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AviationManuals Designated as IS-BAO Programme Support Affiliate

AviationManuals has been accepted as an IS-BAO Programme Support Affiliate (PSA) for the International Business Aviation Council (IBAC), under the organization's new structure. The PSA achievement comes after AviationManuals was named a Preferred Provider by IS-BAO last year and further solidifies both organizations' close working relationship.

PSA was designed to identify vendors who support business aviation operators with implementing, seeking or maintaining registration to IBAC international standards. AviationManuals supports nearly 500 clients that utilize IS-BAO (International Standard for Business Aircraft Operations).

The confirmation of the PSA gives AviationManuals' clientele additional confidence that the counsel it provides will enable operators to achieve IS-BAO benchmarks of excellence for their aviation operations and Safety Management Systems (SMS).

"The AviationManuals' IS-BAO program is led by subject matter expert Kevin Honan, our Senior Advisor, Operations Manuals and Emergency Response Plans," said AviationManuals CEO Mark Baier. "He and the team do an exceptional job developing and maintaining content to support clients' individual IS-BAO registrations."

"In today's busy and turbulent aviation environment, operators may need expertise and guidance with the six-step process to IS-BAO registration," said Bennet Walsh, Director of the IS-BAO



Programme. "The IS-BAO Programme Support Affiliates are vetted by our team to assure quality support from knowledgeable professionals and we congratulate AviationManuals as a new Programme Support Affiliate."

IBAC has redesigned its affiliate program (formerly I3SA) and now designates qualified vendors as Programme Support Affiliates. PSA recognizes exceptional businesses that actively assist organizations with improved and more effective safety standards in the context of an IBAC International Standards program.

IS-BAO PSAs are required to demonstrate their ability to positively support the program during initial application and any renewal of affiliation. The goal of the PSA program is for IBAC to provide a validated list of third-party vendors that will support organizations seeking to implement the IBAC Standards Program through to registration.

AviationManuals supports a client base that operates over 4,500 aircraft worldwide, including more than 60 Fortune 100 company flight departments. Based in the Washington, D.C. area, the company provides digital operations manuals with update services, as well as SMS software and iPad apps for fixed-wing, rotary-wing, drone operators, and FBOs worldwide. Founded in 1996, the company has produced thousands of manuals. About AviationManuals

AviationManuals products and services include SMS Software, FBO Manuals, Flight/Company Operations Manuals, International Operations and Procedures Manuals, Minimum Equipment Lists, Emergency Response Plans, and Internal Audit Programs, as well as Letters of Authorization (LOA) support for RVSM, Data Link (CPDLC / ADS-C), PBN (RNP-10 / -4, NAT HLA, B-P-RNAV, and RNP-1), Enhanced Flight Vision Systems (EFVS), and EFBs.



INDUSTRY VETERAN DAVID WYNDHAM JOINS ASSET INSIGHT TEAM

Asset Insight, LLC is pleased to announce that prominent aviation industry executive David Wyndham will be joining the Asset Insight team as Vice President, Asset Insight Consulting Services on Monday, January 11th, 2021. Having authored more than 275 articles in aviation publications, Mr. Wyndham is a well-known and respected expert, author and speaker in the Business and General Aviation community. He commenced his aviation career with the U.S. Air Force, and went on to hold executive positions with Jet Support Services, Inc. (JSSI) and Conklin & de Decker, where he was a partner and the firm's president. Mr. Wyndham is a certified business coach and holds a Master of Aeronautical Science degree, a Bachelor of Science in Applied Mathematics, and a Civil Air Transport Pilot certification. With his broad experience and track record within the aviation industry, David will make an outstanding member of the Asset Insight team" said Tony



Kioussis, president of Asset Insight, LLC. "David will be responsible for broadening the company's consulting presence within business aviation, as Asset Insight expands its community of entities and personnel to offer a wide variety of information and asset value optimization services. David's intellect, deep-knowledge and understanding of the aviation industry will allow him to bring unique value to the Asset Insight team and customers. We are delighted David will be joining the Asset Insight team."



Putting the spotlight on 2021 Food & Drink Trends

UK orders production of MBDA's SPEAR mini-cruise missile

MBDA has received a contract valued at £550 million for production of the SPEAR missile system from the UK Ministry of Defence. SPEAR (known in UK service as SPEAR3) is a first-of-class network enabled miniature cruise missile. SPEAR will be the main medium-to-long-range strike weapon of the UK F-35 combat aircraft, enabling them to defeat challenging targets such as mobile long-range air defence systems at over-the-horizon ranges in all weathers and in highly contested environments.

Guided firings of SPEAR will start within 18 months from a Eurofighter Typhoon fighter aircraft, with missile and launcher production beginning in 2023. The new contract follows the successful implementation of the weapon



development phase contract for SPEAR placed in 2016 and the contracting of integration of SPEAR onto F-35 in 2019.

Éric Béranger, CEO of MBDA, said: "MBDA is delighted to receive this contract, it is the result of many years of hard work by our dedicated and highly skilled engineering team. Stand-off, network enabled and swarming weapons are a key part of MBDA's vision – SPEAR is leading the way with these technologies and is the most technically advanced

weapon of its type."

The contract for SPEAR will employ a peak of 570 people at MBDA plus a further 200 in the Tier 1 supply chain. This will see the creation of 190 highly skilled technology jobs at MBDA in areas including system design, software engineering, seekers, and guidance control & navigation in Stevenage, Bristol and Bolton. It forms part of the Portfolio Management Agreement (PMA), a partnership initiated in 2010 between the UK MoD and MBDA on sovereign complex weapons design and production. The PMA delivers world-beating military equipment for the UK Armed Forces and has secured over 4,000 UK jobs at MBDA while generating savings worth over £1.2 billion.

TSA closes 2020 with dramatic changes in checkpoint operations – commits to ongoing innovation in 2021

The Transportation Security Administration (TSA) reported the final daily figure of estimated travel volume for calendar year 2020, closing a year that tested the agency's ability to innovate and quickly implement modifications across more than 440 federalized airports nationwide to address the pandemic. Between Jan. 1 and Dec. 31, 2020, the agency screened a total of approximately 324 million passengers throughout its airport security checkpoints. That figure represents just 39 percent of the approximately 824 million total passengers screened in 2019. "In 2020, TSA implemented significant operational changes across its entire security checkpoint environment due to the COVID-19 pandemic. The speed and degree of change was unmatched in our 19-year history," said TSA Administrator David Pekoske. "The flexibility and agility of the men and women across TSA is a testament to their dedication to our collective transportation security mission. Our entire workforce, including screening officers, canine handlers, inspectors and federal air marshals, continues to do everything possible to protect our colleagues and airline passengers, and I am grateful for their adaptiveness and resilience." On April 14, 2020, TSA reported its lowest travel volume of only 87,500 passengers throughout all TSA checkpoints nationwide, representing just 4 percent of passenger volume recorded on the same weekday in 2019. During TSA's historically busiest time of year, average travel volume per day between Thanksgiving and New Year's Eve in 2020

continued to fluctuate between a low of 24 percent and a high of 61 percent of 2019 travel volume during the same period. TSA anticipates daily travel volumes will continue to rise steadily and follow seasonal patterns. However, the agency expects volume will remain well below pre-pandemic levels through most of 2021. Despite the substantially reduced number of passengers screened as a result of the pandemic in 2020, TSA modified security checkpoint procedures around the country to reduce physical contact and help protect workers and passengers. The agency accelerated deployment of acrylic barriers and technologies that enhance security and reduce touchpoints throughout the checkpoint. Many of those modifications, which include self-serve Credential Authentication Technology (CAT) units at travel document checking podiums and Computed Tomography (CT) equipment for a detailed image of a carry-on bag's contents, will remain in place well into the future. In 2020, TSA installed 6,873 acrylic barriers at 384 airports. The accelerated technology deployments also resulted in the installation of 927 CAT units for 125 locations. CAT allows passengers to scan their own ID to complete the identity verification process and eliminate the need to hand the credential to a TSA officer. TSA also installed more than 311 CT units at 135 airports, giving TSA officers the ability to review a 3D image of a passenger's bags, thus reducing the need to search the bag's contents. TSA continues to require all officers to wear face masks and gloves while on duty. Face shields

are also required when there is no acrylic barrier in place. The agency will continue to disinfect frequently touched surfaces and encourage social distancing through signage. When pat downs are required, TSA officers must use a fresh pair of gloves. As vaccinations become available for TSA officers in the coming weeks and months, the agency will continue to require the use of personal protective equipment in accordance with CDC guidelines. TSA remains steadfast in the agency's effort to contain the spread of COVID-19, including continuing to closely collaborate with industry and airport partners to enhance the overall travel experience. As part of the ongoing "Stay Healthy. Stay Secure." campaign, a dedicated TSA COVID-19 page is updated daily to provide information on daily travel volume, employee infections by airport, travel tips, and general updates regarding TSA operations. That page will continue to be updated on a daily basis to remain as transparent as possible with the traveling public. Throughout 2021, TSA remains committed to the mission of protecting all transportation systems as well as the continued deployment of technologies that enhance security and reduce physical contact. Travelers should continue to check with the CDC for travel advisories as well as their airline and airport at their destinations regarding local COVID-19 guidelines. For those who choose to travel, please visit the TSA website for the latest travel tips and information to make your next trip as safe as possible, including how to sign up for TSA PreCheck®.

World-renowned chefs reveal their colourful Butter Stories

Two of the Middle East's leading chefs have collaborated with their counterparts in Asia to reveal their secrets to creating the perfect butter sauce with French butter

The European Union and CNIEL, The French Dairy Board, are utilising the expertise of chefs from the Middle East, China, Hong Kong and Taiwan to showcase how they create naturally coloured sauces using the finest French butter and a range of bold ingredients to create visually enticing dishes.

From the home kitchen to Michelin star restaurants, butter has been at the epicentre of creating some of the tastiest sauces since Roman times. CNIEL has launched a new magazine, Butter Stories, which is highlighting how chefs incorporate the finest French butter into their recipes to produce outstanding taste, colour, and depth.

Marie-Laure Martin, International Project Manager from CNIEL, said: "In this new Butter Stories edition, our focus is on sauces made with French butter. For many chefs, sauces are the most important component of a dish. However, to create a great sauce, you need a great butter! Real dairy French butter enhances all the flavour of a sauce and gives it a deep texture."

"For the chefs featured the challenge truly allowed them to showcase their flair and ability to innovate cooking. Charcoal, beetroots, wasabi, turmeric, and squid ink were just some of the ingredients used to colour and add taste to their butter sauces in a natural way," added Martin.

Representing the Middle East in the latest edition of the Butter Stories publication are Maroun Chedid of Ritage by Maroun Chedid located in Beirut and Riyadh, and Gilles Bosquet, Executive Chef at La Cantine Du Faubourg in Dubai.

Both were tasked with creating a range of recipes that incorporated a variety of colorful sauces using French butter. Chef Maroun created a beetroot hollandaise, a turmeric and citrus butter, a cauliflower puree, and an

alcohol-free marchand de vin butter, resulting in bold purple, yellow, green and red sauces, all of which complemented a range of vegetable and fish dishes.

Speaking about the importance of quality butter as an ingredient when making a sauce, Chef Maroun, Top Chef Middle East judge, said: "Butter adds refinement, taste, and texture to the sauce. It elevates the flavours of any dish and adds finesse to the sauce."

Chef Gilles created a baby vegetable and wasabi butter dish and grilled chicken breast and smoked paprika butter.



He said: "The most important thing about a great sauce is the texture. In other words, what we feel immediately in our mouth, the first impression and feeling we have when combining the two things correctly – that is, flavour and texture. The main purpose of a sauce is to stimulate our sensations with the right texture, and therefore the base has to be well proportioned to the butter and the seasoning."

The other chefs contributing to the magazine included Chef Nobu Lee, from Orchid restaurant in Taipei, Taiwan. He created a thread fin bream dish with kelp and used French butter and oranges to create a brightly coloured orange curd.

From Shanghai, Chef WenYuan Zhu, from Borage restaurant developed a vegetarian dish of kapa cabbage and caramelised coffee butter sauce, while Chef May Chow of Happy Paradise in Hong Kong, created a salted lemon and black squid ink butter to accompany her roasted lamb loin, Chinese black olive, lettuce and Chinese lamb jus.

The magazine will be used as a promotional tool in the Middle East to underscore the world-class attributes French butter provides.

ETIHAD AIRWAYS WELCOMES THE REOPENING OF ABU DHABI

Following an announcement by the Abu Dhabi Emergency Crisis and Disasters Committee, effective 24 December 2020, entry restrictions into Abu Dhabi will be relaxed. International tourists, residents and travellers from selected destinations, flying with Etihad Airways, will be allowed to enter the emirate without the need to self-isolate for 14 days.

The list of countries eligible for entry without quarantine, referred to as 'green' countries, will be reviewed by the Department of Health on a two-week rolling basis. Travellers from 'green' countries will need to self-isolate until they receive a negative PCR test result. Those entering the Emirate from countries not on the 'green' list will be subject to a reduced quarantine period of 10 days.

Tony Douglas, Group Chief Executive Officer, Etihad Aviation Group, said: "With Abu Dhabi at the forefront of the global response to COVID-19, the approach to managing the pandemic has positioned the capital as one of the safest cities in the world to visit. The gradual reopening of our border cements the rigorous health and safety measures we have implemented across the airline. We can proudly say Etihad has played its part, by positioning ourselves as an industry leader, ensuring guests travelling with us do so with complete peace of mind."

On arrival into Abu Dhabi International Airport, all passengers will undergo thermal screening and COVID-19 PCR testing. This applies to all arrivals, excluding children under 12. Once passengers arriving from 'green' countries receive their negative test results, they will be allowed to



enjoy Abu Dhabi without the need to quarantine or wear a medical wristband. Guests staying more than six days must conduct another PCR test on day six and then again on day 12 for longer stays. Tests start from AED 85 in the UAE. Guests travelling from other destinations will be required to follow quarantine guidelines, which have been reduced to a period of 10 days. More information is available at www.etihad.com/destinationguide.

UAE residents who have participated in the vaccination trials or National Vaccination Programme are also exempt from quarantine in Abu Dhabi. Flying to, from, and via Abu Dhabi is supported by the airline's fully redesigned Etihad Wellness sanitisation and safety programme, which ensures the highest standards of hygiene are maintained at every stage of the customer journey. This includes specially trained Wellness Ambassadors, a first in the industry, who have been introduced by the airline to provide essential travel health information and care on the ground and on every flight, so guests can fly with greater ease and confidence.

"As we approach the winter break and get ready to mark the end of a challenging year, the time to welcome the world to Abu Dhabi is now. We are tremendously grateful for the

ongoing support of the Abu Dhabi authorities and will continue to work closely with them to ensure the highest level of safety measures are maintained," Mr Douglas added. As part of the Etihad Wellness programme, all passengers travelling with Etihad receive complimentary COVID-19 insurance. Etihad is the only airline in the world requiring 100% of its passengers to show a negative PCR test before departure, and on arrival in Abu Dhabi, offering travellers an extra level of reassurance as they visit the Emirate.

Abu Dhabi is a diverse destination with desert-scapes, fabulous beaches and warm, clear waters. The modern, cosmopolitan capital city features thrilling headline attractions such as Warner Bros. World™ Abu Dhabi and Ferrari World Abu Dhabi, as well as cultural highlights including the Louvre Abu Dhabi and the famous Sheikh Zayed Grand Mosque.

Adventurers will appreciate the opportunity the emirate presents for kayaking in the mangroves, sand boarding in the desert, jet-skiing, go-karting and more. While travellers in need of rest and rejuvenation will find peace in the many tranquil spaces across the city from serene beaches to luxury spas.

ETIHAD AIRWAYS INTRODUCES CHARTER FLIGHT SERVICES

Etihad Airways, the national airline of the United Arab Emirates, has expanded its business with the launch of charter and special flight services.

Fully customisable, business and leisure guests can choose from a variety of flight options including a dedicated passenger service, cargo only flight or a combined passenger and cargo package.

Alex Featherstone, Vice President Network Planning & Alliances, Etihad Airways,

said: "While the COVID-19 pandemic continues to impact the commercial aviation industry, charter flights provide a convenient alternative to travel, providing customers with the flexibility to choose the departure time, destination and routing." This year, Etihad has flown over 500 charters including passenger, government and humanitarian flights. Over 3.8M tonnes of cargo has been transported for the government of Abu Dhabi as

part of the national aid programme using charter services.

Etihad Wellness, the airline's health and safety programme, ensures the highest standards of hygiene are maintained on charter flights at every stage of the customer journey. This includes

specially trained Wellness Ambassadors, a first in the industry, who have been introduced by the airline to provide essential travel health information and care on the



ExecuJet MRO Services Wins 'International' Accolade at Bombardier ASF Excellence Awards for the Tenth Year in a Row

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ExecuJet MRO Services is celebrating victory once again as winner of the 'International' category won by its Dubai facility at the 10th Annual Bombardier Authorized Service Facility (ASF) Excellence Awards, making this the company's tenth consecutive win since the awards' inception back in 2011. ExecuJet MRO Services Middle East has walked away with the prestigious award of 'International' winner every year from 2011 - 2015 and then 2018 - 2020. The Dubai facility was also awarded the 'Overall ASF Excellence Award' in 2013, 2014, 2018 and 2019. Other ExecuJet MRO Services facilities have won the 'International' award in 2016 and 2017 as well as the "Line Maintenance Facility" award in 2014 and last year. Nick Weber, Regional VP Middle East, says: "We are delighted our Dubai MRO has won the 'International' category award for so many years running as it represents a true reflection of the hard work, commitment and dedication of our team and it brings me



great pleasure to once again accept this award on behalf of the entire team in the Middle East."

"Winning this award again is a fitting testament to the continued commitment of our team in Dubai in providing exemplary customer service to all our clients" said Graeme Duckworth, President ExecuJet MRO Services. "We are once again proud of all our staff who worked tirelessly to make this possible, and more particularly during one of the most difficult periods many of us have experienced in our lifetime."

The Bombardier ASF Excellence Awards are presented annually to Bombardier ASFs that deliver the best performance across a set of key elements focusing on quality, performance, and maximizing the efficiency of customer operations.



Lufthansa Cargo widens portfolio for worldwide transport of COVID-19 vaccines

New product specifically for COVID-19 vaccine transports /Decades of expertise in the transport of temperature-sensitive pharmaceuticals / Global airline pharmaceutical network

In view of the approvals of various COVID-19 vaccines in many countries, Lufthansa Cargo is well prepared for their global distribution in the coming months. Air freight is indispensable for the fast and reliable intercontinental distribution of highly sensitive pharmaceuticals. Therefore, a dedicated task force has prepared a variety of possible transport scenarios since spring.

"The distribution of temperature- and time-sensitive pharmaceuticals is extremely demanding. We were one of the first airlines to specialize in the transport of medical goods and pharmaceuticals and can therefore draw on many years of experience. Thanks to the recent expansion of our ground infrastructure, we can also handle larger volumes and transport them worldwide while supporting our customers to maintain the cold chain," explained Peter Gerber, CEO of Lufthansa Cargo. "In 2019, we transported around 100,000 tons of pharmaceuticals. We are ready to make another important contribution to overcoming the pandemic by distributing the vaccines worldwide."

While the transport of COVID-19 vaccines is already available with Lufthansa Cargo the company now announced a premium product to its customers that was specifically developed for the transport of COVID-19 vaccines. The product called COVID-19 Temp Premium will be bookable as of 11 January 2021 and will provide a high level of comprehensive and

personalized customer service along the travel chain, including seamless monitoring of vaccine shipments throughout the entire process and a 24/7 after sales customer support. Additionally, COVID-19 Temp Premium includes high priority capacity access,



the fastest speed option in combination with temperature focus and comprehensive security standards as well as bookability throughout the entire Lufthansa Cargo network.

For the transport of pharmaceuticals, three temperature ranges (based on the ambient temperature) are available in airfreight: Controlled Room Temperature for shipments with transport temperature range of +15°C to +25°C, cool storage for shipments with transport temperature range of +2°C to +8°C and deep frozen storage for shipments with transport temperature range of -10°C or below. By using special refrigerated containers and means, such as dry ice, the most diverse requirements of pharmaceutical manufacturers can be met. Accordingly, Lufthansa Cargo also has experience with transports in the ultra-frozen range (-70°C).

The specific packaging, transport, handling and storage requirements of the various COVID-19 vaccines, and the quantities to be transported, by which routes and over which periods of time, are partly still open. The actual transport routes of the vaccines depend largely on the future production sites for approved vaccines and the respective recipient markets.

With its current freighter fleet of 18 aircraft, Lufthansa Cargo is able to respond flexibly to shifts in demand. If necessary, the provision of additional belly capacity can also be examined.

As a carrier, Lufthansa Cargo provides its customers with capacity for transporting goods from airport to airport. The carrier uses the global network of its own freighter aircraft as well as the flights of Lufthansa, Austrian Airlines, Brussels Airlines and Eurowings that are open for cargo. Clients consist of air freight forwarding companies.

For the handling of goods at the airports, the airfreight subsidiary organizes the necessary ground infrastructure. Even before the pandemic, Lufthansa Cargo already invested heavily in its temperature control facilities, including the brand new Lufthansa Cargo Pharma Hub Munich as well as the recently extended and upgraded Lufthansa Cargo Pharma Center Chicago at O'Hare International Airport. Furthermore, with its pharmaceutical hubs and up to 200 other stations with Active Temp Control or Passive Temp Support services worldwide, Lufthansa Cargo has one of the world's largest airline pharmaceutical networks. 30 of these stations are already CEIV Pharma-certified. As a global standard, the certification demonstrates that the facility meets strict criteria for the proper handling and storage of pharmaceutical shipments. The world aviation association developed the IATA CEIV Pharma standard, together with pharmaceutical forwarding companies and airlines, in order to harmonize quality requirements across industries. With its own high quality standards, Lufthansa Cargo was one of the first airlines worldwide to be CEIV-Pharma certified and is continuing to expand its network of certified stations worldwide.



St-Germain lights up the night in Flachau

Calgary AB, (January 12, 2021) – Under the lights in Flachau, AUT Laurence St-Germain (Saint-Ferréol-les-Neiges, QC) pushed through light snowfall to finish the day in 8th spot. Laurence, the sole Canadian to finish inside the top 30, was undaunted and pushed her speed on the second run to finish under three seconds back of American Mikaela Shiffrin.

"I'm super happy with my race today. It felt good to be back in the top 10 and I felt like I had more intensity than the last couple races," Laurence said after the race.

Laurence's eighth-place finish marks the third year in a row that she has finished in the top-15 on this course and shows a consistent improvement in her skiing. In 2019 Laurence finished in 13th, followed by a 10th place finish last year at this annual nighttime affair. This result also marks her third top-10 performance of the year.

"It was weird to be here with no fans, normally you can hear the crowd the whole way down and it was so silent," reflected Laurence. "But it was still such a great race and the snow was really good."

From Flachau, some of the women's team will head to Kranjska Gora, SLO for a weekend of giant slalom racing. The team is feeling good with energizing performance by team veterans Erin Mielzynski and Laurence in the last month. Now that we're in the thick of the season, the women of Team Canada to continue to stand amongst the best in the world.

About Alpine Canada

Alpine Canada is the governing body for alpine, para-alpine, and ski cross racing in Canada, as well as for Canadian ski coaches, providing education, certification, insurance, and compliance with the coaching code of conduct. With the support of valued corporate partners and donors, along with the Government of Canada, Own the Podium, the Canadian Olympic Committee, and the Coaching Association of Canada, Alpine Canada develops Olympic, Paralympic, World Championship, and World Cup athletes to stimulate visibility, inspiration, and growth in the ski community. In 2020/21, Alpine Canada celebrates 100 years of rich tradition in competitive skiing.



Air Cargo Demand Improves in November, Capacity Remains

ETIHAD INAUGURATES PIONEERING 2020 ECODEMONSTRATOR AIRCRAFT INTO SERVICE

2020 ecoDemonstrator enters service after year of sustainability initiatives following launch of Etihad Greenliner Program in November 2019 at The Dubai Airshow

Despite impact of Covid19 on global aviation, Etihad implemented key sustainability initiatives in 2020, including:

January 2020: Flagship Greenliner aircraft enters service

January 2020: Operated 787 EcoFlight from Abu Dhabi to Brussels with optimised routing; minimum single use plastics; and other fuel efficiency initiatives

January 2020: Announced minimum target of zero net carbon emissions by 2050 and halving of the airline's 2019 net emission levels by 2035

February 2020: Greenliner operated optimised roundtrip flight Abu Dhabi to Dublin, including optimised route profile for the entire roundtrip, optimised climb and continuous descent. When compared to a standard Boeing 787 flight on that route, the ecoFlight reduced journey time by 40 minutes, cut fuel by 800kg and CO2 by 3 tonnes

August 2020: ecoDemonstrator testing in USA

October 2020: Launch of world's first Transition Sukuk and the first Sustainability-Linked financing in global aviation, raising USD 800 million to support Etihad's drive for sustainable aviation by linking terms to Etihad's carbon reduction targets

December 2020: Commits to purchasing carbon offsets, to completely neutralise the CO2 emissions of its flagship "Greenliner" 787-10 aircraft for a full year of operations in 2021

December 2020: ecoDemonstrator enters service as part of Etihad's 39-strong fleet of 787 Dreamliners

Abu Dhabi, United Arab Emirates – Following the launch of the Etihad Greenliner Program at the 2019 Dubai Airshow, and the arrival of the flagship Greenliner in January 2020, Etihad Airways today officially inaugurated the latest aircraft in its journey towards sustainability, with the pioneering 2020

ecoDemonstrator entering commercial service following a series of industry-leading

test flights across the United States. The aircraft, a brand-new Boeing 787-10 registered A6-BMI, is the latest arrival to Etihad's 39-strong fleet of 787



Dreamliners, making the UAE national airline one of the world's largest operators of the technologically advanced aircraft type.

As the 2020 ecoDemonstrator, in partnership with Boeing, NASA and Safran Landing Systems, Etihad's 787 Dreamliner was used as a flying testbed to accelerate technological developments with the goal of making commercial aviation safer and more sustainable. A familiar sight in the skies over the American Northwest in recent months, the uniquely branded Dreamliner, kitted out with complex testing equipment, conducted extensive research flying above Montana and between Washington state and South Carolina.

Tony Douglas, Group Chief Executive Officer, Etihad Aviation Group, said: "As the first 787-10 to take part in the ecoDemonstrator programme, this very special aircraft stands testament to the innovation and drive for sustainable aviation that forms a core element of Etihad's values and long-term vision. This is in line with the tremendous strides being made by Abu Dhabi, and the UAE, in the research and development of viable solutions to combat climate change.

"Etihad's partnership with Boeing, and participation in the programme with NASA and Safran, is one the UAE's national airline is incredibly proud of. This exciting and progressive programme will have a real-world impact on our industry as part of Etihad's Greenliner Programme and demonstrates Etihad's ambitious sustainability strategy. As a prime example

of industry collaboration, this aircraft is a unique example of how the aviation industry can come together for a more sustainable future."

To celebrate its launch into regular service, the special aircraft has been fitted with a commemorative plaque highlighting its contribution to sustainability, while its fuselage still retains some of the original ecoDemonstrator flight-test branding, including the ecoDemonstrator and Boeing logos, in addition to the words 'From Abu Dhabi for the World', a reimagined version of the airline's famous tagline.

During the ecoDemonstrator programme, A6-BMI was decked out with special equipment for eight days of specialised testing on seven initiatives to enhance safety and reduce CO2 emissions and noise. Flights took place in Glasgow, Montana, and during two transcontinental trips between Seattle, Washington, and Charleston South Carolina. During testing, a series of flights gathered the most detailed NASA aircraft noise information to date from approximately 1,200 microphones attached to the outside of the 787 and also positioned on the ground. The information will improve NASA's aircraft noise prediction capabilities, advance ways for pilots to reduce noise and inform future quiet aircraft designs. Two cross-country flights across the United States demonstrated a new way for pilots, air traffic controllers and airline operations centres to

communicate simultaneously, resulting in optimised routing, arrival times and reduced CO2 emissions.

"Boeing's partnership with Etihad Airways on this year's ecoDemonstrator program elevated the strategic sustainability alliance we formed last year to a whole new level," said Stan Deal, Boeing Commercial Airplanes president and CEO.

"Collaborations like these are invaluable to accelerate innovation that further enhances the safety and sustainability of flying. The testing we conducted, in partnership with NASA and Safran Landing Systems, will benefit aviation and the world for years to come."

As part of the programme, Etihad and Boeing tested two innovative 'wellness' technologies that will help airlines combat the treatment of COVID-19, by safely and quickly cleaning high-touch surfaces. These were a handheld ultraviolet light disinfecting system and an antimicrobial coating that helps prevent the growth of



bacteria on tray tables, arm rests and other surfaces. The highest permissible blend of Sustainable Aviation Fuel (SAF) was used throughout the programme, as well as on the delivery flight from Charleston to Abu Dhabi. As a result, over 60 tonnes of emissions were avoided on the delivery flight alone. The aircraft's delivery flight to Abu Dhabi saw Etihad collaborate with multiple Airspace Navigation Service Providers (ANSPs) including the FAA, UK NATS and EUROCONTROL to optimise the flight path, cutting fuel burn by more than one tonne and CO2 emissions by approximately four tonnes. Following Etihad's special flights to Brussels and Dublin

in January and March 2020 respectively, this initiative continues to demonstrate Etihad's strong track record in collaboration with ANSPs to optimise airspace utilisation to deliver lower fuel consumption, noise and carbon emissions.

Etihad and Boeing also collaborated on testing new route planning technology on A6-BMI's delivery flight. Boeing's in-development capability forecasts a range of potential weather scenarios and suggests best available route options.

Etihad and Boeing's partnership on the ecoDemonstrator programme delivers on the airline's commitment for its Boeing 787 Dreamliners to be a testbed for technology acceleration as part of the Etihad Greenliner programme, and has demonstrated

Etihad's relentless commitment to sustainability in spite of the current COVID-19 crisis.

Etihad continues to be committed to a minimum target of zero net carbon emissions by 2050 and

halving of the airline's 2019 net emission levels by 2035. In line with Abu Dhabi's vision and commitment to the reduction of Carbon Emissions to meet the goals of the Paris Agreement, sustainability and environmental protection is in Etihad's DNA.

Playing its part

as the United Arab Emirates (UAE)'s flag carrier, Etihad's focus on sustainable developments in aviation aligns with many other initiatives of both the Emirate of Abu Dhabi, and the whole of the UAE.

As an active member of the International Civil Aviation Organization, the UAE was among the first countries to voluntarily sign the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Today, the UAE is working closely with the ICAO international fuel group on Sustainable Aviation Fuels (SAF) as well Low Carbon Aviation Fuel (LCAF), both of which can play a critical role in enabling the safe and sustainable growth of the aviation sector while reducing

UNIQUE BOAC 747-INSPIRED SUITCASES AUCTIONED FOR FLYING START



To mark the retirement of its 747 fleet, British Airways and luxury travel brand Globe-Trotter have teamed up to create a limited-edition range of handmade carry-on suitcases which celebrate the spirit of the jumbo jet age. Taking inspiration from the airline's iconic BOAC livery, which also adorned the final British Airways aircraft to retire in December 2020, the BOAC Speedbird suitcases have been handmade in England and incorporate the iconic 'Gold Speedbird' insignia and a precious fragment from a retired British Airways 747 aircraft. To officially launch the range, two of these stunning suitcases are being auctioned via online auction platform 'bid_in' to raise funds for Flying Start, British Airways' global charity partnership with Comic Relief. Since the partnership began in 2010, British Airways has raised over £25million for the charity through Flying Start, reaching more than 824,000 people. With bids starting at £2,000 per item, the BOAC Speedbird suitcases are set to become an instant collectors' item. The pair were the only passengers on British Airways' final 747 flight on 11 December 2020, which saw the airline's heritage-liveried BOAC jumbo jet fly the short distance from British Airways' engineering base at Cardiff Airport to its new permanent home in St Athan, South Wales. They have also been signed by the flight's Captain, Richard Allen-Williams, British Airways' Chief

Training Pilot. Hamish McVey, British Airways' Head of Brands

& Marketing, said: "We are thrilled to be working with Globe-Trotter to create this very special product, and through this unique auction raise money for vital Comic Relief projects across the UK and overseas. "While it was the right time to bid farewell to our Queen of the Skies, the launch of these BOAC-inspired carry-on suitcases provides a perfect opportunity for someone to celebrate a bygone era of global air travel and own a piece of our history." The suitcases are made from high gloss vulcanised fibre board with a metallic sheen for a pearlescent white shimmer, which is complemented by Navy leather trim on the corners and handles. The hand-painted 'Gold Speedbird' insignia adorns the exterior, while the 747 fragment decorates the interior. The range is limited to just 150 suitcases which will be available to order online from today and in Globe-Trotter's flagship stores. British Airways and Globe-Trotter have a proud history of collaboration spanning decades. During the 1960s, Globe-Trotter was the luggage brand of choice for BOAC (British Overseas Airways Corporation) crew, who

treasured them for their strength and durability. Former BOAC cabin crew member Hilary Farish inspired a popular Globe-Trotter luggage collection with a suitcase



which was covered in stickers and marks from her extensive travels.

Vicente Castellano, Executive Chairman, Globe-Trotter, said: "We at Globe-Trotter could not be happier to collaborate with British Airways and support their important Flying Start programme.

"The commemorative BOAC case that we have created together, is the perfect celebration of travel and style – two values that have inspired the past and indeed the future of Globe-Trotter."

About Flying Start

British Airways has worked with Comic Relief since June 2010. Its global charity partnership, Flying Start, focuses on helping disadvantaged young people have a better start in life. Since the partnership launched, Flying Start has raised more than £25 million through onboard donations, sponsored events and challenges and has

helped more than 824,000 children and young people in the UK and across the world's poorest communities. In the last year, this includes supporting over 5,300 women

and infants through community healthcare in South Africa to help prevent the transmission of HIV from expectant mothers to their babies, supporting the set-up of new community-based health and education services in

Ghana and helping UK based organisations support families with young children, to help them reach their developmental potential up to their successful transition to primary school.

About Comic Relief:

Comic Relief raises money to support people living incredibly tough lives. Through humour and stories of hope, they've shown that people can make a massive difference. They fund hundreds of amazing organisations who are working on the ground to support the most vulnerable people and communities in society including many of those hardest hit by the coronavirus crisis. This includes vulnerable children and young people, people who are homeless or who have been forced to flee their homes, women and families at risk of domestic abuse and

those struggling with existing or new mental health problems.

· Comic Relief, which is the operating name of Charity Projects, registered charity 326568 (England/Wales); SC039730 (Scotland) About Globe-Trotter: Synonymous with great British design, Globe-Trotter is a luxury travel lifestyle brand producing handcrafted luggage and leather collections. Established in 1897, all Globe-Trotter suitcases and travel accessories are handcrafted in Hertfordshire, England by highly skilled artisans using original manufacturing methods and machinery that date back to the Victorian era. · Globe-Trotter boasts an enviable client list: over the years, its products have been used by a host of public figures ranging from Captain Robert Falcon Scott, Sir Winston Churchill and HM Queen Elizabeth II to Daniel Craig, Eddie Redmayne and Kate Moss.

· Globe-Trotter has flagship stores in Burlington Arcade, 51 Piccadilly, London, UK, and at 5-2-1 Ginza, Chuo-Ku, Tokyo, Japan.

About bid_in

bid_in is an online silent auction platform created in 2016 by one of the UK's leading events and fundraising companies, who have worked with the country's largest corporations and charities for more than 20 years.

· bid_in has been designed to be user friendly, aligned to the principles of its clients and most importantly help them raise as much money as possible.



ETIHAD AIRWAYS AWARDED DIAMOND STATUS IN HEALTH AND SAFETY

Etihad confirmed as one of the world's safest airlines with achievement of the highest standard available in the APEX Health Safety, powered by SimpliFlying audit. Etihad Airways, the national airline of the UAE, has been awarded the Diamond status in the inaugural 'APEX Health Safety, powered by SimpliFlying' audit, for efforts in ensuring the highest standards of cleanliness and sanitisation. The award aims to help re-build confidence in air travel by creating a global standard for health and safety measures. The judges took into consideration the implementation of COVID-prevention measures across the customer journey.

Terry Daly, Executive Director Guest Experience, Brand & Marketing, Etihad Aviation Group, said: "2020 brought tremendous challenges to the aviation industry, and the Diamond status is testament to the strength of Etihad's health and safety credentials and response to the pandemic. Etihad has demonstrated its resilience and designed industry-leading measures to combat COVID-

19, including the Etihad Wellness programme. As part of its efforts, Etihad is the only airline in the world to make COVID-19 testing mandatory before every flight, and since August 2020, 100% of our guests have tested negative before they fly."

"In the face of COVID-19 adversity, Etihad has soared to new heights in passenger service as a 2021 APEX Five Star Airline, and in customer wellbeing as a Diamond certified airline with hospital-grade health safety," APEX CEO Dr. Joe Leader stated.

"In my last visit to Etihad in Abu Dhabi, I watched the airline's philosophy of never settling for less than the best for their guests. The airline's implementation of COVID-19 health standards has built on that best practice of always doing more, caring more, and serving with more heart than

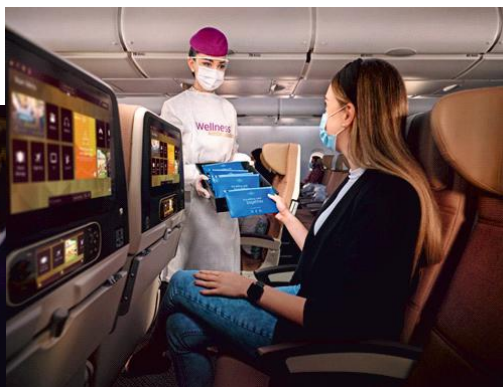
ever."

Shashank Nigam, CEO of SimpliFlying, said: "Etihad Airways has raised the bar for health safety standards in the industry by initiatives such as Wellness Ambassadors, free PCR COVID-19 tests and using AI to identify high-risk passengers at its hub in Abu Dhabi. Taking such hospital-grade measures in ensuring health safety goes a long way in

APEX and SimpliFlying. This will provide passengers with valuable data and safety ratings and will allow them to travel with peace of mind when they choose a Diamond rated airline such as Etihad."

The results recognise Etihad's role in leading the aviation industry's response to the global

industry, who provide essential travel health information and care online via webchat, at Abu Dhabi International Airport,



bolstering trust among travellers."

Mr Daly added: "To be awarded the Diamond status is recognition that Etihad is one of the safest airlines in the world. The benchmarking of airlines based on health and safety is a welcome response to the global pandemic from

Coronavirus pandemic. Etihad introduced the Etihad Wellness programme, which ensures the highest standards of hygiene are maintained at every stage of the customer journey. The programme is championed by specially trained Wellness Ambassadors, a first in the

and in flight.

Etihad also provides complimentary COVID-19 wellness insurance to all guests, no exceptions, as further evidence of its commitment to passenger safety and wellbeing.

SD reaches major milestone activating 500th terminal on Inmarsat Global Xpress network.

Satcom Direct (SD) has successfully activated 500 terminals for aerospace customers subscribing to Inmarsat's High Throughput Satellite (HTS) Global Xpress network through the Jet ConneX service. This achievement positions SD as the leading service provider of Inmarsat's ultra-high speed data service to private and government aviation users worldwide.

With the 500th activation, SD is managing service delivery to a combination of global business, government, and military aircraft, all of which are optimizing the reliable and powerful high-speed

broadband to stay connected. Jet ConneX is supported by the SD router family, which augments in-flight connectivity efficiency, delivers a portfolio of customizable SD applications, and supports cybersecurity management. As SD continues to enhance its portfolio of hardware, software, and infrastructure solutions, this latest accomplishment enriches the support and solutions experience available to customers around the globe.

"The activation of 500 Jet ConneX terminals using Inmarsat's GX constellation demonstrates that connectivity has become an essential part

of aviation today," says Chris Moore, SD President Business Aviation. "In addition to delivering powerful communications to improve inflight productivity, the collection, aggregation, and analysis of data generated by the aircraft improves flight operations, enhances efficiency, and improves financial management. As Inmarsat continues to bolster its outstanding Global Xpress constellation, SD continues to develop services enabling optimization of the data capability. It's a powerful combination for a data-hungry aerospace sector."

SD was the first business

aviation communications provider to provision its services and transmit data over Inmarsat's first two Global Xpress satellites, and has been a Value-Added Reseller of the Global Xpress HTS constellation since launch in 2015. The latest activation further strengthens SD's relationship with Inmarsat and maintains its position as the satellite company's largest aeronautical service provider. "Satcom Direct has collaborated with Inmarsat for more than 20 years and we recognize that this 500th Jet ConneX activation confirms them yet again as one of our most valued partners. SD continues to provide visionary services to its customers and Inmarsat is just as committed to supporting the customer experience. We can only continue to do that by closely collaborating with our partners to keep delivering exciting new global connectivity services to the aerospace market," said Kai Tang, Senior Vice President of Business and General Aviation (BGA) at Inmarsat. About Satcom Direct: Satcom Direct (SD) and its group of companies provides global connectivity solutions for

business and general aviation, military, government, and head-of-state aircraft. The company also provides land mobile services to areas with connectivity limitations. Since 1997, SD has worked to advance the technology of global connectivity, being first to market with many new capabilities in communications. SD's industry-leading connectivity solutions are complemented by its divisional capabilities, including SD Avionics cabin router systems and SD flight operations software. The company's next generation of services help to synchronize the aircraft with the flight department, connecting the entire flight operation. SD's technologies provide the most powerful integrated data platform in the industry.

A premier Inmarsat Distribution Partner, Iridium service partner, and Viasat preferred reseller, SD is also the Master Distributor of FlexExec. SD World Headquarters and primary operations center is located in Melbourne, Florida, with additional office locations in the United States, Canada, UK, UAE, Switzerland, Hong Kong, Australia, Russia, and Brazil.



Update on FIFA Women's World Cup™ and men's youth competitions

concerning upcoming FIFA competitions.

Following the amazing success of the 2019 edition, the decision was taken last year to expand the FIFA Women's World Cup™ to 32 teams and thus continue to foster the growth of women's football. FIFA has since worked closely with the confederations to formulate a proposal for the allocation of slots and the Bureau of the FIFA Council has today confirmed the following berths for the 2023 edition:

Direct slot allocation (29 of the 32 participation slots)

6 direct slots for the AFC;

4 direct slots for CAF;

4 direct slots for Concacaf;

3 direct slots for CONMEBOL;

1 direct slot for the OFC; and

11 direct slots for UEFA.

The two host countries, Australia and New Zealand, will automatically qualify for the FIFA Women's World Cup 2023™, and their slots have been taken directly from the quotas allocated to their confederations, namely the AFC and the OFC respectively.

Play-off tournament slot allocation (3)

The three remaining slots will be decided through a ten-team play-off tournament with the following play-off slot allocation:

2 play-off slots for the AFC;

2 play-off slots for CAF;

2 play-off slots for Concacaf;

2 play-off slots for CONMEBOL;

1 play-off slot for the OFC; and 1 play-off slot for UEFA.

Play-off tournament format

Four teams will be seeded in the tournament based on the latest FIFA/Coca-Cola Women's World Ranking prior to the play-off draw, with a maximum of one seeded team per confederation.

In Group 1, comprising three teams, seed 1 will play for a place in the FIFA Women's World Cup against the winners of the knockout game involving the two unseeded teams in the group.

In Group 2, comprising three teams, seed 2 will play for a place in the FIFA Women's World Cup against the winners of the knockout game involving the two unseeded teams in the group.

In Group 3, comprising four teams, seeds 3 and seed 4 will play against the two unseeded teams in the group, with the two winners then playing for a place in the FIFA Women's World Cup. Teams from the same confederation will not be permitted to be drawn in the same group.

The play-off tournament will be used as a test event in Australia and New Zealand for the FIFA Women's World Cup, and both hosts will be invited to participate in friendly matches against the teams in Group 1 and Group 2, thereby ensuring that all teams play two matches during the play-off tournament.

FIFA U-20 World Cup™ and FIFA U-17 World Cup™

As a result of the COVID-19 pandemic, the Bureau of the FIFA Council has decided to cancel the 2021 editions of the men's FIFA U-20 World Cup™ and FIFA U-17 World Cup™, and to appoint Indonesia and Peru respectively, who were due to host the tournaments in 2021, as the hosts of the 2023 editions.

The COVID-19 pandemic continues to present challenges for the hosting of international sporting events and to have a restrictive effect on international travel. FIFA has therefore regularly consulted the relevant stakeholders, including the host member associations as well as the confederations involved in both tournaments originally scheduled to take place in 2021. In doing so, it became clear that the global situation has failed to normalise to a sufficient level to address the challenges associated with hosting both tournaments, including the feasibility of the relevant qualification pathways.

FIFA would like to express its gratitude to the host member associations, as well as the authorities in Indonesia and Peru, for their commitment and the tournament preparations made so far. FIFA looks forward to continuing to work closely together with the host countries to organise successful tournaments.

International Olympic Committee Death of Walther Tröger, IOC Honorary Member

It is with great sadness that the International Olympic Committee (IOC) has learnt of the death of Walther Tröger, IOC Honorary Member, at the age of 91.

In addition to his invaluable contribution to the Olympic Movement internationally, Mr Tröger's remarkable career as a sports administrator was marked by his successful commitment to shaping sport in Germany for several decades. Holding a degree in law from the University of Erlangen, he started in 1953 as Secretary General of the German Student Sports Association, before joining the German Sports Confederation (1961-1970) and the National Olympic Committee (NOC), where he served as Secretary General between 1970 and 1992, and as President for 10 years until 2002.

During those years, Mr Tröger also served as 1st Vice-President of the German Basketball Federation (1976-2006) and as a member of the FIBA Sports Commission (1964-1994). He was also a member of the Executive Board, then Deputy Chairman of the German Sports Aid Foundation (1992-2002) and Chairman of the German Sports

and Olympic Museum and of the Board of Directors of the Willi Daume Foundation.

Mr Tröger's achievements were not limited to Germany alone. An avid sports fan – he practised handball, athletics, basketball, tennis and skiing – he served as IOC Sports Director between 1983 and 1990, before becoming an IOC Member in 1989 and an Honorary Member in 2010. IOC President Thomas Bach said: "Walther Tröger made a great contribution to the IOC, first as its Sports Director, then as a Member and lately as an Honorary Member. I got to know him as a person with a great passion for sport and an immense knowledge about the Olympic Movement already when we met for the first time in the 1970s, when he was Secretary General of the NOC and I was an athlete. In all his activities over the many years, Walther Tröger worked tirelessly in the administration of sport and made a major impact on the development of German and international sport."

Mr Tröger's career was punctuated by 27 editions of the Olympic Games as a sports official. He was notably Chef de

Mission at the Olympic Winter Games eight times between 1976 and 2002. During the Olympic Games Munich 1972, his role as Mayor of the Olympic Village led him to be involved in the negotiations with the terrorist group that took Israeli athletes hostage.

Commission for the XIX Olympic Winter Games in Salt Lake City in 2002 (1996-2002), and the Evaluation Commission for the XX Olympic Winter Games in 2006 (1998-1999). Since 2015 he had been an Honorary Member of the Sport and Active Society Commission.

Mr Tröger received a number of distinctions during the course of his career. He received in particular the Commander's Cross of the German Order of Merit, the Commander's Cross of the Order of Merit of the Republic of Poland, and the Knight's Cross of the Order of Merit of the French Republic. In 2009, he was also awarded the Olympic Order, the Olympic Movement's highest distinction.

The IOC expresses its deepest sympathies to Walther Tröger's family. As a mark of respect for him, the Olympic flag will be flown at half-mast at the IOC

FEI appoints new Jumping Director



Marco Fuste (ESP), one of the best

known figures on the international Jumping circuit, has been appointed as Jumping Director for the Federation Equestre Internationale (FEI), the global governing body for equestrian sports.

Mr Fuste has been Director of Jumping at the Spanish Equestrian Federation and chef d'équipe of the Spanish

Jumping team since 2006. He will take up the new role at the FEI on 1

February 2021 and his first task

will be a full revision of the FEI Jumping Rules. He replaces interim

Jumping Director

Deborah Riplinger, who will remain at FEI Headquarters until the end of June next year to ensure an optimal handover.

"To be appointed as FEI director jumping Director is absolutely my dream job,"

Marco Fuste said. "Horses and equestrian sport, particularly Jumping, have been a part of my life for so long and I see this new role as the pinnacle of my career. Jumping is already the FEI's largest discipline and, while I know the challenges involved, I also see great opportunity for further expansion, particularly in South America, so that we can develop the sport more broadly. I can't wait to get started."

His lifelong love of horses was cemented at the age of seven when his grandfather took him to a riding school right in the middle of Barcelona. He went on to compete on the Spanish national Jumping circuit, prior to studying law at the University of Barcelona Law School.

He served as a member of the FEI Jumping Committee from 2011 to 2015, and a member of the European Equestrian Federation (EEF) Jumping and Nations Cup working groups. He also worked at both the Barcelona 1992 Olympic Games and the FEI World Equestrian Games™ 2002 in Jerez (ESP). He is a recipient of the Gold Medal of

the Real Federación Hípica Española, the Federation's highest distinction.

His initial entry into the workplace came in 1986, when he started as Event Manager at the Spanish sports events company Organización y Gestión Deportiva S.A, before a nine-year stint with the World League of American Football, NFL Europe and NFL Europe League. He then switched codes to become General

Manager at the Royal Spanish Tennis Federation, with Spain scoring its first Davis Cup victory during his tenure. In 2001 he set up Barcelona Sports Consulting, a specialist company organising horse shows and working directly with Organising Committees, before moving to his current role at the Spanish National Federation.

"Marco Fuste is tailor-made for the role of Jumping Director at the FEI," FEI Secretary General Sabrina Ibáñez said. "He has valuable expertise in the sports world outside the specialist equestrian sphere, and has been involved in our sport from every angle, as an athlete, event organiser and chef d'équipe. He also has hands-on governance experience at the National Federation and at international level as a member of the FEI Jumping Committee. He has encyclopaedic knowledge of the Jumping discipline and is respected and admired by everyone within the sport. We are very much looking forward to welcoming him to Headquarters in February."

The FEI announced the appointment of Christina Abu-Dayyeh (JOR) as Endurance Director last week (16 December). Recruitment for both positions was done in partnership with British-based agency Hartmann Mason Executive Search.

Photo caption: Marco Fuste (ESP), who will start in his new role as FEI Jumping Director on 1 February 2021, pictured after leading the Spanish team to victory in the Longines Challenge Cup at last year's Longines FEI Jumping Nations Cup™ Final in Barcelona. (FEI/Lukasz Kowalski)



Marco Fuste