to the extent that amendment authority is validly conferred by the controlling formation instrument and applicable law. Members and committees may submit proposals. This Constitution does not require general membership ratification where no higher rule requires it, and does not extinguish a member amendment or approval power that a higher rule preserves.
- 29.2** For an ordinary substantive revision, the Secretariat shall circulate the proposed text, comparison and explanation of material effects at least 30 calendar days before the Council decision. Members may comment during that period. Consultation informs the decision without transferring amendment authority beyond that conferred by the controlling instruments.
- 29.3** Council adoption requires three quarters of all serving directors, rounded upward, plus every additional member, class, regulatory, filing or other approval actually required. The resolution shall identify the exact text, reasons, vote, actual adoption date, commencement and transition. A change after consultation that materially alters its effects shall be recirculated before reliance on the changed proposal.
- 29.4** Within seven days of adoption, the Secretariat shall send formal notice to registered member addresses and publish the consolidated text and change explanation through the official digital channels. The notice shall identify affected provisions, access to the current and superseded text, adoption and commencement dates and any required action. Delivery evidence shall be retained.
- 29.5** An ordinary substantive revision shall commence no earlier than 30 calendar days after the clause 29.4 notification and only after all required approvals and filings are effective. Failed delivery shall prompt reasonable correction and re-notification. Applicable legal notice requirements prevail. Publication cannot backdate commencement.
- 29.6** Where a legal deadline or documented immediate safety need makes ordinary timing impracticable, the same Council approval threshold applies and the notice shall explain necessity and the shortened timetable. This exception cannot alter leadership succession, Council composition, member election rights, independent remedies or asset protection without the ordinary process and required higher approvals.
- 29.7** A correction limited to spelling, formatting or a manifest cross-reference error may be approved by the Council and announced within seven days without changing substantive effect. Any correction affecting rights, obligations or authority requires substantive amendment. Version identity and the nature of every correction shall be preserved.
- 29.8** This Article applies only after lawful initial adoption. It cannot authorize its own commencement, displace rights under currently controlling instruments, bypass a required amendment to the formation instrument or override a competent court order. Significant governance changes shall not be introduced solely through a policy, handbook or website edit.

Article 30 Dissolution, restructuring and protected assets

- 30.1** Voluntary dissolution requires three quarters of all serving Council directors, rounded upward, and every additional approval required by law or the controlling instruments. The Council shall document

solvency, creditors, employees, restricted funds, outstanding programs and a lawful winding-up plan. No delegated emergency power authorizes dissolution.

- 30.2** After valid liabilities are satisfied or provided for, remaining assets shall pass to one or more eligible non-profit organizations with compatible purposes, consistently with the formation instrument, donor restrictions and applicable tax requirements. No residual distribution shall be made to members, directors or officers. Asset recipients with related-party interests shall receive independent review.
- 30.3** Records, confidential data, intellectual property, pending disputes, issued statuses and continuing obligations shall be assigned to an appropriate lawful custodian. A public closure notice shall describe relevant contacts and continuity arrangements without claiming automatic transfer of technical accreditation or statutory permission.
- 30.4** A merger, conversion, material transfer of activities or substantially all assets, or other fundamental restructuring shall receive the applicable Council approval, competent legal and financial review and every required additional consent. Such a transaction shall not be used to evade the non-distribution principle, elected-office protection or applicable member rights.

Article 31 Adoption, commencement and controlled transition

- 31.1** This document is AF-CON-001, First Edition, Revision 00, with an edition date of 29 September 2026. It becomes operative only on the actual commencement date established through valid adoption under the instruments and law then controlling AF, after all necessary notices, approvals and filings. The edition date is not proof of incorporation, a historical appointment or an already completed adoption.
- 31.2** Before adoption, the corporate secretary shall obtain authenticated entity and controlling-instrument records and a competent legal compatibility review of the proposed non-electoral Presidency and Council, membership powers, succession, removal, amendments, quorum and asset protection. Any required formation-instrument provision or amendment shall be effective before the related power is relied upon. Annex F records the evidence and actual decision; it is not a substitute for them.
- 31.3** The adoption record shall identify the legally competent approving persons or organs, their current authority, required member or class consent, exact document version, votes, signatures, resolutions, notices, filings, actual commencement and transitional directions. This Constitution shall not retrospectively create the authority that purportedly adopts it or authenticate an absent legal record.
- 31.4** Existing lawful membership rights, elected terms, contracts, technical decisions, funding restrictions and authorizations shall not be extinguished by relabeling a member or issuing a new edition. Required transitions shall be expressly reviewed, notified and documented. No automatic cancellation, extension or external recognition of a technical result arises from constitutional adoption.
- 31.5** Within 90 days after commencement, the Secretariat shall align membership terms, websites, charters, role descriptions, authority registers and affected quality documents with this Constitution. Annex E identifies the principal changes. The Master List shall record actual revised editions and approvals. Publication of this Constitution alone does not rewrite earlier files or close their implementation records.
- 31.6** Required initial or outstanding committee elections shall be completed within six months after commencement, subject to valid existing terms and mandatory requirements. Interim oversight shall be competent, independent, temporary and disclosed. A new program shall not open before its necessary charter, legal basis, resources and decision arrangements are in place.
- 31.7** Annexes A to G form part of this Constitution upon lawful adoption, according to their stated scope. Operative articles prevail over a summary table; mandatory law and the controlling formation instrument prevail over both. Templates evidence only the facts entered and authenticated, not the fact of an already completed corporate act.
- 31.8** The corporate secretary shall archive superseded instruments with their actual operative periods. AF 9100:2026 remains unchanged and requires a separately authorized process for any future amendment.

Annex A Inclusive sector and membership coverage

Constitutional scope schedule. This Annex supports Articles 2, 4, 5, 16 and 19. Its categories are inclusive and may overlap; they do not establish that every sector is already represented, that every listed capability exists within AF, or that any particular entity is admitted or authorized.

ID	Sector or community	Illustrative participants and subjects
A01	Civil aviation and flight services	Commercial, general, business, regional, passenger and cargo operators; flight, cabin and ground services; aviation security and operational-support professionals.
A02	Military aviation	Military aircraft, helicopters, transport, training, surveillance and special-mission platforms, equipment, maintenance and industrial-support communities.
A03	Air transport infrastructure	Airports, air navigation, air traffic management, ground handling, support equipment, training infrastructure and emergency-service providers.
A04	Aircraft, engines and integration	Aircraft and propulsion manufacturers, assemblers, design organizations, system integrators, structures, flight controls and related engineering.
A05	Components and equipment	Avionics, landing gear, cabin and emergency equipment, restraints, electrical, hydraulic and pneumatic systems, sensors, optics and communications.
A06	Space systems	Satellites, spacecraft, probes, stations, modules, robotics, flight computers, electronics, optics, scientific payloads and associated engineering and production.
A07	Launch and ground segment	Launch systems and facilities, ground stations, mission control, telemetry, tracking, space logistics, support vehicles and operational infrastructure.
A08	Space applications and services	Communications, navigation, Earth observation, downstream data, satellite operations, situational awareness, servicing and in-space manufacturing.
A09	Human spaceflight	Habitats, life-support-related systems, crew and passenger support, scientific operations, commercial spaceflight and tourism, within actual lawful permissions.
A10	Exploration and surface mobility	Lunar, planetary and deep-space research; probes, rovers and other surface vehicles, resource-related research, robotics and remote mission support.
A11	Land defense and special vehicles	Armored, military and other defense-purpose automotive, ground platforms, protection systems, unmanned ground systems and sustainment supply chains.
A12	Naval and undersea defense	Surface vessels, submarines, unmanned maritime systems, marine structures, power systems, naval electronics and lifecycle-support organizations.
A13	Defense electronics and systems	Radar, communications, navigation, electro-optics, command-and-control, mission systems, simulation, electronic protection and lawful defense-equipment supply chains.
A14	Unmanned and autonomous systems	Air, land, surface, underwater and space systems; remote operations, autonomy, human supervision, navigation, detect-and-avoid and simulation.
A15	Advanced air mobility	Electric, hybrid and hydrogen aircraft, vertical-lift concepts, regional and urban air mobility, vertiports and associated infrastructure and services.
A16	Heavy industry and industrial assets	Mission-related machinery, structures, industrial installations, lifting and support equipment, robotics, tooling, infrastructure and complex engineering assets.

ID	Sector or community	Illustrative participants and subjects
A17	Materials and production processes	Metals, composites, polymers, coatings, joining, special processes, additive and precision manufacturing, semiconductors, tooling and production technology.
A18	Propulsion, fuels and energy	Turbines, aircraft and space propulsion, batteries, storage, fuel cells, hydrogen, electric and hybrid power, sustainable fuels and relevant energy infrastructure.
A19	Digital engineering and intelligence	Software, programmable hardware, AI, models, digital twins, simulation, data analytics, cloud and edge systems, quantum-related and other emerging technology.
A20	Cybersecurity and communications	Aircraft, industrial, airport, navigation, ground-segment, satellite, secure-communications and defense supply-chain security and resilience specialists.
A21	Supply, trade and logistics	All supplier tiers, subcontractors, distributors, procurement support, critical materials, storage, transport, spares, traceability and counterfeit-prevention services.
A22	Maintenance and lifecycle support	Maintenance, repair, overhaul, field support, modifications, reliability, obsolescence, life extension, remanufacturing, reuse, recovery and end of life.
A23	Engineering and assurance	Laboratories, calibration, test, inspection, validation, verification, certification, accreditation, technical due diligence and professional assessment providers.
A24	Research, education and people	Universities, institutes, schools, instructors, engineers, scientists, pilots, technicians, auditors, other professionals, students and early-career participants.
A25	Investment and business support	Investors, grant bodies, insurers, leasing and financing organizations, legal and intellectual-property advisers, consultants and related service providers.
A26	Institutions and participation	Associations, clusters, professional bodies, eligible public institutions, regional networks, event organizers, publishers, museums and public-interest communities.
A27	Sustainability, users and public benefit	Environmental and resource specialists, accessibility and user representatives, disaster-technology networks, emergency communications and science or heritage organizations.

A.1 Admission and cross-sector participation

Eligibility rests on a lawful material connection with the remit and the published membership criteria. An institution may contribute to several work programs while retaining one primary electoral college. A future technology within the purposes may be included without an artificial exclusion caused by its absence from this illustrative list.

A.2 Technical and operational boundaries

Scope inclusion is distinct from permission to conduct a flight, launch, controlled transfer, regulated financial activity or independent assessment. Such work requires its actual operator, legal basis, competence, program criteria and authorization. Supporting automotive and heavy-industry participation remains connected to the purposes in Article 2.

Annex B Allocation of authority and independent decisions

Constitutional authority schedule. The operative articles and controlling corporate instruments govern. This matrix is not a substitute delegation, appointment or signature authorization. A role that proposes, administers or funds a service does not thereby decide its individual technical or dispute results.

Matter	Decision authority	Participation, protection and record
President and succession	Presidential designation plus legally required corporate action; Council fallback under Articles 10 and 13.	No ordinary member election or recall; authenticate acceptance, trigger and lawful appointment.
Council seats and size	President nominates; Council appoints and sets authorized size under Article 11.	No member election; eligibility, independence and correct fractions documented.
For-cause accountability	Disinterested Council only where legally empowered; otherwise the required judicial or statutory route.	Article 13 evidence, independent investigation, hearing and protected threshold.
Executive delegation	President or the Council within their respective lawful powers.	Written functions, limits, duration, subdelegation, reporting and revocation; no transferred vote.
Strategy, budget and portfolio	Presidential Council under Articles 2, 9, 19 and 25.	Members and committees contribute; independent finance and quality oversight.
Secretary-General and officers	Council under Articles 11 and 28; executive-head proposal by President.	Actual appointments, duties, incompatibilities and reporting lines recorded.
General Assembly	Members participate within Article 14.	Reports, questions, recommendations and committee elections; any mandatory corporate vote is separately administered.
Permanent committee offices	Eligible members directly elect committee members and chairs under Article 15.	Secret independent ballots, competence, balance, turnout, terms and challenge route.
Working groups and experts	Responsible committee or authorized function under its charter.	Bounded tasks; no automatic corporate or permanent elected authority.
Standards: technical approval	Responsible elected committee under Article 17.	Evidence, at least 60-day consultation, objections, two-thirds participation and approval.
Standards: publication	Council authorizes release of the technically approved text.	Legality, rights, process and resources; material technical change returns to committee.
Membership admission	Secretariat under Council-approved criteria and delegation.	Category, college, authority and reasoned decision; recognition not a prerequisite.
Program release and closure	Council or a documented delegate within the approved scope.	Charter, legal readiness, competence, budget, terms, independent roles and continuing obligations.
Provider authorization	Council policy and authorized corporate signatory; independent competence evaluation.	Written approval, binding authorization MoU and effective scope before claims.
Technical results and credentials	Competent independent scheme decision function.	Exact scope and evidence; sales, leadership and investment interests cannot dictate result.
Awards, grants and examinations	Published program authority and competent independent panels.	Prospective criteria, conflicts, evidence, no guaranteed favorable result and applicable review.
Ethics, audit and elections	Member-elected independent oversight committees under Article 23.	Records access, protected resources and unaltered findings; external conflicted-case routes.

Matter	Decision authority	Participation, protection and record
Corporate complaints and appeals	Independent investigator or case panel under Articles 23 and 24.	Fair hearing and reasons; no authority to appoint directors or hear an arbitral merits appeal.
Commercial dispute outcomes	Validly appointed neutral or tribunal within party agreement.	Consent, independence and applicable law; AF-party cases use independent external administration.
Investment and financing activity	Council within Articles 19 and 25 and actual legal permissions.	Separate funds/custody/intermediation review; related technical decisions isolated.
Partnerships and chapters	Council or valid delegate under Articles 20 and 21.	Written mandate; no automatic technical permission, agency or government endorsement.
Constitutional amendments	Council where validly empowered, plus every preserved or required higher approval.	Article 29 consultation, vote, notification, waiting period and filing; non-excludable rights remain.
Dissolution and protected assets	Council plus every legally required additional approval.	Article 30 liabilities, restricted funds, eligible non-profit destination and lawful custodian.

B.1 Non-interchangeable roles

The corporate Board is the Presidential Council. The General Assembly is the member forum. Functional councils coordinate or perform bounded work. An elected committee is not a board committee with statutory corporate powers merely because its title contains Board or Council. A technical decision is not a commercial approval; a document release is not an operational license.

B.2 Limits of the matrix

A statutory or filed-instrument requirement overrides a summary row. Before relying on any reservation of corporate power, the adoption review shall identify its actual legal basis. A change to the controlling allocation requires Article 29, not an administrative edit to this table.

Annex C Constitutional and operational records

Mandatory record schedule. Responsible functions shall preserve authentic source evidence and an appropriate public extract. A register entry or blank template cannot replace an executed agreement, legal filing, competent assessment or actual decision.

ID	Record family	Minimum retained particulars	Custodian
C01	Corporate identity and instruments	Registered name, form, jurisdiction, identifier, incorporation date, office and agent; authenticated filed instruments and amendments.	Corporate secretary
C02	Constitutional adoption and versions	Competent approving authority, exact version, votes, mandatory consents, notice, filings, actual commencement and transition.	Corporate secretary
C03	Offices and succession	Appointment and acceptance; eligibility; designation, authentication, trigger, acting arrangements, restriction and restoration.	Corporate secretary
C04	Delegated authority	Delegate, functions, scope, financial limits, duration, signature, reporting, permitted subdelegation and revocation.	Corporate secretary
C05	Membership and electoral roll	Category, college, representative, affiliation, consent, status, good standing, voting eligibility and roll corrections.	Membership function
C06	Elections and committee terms	Charter, eligibility, nominations, independence, secret-ballot audit trail, turnout, count, results, challenges and expiry.	Election function
C07	Meetings and resolutions	Notice, agenda, composition, quorum, conflicts, votes, exact decision, dissent, actions, consent and authenticated minutes.	Responsible secretary
C08	Program portfolio and release	Charter, owner, legal operator, scope, resources, readiness, claims, active/pilot status, review and closure.	Program owner
C09	Standards and publications	Proposal, evidence, rights, consultation, comment disposition, technical ballot, release, interpretation and version history.	Standards Secretariat
C10	Assessment and authorization	Criteria, competence, scope, evidence, evaluation, independent decision, MoU, status, surveillance and appeal.	Assurance function
C11	People and competence	Role, appointment, verified competence, witnessed performance where required, conflicts, induction, development and exit.	People function
C12	Education and professional services	Learning outcomes, instructors, eligibility, safe delivery, assessment, completion basis, feedback and records.	Academy function
C13	Events and exhibitions	Organizer, participants, contractors, budget, permits, safety, access, insurance, sponsorship, cancellation and outcomes.	Event function
C14	Awards, competitions and grants	Published call, eligibility, evidence, criteria, panel competence and conflicts, independent decision, notice and corrections.	Program registrar
C15	Research and investment collaboration	Purpose, parties, rights, ethics, permits, financial review, milestones, restrictions, independent selection and actual results.	Research function
C16	Disputes and protected reports	Consent or complaint basis, case route, independent appointments, evidence, hearing, reasons, funds, notices and closure.	Independent registrar
C17	Partnerships and regional entities	Identity, mandate, territory, operator, commitments, rights, budget, oversight, deliverables, term and exit.	Partnerships function

ID	Record family	Minimum retained particulars	Custodian
C18	Finance and assets	Budgets, accounts, restrictions, payment approvals, related parties, assets, insurance, reserves and actual external assurance.	Treasurer / finance
C19	Integrity and information	Conflicts, protected investigations, trade review, access, data processing, incidents, recovery, retention and holds.	Integrity / information
C20	Quality and public-benefit review	Audit scope and evidence, findings, corrective action, management review, measures, beneficiaries and evidenced impact.	Quality Manager
C21	Claims and verification registers	Decision-linked exact member, partner, professional, provider or product status; approved claims, changes and corrections.	Records / communications

C.1 Retention and access

Article 26 controls constitutional retention and inspection. AF-SC-001 supplies the subordinate retention schedule and AF-RG-001 the operational data dictionary. Constitutional records and resolutions are permanent; ordinary election audit records normally remain for seven years. Apply longer legal holds and applicable scheme duties, with minimization and protection of personal and confidential material.

C.2 Integrity and accountable custody

Each record shall carry a stable identifier, owner, date, version or status, evidence location, authorized access and appropriate integrity controls. Changes shall preserve history. Custody shall continue through personnel departure, system migration, program closure and succession; an external custodian requires written confidentiality, retrieval and continuity terms.

Annex D Service portfolio and complete scope crosswalk

Constitutional portfolio schedule. The 52 area identifiers retain the coverage of the combined AF plan and AF-SC-005. English equivalents are used for the three originally Turkish organizational labels without changing their scope. Areas are sectors, services or enabling functions, not 52 separate departments or operational licenses.

D.1 The 52-area constitutional crosswalk

References below identify Articles or clauses of this Constitution. Operating-document codes identify the existing corporate document family and do not indicate that its constitutional alignment changes have already been approved.

Area	Scope area	Constitution provisions	Operating interface
01	ABOUT AF - CORPORATE STRUCTURE	1-3; 8-13; 26-28	AF-GV-001 AF-PR-002 AF-BR-001
02	GLOBAL GOVERNANCE	2; 9; 20	AF-GV-003 AF-PR-021 AF-PL-008
03	AVIATION	19.3-19.4	AF-HB-007 AF-PR-004
04	AEROSPACE MANUFACTURING	19.5	AF-HB-007 AF-PR-006
05	SPACE	19.6-19.8	AF-HB-007 AF-PR-004
06	DEFENSE INDUSTRY	19.9; 22	AF-HB-007 AF-PL-008
07	UNMANNED & AUTONOMOUS SYSTEMS	19.11	AF-HB-007 AF-PL-006
08	ADVANCED AIR MOBILITY	19.11	AF-HB-007 AF-PR-004
09	PROPULSION & ENERGY	19.12	AF-HB-007 AF-PR-004
10	AF STANDARDS	17	AF-PR-006 AF-GV-002
11	AF ACCREDITATION	18	AF-PR-009
12	AF CERTIFICATION	18	AF-PR-010
13	AF APPROVED	18.15; 27	AF-PR-010 AF-PR-020
14	TESTING	18; 19.18	AF-PR-009 AF-HB-007 AF-PR-012
15	QUALITY & PRODUCT ASSURANCE	19.16; 18	AF-PR-010 AF-HB-007
16	SAFETY	19.17; 19.35	AF-HB-007 AF-PR-015
17	AIRWORTHINESS	19.17; 2.12	AF-HB-007 AF-PR-004
18	CYBERSECURITY	19.19; 26	AF-HB-007 AF-PL-006 AF-PR-015
19	AI & DIGITAL AEROSPACE	19.20; 26.6	AF-HB-007 AF-PL-006
20	SPACE SAFETY & ORBITAL MANAGEMENT	19.21	AF-HB-007 AF-PR-004
21	SUSTAINABILITY	19.22	AF-HB-007 AF-HB-006
22	SUPPLY CHAIN	19.13-19.15	AF-PR-012 AF-HB-007
23	RESEARCH & INNOVATION	19.23	AF-HB-004
24	AF ACADEMY	19.27	AF-HB-001
25	PROFESSIONAL SYSTEM	4.4; 19.28	AF-PR-011 AF-HB-008
26	MEMBERSHIP	4-7	AF-PR-005 AF-HB-008
27	POLICY & REGULATORY AFFAIRS	20.5; 22	AF-PR-004 AF-PL-008 AF-HB-006
28	INTERNATIONAL RELATIONS	20	AF-PR-021
29	AF INTELLIGENCE	19.33	AF-HB-006
30	AUDIT & INSPECTION	18; 28.4	AF-PR-010 AF-PR-016
31	INCIDENT & SAFETY KNOWLEDGE	19.35	AF-HB-006 AF-PR-015

Area	Scope area	Constitution provisions	Operating interface
32	PUBLICATIONS	17; 19.33; 27	AF-PR-020 AF-HB-006
33	DATABASES & REGISTRIES	19.34; 26	AF-PR-014
34	EXHIBITIONS	19.30	AF-HB-002
35	CONGRESSES & SUMMITS	19.29	AF-HB-002
36	AWARDS	19.31-19.32	AF-HB-003
37	TECHNICAL COMMITTEES	15-17	AF-GV-002 AF-PR-006
38	AF PROGRAMS	19; Annex D	AF-PR-007 AF-SC-005
39	SENIOR GOVERNANCE ARCHITECTURE	8-13; Annex B	AF-GV-001 AF-SC-002
40	WEBSITE INFORMATION ARCHITECTURE	26.1; 27	AF-PR-020 AF-BR-001
41	NON-PROFIT & PUBLIC BENEFIT	1.3-1.4; 2.1; 19.24; 19.35	AF-PL-001 AF-GV-003 AF-HB-004
42	INVESTMENT & ENTREPRENEURSHIP	19.25-19.26; 25	AF-HB-004 AF-PL-011
43	ARBITRATION, MEDIATION & EXPERT DETERMINATION	24; 19.36	AF-HB-005
44	COMPETITIONS & CHALLENGES	19.31-19.32	AF-HB-003
45	CORPORATE RECOGNITION	18	AF-PR-008
46	REGIONAL NETWORKS & PARTNERSHIPS	20-21; 19.37	AF-PR-021
47	FINANCE & RESOURCE DEVELOPMENT	25	AF-PR-013 AF-PL-007
48	LEGAL, ETHICS & COMPLIANCE	22-24	AF-PR-004 AF-PL-002 AF-PL-003 AF- PL-008
49	DIGITAL PLATFORM & RECORDS	26	AF-PR-001 AF-PR-014 AF-PR-015
50	PEOPLE & ORGANIZATIONAL CAPACITY	11.6; 19.28; 28.2	AF-PR-011 AF-PL-010
51	STRATEGY, PERFORMANCE & IMPACT	9.6; 19.39; 28.4	AF-GV-003 AF-PR-017 AF-SC-003
52	BUSINESS CONTINUITY & CRISIS COORDINATION	28.5-28.6	AF-PR-015 AF-HB-002

D.2 The 24-program operating catalogue

The program names and intended purposes below are retained from AF-SC-005. Their real status is established by the program register and an authorized AF-FR-004 readiness record, not by inclusion here. Material new technical requirements follow Article 17; delegated assessment authority follows Article 18.

Program	Intended purpose	Primary document	Essential release boundary
AF Standards	Standards and technical publication governance	AF-PR-006	Approved standards publication process; frozen AF 9100:2026 preserved
AF Accreditation	Scope-specific assessment-provider competence	AF-PR-009	Actual programme/legal authority, independent decision and written scope
AF Certified	Object-specific conformity assessment	AF-PR-010	Approved technical profile, competent evaluation and independent decision
AF Approved	Voluntary product/equipment conformity mark	AF-PR-010	Exact product/profile and claim; no statutory approval implication
AF Qualified	Defined capability, task or supplier qualification	AF-PR-008	Published qualification criteria and bounded decision
AF Labs	Laboratory cooperation network	AF-HB-007	Evidence-labelled listing; not automatic accreditation

Program	Intended purpose	Primary document	Essential release boundary
AF Safety	Safety knowledge and cooperation	AF-HB-007	Competent safe-work and protected-report controls
AF Quality	Industry quality-development initiative	AF-HB-007	Defined outputs and separation from conformity decisions
AF Cyber	Aerospace and defense cybersecurity collaboration	AF-HB-007	Authorized safe scope and controlled vulnerability handling
AF Space	Space-sector collaboration	AF-HB-007	Mission/technology scope and lawful permissions
AF Defense	Defense-industry cooperation	AF-HB-007	Full domain scope; export/access/competition review
AF Green	Sustainable aerospace initiative	AF-HB-007	Bounded environmental evidence and responsible claims
AF Academy	Education and training	AF-HB-001	Approved course, staff, learning outcomes and safe delivery
AF Registry	Professional and industry registers	AF-PR-014	Decision-linked exact status and privacy controls
AF Intelligence	Industry data and research	AF-HB-006	Valid study design, provenance and restricted data review
AF Expo	Aerospace exhibitions	AF-HB-002	Venue, budget, operator permissions, terms and safety
AF Summit	Congresses and leadership/technical forums	AF-HB-002	Approved programme, speakers, safe/legal delivery
AF Awards	Achievement recognition	AF-HB-003	Published call, independent jury and no-award option
AF Recognition	Corporate and programme recognition	AF-PR-008	Separate from membership; published scope and evidence
Membership and participation	Corporate, Institutional and Individual relationships	AF-PR-005	Actual membership authority, terms and fair review
Research and support	Grants, scholarships and research projects	AF-HB-004	Call, budget, rights, reviewer independence and milestones
Investment collaboration	Lawfully reviewed introductions and readiness	AF-HB-004	No unapproved intermediation, client money or fund operation
Dispute resolution	Voluntary mediation, expert determination and arbitration	AF-HB-005	Party consent, approved rules, qualified neutrals and legal clearance
Regional and institutional partnerships	Representatives, chapters and MoUs	AF-PR-021	Actual written mandate and measurable project outputs

D.3 Breadth and future work

A technical topic may be implemented through several programs and a program may serve several sectors. The 629 original planning topic entries remain traceable in the existing Master List; this Constitution does not reproduce that detailed web-content inventory as 629 mandatory services. The Council shall develop future work within the purposes and safeguards of Articles 2 and 19.

Annex E Corporate quality-system and governance alignment

Mandatory implementation interface. This Annex settles the intended constitutional allocation while preserving the existing documents as authentic earlier files. It does not claim that they have already been rewritten or adopted. The Quality Manager shall implement the controlled changes after valid commencement, with the corporate secretary verifying authority.

E.1 The 15 planned organ names

Existing AF plan / QMS name	Constitutional treatment	Controlling provisions
General Assembly	Member forum; committee elections and any preserved mandatory corporate rights.	Articles 6 and 14-15
Board of Directors	The Presidential Council; no separate parallel corporate board.	Articles 8-13
President	Council chair and executive leader; designation and delegation under stated safeguards.	Articles 10 and 13
Executive Committee	Operational coordination; no independent reserved board power.	Clauses 8.4 and 28.1
Global Councils	Sector coordination; classify each charter as elected committee or bounded forum.	Articles 8 and 16
Technical Board	Functional technical coordination; not the corporate board.	Articles 8 and 16-17
Standards Board	Standards coordination; substantive approval through the responsible elected committee.	Articles 16-17
Accreditation Council	Specialist program coordination; independent competence decisions and actual authority.	Article 18
Conformity Assessment Council	Scheme coordination; individual evaluation and decision independence preserved.	Article 18
Safety & Airworthiness Council	Technical and research scope; no assumed public licensing or investigation mandate.	Clauses 19.17 and 19.35
Scientific & Research Council	Research coordination within published criteria, rights, ethics and funding controls.	Clauses 19.23-19.26
Ethics & Impartiality Committee	Independent member-elected ethical and integrity oversight; name retained from AF QMS.	Articles 22-23
Appeals Committee	Member-elected independent roster and case-panel function.	Articles 23-24
Technical Committees	Permanent voting members and chairs directly elected; technical competence and balanced participation.	Articles 15-17
Working Groups	Bounded expert tasks; no permanent elected or corporate power merely through appointment.	Clauses 15.8 and 16.5

E.2 Controlled document-change schedule

Complete applicable changes within the Article 31.5 ninety-day transition. A conflicting power cannot be exercised while waiting for a document update. Use AF-FR-001 for changes and release and AF-FR-002 for actual corporate decisions. The document code, title, owner and actual edition shall resolve through AF-ML-001.

Affected existing documents	Required alignment action
AF-QM-001; AF-GV-001; AF-SC-002	Replace the previously unresolved organ hierarchy with Articles 8-13 and Annex B. Identify the corporate secretary and distinguish statutory, executive and process-owner roles.
AF-ML-001	Add AF-CON-001 as a separate Constitution record; preserve the 86 prior corporate IDs. Record actual approval, commencement and affected new revisions rather than inventing approval dates.
AF-GV-002; AF-FR-009	Replace appointed permanent voting committee offices with Article 15 direct elections; one seat per control group; 5-11 ordinary or 3-5 oversight members. Preserve appointed expert working groups.
AF-GV-002; AF-PR-006; AF-FR-011	For final normative approval, replace the half-participation default with the Article 17.5 two-thirds substantive-participation minimum and two-thirds affirmative threshold.
AF-PR-002; AF-FR-002	Distinguish Council quorum, present-and-entitled ordinary approval, reserved fractions, written consents, committee votes and Assembly consultation. Record both serving and legally relevant authorized seats.
AF-PR-005; AF-HB-008; AF-FR-007; AF-FR-008	Retain Corporate, Institutional and Individual categories; add six electoral colleges, limited voting scope, affiliate consolidation, notice and independent membership-discipline safeguards.
AF-PR-019; AF-PL-012; AF-FR-017	Retain the five-day corporate acknowledgment, thirty-day appeal and sixty-day decision route; add elected oversight, three-person panels and distinct election challenges. Preserve specialist earlier protective clocks.
AF-GV-003; AF-SC-005; AF-FR-004	Retain all 52 areas and 24 program entries; add Article 19 and Annex D links, full defense/heavy-industry and special-purpose mobility coverage and actual launch/closure records.
AF-PR-008 to AF-PR-010; AF-FR-013 to AF-FR-015; AF-FR-025	Align authorization MoUs, independence, scope and provider status with Article 18; do not make recognition or an authorization MoU a condition of ordinary membership.
AF-HB-004; AF-PL-011; AF-FR-029	Separate introductions and grants from direct investment, financial advice, intermediation, fund operation and custody; verify permissions and isolate investment conflicts.
AF-HB-005; AF-FR-030	Preserve actual dispute consent; separate corporate appeals and arbitration; require independent external administration for AF-party disputes.
AF-PR-013; AF-PL-007; AF-FR-020	Apply Article 25 financial responsibility, restricted funds, independent related-party approval and accurate external-assurance disclosure.
AF-PR-021; AF-FR-025	Distinguish elected regional committees, appointed representatives and separately incorporated local boards; maintain actual territory and signature mandates.
AF-PR-014; AF-PR-015; AF-SC-001; AF-RG-001	Preserve permanent constitutional records, election evidence, lawful access, cybersecurity, restricted data and continuity. Record changes without overwriting authentic case history.
AF-PR-016; AF-PR-017; AF-PR-018; AF-SC-003	Maintain annual active-process audit, annual management review, quarterly reporting and verified corrective action. Oversight findings must remain independent.
AF-PR-020; AF-BR-001; AF-FR-031; AF-FR-032	Align public legal and governance statements, new constitutional identity, authorized marks and publication dates without unverified claims of adopted status.
AF-SC-006	Record the constitutional response to A01-A15 and close only the evidence actually verified. A newly written rule is not proof of incorporation, appointment or program activation.

E.3 The 15 adoption and implementation interfaces

The A01-A15 identifiers are retained from AF-SC-006. The Constitution supplies rules for the matters below; remaining evidence is not marked complete merely because a rule has been written.

ID	Interface	Constitution basis	Evidence still to be recorded
A01	Legal entity and controlling instruments	Articles 1, 3 and 31	Authenticated entity and filed-instrument records; actual jurisdiction and legal form.
A02	QMS approving authority	Articles 9, 28 and 31	Actual empowered approval and effective-date records.
A03	President / Board / Assembly	Articles 6 and 8-14	Compatibility with the filed instrument and preserved member powers.
A04	Membership and voting	Articles 4-7 and 14-15	Actual member categories, consents, representatives and electoral roll.
A05	Appointment, tenure and succession	Articles 10-13	Valid incumbent appointments, acceptance and any authenticated succession designation.
A06	Meetings and amendment	Articles 12, 15, 17 and 29	Required charter basis, notice, votes, consent and filing evidence.
A07	Non-profit and tax position	Articles 1 and 25	Verified fiscal status and permitted donor representations.
A08	People and independence	Articles 11, 18, 23 and 28	Named, competent, conflict-cleared personnel and independent capacity.
A09	Finance and banking	Article 25	Approved budgets, account ownership, limits and signatories.
A10	Programs and technical profiles	Articles 17-19	Actual charters, criteria, permissions and readiness decisions.
A11	Assurance authority	Article 18	Permissible operator structure, competence and signed scope-specific authorizations.
A12	Dispute services	Article 24	Lawfully approved rules, roster, finance controls and actual party consent.
A13	Systems and privacy	Articles 22 and 26	Lawful processing, secure access, providers and verified recovery.
A14	Public communication	Articles 26-27	Accurate contact, leadership, program and authority facts.
A15	Constitution project	Article 31 and this Annex	Actual adoption; controlled QMS alignment; frozen AF 9100 files preserved.

E.4 Protected standard and transition records

The existing final AF 9100:2026 PDF and DOCX are not modified by this Constitution or its alignment process. A later technical change would require a separate authorized maintenance project. Historical decisions, contracts and authorizations shall be transitioned explicitly under Article 31 rather than automatically canceled, extended or deemed compliant.

E.5 Completion test

Alignment is complete only when the exact changed documents, responsible approvers, actual effective dates, role assignments, member disclosures, required elections and functioning records have been evidenced. Programs retain their own release gates. The constitutional register shall preserve unresolved legal or operational dependencies until authentic evidence closes them.

Annex F Adoption record and member governance disclosure

Mandatory record content; uncompleted template. Complete this Annex or an equivalent controlled record using authentic evidence. Blank fields are intentional. No signature, officeholder, legal status, adoption date or commencement is supplied or implied by the template.

F.1 Legal identity and adoption evidence

Field	Required particulars	Verified entry / reference
Legal entity	Exact registered name; legal form; jurisdiction; filing identifier; incorporation date.	
Registered office / agent	Verified particulars from current official records.	
Controlling instruments	Certificate or equivalent; amendments; current bylaws and applicable rights.	
Compatibility review	Reviewer, date and evidence addressing offices, terms, succession, removal, member powers, amendments and quorum.	
Required higher amendments	Identify each filed-instrument or other change, actual approval and filing effectiveness; record none only with a verified basis.	
Competent adopting authority	Current lawful persons / organs and source of their power before adoption.	
Notice and consultation	Applicable route, recipients, issue dates, access, comments and delivery evidence.	
Member or class approvals	Identify every required or preserved approval; record actual result and evidence.	
Exact adopted text	AF-CON-001 First Edition Revision 00 edition date 29 September 2026; file identifier and integrity record.	
Resolution and vote	Meeting or written-consent reference; composition; quorum; affirmative/adverse votes, abstentions and conflicts.	
Actual adoption and commencement	Separate dates and effective time; prerequisites completed; no automatic use of the edition date.	
Transition direction	Existing rights, terms, contracts, QMS updates, elections, program limitations and responsible owners.	

F.2 Adoption resolution - operative wording to complete

The legally competent adopting authority identified in the attached evidence resolves to adopt the exact AF-CON-001 text identified in F.1 as the Constitution and Bylaws of the verified legal entity, with commencement at the actual date and time entered in F.1, subject to the completed prerequisites recorded there.

The authority records the member, class, filing and other approvals actually required; preserves all non-excludable rights; and directs the corporate secretary to retain the authenticated decision and notices. It authorizes the controlled alignment actions and transition responsibilities listed in the attached schedule within Articles 28 and 31.

This resolution does not retrospectively validate an appointment, invent a program authorization, establish tax exemption or change AF 9100:2026. Any existing officeholders, elections, contracts and technical results are addressed only through the express, lawful transition recorded with this decision.

Authentication	Name / capacity	Signature / authenticated record	Actual date
Presiding or authorized adopting person			
Corporate secretary / record custodian			
Independent review / additional required consent reference			

F.3 Member-facing governance disclosure

Aerospace Federation is a non-profit sector federation with a Presidential Council serving as its corporate Board of Directors. Ordinary member voting is for permanent committee members and committee chairs. Ordinary membership does not elect, recall or replace the President or Council directors. Presidential succession, Council appointments and the limited for-cause accountability process follow Articles 10 to 13, subject to mandatory law and the controlling formation instrument.

Members participate in the General Assembly, receive information, question leadership, propose work and amendments, comment on standards and use independent complaint and appeal routes. The Council holds the corporate powers specified in this Constitution, only within their lawful basis. Any member rights that law or the filed instrument preserves remain available.

Membership, recognition, accreditation, certification, education, awards and commercial agreements are distinct. Contributions do not purchase votes or favorable outcomes. A member may resign under Article 7. The current Constitution and the actual admission terms shall be made available before acceptance.

F.4 Acceptance record

Record item	Entry
Member name / category / primary college	
Authorized representative, where applicable	
Constitution version and disclosure supplied on	
Acceptance / authenticated consent and date	

Annex G Decision calculations and notice timetable

Constitutional administration schedule. All periods are calendar days unless another unit is expressly stated. Operative articles prevail. The examples below are synthetic applications of AF rules, not actual votes, appointments or completed notices. The secretary shall verify the controlling legal and filed-instrument rules for every corporate decision.

G.1 Council thresholds at full authorized composition

Assumptions for this table only: every authorized seat is occupied; no conflict changes eligibility; the controlling instruments impose no higher threshold. The ordinary quorum is not the number of affirmative votes required for every resolution.

Serving directors	Ordinary quorum	Appointment: 2/3, minimum 3	Three-quarter reserved approval
5	3	4	4
6	4	4	5
7	4	5	6
8	5	6	6
9	5	6	7

G.2 Rounding and denominator rules

For a fraction f and controlling denominator N , the minimum affirmative count is the smallest whole number at least $f \times N$, together with any express minimum. Ordinary Council approval is $\text{floor}(P/2) + 1$, with a minimum of three, where P is the number present and entitled to vote. A vote based on all serving directors uses that whole denominator despite abstention or absence; removal uses the expressly defined eligible disinterested denominator.

Example 1: seven serving directors, six present and entitled to vote, no conflicts. Quorum is four; an ordinary resolution needs four affirmative votes, not three. A Council appointment needs five affirmative votes because its denominator is all seven serving directors. A constitutional amendment needs six, plus every required higher approval.

Example 2: seven serving directors and one respondent excluded from a removal decision, with no other conflict. The eligible disinterested denominator is six. Three quarters rounds to five affirmative votes, subject to the independent finding and a legally available removal power. If too few eligible directors remain to reach the required minimum of three, no internal removal decision is manufactured.

Example 3: an elected technical committee has eleven eligible voting members. At least eight must cast yes or no on a final normative ballot. If eight do so, at least six affirmative votes are required. Seven yes-or-no participants do not satisfy participation even if all seven vote yes. A technical ballot is not a Council appointment or a member election.

G.3 Control timetable

Action	Required period or decision rule	Clause
Council ordinary meeting	At least quarterly; at least 7 calendar days of notice.	12.1
Council urgent meeting	At least 48 hours of notice and recorded necessity; protected thresholds unchanged.	12.1
Council ordinary quorum	Majority of serving directors, minimum 3, and any higher applicable legal or filed-instrument minimum.	12.2
Council ordinary decision	Majority present and entitled to vote; minimum 3 affirmative votes. Abstentions do not lower the denominator.	12.3
Council appointment	At least 2/3 of all serving directors, rounded upward, and at least 3 affirmative votes.	11.2
Council size change	At least 3/4 of all serving directors, rounded upward; no incumbent terminated by a reduction.	11.3

Action	Required period or decision rule	Clause
Fallback presidential succession	Within 90 days; at least 3/4 of remaining serving directors, rounded upward, and at least 3 affirmative votes.	13.2
Removal process	At least 30 calendar days of notice and independent finding; legally available route and protected disinterested vote.	13.4-13.6
Removal approval	At least 3/4 of eligible disinterested serving directors, rounded upward, and at least 3 affirmative votes; all required higher approvals.	13.6
Interim executive restriction	No more than 30 days without renewed reasons and independent review.	13.7
Ordinary General Assembly	Annually; at least 30-day notice; agenda submissions until 15 days before.	14.3
Requested extraordinary Assembly	At least 10% of eligible voting members; meeting within 60 days on matters within remit.	14.4
Member recommendation response	Within 60 days for a committee-supported or 10%-supported documented recommendation.	14.7
Committee charter and nominations	Charter at least 60 days before nominations; nominations open at least 42 days.	15.2-15.3
Committee ballot	Open at least 14 days; separate direct chair election; 7-day runoff when required.	15.4-15.5
Ballot participation	At least 20% of eligible credentials; one rerun may use 10%; no further informal reduction.	15.6
Committee term	3 years; one consecutive renewal in the same office; by-election if vacancy exceeds 6 remaining months.	15.7
Election challenge	Result challenge within 15 days; normally resolved within 30 days. Candidate challenges before voting where practicable.	15.10
Standard consultation	At least 60 calendar days for a substantive proposed standard.	17.4
Final normative ballot	At least 2/3 of eligible members cast yes/no; at least 2/3 of yes/no votes affirmative; fractions rounded upward.	17.5
Standard maintenance	Review at least every 3 years; earlier if evidence warrants.	17.8
Complete membership application	Reasoned decision target within 30 calendar days; justified evidence requests and extensions recorded.	5.3
Member discipline response	At least 21 calendar days; urgent interim membership restriction up to 30 days with independent review.	7.3-7.4
Corporate complaint	Acknowledge within 5 days; initial response within 30; normally determine within 60; progress at least every 30 during extension.	24.1
Corporate appeal	Submit within 30 days; normally determine within 60 days of receipt; specialist protection and mandatory rights preserved.	24.2-24.3
Constitution amendment	At least 30-day pre-decision circulation; 3/4 serving-director approval plus required higher approvals.	29.2-29.3
Amendment notification / commencement	Notice within 7 days of adoption; ordinarily no commencement before 30 days after notification and required approvals/filings.	29.4-29.5
Emergency executive reporting	Submit reasons, scope and expenditure to Council within 7 days.	28.5
Quality review and audit	Active-process audit and formal management review at least annually; performance review quarterly.	28.4
Constitutional transition	QMS and public/operating alignment within 90 days; required initial committee elections within 6 months.	31.5-31.6

G.4 Service of notice and calendar control

Each notice shall state its authority, matter, evidence access, recipients, sending date, deadline and time zone, response route and actual commencement where relevant. Retain delivery and failed-delivery evidence. Apply calendar-day rules without silently reducing a response right; record any adjustment required by law. Urgent protection requires its own lawful basis. Templates and edition dates do not prove completed acts. Correct a missed step through the lawful remedy and preserve the original record; never backdate compliance.