

International Federation
of Freight Forwarders Associations
The global voice of freight logistics

ANNUAL REPORT 2020.

FIATA
International Federation
of Freight Forwarders Associations

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FIATA INTERNATIONAL FEDERATION OF FREIGHT FORWARDERS ASSOCIATIONS

FIATA is the leading international organisation in multimodal freight transport. We advocate trade facilitation policies and promote best practices in the supply chain to speak with a unified voice in support of freight forwarding associations and logistics companies.

As a non-governmental, membership-based organisation, we represent freight forwarders in some 150 countries. Our membership is composed of more than 100 Association Members and almost 6,000 Individual Members, overall representing an industry of 40,000 freight forwarding and logistics firms worldwide. Founded in 1926, we represent the interests of our members at the global level, particularly vis-à-vis transport organisations, international organisations and governments.

PRESIDENT'S MESSAGE

The COVID-19 pandemic shook the world and has impacted millions of people and economies everywhere, exposing weaknesses in many sectors but also raising opportunities to rebuild better systems and stronger communities. The supply chain showed great resilience over the past year, maintaining the flow of goods despite facing extraordinary circumstances.

Throughout the crisis, FIATA underwent an impressive internal transformation through its *Reset Programme* but always had as its main priority to support all FIATA Members. To that end there was a focus on knowledge transfer and information sharing to guide freight forwarders Members through these unprecedented times. Through the delivery of a dedicated COVID-19 platform, relevant tools and resources, and overall improved communications, FIATA brought the freight forwarding community together like never before.

Digital connectivity was undeniably crucial for business — and everyday life — to remain possible, as face-to-face encounters became a thing of the past and the world went online. Digitalisation was embraced at an accelerated speed, along with the new normal, and that was seen in FIATA holding over a hundred virtual meetings for Members throughout the year. FIATA Members had never been so closely connected while being so far apart, and I believe that to be a great achievement.

The work carried out by our *Reset Programme* was significant and has laid the groundwork for what the new FIATA has to offer. The organization has been restructured, its objectives and priorities revised, procedures optimised, and a new era embarked upon. Being a FIATA Member has been redefined, exceptional value has been created during the most difficult times. No matter the global situation, the new FIATA envisioned is to better serve Members — being one that is proactive, energetic and relevant — and resolutely focused on the future, is now also a palpable reality.

As we prepare to emerge from a global crisis, the freight forwarding industry must continue to operate and adapt its businesses — and FIATA is ready to lead the way. FIATA is no longer looking back, but rather looking forward and into the possibilities of what the future may bring to freight forwarders. If the freight forwarding industry have learned anything this year, it's that the world can change overnight, and FIATA must be prepared to embrace and adapt to those changes constructively and efficiently.

FIATA thanks each and every one of its members for their continued trust in FIATA and looks forward to a collaborative and successful year to come.

Sincerely,



Basil Pietersen
President

“

AS WE PREPARE TO EMERGE FROM
A GLOBAL CRISIS, THE FREIGHT
FORWARDING INDUSTRY MUST
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”

DIRECTOR GENERAL'S MESSAGE



I had the unique experience of joining FIATA at an unprecedented times for the organization and the world. Despite going through a global pandemic, my main priority upon arrival as Director General was the implementation of the 'Reset Programme' decided at the General Meeting 2019 in Cape Town under the guidance of the FIATA Presidency. The pandemic has added to this objective a need to ensure close proximity to our members and provide them tools to navigate in turbulent times. Among this, FIATA has worked intensively at the international level to build awareness of the key role of freight forwarders during the pandemic and its recognition as an essential service, while calling for a functioning supply chain.

The FIATA *Reset Programme* is an initiative from the FIATA Presidency to re-structure, re-energise and modernise the entire organization and the way it conducts business. The Reset Programme first called for the full re-structure of the FIATA Headquarters, which meant bringing a whole new team to lead the newly created business units on international trade and law, professional development and sustainability, digital projects, communication and events, and membership and administration.

This also meant moving the office from Zurich to Geneva to reinvigorate the presence among governmental and non-governmental international actors and advocate trade facilitation policies that will reposition FIATA as the key global freight logistics organization. Such a programme represents clearly a significant change for Members from what they were used to in the past. If it was necessary for FIATA to adapt its organization to the new reality, this was not without having to overcome the resistance to change that is a natural human feeling. We can be all proud at FIATA that we were able, as group, to manage such change without business disruption.

In terms of education, the *Reset Programme* called for the enhancement of training through the newly created FIATA Logistics Institute. The three identified workstreams focusing on standards and certifications, digital learning and international cooperation, and with a key emphasis on young logistics professionals bring all training and education activities under one umbrella.

To leverage Member opportunities, it was also a priority to help freight forwarders enter the digital world and catch up with their delay in that area. We were successfully doing that through the establishment and ongoing implementation of FIATA digital strategy. Elaborated in only a few months of hard work

and announced in the second quarter 2021, the FIATA Digital strategy seeks to create a network of trust where data is seamlessly exchanged across the industry. Two projects have already been launched to create a registry of FIATA members' digital identity and a library of digital standard templates, with a clear focus on the digitalisation of the FBL, the main FIATA multimodal document.

The *Reset Programme* also highlighted the need to better protect and manage FIATA's intellectual property, so an audit of licenses was conducted to ensure compliance of regulations and copyright enforcement on FIATA's widely used documents – with many enhancements still ahead. As we look to the future, FIATA is also conscious of the need to engage younger professionals in our industry and have invested valuable time and resources to modernise our communication – from revising our website and social media accounts, to redesigning our magazine and newsletters to give FIATA a more contemporary outlook.

Many milestones have been achieved this year, and while these have not been without their own challenges, we have come a long way since we set sail for the new FIATA. I look forward to what lies ahead, as I am confident that the direction we are moving toward, all together, will continue to bring great value for Members and ensure the success of FIATA in a new future.

Sincerely,

Dr. Stéphane Graber
Director General

MEETINGS & EVENTS

Since the COVID-19 pandemic put the world in lockdown for most of 2020, FIATA – as was the case for many companies and international organisations – had to cancel all its face-to-face meetings, including flagship events such as the HQ Meeting and the FIATA World Congress. Nevertheless, our organisation remained active, continued to cater to its members' needs and managed to increase digital connectivity among them. Over the year, more than 100 virtual meetings were held and completely reshaped the way of interacting. While some meetings were in the past held only twice a year, under the COVID sanitary restrictions, meetings were more regular – sometimes monthly – allowing our members to stay close during this unprecedented time, but creating new organisational challenges for FIATA.

Our statutory General Meeting, which would normally have taken place during the FIATA World Congress, was – for the first time – successfully held online on 07 December and welcomed almost 200 participants from all regions. Among other items, the General Meeting approved reports from the Presidency on FIATA's 2019 activities and finances, and adopted its 2021 budget. Two new Association Members were also welcomed, the Transportation & Logistic Federation of Iran (TLFI) and the Turkmen Logistics Association (TLA).

The General Meeting also hosted a keynote address by Mr. Adam Roark, Worldwide Transportation and Logistics Industry Lead at Amazon Web Services. Our guest provided insights on several topics impacting the supply chain, such as the need to streamline data and enable digitalisation, disruption management, e-commerce and autonomous solutions.

INSTITUTES, ADVISORY BODIES AND REGIONS

FIATA's Institutes and Advisory bodies provide advice on technical and policy issues concerning land-, sea-, air- and multimodal transport; logistics and customs; trade concessions; information technology; and education and training.

INSTITUTES

Airfreight Institute (AFI)

Chair: Keshav TANNA

Throughout 2020, the Airfreight Institute continued its collaboration with the International Air Transport Association (IATA) through the IATA-FIATA Consultative Council and the IATA-FIATA Air Cargo Programme (IFACP). It also raised several issues such as the remittance frequency of the CASS Consultative Council and the CAC and CSC voting items – including V/8 and V/9. Despite several attempts to revive the project of modernisation of the IFACP, it was regrettably terminated by IATA (effective December 2020), leaving the challenging task to find out how the collaboration between freight forwarders and airlines should work.

Several issues linked to the impact of the COVID-19 pandemic on airfreight became key topics of discussion. The optimisation of supply chains to deliver vaccines remained central in AFI discussions, and the Institute welcomed a keynote address on this topic by Prof. Wouter Dewulf, VP External of the Air Transport Research Society.

Customs Affairs Institute (CAI)

Chair: Steve PARKER

The Customs Affairs Institute strengthened its long-standing partnership with the World Customs Organization (WCO) on key issues such as: the use of advanced technologies, the Single Window System, and the development and implementation of the Authorised Economic Operator (AEO) programmes. As part of discussions around the WCO Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework), the Institute provided its expertise in the revision of the AEO implementation tools. It also worked on providing guidance to the WCO Review of the Revised Kyoto Convention and continued its collaboration with the WCO Private Sector Consultative Group (WCO PSCG).

The custom authorities' rapid response mechanism put in place during the pandemic was highly welcomed by CAI. The context also led to the Institute providing guidance on abandoned goods to the Advisory Body on Legal Matters (ABLM) for the development of a best practice guide on the topic.

FIATA Logistics Institute (FLI)

Acting Chair: Stephen MORRIS

The FIATA Logistics Institute (FLI) – a merger of the former Advisory Body on Vocational Training and the former FIATA Logistics Academy – brings professional development and training activities under one umbrella. To support FIATA members in equipping the industry with the necessary skills and competences, three separate task forces have been set up. Task Force 1 focuses on Training standards, Task Force 2 focuses on Digital learning and international cooperation and Task Force 3 focuses on Young professionals and diversity.

This Institute first elaborated its standard operating procedures, which were adopted by the Presidency in consultation with the Extended Board. Then, its first task was the validation and re-validation of Association Members' training programmes leading to the FIATA Diplomas. The Institute also provided administrative support for the delivery of the ICAO-FIATA Dangerous Goods by Air training programme. With TT Club, it jointly organised the 2020 Young International Freight Forwarder of the Year Award (YIFFYA). And the Institute welcomed Stephen McDermott as its new chair, elected at the General Meeting.



Multimodal Transport Institute (MTI)

Chair: Robert KEEN

The Multimodal Transport Institute is composed of four working groups representing rail, road and sea transport, and sustainable logistics. In 2020, the pandemic's deep impact on the industry was reflected on the work carried out.

1

Working Group Sea Transport

Chair: Jens ROEMER

Given the impact of the pandemic on sea freight, this working group focused on issues that – if pre-existing to the pandemic – increased significantly in 2020. This included port congestions, container surcharges and imbalances, the International Maritime Bureau's projects of NVOCC Registration and Code of Conduct. The situation concerning demurrage and detention charges was closely monitored by the working group, which welcomed the FMC Final Rule on Demurrage and Detention, upon which FIATA developed a toolkit with guidance to its members (available on <https://fiata.org/resources/practical-guides.html>).

This working group also produced several position papers, from the importance of maintaining and facilitating the flow of essential goods to considerations for potential addition of COVID-19 specific clauses in bills of lading. It also continued to monitor global maritime competition issues and conducted a Global review of container surcharges in order to evaluate the global situation and consider possible further actions.

2

Working Group Rail Transport

Chair: Ivan PETROV

This working group explored challenges and opportunities brought by Eurasian land bridges and corridors and prioritised discussions on the impact on supply chains and on environmental considerations. It also addressed the need for harmonised systems and negotiable transport documents, drawing example for the Negotiable FIATA Multimodal Transport Bill of Lading. Finally, this working group continued its collaboration with the United Nations Commission on International Trade Law (UNCITRAL) on the importance to amend international conventions and domestic laws to provide for negotiable documents in rail transport.

3

Working Group Road Transport

Chair: Tomas SUHANYI

This working group's work focused on the impact of the pandemic on road transport and helped raise awareness on the impact of border and travel restrictions on truck drivers and essential workers. It also continued its collaboration with CLECAT on business recovery planning, the EU mobility package, the need to ensure harmonisation and cross-border processes.

4

Working Group Sustainable Logistics

Chair: Cavit UGUR

This working group welcomed a new Chair and proceeded to a call of delegates. It worked to revise its concept, vision and mission and was integrated into the Multimodal Transport Institute. This working group also contributed to a UNECE article on the establishment and development of infrastructures in several countries.

ADVISORY BODIES

Advisory Body on International Affairs (ABIA)

Chair: Paul GOLLAND

This advisory body focused its work on human resources issues within the industry pre- and post-COVID-19. Looking into the future, ABIA will assess the involvement of Association

Members in the World Trade Organization's Trade Facilitation Agreement at their national level.

Advisory Body on Information Technology (ABIT)

Chair: Anne SANDRETTO

In May 2020, FIATA's digital strategy was launched, under the leadership of the Advisory Body on Information Technology. This strategy includes six projects, which will allow members to exchange secured and authenticated data, access/use/sign up-to-date FIATA standard trade data/documents, and leverage industry intelligence through their everyday tools (transportation management solution (TMS) and other softwares).

In June 2020, two projects were launched: FIATA's Digital Identity and the Digitalisation of FIATA's Standard Trade Documents. Two dedicated working groups – composed of the ABIT chair and members, digitalisation

experts from other international organisations active in the trade and transport industry, and software providers representatives – were created to help define the two projects' business requirements, which were also discussed in other institutes and bodies meetings. As a result, a combined Proof of Concept, aiming to demonstrate the technical and operational feasibility of FIATA's electronic Bill of Lading solution, was proposed and approved by the Presidency at the end of the year.

In parallel, ABIT established a partnership with PayCargo to start the development of a custom online payment platform for members.

Advisory Body on Legal Matters (ABLM)

Chair: Yuntao YANG

This advisory body produced a Best Practice Guide on Abandoned Goods to provide guidance to members since the number of situations increased following the COVID-19 crisis. It also continued its collaboration with the United Nations Commission on International Trade Law (UNCITRAL) and

the United Nations Economic Commission for Europe (UNECE) and collaborated on the underlying global legal framework to support negotiable multimodal transport bills of lading, and participated in a UNECE panel on the impact of the crisis on intermodal transport and logistics.

Advisory Body on Safety and Security (ABSS)

Chair: Brian LOVELL

This advisory body is active on key security and safety issues which may impact the integrity of the supply chain, such as cybersecurity and

organised crime. It welcomed a new chair at the end of 2020, Niels Beuck, and launched a call for delegates.

Congress Committee

Chair: Stanley LIM

This committee faced challenges in the organisation of the 2020 edition of the FIATA World Congress because of the pandemic's continued impact on travel restrictions, border controls, and an understandable hesitancy from delegates and participants as to their attendance. The Committee worked closely with Forward Belgium in the decision to postpone the FWC initially scheduled for 2021 in Brussels to 2023, noting the need to consider both FIATA's duty of care to participants and the needs and deliverables of the event itself.

The committee also continued to work closely with the Korean International Freight Forwarders Association on the 2022 FWC, taking into consideration the many challenges. Work was also done to start reviewing and redrafting the FWC contractual arrangements and FWC protocol so that it would provide a basis for the 2024 FWC in Panama, to be organised by the Asociación Panameña de Agencias de Carga. The committee also initiated work on the invitation to Association Members to host the 2025 FWC, which will be distributed in 2022.



REGIONAL BODIES

The Regions bring forward regional issues and can submit them to the Institutes and Advisory Bodies, when necessary. The intention being, at a regional level, to identify industry issues and assist members in solving them, as well as to strengthen synergies between regional members.

The Extended Board adopted regional rules on **24 September 2020** to increase consistency across all four Regions and ensure an equal operating framework.

Region Africa and Middle East

Chair: David PHILLIPS

Key topics discussed in 2020 within this region:

- COVID-19 and customs issues
- the African Continental Free Trade Area (AfCFTA), which will cover a market of 1.2 billion people and a GDP of \$2.5 trillion, across all 55 member States of the African Union. In terms of numbers of participating countries, AfCFTA would be the world's largest free trade area since the formation of the World Trade Organization.
- the North-South corridor project: a multi-modal (road, rail and ports) trans-continental interconnector, connecting South Africa in the south to Egypt in the north
- the FMC Rule on Demurrage and Detention
- the Authorised Economic Operator (AEO) project
- the concept of SMART borders (SMART for Secure, Measurable, Automated, Risk management-based, and Technology-driven) to facilitate trade and mitigate threats linked to the cross-border flows of goods

This region also organised three successful webinars.

Region Americas

Chair: Jorge HEINERMANN

Key topics discussed in 2020 within this region:

- sea- and land- transport issues and challenges associated with COVID-19
- procedures and processes put in place in several countries in the aftermath of the pandemic
- custom affairs in the Americas and customs implementation in Latin America
- how to move forward and improve the fluidity of supply chains with the use of technology in customs procedures
- the demurrage fees situation on the continent
- the FMC Rule on Demurrage and Detention
- difficulties with capacity and rates in airfreight
- airlines projections for 2020 and 2021
- abandoned goods
- cargo screening and enhanced security
- training and education needs in the industry

Region Asia-Pacific

Chair: Adelaide YANG

Key topics discussed in 2020 within this region:

- the impact of COVID-19 on trade, investment and transport connectivity in the region, with guest speaker Ms. Azhar Jaimurzina from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
- the impact of the pandemic on airfreight in Australia
- the FMC Rule on Demurrage and Detention
- the difference in implementation of the Authorised Economic Operator (AEO) concept from country to country
- legal matters regarding Trade and Logistics in China in relation to the pandemic
- training and education needs, and the reinforcement of the collaboration with UNESCAP in this domain



On **21 May 2020**, FIATA followed the *76th Session of the Economic and Social Commission for Asia and the Pacific*, held online, which focused on “Promoting economic, social and environmental cooperation on oceans for sustainable development”. And on **25 September 2020** FIATA Director general Dr. Stéphane Graber took part in the UNESCAP “Regional Conversation Series on Building Back Better” – Session 4: “Resilient supply chains and connectivity”. This event explored challenges, opportunities, and best practices for economies in Asia and the Pacific in revitalising supply chains and connectivity on their path of recovery from the COVID-19 pandemic. FIATA addressed the issue of incorporating sustainability principles into supply chains at a regional and global scale.

Region Europe

Chair: Antonella STRAULINO

Key topics discussed in 2020 within this region:

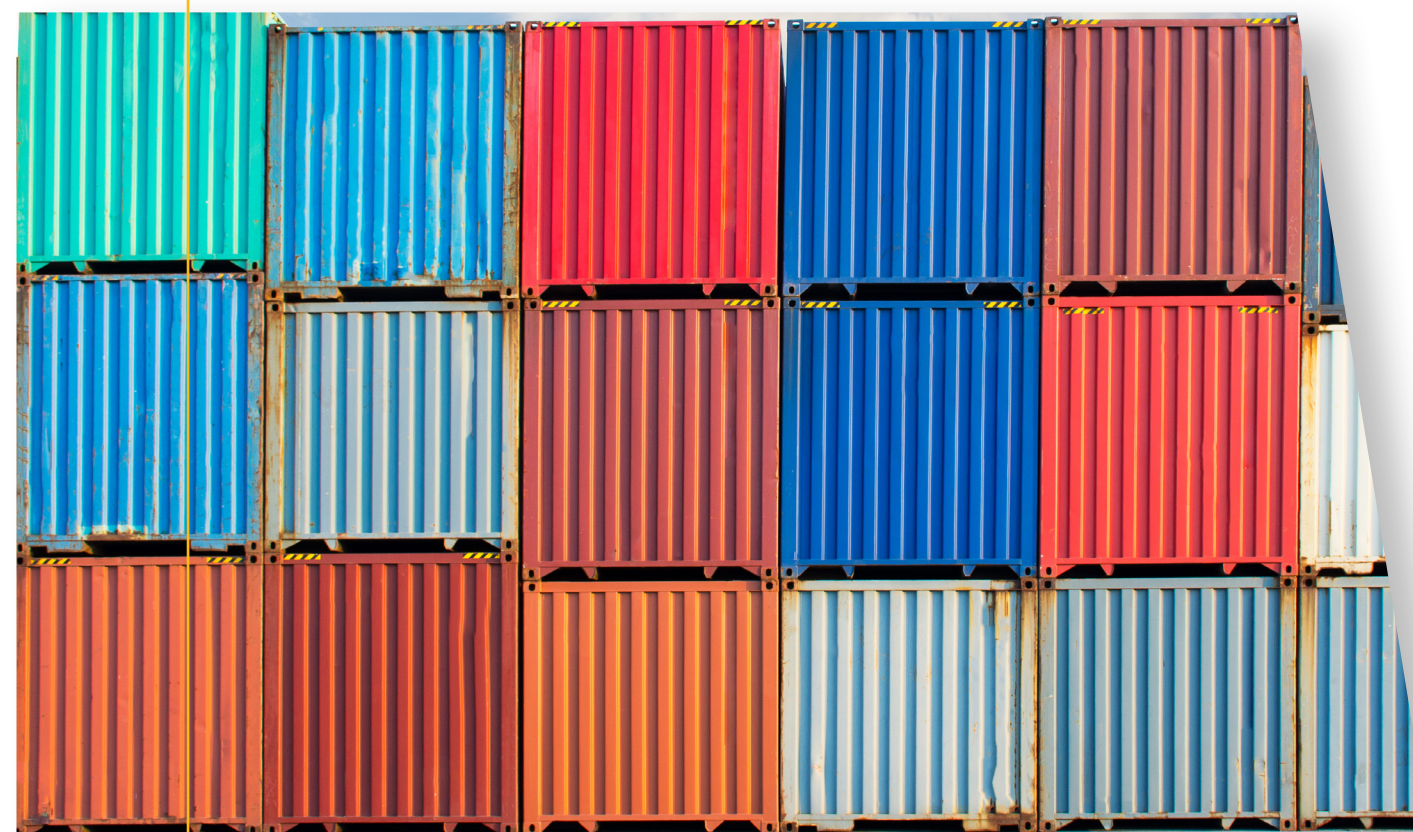
- FMC Rule on Demurrage & Detention (with participation of WG Chair Jens Roemer)
- the European Union Mobility Package (for drivers, road transport operators and enforcers) and commercial road transport in the European Union
- pre-Brexit preparations, as the United Kingdom’s withdrawal from the European Union was already having serious consequences on trade and was causing disruptions impacting freight forwarders
- how to increase the Region’s work with non-EU European economies to strengthen the voice of freight forwarding in Europe at large

In **May 2020**, FIATA participated, as an observer, in two meetings held by the Digital Transport and Logistics Forum (DTLF) of the European Commission. This forum gathers groups of experts on digital freight transport and logistics, with the aim to facilitate the use of data and establish protocols and standards to share some of it more easily between all the supply chain stakeholders. The first meeting, on **06 May 2020** was the meeting of the Subgroup 2 (Corridor Freight Information Systems). The second one, on **07 May 2020**, was the meeting of the Subgroup 1 on “Paperless Transport”. Through its participation, FIATA ensures the visibility of its Digital Strategy, while fostering the interoperability of its solutions with others digital initiatives. In September, WG Sea Chair, Jens Roemer, provided a presentation on the decision of the US Federal Maritime Commission’s Final Rule on demurrage and detention practices, and how this can be applied in the European context.

FIATA FOUNDATION

The FIATA Foundation plays a key role in our ecosystem, as it supports freight forwarding and logistics vocational training in low- and middle-income countries. Its objective is, through training for trainers courses, to encourage FIATA Association Members to set up training programmes in their own countries. But with the COVID-19 pandemic, several obstacles arose, and in 2020 the

Foundation was unfortunately not in a position to continue to organise these courses. The situation, however, has led to a reflexion on the structure and organisation of the Foundation, as well as on ways to strengthen synergies with FIATA. Discussions with the FIATA Presidency have been held to give the Foundation a new dynamism to prepare for the end of the crisis.



POLICY AND ADVOCACY ACTIVITIES & PUBLICATIONS

POSITION PAPERS

(available on <https://fiata.com/resources/position-papers.html>)

- 30 March 2020 [Invoking force majeure in the COVID-19 crisis: Some practical tips](#)
- 01 April 2020 [Maintaining the flow of essential goods during the COVID-19 crisis](#)
- 23 April 2020 [Left with abandoned goods: What's next?](#)
- 01 May 2020 [Guidance on the addition of COVID-19 specific clauses in bills of lading](#)
- 25 May 2020 [The challenge of handling airfreight capacities in COVID-19 and beyond](#)
- 19 June 2020 [Trade facilitation... the way out of COVID-19](#)
- 22 June 2020 [Repatriation of stranded seafarers necessary for global trade](#)
- 23 July 2020 [National committees on trade facilitation](#)

GUIDANCE ISSUED FOR THE FREIGHT FORWARDING COMMUNITY

(available on <https://fiata.com/resources/position-papers.html>)

[FMC Final Rule on Demurrage and Detention Toolkit](#) published on 26 October 2020

[Best Practice Guide on Abandoned Goods](#) published on 02 December 2020

OTHER PUBLICATIONS

FIATA Review

The FIATA Review presents a global outlook on transport and logistics issues, as well as the latest news from FIATA members. Published quarterly in print and digital, it is distributed to the freight forwarding community and to partners and subscribers worldwide.

[March](#)

[May](#)

[July](#)

[September](#)

[December](#)

FIATA REVIEW 2020



March



May



July



September



December



2020 PRESS RELEASES

- | | |
|------------------|--|
| 31 January 2020 | Coronavirus raises tension on shipping line position on container charges |
| 19 March 2020 | FIATA – Together we are strong! |
| 20 March 2020 | FIATA-IATA, Key partners in adversity - COVID-19 medical and economic impacts |
| 25 March 2020 | Seafreight – The heavy lift |
| 27 March 2020 | Across land borders road and rail – Vital lifelines |
| 01 April 2020 | FIATA invites shipping lines to adapt their practice on demurrage and detention charges during the COVID-19 crisis |
| 24 April 2020 | Trade compromised without international freight forwarders |
| 30 April 2020 | FIATA publishes new position paper on container imbalance during COVID-19 |
| 07 May 2020 | FIATA welcomes FMC's final interpretative rule on demurrage and detention charges |
| 25 May 2020 | FIATA stands with seafarers maintaining the global supply chain during COVID-19 |
| 08 June 2020 | FIATA and KIFFA postpone 2020 FIATA World Congress to 2022 |
| 04 August 2020 | FIATA and TT Club congratulate regional winners of young international forwarders award |
| 26 October 2020 | FIATA FMC toolkit provides guidance to members on unjust demurrage and detention practices |
| 07 December 2020 | FIATA holds annual General Meeting |
| 10 December 2020 | Young International Freight Forwarder of the Year announced |

GOVERNANCE

FIATA PRESIDENCY

The Presidency is the organisation's executive management:



Basil Pietersen, South Africa
President



Babar Badat, Pakistan
Immediate Past President and Acting Treasurer



Robert A. Voltmann,
United States / Chile
Secretary General



Turgut Erkeskin, Turkey
Senior Vice President



Ivan Petrov, Bulgaria
Senior Vice President



Thomas Sim, Singapore
Senior Vice President

The Headquarters

implement the resolutions of the General Meeting and the Presidency and operates under the directions of the Director General, Dr. Stéphane Graber.



Dr. Stéphane Graber
Director General

Vice President	Nadia Abdul Aziz	UAE
Vice President	Marc D. Bibeau	Canada
Vice President	Mark Bromley	UK
Vice President	Krishnan Chelliah	Malaysia
Vice President	David Fielder	Australia
Vice President	Richard D. Gluck	USA
Vice President	Ahmed Moustafa	Egypt
Vice President	Byung Jin Kim	Rep. of Korea
Vice President	Galo N. Molina	Ecuador
Vice President	David Nutakor	Ghana
Vice President	Jens Roemer	Belgium
Vice President	Neil Taylor	Chile

Chair, AFI	Keshav Tanna	India
Chair, CAI	Steve Parker	UK
Chair, FLI	Stephen McDermott	Canada
Chair, MTI	Robert Keen	UK
Chair, ABIA	Paul Golland	Australia
Chair, ABIT	Anne Sandretto	France
Chair, ABLM	Yuntao Yang	China
Chair, ABSS	Niels Beuck	Germany
Chair, RAMs	Jorge Heinermann	Argentina
Chair, RAME	David Phillips	South Africa
Chair, RAP	Adelaide Yang	Chinese Taipei
Chair, REU	Antonella Straulino	Italy
Chair, FWC	Stanley Lim	Singapore

The **Extended Board** advises the Presidency.

It is composed of 12 Vice Presidents plus 13 Chairs of Institutes, Advisory Bodies, and Regional Bodies.

MEMBERSHIP

In 2020, FIATA counted **108 Association Members** representing the freight forwarding industry within a country or territory and **5178 Individual Members** representing freight forwarding and logistics companies. The full directory is available on the website: www.fiata.org.

ASSOCIATION MEMBERS (by country)

ARG Asociación Argentina de Agentes de Carga Internacional	BIH Foreign Trade Chamber of Bosnia and Herzegovina International Freight Forwarders Association
ARM Association of Armenian Freight Forwarders	BRA Associacao Nacional das Empresas Transitarias de Carga Aerea, Comissarias de Despachos e Operadores Intermodais
AUS Australian Federation of International Forwarders **	BRN Brunei Freight Forwarders Association
AUS Customs Brokers and Forwarders Council of Australia *	BGR The Bulgarian Association for Freight Forwarding, Transport and Logistics
AUT Zentralverband Spedition & Logistik	KHM Cambodian Freight Forwarders Association
BGD Bangladesh Freight Forwarders Association	CMR Syndicat National des Auxiliaires de Transports et de Transit
BLR Belarussian Association of International Forwarders	CAN Canadian International Freight Forwarders Association, Inc.
BEL Forward Belgium	

CHL Asociación Logística de Chile	Forwarding Association
CHN China International Freight Forwarders Association	ETH Ethiopian Freight Forwarders and Shipping Agents Association
CN-HK Hong Kong Association of Freight Forwarding and Logistics	FIN Finnish Freight Forwarding and Logistics Association
CN-TW International Ocean Freight Forwarders & Logistics Association, Taiwan	FRA Union des Entreprises de Transport et Logistique de France
CN-TW Taipei Airfreight Forwarders & Logistics Association of Taiwan	GEO National Association of Freight Forwarders of Georgia
CN-TW Taiwan Freight Logistics Association	DEU DSLV Bundesverband Spedition Und Logistik
COL Federación Colombiana de Agentes Logísticos en Comercio Internacional	GHA Ghana Institute of Freight Forwarders
CRI Asociación Costarricense de Agencias de Carga y Logística Internacional	GRC Association of International Freight Forwarders & Logistics Enterprises of Greece
HRV Croatian Chamber of Economy International Freight Forwarders Association of Croatia	GTM Asociación Guatemalteca de Agencias de Carga
CYP Cyprus Clearing and Forwarding Agents Association	HND Asociación Hondureña de Agencias de Carga y Logística Internacional
CZE Association of Forwarding and Logistics of the Czech Republic	HUN Association of Hungarian Forwarders
DNK The Danish Freight Forwarders Association	IND The Air Cargo Agents Association of India
DJI Association des Transitaires de Djibouti	IND Federation of Freight Forwarders' Associations in India
DOM Asociación Dominicana de Agentes de Carga Aérea y Marítima	IDN Indonesian Logistics and Forwarders Association
ECU Asociación Ecuatoriana de Agencias de Carga y Logística Internacional	IRN International Transport Companies Association of Iran
EGY Egyptian International Freight Forwarding Association	IRL Irish International Freight Association
EST Estonian Logistics & Freight	ISR The Israeli Federation of Forwarders and Customs Clearing Agents

108

ASSOCIATION
MEMBERS

IN 2020

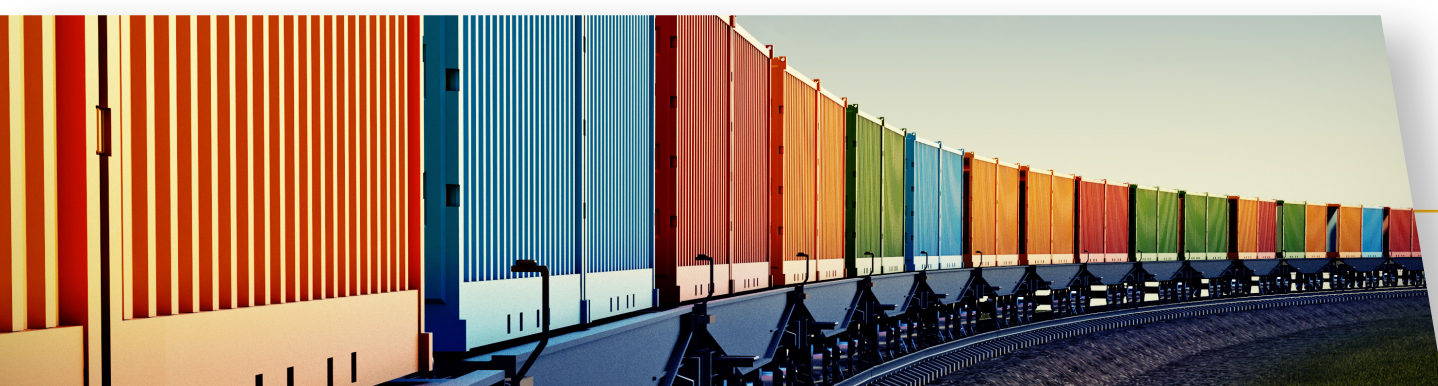
5,178

INDIVIDUAL
MEMBERS

*according to ISO 3166-1 alpha-3

** On 01 July 2020, the two associations merged to form the International Forwarders & Customs Brokers Association of Australia.

ITA	Federazione Nazionale delle Imprese di Spedizioni Internazionali	MEX	Asociación Mexicana de Agentes de Carga	ROU	Freight Forwarders Association of Romania	TZA	Tanzania Freight Forwarders Association
JPN	Japan Aircargo Forwarders Association	MDA	Association of Forwarders and Custom Brokers of the Republic of Moldova	RUS	The Russian Association of Freight Forwarding and Logistic Organizations	TZA	Zanzibar Freight Forwarders Bureau
JPN	Japan Freight Forwarders Federation	MNG	Federation of Mongolian Freight Forwarders	SLV	Asociación Salvadoreña de Agencias de Carga y Transitarios	THA	Thai International Freight Forwarders Association
JPN	Japan International Freight Forwarders Association	MMR	Myanmar International Freight Forwarders' Association	SAU	National Logistic Committee, Council of Saudi Chambers	TUR	International Transporters Association
JOR	Jordanian Logistics Association	NLD	Netherlands Association for Forwarding and Logistics	SGP	SAAA@Singapore	TUR	Uluslararası Tasimacilik Ve Lojistik Hizmet Uretenleri Dernegi
KAZ	Association of National Freight Forwarders of the Rep. of Kazakhstan	NZL	Customs Brokers & Freight Forwarders Federation of New Zealand	SGP	Singapore Logistics Association	UGA	Uganda Freight Forwarders' Association
KEN	Kenya International Freight and Warehousing Association	NIC	Asociación Nicaragüense de Agencias de Carga	SRB	Chamber of Commerce and Industry of Serbia - Association for Transport and Telecommunications	UKR	Association of International Freight Forwarders of Ukraine
KOR	Korea International Freight Forwarders Association	NOR	Norwegian Logistics and Freight Association	SVK	Association of Logistics and Freight Forwarding of the Slovak Republic	UKR	Association for Transport, Freight Forwarding and Logistics Organizations in Ukraine
LVA	Latvian National Association of Freight Forwarders and Logistics	PAK	Pakistan International Freight Forwarders Association	SVN	Chamber of Commerce and Industry of Slovenia Transport Association	UAE	National Association of Freight and Logistics
LBN	Lebanese Forwarders Syndicate	PAN	Asociación Panameña de Agencias de Carga	ZAF	The South African Association of Freight Forwarders	GBR	British International Freight Association
LTU	Lithuanian National Association of Forwarders and Logistics	PRY	Asociación de Transitarios del Paraguay y Operadores Logísticos	ESP	Federación Española de Transitarios, Expedidores Internacionales y Asimilados	USA	Transportation Intermediaries Association
MYS	Federation of Malaysian Freight Forwarders	PHL	Philippines Multimodal Transport and Logistics Association	LKA	Sri Lanka Logistics & Freight Forwarders Association	URY	Asociación Uruguaya de Agentes de Carga
MLT	The Malta Chamber of Commerce, Enterprise and Industry	POL	Polish International Freight Forwarders Association	SWE	Swedish International Freight Association	UZB	Uzbek International Forwarders Association
MAR	Association des Freight Forwarders du Maroc	PRT	Associacao dos Transitarios de Portugal	CHE	Spedlogswiss Verband Schweizerischer Speditions- und Logistikunternehmen	VNM	Vietnam Logistics Business Association
MUS	Association Professionnelle des Transitaires et Assimiles			SYR	Syrian International Freight Forwarding Association	ZMB	Zambia Customs & Forwarding Agents Association
						ZWE	The Shipping and Forwarding Agents Association of Zimbabwe



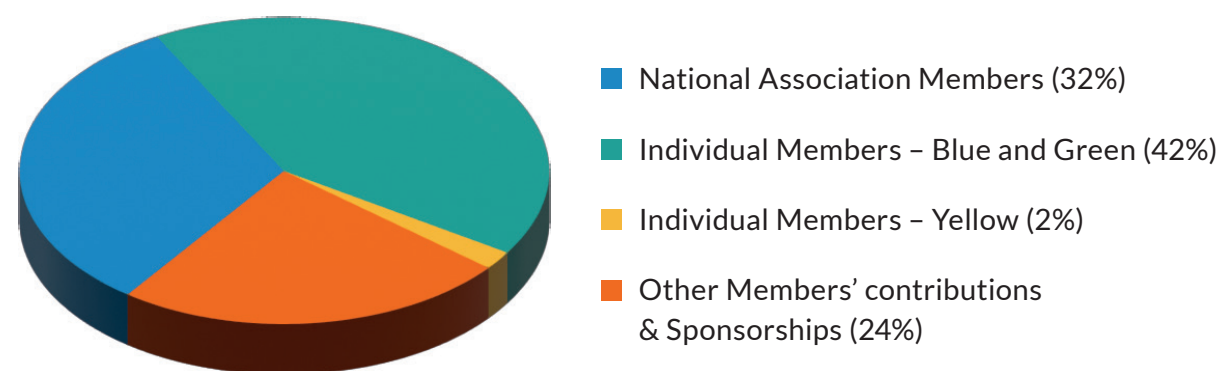
FINANCIAL STATEMENTS

Summary of financial statements in CHF at 31 December 2020

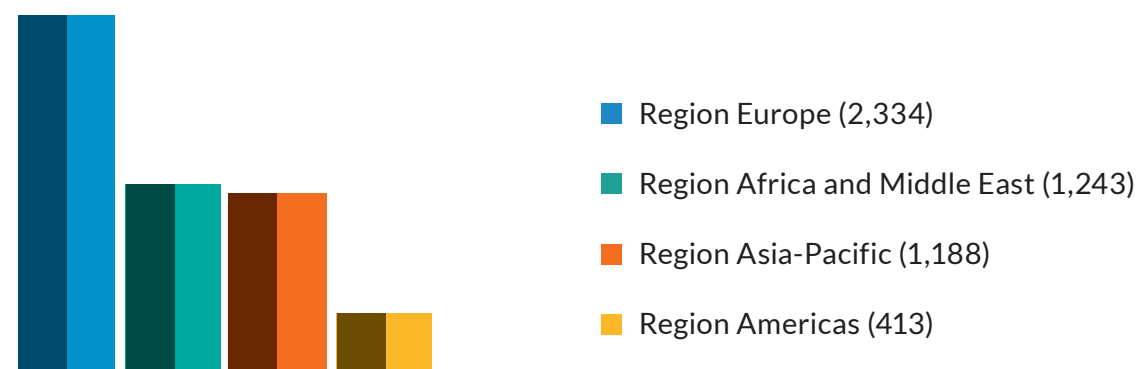
FIATA TOTAL ASSETS:

CHF 3,386,788

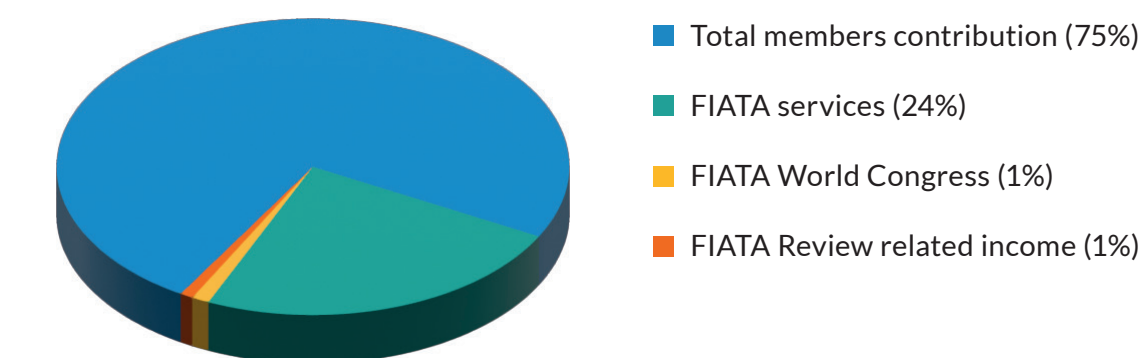
DISTRIBUTION OF MEMBERS' CONTRIBUTIONS



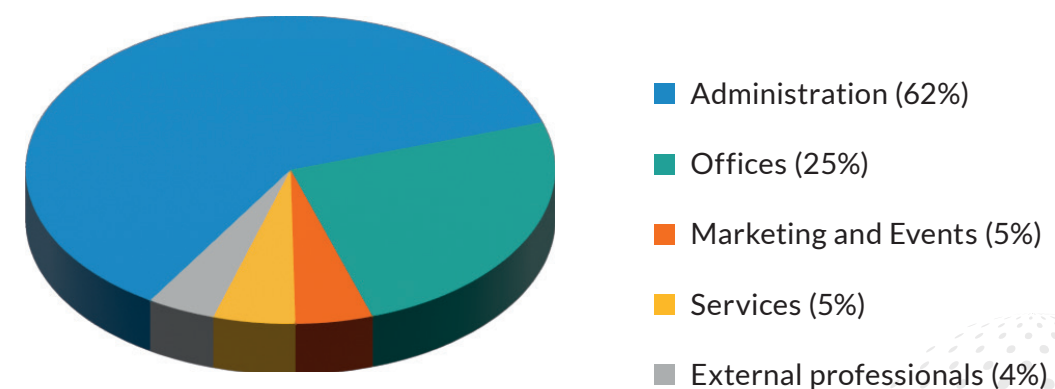
INDIVIDUAL MEMBERS BY FIATA REGIONS



DISTRIBUTION OF FIATA'S INCOME



DISTRIBUTION OF FIATA'S OPERATING EXPENSES



HEADQUARTERS TEAM

MANAGEMENT

Dr. Stéphane Graber
Director General

Stephen Morris
Senior Advisor to the Director
General (until September 2020)

MARKETING, COMMUNICATIONS AND EVENTS

Pauline Dutertre
Marketing and Events
Officer (from June 2020)

Claudia Marquina
Communications Officer (from April 2020)

DIGITAL PROJECTS

Guy de Pourtalès
Senior Technological Advisor

Lucelia Tinembart
Digital Projects Officer (from June 2020)

INTERNATIONAL TRADE AND LAW

Andrea Tang
International Trade Lawyer (from April 2020)

Daniel Bloch
Manager of the Airfreight Institute,
Customs Affairs Institute, and Region
Asia-Pacific (until December 2020)

Joana Nunes
Manager of the Multimodal Transport
Institute and Region Europe
(until March 2020)

Edouard Lioud
Intern (from July to December 2020)

MEMBERSHIP AND ADMINISTRATION

Barbara Wieser
Head of Administration

Emmanuela Simantirakis
Administration Officer

Vanessa Villa
Administration Officer

Betty Welzenback
Administrative Assistant (until August 2020)

PROFESSIONAL DEVELOPMENT AND SUSTAINABILITY

Dr. Nina Eggert
Professional Development and Sustainability
Officer (from April to December 2020)

Bassil Eid
Manager of the Advisory Body on
Information Technology, Advisory Body
on International Affairs, Advisory Body
on Safety and Security, Working Group on
Sustainable Logistics, and Region Africa &
Middle-East (until July 2020)

Frédérique Roche
Professional Development and Sustainability
Officer (from November 2020)

Verena Schaer
Manager of the FIATA Logistics Academy and
Region Americas (until August 2020)