



FIRST EDITION / CORPORATE GOVERNANCE

CONFLICT OF INTEREST POLICY

Aerospace Federation

INDEPENDENT JUDGMENT

TRANSPARENT INTERESTS

PROTECTED DECISION MAKING

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Relationship to existing files	Separate expanded policy. Existing AF source documents, prior policies and the final AF 9100:2026 files remain unchanged.
Distribution	Policy text may be published after authorized release. Completed case, declaration and personal-data records are protected according to their content.

Disclose interests. Separate influence. Defend impartial decisions.

This policy applies across governance, membership, committees, technical and assurance services, learning, events, awards, research, funding, partners, chapters and enabling functions. Requirements follow the actual relationship and lawful mandate; they do not create general authority over unrelated third parties.

Reading and implementation route

Read the numbered sections for requirements and responsibilities, then use the annexes for scope matrices, timelines, decision controls, communication models and records. The final annex identifies inherited AF requirements and the implementation controls added in this edition. Complete actual contacts, roles, approvals and jurisdiction-specific conditions before operational use.

“Shall” states a requirement following valid adoption; “should” states a recommendation; “may” states permission. Examples are synthetic. A template is evidence-capture space, not a completed approval or a factual public notice. Mandatory law and higher AF instruments retain their effect.

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1 Purpose and whole-federation application

1.1 Public-benefit and impartiality commitment

Aerospace Federation shall identify, assess and control interests that could improperly influence entrusted duties, access, technical conclusions or institutional decisions. The purpose is trustworthy governance and fair sector cooperation across aviation, space, the full defense industry, heavy and advanced industry and related mobility. Disclosure is the beginning of control, not proof that a conflict has been removed. Commercial importance, a senior title, an urgent launch or a shortage of experts shall not excuse an unresolved material conflict.

1.2 Existing policy and authority

This document expands AF-PL-003 and the corresponding provisions of AF-PL-013, AF-CON-001 and AF-SR-001. It is a separate detailed companion, not a silent replacement of those files. The Constitution retains appointments, voting, discipline, removal and independent oversight powers. AF 9100:2026 retains its assessment-role exclusions and decision rules without amendment. Where a conflict cannot be managed within actual authority, restrict or defer the activity or use a genuinely independent lawful route.

2 Persons, relationships and activities

2.1 Who must comply

Apply the policy to the President, Council directors and officers, Secretariat, employees, volunteers, committee members, working-group experts, assessors, reviewers, decision makers, appeal panel members, examiners, jurors, instructors, researchers, procurement personnel, representatives and relevant contractors. Incorporate proportionate duties into member and partner terms for their AF participation. A member company is not placed under AF control for every unrelated private activity merely by joining.

2.2 Transactions and influence channels

Review interests at appointment, assignment, proposal design, access approval, agenda setting, procurement, scoring, publication, funding, evaluation, decision, appeal and continuing oversight. Informal advice, private messages, selecting a panel, setting evidence scope and controlling budget can influence a result as much as a final vote. Digital access, AI tool ownership, data rights, referral arrangements and downstream subcontractors shall be considered where material.

3 Definitions and materiality

3.1 Actual, potential and perceived conflicts

An actual conflict exists when a relevant interest presently interferes with an entrusted duty; a potential conflict could arise from a foreseeable change; a perceived conflict exists where a reasonable informed observer could question impartiality based on relevant facts. Interests may be financial, professional, institutional, personal, adversarial or a conflict of commitment. An interest is not automatically misconduct. The issue is whether the person's judgment, access or actions may be improperly affected and whether reliable controls are possible.

3.2 Context-sensitive assessment

Assess closeness, value, timing, dependence, control, role, information access, consequence and alternatives. No universal monetary threshold makes every interest safe. Small repeated benefits, a future job offer or an indirect financial relationship may be material. A broad diversified investment without control may present a different risk from a concentrated holding, but it is not automatically exempt where material knowledge or influence exists. Collect sufficient information for review without intrusive unrelated personal disclosure.

4 Stakeholder participation versus impartial case work

4.1 Legitimate industry contribution

AF needs manufacturers, operators, suppliers, academics and professionals to contribute expertise. An openly declared employer, discipline or general industry interest does not automatically exclude a person from technical consultation or ordinary membership. Apply published committee balance and common-control rules and distinguish a general sector perspective from a specific improper advantage. Do not manipulate conflict rules to suppress a defensible technical objection, remove a competitor or frustrate a valid elected term.

4.2 Stronger independent roles

Independent assessment, review, accreditation, examination, merit selection and appeals require stronger case-specific separation. A person may be a legitimate committee contributor yet be unsuitable to evaluate their employer, decide their own work or hear their own appeal. Transparent industry participation does not waive those

exclusions. Record the exact function and object being examined; one clearance cannot be treated as approval to perform all roles for the same applicant.

5 Disclosure duties and timing

5.1 Before access or influence

Declare relevant ownership, investments, employment, consultancy, board positions, remuneration, commissions, sponsorship, funding, family/close relationships, adversarial interests, pending offers, material gifts and other connections before appointment or assignment and before receiving affected confidential information. Refresh at least annually and whenever circumstances change. Meeting participants shall disclose new agenda-specific interests at the start or immediately on discovery. Use AF-FR-003 and the annex modules; an empty declaration is not presumed to mean no interests unless affirmatively confirmed.

5.2 Changes and incomplete information

A person discovering a new possible conflict shall stop the affected participation or access where necessary and notify the designated unimplicated reviewer promptly before further influence. Record what is known, what is uncertain and what must be verified; do not speculate about relatives or demand unnecessary account records. Incomplete material information warrants temporary restriction and a reasonable clarification process, not automatic accusation. A later disclosure shall trigger review of earlier affected work rather than rewrite the original clearance date.

6 Independent review and decision path

6.1 Role allocation

The Legal and Integrity Coordinator administers declarations and case screening; an unimplicated competent authority determines the control plan within its mandate. The Ethics and Impartiality Committee provides independent oversight and escalation. Technical assignment owners verify role exclusions and competence; procurement/finance owners verify transaction controls; the Appeals Committee allocates independent review. The declaring person shall not approve their own interest or select a dependent person to do so.

6.2 Leadership and institutional conflicts

A conflict involving the President, a director, an oversight member, the Integrity Coordinator or a funding authority shall bypass that person. Use disinterested constitutional authority and independent advice; no ordinary staff policy grants new board powers. Institutional financial exposure or common ownership may require structural separation, a different independent provider or refusal. Merely creating a differently named committee or subsidiary is insufficient if control or incentives continue to undermine independence.

7 Assessment criteria and control outcomes

7.1 Reasoned evaluation

Record the entrusted duty, decision/object, persons and entities, interest, relevant time period, potential influence, information already accessed, applicable prohibition, criticality and alternatives. Consider facts supporting and reducing the concern, and document missing evidence. Apply categorical exclusions before considering a qualitative risk rating. A high competence score, successful prior work or client consent cannot compensate for an express independent-role prohibition.

7.2 Permitted outcomes

An outcome may be no material conflict with reasons; transparent participation with bounded controls; partial recusal and restricted information; independent co-review where sufficient; reassignment; an independent external route; divestment or cessation of a relationship where valid and verified; refusal or suspension of affected work. Define who implements each control, when, for how long and how effectiveness is checked. A waiver is unavailable where a higher rule prohibits the role. An unresolved material conflict shall not be recorded as cleared.

8 Recusal and information barriers

8.1 Practical recusal

Recusal shall cover affected papers, informal briefings, interviews, scope selection, deliberation, influence, voting and signatures, not only absence from the final vote. A conflicted person may provide a clearly bounded factual explanation only when invited by the independent authority, then leave the discussion and receive no privileged account of it. Record the reason, departure/re-entry, restricted records, voting effect and substitute authority. Do not route instructions through a colleague or private channel after recusal.

8.2 Access and verification

Apply technical access restrictions to portals, shared drives, mailing lists, agendas, drafts, provisional scores and case records. Preserve necessary evidence of prior access and communications. An information barrier shall include training, permitted contacts, logging, oversight and breach response, not merely a confidentiality promise. Test important restrictions and revoke access on reassignment or exit. If an unavoidable information exposure compromises the next decision, replace the affected role or repeat the independent work as necessary.

9 Council decisions, quorum and constitutional safeguards

9.1 Preserve the actual voting basis

Before a Council decision, the corporate secretary shall record authorized seats, serving directors, attendance, conflicts, eligible voters, applicable legal quorum and the specific approval denominator. Ordinary decisions and approvals expressed as a fraction of all serving directors have different rules; recusal shall not silently reduce the all-serving denominator. The President has no casting vote. AF-CON-001 Article 13.6 uses its expressly different eligible-disinterested denominator for its particular accountability decision.

9.2 Insufficient independence

Where too few eligible persons remain, defer the affected decision and obtain competent legal advice on a lawful independent route. Do not treat an internal conflict policy as authority to disregard the formation instrument or applicable law. A meeting minute may correct an evidenced clerical error but shall not manufacture quorum or backdate a vote. Removal, discipline or limitation of an elected or constitutional office follows its own protected procedure; a conflict management plan is not an informal permanent removal mechanism.

10 Standards, committees and intellectual-property interests

10.1 Transparent technical development

Disclose employment, funding and known material patent or licensing interests before contributions that could create a specific commercial advantage. Preserve balanced participation, actual technical evidence, alternatives and dissent. A contributor shall not conceal essential rights, manipulate the electoral roll, fabricate consensus or introduce a substantive requirement through an editorial change. Control access to competing proprietary submissions and explain any recusal while preserving lawful participation.

10.2 Specific benefit and release

Assess whether a proposal benefits an entire class of technology or confers a material particular advantage to a participant or related entity. Apply suitable independent technical review, licensing scrutiny, alternative design or recusal; do not assume every technical author is disqualified merely for expertise. Substantive changes follow the proper consultation and technical approval process. A material legal or intellectual-property issue shall be resolved before release, not concealed by a vote count.

11 Assessment, accreditation and technical decisions

11.1 Non-negotiable separation

An evaluator shall not independently review or decide the same evaluation; an appeal reviewer shall be independent of the original evaluation, review and decision. AF shall not accredit its own assessment operation or infer accreditation from its own management-system statement. A body shall not independently certify work it designed when independence is compromised. A reviewer may also decide only when separately authorized for both and independent of evaluation under the controlling scheme.

11.2 Prior employment and consultancy

For AF 9100 third-party evaluation, review and decision assignments, preserve the 24-month exclusion for relevant prior employment or consultancy in Annex AB. Check continuing ownership, financial, family and other interests after the interval; time alone does not establish independence. This is not a ban on employees performing properly independent internal audits of other work. Apply any additional AF-SR-001 or profile restrictions without weakening the baseline. Keep assignment-specific screening and actual dates in the competence record.

12 Education, examinations, awards and grants

12.1 Learning and competence

Instructors may explain content and support learning, but shall not promise an independent credential. Apply the actual examination and decision separation; a trainer shall not become the sole practical examiner, reviewer and

decision maker for their own cohort. Manage prior coaching, family ties, close supervision, exam-item access and future employment interests. Objective marking tools do not remove the need for independent oversight when essential skills and integrity are involved.

12.2 Merit-based selection

Award jurors, competition judges, peer reviewers and grant selectors shall declare financial, professional, supervisory and personal links to applicants before receiving submissions. Preserve the published criteria, original scores and recusal/replacement record. Sponsors may support a program but may not purchase access to provisional rankings or a preferred outcome. A mixed panel shall have sufficient independent competent members after exclusions; do not use another program's generic majority rule to lower the applicable minimum.

13 Procurement, finance and related-party transactions

13.1 Disinterested decisions

No person shall approve their own expense, remuneration or related-party benefit. Record the legitimate AF purpose, actual need, alternatives, value evidence, relationship, funding restrictions and empowered disinterested approval before commitment. Do not tailor unjustified specifications, leak competing bids, split transactions to evade controls or exchange procurement preference for membership, sponsorship or recognition. Financial approval and payment/reconciliation shall retain required separation.

13.2 Documentation and follow-up

Related-party work is not automatically prohibited where law and AF rules permit it, but must receive transparent independent assessment and the required approvals. Competence, price, performance and alternative sourcing shall be evidenced, not asserted by the beneficiary. Record contract changes, actual delivery and continuing conflicts. A general budget approval does not approve a particular conflicted transaction; later ratification shall not be assumed to cure an unlawful or concealed act.

14 Gifts, hospitality and outside commitments

14.1 Benefits and influence

Bribes, kickbacks, facilitation payments, cash gifts, secret commissions and outcome-linked personal benefits are prohibited under AF-PL-013. Modest necessary hospitality or common logistical support requires lawful purpose, proportionality, disclosure and non-benefiting approval. Consider aggregate frequency, timing, source and pending matters; there is no universal monetary safe harbor. Gifts routed through a family member, charity or intermediary remain relevant. Record offered, refused, returned and accepted material benefits.

14.2 Outside roles and future opportunities

Disclose outside employment, board roles, consultancy, funded research, expected commercial benefits and pending job discussions where they may impair AF duties, use its resources or expose confidential information. A conflict of commitment shall consider actual availability and deliverables as well as financial interest. Do not impose an unsupported blanket ban on unrelated private work. An offer from an applicant while a case is live requires immediate independent review before further participation.

15 Institutional funding and commercial dependence

15.1 Organization-level threats

AF and its operators shall review sponsor concentration, referral fees, shared ownership, related consultancy, course sales, investment exposure and dependence on favorable outcomes. Membership, donations, fees and advertising shall not buy a technical conclusion, vote, office or privileged case access. Commercial staff may explain published requirements but shall not design or sell the corrective solution they will then independently approve. Separate budget oversight from the merits of individual cases.

15.2 Structural remedies

Where dependence undermines independence, use documented governance, separate resources and reporting, independent provider selection and genuine decision authority outside the interested operation. A nominal organizational chart does not demonstrate independence. If effective control cannot be evidenced, refuse or restrict affected work. Any independent external assessment of AF's own scheme operator shall have a real scope and competent unconflicted reviewers; do not call internal management review independent accreditation.

16 Disputes, investigations and public representation

16.1 Case functions

Investigators, appeal members, mediators, experts and arbitrators shall disclose interests under their applicable mandate. No person involved in the contested act shall select or direct their own investigator or appeal panel. An adverse prior position may require review, but mere professional disagreement does not establish bias without context. Commercial dispute appointments and challenge procedures remain governed by valid party agreement and applicable law, not replaced by this policy.

16.2 Representation and communications

A representative shall distinguish AF's authorized position from their employer's or private interest. Do not use AF's name, member data, unpublished standards, award decisions or technical records for personal promotion or commercial advantage outside permission. Disclose material sponsorship or authorship interests in publications where relevant. A logo license is not a mandate to bind the federation. When AF is itself a commercial dispute party, use the independent external administrative arrangement required by the Constitution.

17 Undeclared interests and compromised decisions

17.1 Immediate response

On discovering an undeclared material interest, protect affected evidence and participation, stop further conflicted activity where necessary and refer for unimplicated review. Assess whether the omission was inadvertent, misunderstood or deliberate through a fair process; disclosure failure does not automatically prove the underlying technical result wrong. Examine prior access, influenced decisions, affected populations and whether independent re-evaluation is needed. Preserve the original record and public status history.

17.2 Remediation and consequences

Implement proportionate corrections, fresh independent review, reassignment, restricted authority, contract remedies or formal discipline only through the competent route. Restore a role only after the relevant conflict and competence conditions are satisfied; do not backdate clearance. Membership sanctions preserve response and appeal rights. Directors and elected officeholders retain constitutional protections. Report deliberate concealment, retaliation or falsification through AF-PL-016 and correct inaccurate public claims without unnecessary personal disclosure.

18 Records, privacy and challenge

18.1 Necessary protected records

Maintain declarations, independent analyses, control plans, recusals, restrictions, assignment checks, related-party approvals, gifts, changes and verification. Record the applicable time period and scope. Protect financial, family and personal details under AF-PL-018; only relevant information shall be collected or publicly disclosed. The general register may show clearance state and restriction without the private underlying narrative. Retention follows the substantive governance, role, contract or case class under AF-SC-001, not an invented universal period for every interest.

18.2 Review rights

A person affected by a conflict determination may request a reasoned explanation and independent review under AF-PL-017. The original assessor of the interest shall not decide their own substantive appeal. Mandatory prohibitions remain in place during review unless valid authority and evidence justify another lawful arrangement. A person shall not be penalized for honestly declaring an interest or raising a reasonable concern about impartiality. Confidentiality shall not obstruct necessary oversight or a meaningful response.

19 Monitoring, competence and assurance

19.1 Routine checks

Review interests on appointment, at least annually, on change and before each consequential assignment. At meetings, check the agenda before confidential distribution and again before the decision. As an added AF implementation control, perform quarterly risk-based sampling of actual conflict plans, access restrictions, assignments and related-party decisions. Verify compliance with required cooling-off periods using actual dates and role history; a signed annual form is not enough.

19.2 Training and institutional learning

Provide role-specific scenarios at induction and after material changes, including sponsor pressure, prior consultancy, family relationships, data access, patents and insufficient quorum. Report unresolved material conflicts, breaches of restrictions, late declarations, affected decisions and verified remedies to independent oversight and management review. Low declaration counts do not demonstrate impartiality. Audit the process annually under AF-HB-009 and review this policy after serious failures or relevant changes.

20 Adoption, transition and non-waiver

20.1 Controlled effectivity

Record actual adoption, effective date, competent reviewers, declaration system, independent escalation, access controls and training before operational reliance. Pending cases and existing terms shall receive a documented transition; do not retroactively fabricate a clearance or cancel a lawful elected term by relabeling it a conflict. AF-PL-003 and earlier documents remain separate until any authorized revision is actually made. Annex H provides the source and release record.

20.2 No private override

A client waiver, sponsor request, unanimous preference or internal risk score cannot displace mandatory law, a constitutional safeguard or an express independent-role exclusion. Resolve material inconsistency through the proper competent process, keeping affected work on hold when necessary. This policy protects legitimate participation while preventing improper influence; it creates neither blanket immunity for declared interests nor blanket exclusion of industry expertise.

Annex A — Interest taxonomy and decision-context matrix

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

Potential interest

Potential interest	What to disclose and examine
Ownership and investments	Control, concentrated holdings, options and material indirect benefit; context-sensitive treatment of diversified holdings.
Employment and consultancy	Current/past employer, client, role, dates, work connection and required cooling-off period.
Family and close relationships	Only relationships materially affecting the duty; type and decision connection, not unrelated private detail.
Research and intellectual property	Funding, patents, licenses, authorship and a specific benefit from proposed standards or decisions.
Gifts and hospitality	Source, value/frequency, timing, pending matter, offered/refused/accepted state and independent approval.
Future opportunity or commitment	Job discussions, contingent fees, commissions, external role or workload affecting impartiality or performance.
Adversarial interest	Material litigation, dispute or hostility affecting the case; distinguish this from legitimate technical disagreement.
Institutional dependence	Sponsor/referral concentration, shared ownership, consultancy or investment exposure and structural influence.
Information and digital tools	Privileged access, data reuse, model/vendor interests and control of provisional outcomes or evidence.

Materiality depends on the actual duty and consequence. An openly declared employer may be appropriate in a balanced standards consultation but incompatible with independently certifying that employer's system. An interest is not automatically a finding of misconduct.

Annex B — Initial, annual and assignment declarations

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

CI-B01 | Declaration of relevant interests

Field	Instruction and entry space
Identity and role	Name, AF role/assignment, period and actual decision/access responsibilities. Record: _____
Relevant entities	Employers, clients, directorships, ownership, controlled affiliates and material funding linked to the work. Record: _____
Personal/other interests	Material close relationships, adversarial matters, future opportunities, benefits or workload conflicts; minimum necessary detail. Record: _____
Time history	Actual start/end dates for relevant employment/consultancy; prior AF involvement in the same work. Record: _____
Affected matters	Applications, proposals, contracts, votes, grants, standards or case IDs; information already accessed. Record: _____
Declaration and change duty	Confirm accuracy to knowledge, unresolved questions, prompt updates and no self-approval. Signature/actual date. Record: _____

CI-B02 | Before-assignment clearance

Field	Instruction and entry space
Scope and mandatory checks	Role, entity/object, sector/method, required independence, original evaluation/review/decision involvement and cooling-off exclusions. Record: _____
Independent outcome	Cleared with reasons / bounded controls / recusal / reassign / hold; competent unimplicated reviewer and actual time. Record: _____
Implementation	Restricted records, substitute roles, control owner, verification and review trigger. Record: _____

The declaring person confirms facts; an independent competent authority determines suitability. A submitted form or course certificate is not an authorization.

Annex C — Control plan, recusal and related-party record

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

CI-C01 | Interest assessment and management plan

Field	Instruction and entry space
Duty and interest	Matter, relevant parties, actual/potential/perceived issue, materiality and rule basis. Record: _____
Risk and alternatives	Potential influence, consequence, contrary evidence, already accessed information and possible controls. Record: _____
Categorical exclusions	Any mandatory role prohibition/cooling-off rule; cannot be waived by points or client consent. Record: _____
Control decision	No material conflict / transparent bounded participation / recusal / reassignment / external route / refusal, with reasons. Record: _____
Implementation and monitoring	Owner, access changes, permitted factual input, replacement, duration, test evidence and next review. Record: _____
Independent approval	Reviewer/authority, actual date, dissent, communication and challenge route. Record: _____

CI-C02 | Meeting recusal or related-party transaction

Field	Instruction and entry space
Matter and relationship	Agenda/contract, beneficiary, purpose, alternatives and objective value evidence where transactional. Record: _____
Participation and calculation	Serving/present/eligible members, recusals, legal quorum, exact approval denominator, votes and dissent. Record: _____
Record of separation	Papers restricted, factual input if invited, departure/re-entry, no informal influence and independent approval before commitment. Record: _____
Aftercare	Authorized contract/action, verified delivery, continuing restriction and review of affected earlier work. Record: _____

Annex D — Incompatible roles and exceptions that are not waivers

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

Situation

Role combination / interest	Required boundary
Evaluator plus independent reviewer/decision maker, same case	Prohibited. Reassign the independent function; an authorized independent reviewer may separately also decide only where the scheme permits.
Original evaluator/reviewer/decision maker plus appeal member	Prohibited for the same appeal. The original person may explain the record but not deliberate or vote.
AF assessing/accrediting its own assessment operation	No self-accreditation. Use genuine structural independence and appropriate external scrutiny.
Relevant employment/consultancy within preceding 24 months	Apply AF 9100 Annex AB exclusion for third-party roles; check continuing interests after 24 months.
Employee internal auditor of a different process	May be suitable when competent and independent of that work. The 24-month third-party exclusion is not a blanket employee ban.
Trainer plus candidate/cohort assessment	Apply the actual examination independence rules; the trainer shall not be sole practical examiner, reviewer and decision maker.
Beneficiary plus approval of own payment/contract	No self-approval. Disinterested actual authority, evidence of need/value and required financial separation.
Council director/paid AF executive in Article 23 oversight committee	Constitutional incompatibility remains; an ordinary policy cannot waive it.
Industry employee in balanced technical consultation	Not automatically prohibited. Disclose affiliation, control specific benefits and preserve committee balance and proper voting rules.
Related consultancy or investment by provider	Examine structural and functional influence; nominal separation or a client waiver is insufficient if independence remains compromised.

Annex E — Council calculations and checked examples

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

These calculations illustrate AF-CON-001 and do not determine whether the actual legal meeting or transaction is valid. Always verify the formation instrument, applicable law, authorized seats and matter-specific requirements.

Synthetic example

Synthetic example	Calculation and conclusion
Seven serving directors; two recused; five eligible present	Ordinary constitutional quorum baseline is $\max(3, \text{floor}(7/2)+1) = 4$, subject to the actual legal/eligible-participation rules. Five eligible present meet that numerical baseline.
Ordinary decision by those five eligible present	Required yes votes = $\max(3, \text{floor}(5/2)+1) = 3$. Abstention is not a yes and does not reduce the present-and-entitled denominator.
Two-thirds-of-all-serving approval; seven serving, two recused	$\text{ceil}(2 \times 7/3) = 5$ affirmative votes, with any required minimum. Recusal does not change all-serving to five; all five remaining must vote yes to meet this number.
Three-quarters-of-all-serving approval; seven serving, two recused	$\text{ceil}(3 \times 7/4) = 6$ affirmative votes. Only five are eligible, so this numerical condition cannot be met by that group. Do not reduce the denominator.
Article 13.6 specific disinterested accountability route; five eligible	Its distinct threshold is $\max(3, \text{ceil}(3 \times 5/4)) = 4$. All other serious-ground, notice, investigation and legal requirements remain.
Ordinary three-person appeal under AF-PL-017	All three participate; at least two support disposition; no casting vote or power to waive missing evidence.

Do not reuse these examples as a technical committee voting rule. Ordinary committee quorum and final normative ballots follow their separate constitutional provisions and valid charter. Record actual numbers and the exact rule used.

Annex F — Practical conflict scenarios

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

Scenario

Scenario	Expected handling
An OEM engineer joins a standards working group	Declare employer; legitimate expertise can contribute within balance and scope. Independently review any specific proprietary advantage.
An assessor left the applicant 18 months ago	Do not assign the affected AF 9100 third-party role; the 24-month exclusion has not elapsed.
The same person left 30 months ago but retains shares and paid advice	Time alone does not clear the interest. Review current relationships; refuse/reassign if material or prohibited.
A sponsor offers hospitality before an award decision	Review timing and influence; decline when it could compromise judgment; do not give provisional ranking access.
A director's company bids for a platform contract	Disclose relationship; independent need/value comparison and lawful approval; no bid access or self-approval.
The Integrity Coordinator is accused of suppressing a report	Bypass that person; independent competent external handler if needed; preserve evidence and safe reporter contact.
A reviewer has written strongly on the technical topic	A scholarly view is not automatically bias. Assess the actual case, personal/financial stakes and openness to evidence.
A committee vote would mandate a participant's patent	Disclose rights; independent technical and licensing review; apply appropriate recusal/alternatives before publication.
The only qualified expert is conflicted	Do not lower independence. Obtain external capacity, restrict scope or defer; record unavailable competence.
A recently cleared expert receives a job offer from a live applicant	Stop affected participation pending prompt independent review; preserve prior work and communication.
A member threatens to withdraw dues unless a complaint is dismissed	Refuse outcome pressure; preserve the case; review institutional funding dependence and protective reporting.
An undisclosed conflict is found after a certificate	Review actual effect on original evidence and decision; independent re-evaluation/status correction where needed, not automatic erasure of all history.

Annex G — Monitoring, privacy and implementation checklist

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

Control

Control	Evidence and assurance question
Initial and annual declaration	Do all relevant role holders affirm current information, not merely leave a blank field?
Assignment-specific screening	Was the actual applicant/object and role checked before confidential access?
Recusal effectiveness	Were papers, systems, informal influence and vote actually restricted and verified?
Constitutional calculations	Were legal quorum and the correct denominator preserved without silent reduction?
Cooling-off and continuing interests	Were real dates and current relationships checked rather than relying on a generic certificate?
Related-party and benefit decisions	Were purpose, alternatives, value and disinterested approval evidenced before commitment?
Institutional risks	Are funding concentration and related commercial interests visible to independent oversight?
Privacy and retention	Is only necessary personal information collected and protected under the correct substantive record class?
Learning and corrective action	Were compromised earlier decisions examined and remedies verified without punishing honest declarations?

New AF monitoring baseline: quarterly risk-based checks of live control plans and decisions, plus annual internal audit and policy review. Synthetic measure: 27 of 30 sampled consequential assignments had a valid pre-access conflict check = 90%; the three missing checks require assessment of actual impact, not retrospective backdating. A zero denominator is Not applicable.

The corporate secretary records governance decisions; the Integrity Coordinator controls declarations; technical owners retain assignment evidence; case custodians protect investigations. Public summaries disclose material institutional controls without publishing unnecessary personal or financial detail.

Annex H — Source alignment, adoption and controlled release

NORMATIVE CONTROLS; EXAMPLES AND MODEL ENTRIES ARE INFORMATIVE

This annex distinguishes established AF requirements from the additional implementation controls authored for this policy. It does not amend a source document, authenticate a historic approval or establish that a reporting channel, appointed officer or digital service is already operating.

Inherited AF requirements and interfaces

Source	Preserved requirement / implementation interface
AF-CON-001 Articles 9–13, 15–18, 22–27	Actual authority, recusal, distinct voting bases, legitimate participation, protected offices and independent decisions.
AF-PL-003; AF-PL-013; AF-FR-003	Disclosure before access, annual/change updates, prohibition of self-review and live conflict management.
AF 9100 Annex AB; AF-SR-001	24-month third-party exclusion, continuing-interest review, independent case roles and no self-accreditation.
AF-PR-013/019; AF-HB-009; AF-GD-003	Financial separation, remedies, annual assurance, records and honest correction.

Additional controls in this edition

Control	Nature and approval boundary
Quarterly risk-based control-plan sampling	New AF operational monitoring frequency; does not replace annual declarations or every-assignment checks.
Expanded taxonomy, control plan and scenario modules	New implementation detail; declared industry participation is not universally prohibited.
Calculation examples and related-party records	Explanatory application of preserved constitutional rules; no claim of automatic legal validity.

Controlled AF references: AF-CON-001; AF-QM-001; AF-ML-001; AF-PL-003; AF-PL-013; AF-PL-016; AF-PL-017; AF-PL-018; AF-PR-001; AF-PR-004; AF-PR-011; AF-PR-013; AF-PR-019; AF-SC-001; AF-SC-002; AF-GD-001; AF-GD-003; AF-HB-009; AF-FR-001; AF-FR-002; AF-FR-003; AF-FR-014; AF-FR-017; AF-SR-001; AF 9100:2026. Use the applicable current effective version. Where an older corporate instruction conflicts with the Constitution, record the conflict and complete the required controlled change; this file does not silently rewrite the earlier file. AF 9100:2026 remains unchanged.

Adoption and implementation record

Field	Instruction and entry space
Exact text	Record AF-PL-019, Conflict of Interest Policy, First Edition, Revision 00, 30 September 2026 and the approved file identity. Record: _____
Authority and approval	Identify actual approving organ/delegation, decision, reviewers, date and authenticated signatories. Record: _____
Commencement and transition	Enter the real effective date; affected contracts, rights, documents and pending cases; notices and transition actions. Record: _____
Owners and channels	Identify competent role holders/deputies, independent escalation, actual monitored contacts and operating hours. Record: _____
Readiness evidence	Record training, secure access, channel/record tests, case rehearsal and remaining restrictions. No fictitious test result. Record: _____
Master List and review	Add the proposed entry only through AF-FR-001 and AF-ML-001; assign next review and implementation checks. Record: _____

Proposed Master List entry: AF-PL-019 | Conflict of Interest Policy | Policy | First Edition | Revision 00 | 30 September 2026 | Approval/effectivity: enter actual record. R01 publication lineage; completed records follow their substantive record classes. Existing Master List and source files remain unchanged by delivery of this policy.