



Newsletter December 2024

Dear members, partners and friends,

The year is almost over, and in the last few months, there were many important developments in the European Union governance and its policies for the next five years, and for our sector.

After this year's edition of Automechanika, we had the honour of welcoming many of you in Brussels for our first FIGIEFA Conference in many years. We also met many of you at your national events.

This newsletter will be a summary of the current dossiers and priorities for our industry that we are currently working and of the most significant

developments and events since the summer.

Wishing you a fantastic end of 2024, we look forward to working alongside you in a very intense and crucial 2025 for the Independent Automotive Aftermarket (IAM)!

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HIGHLIGHTS



FIGIEFA Conference 2024: Major automotive aftermarket sector-gathering!

At the dawn of the new EU legislative mandate, almost 250 people from twenty-five European countries gathered for the FIGIEFA Conference 2024, entitled *The IAM – Driving Force for Europe’s Competitive, Sustainable and Affordable Mobility*. We had a fantastic representation of parts distributors, suppliers, Automotive Aftermarket stakeholders, and policymakers from both the European Commission and the Council of the European Union.

Following a meeting of FIGIEFA's General Assembly on the afternoon of the 23rd of October (on this occasion it was open to all our member associations' delegates), we welcomed the Conference guests at a cocktail dinner with the speeches of our President, Mads Engberg, and former Belgian Prime Minister and Member of European Parliament, Guy Verhofstadt.

The Conference sessions started early in the morning of the 24th of October, with a speech by Deputy Director-General of the European Commission DG Connect, Renate Nikolay, followed by a series of keynotes and panel discussions that took us all on a journey of insights, statistics, trends and challenges facing the Independent Aftermarket. You can find the highlights of the contents presented at the Conference [here](#).

Additionally, some of the biggest distributors in Europe (Gold and Platinum sponsors of the Conference) participated in a series of interviews covering the most significant issues affecting our sector today and in the next few years. [Don't miss them!](#)

It was a fantastic turnout of top-level representatives from the entire automotive aftermarket, exceeding our expectations. This was only possible with your support and participation, for which we sincerely thank you. The next FIGIEFA Conference will come in 2026; stay tuned!

[See the brightest moments in the photo album!](#)



AUTO-MOTIVES

**The role of SMEs in the Aftermarket:
A chat with Fotios Katsardis**

Episode 6

New

Auto-Motives

episode!

On this occasion, the podcast focused on the important role of SMEs in parts distribution, particularly, and in the independent aftermarket, in general.

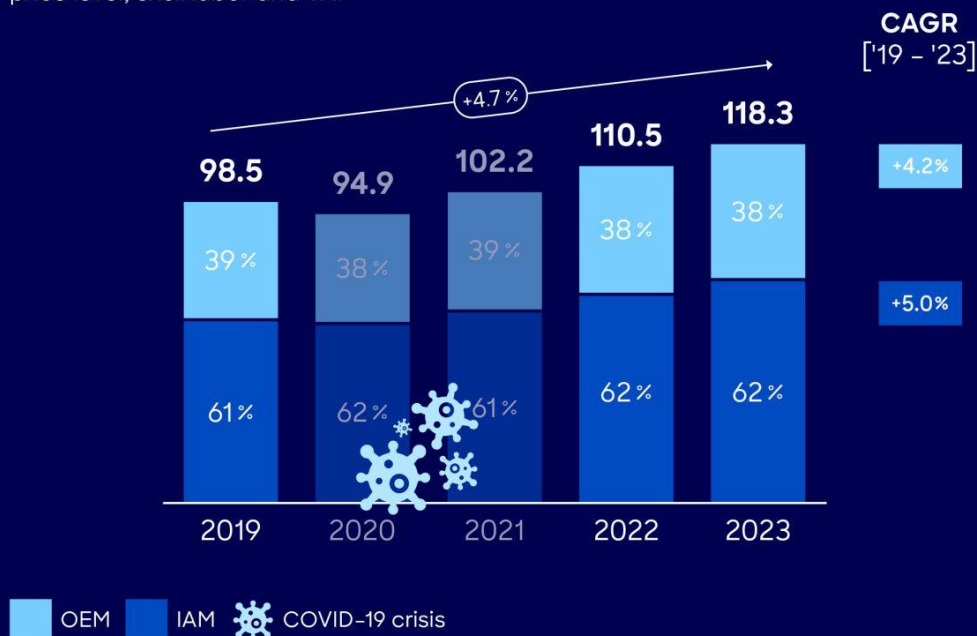
Don't miss Álvaro's conversation with the President and CEO of TEMOT International, Fotios Katsardis, in which they addressed questions such as what **unique challenges** do SMEs face compared to larger companies in this industry, what **support mechanisms** or resources are available to help SMEs thrive in the current market, or what **message to policymakers** should be conveyed regarding the needs of SMEs in the automotive aftermarket.

[Listen to the podcast](#)

IAM accounts for the majority of parts sales in the aftermarket

Size of EU aftermarket (parts & components; OEM & IAM¹)

EUR bn, parts and components business only, at end-consumer price level, excl. labor and VAT



¹ Market shares represent the total sale of part/component within each channel, not the source of the parts

Source: Wolk & Nikolic Aftersales Intelligence

FIGIEFA
Automotive Aftermarket Distributors

Roland
Berger

The Roland Berger Study: From Automotive Aftermarket to a Vehicle Lifecycle Solutions Industry

During our FIGIEFA Conference 2024, the international consultancy Roland Berger presented its European Independent Automotive Aftermarket Panorama study, which showcases the capital importance of the IAM for European industry, economy and societal value.

Some of the highlights of the findings are:

- The market volume of parts and components sold by independent workshops and parts dealers stands at EUR **73 billion** (62 per cent of the total market, excluding labour costs).
- High efficiency and dense network ensure speedy service; **commercial vehicle operators gain 230 million operating hours** across the EU.
- **Vehicle manufacturers need the independent aftermarket**, especially for electric mobility; cooperation further increases efficiency and reduces costs.
- Independent wholesale distributors are **a major driver of innovation**; 15 per cent invest as much as six to ten per cent of their revenues in innovation.

"When people talk about the automotive industry, the focus is usually on new vehicle production and sales," says our Chief Executive, Sylvia Gotzen.

"However, the spare parts, maintenance, and repair market is a crucial component of the industry and a key economic factor within the EU. This is evidenced by the fact that each vehicle costs more than EUR 15,000 on average for maintenance and repairs over the course of its lifetime – plus labour costs. The IAM also provides around 1.1 million jobs with its 280,000 workshops and parts dealers, which is more than twice as many as in the OEMs' service and repair network."

"Our study shows that no one should underestimate the importance of the automotive aftermarket in general and the independent aftermarket in particular," said Daniel Rohrhirsch, Partner at Roland Berger. "In view of the increasing electrification of the vehicle fleet, this also applies to OEMs, because they need the independent aftermarket to be able to efficiently repair electric

vehicles long term and support their residual values, thus increasing customer acceptance."

[Read the study here](#)

FOCUS: EUROPEAN PARLIAMENT ELECTION AND NEW POLITICAL CYCLE



New College of Commissioners Approved for 2024-2029

The Von der Leyen Commission's 'second era' has just begun after the European Parliament approved the new 27 members of the College of

Commissioners on November 27th.

Following a debate with Ursula von der Leyen on her new team and programme, Members of the European Parliament elected the College of Commissioners as a whole by roll-call vote: 370 MEPs voted in favour, 282 against, and 36 abstained.

The most relevant Commissioners with regard to the interests and needs of the IAM and the Automotive Industry as a whole are the following:

- Teresa Ribera Rodríguez (SPAIN) Portfolio: Executive Vice-President for **Clean, Just and Competitive Transition**.
- Stéphane Séjourné (FRANCE) Portfolio: Executive Vice-President for **Prosperity and Industrial Strategy**
- Henna Virkkunen (FINLAND) Portfolio: Executive Vice-President for **Tech Sovereignty, Security and Democracy**
- Jessika Roswall (SWEDEN) Portfolio: Commissioner for **Environment, Water Resilience and a Competitive Circular Economy**
- Wopke Hoekstra (NETHERLANDS) Portfolio: Commissioner for **Climate, Net Zero and Clean Growth**
- Apostolos Tzitzikostas (GREECE) Portfolio: Commissioner for **Sustainable Transport and Tourism**

[Know more about the new Commission](#)

FIGIEFA's Manifesto for the EU 2024-2029 political term



FIGIEFA's Manifesto for the 2024-2029 EU Mandate: 5 Priorities for 5 Capital Years in the Automotive Industry

More than 280 million motor vehicles are on European Union (EU) roads and need to be serviced, examined, maintained, and repaired throughout their lives. The automotive aftermarket provides the means to keep vehicles on the road while maintaining the highest safety, environmental and performance standards, and constantly improving drivers' experience. Independent

aftermarket operators provide mobility products and services for the users of all vehicle brands alike.

With its Manifesto, FIGIEFA points out the biggest challenges for the IAM in a clear way and proposes solutions that would benefit both Europe's competitiveness and economy and the access to quality, sustainable and affordable mobility to ALL Europeans.

[Read our Manifesto](#)

FOCUS: TYPE-APPROVAL REGULATION



Progress on Type Approval Regulation Revision Following ECJ Ruling

Following the ECJ judgment in the FCA/Carglass case, the European Commission decided to include additional legislative provisions via a delegated act to Type Approval Regulation 2018/858 to resolve conflicting requirements between implementing security gateways and ensuring independent operator access to vehicle data, functions and resources. While vehicle manufacturers pushed for a quick-fix solution, FIGIEFA and AFCAR successfully advocated for a holistic approach to address the broader implications for the automotive aftermarket.

Under this setting, over the past six months, discussions have been ongoing in a four-party setting (European Commission, ACEA, CLEPA, and AFCAR) to address the following key aftermarket issues: parts coding, cybersecurity impacts on diagnostic tools, OBD access, RMI for ADAS and EVs, and fast Ethernet access for software updates. Additionally, the Commission also plans to legitimize the multi-country CAB approval process for SERMI, within the legislative provisions.

Vehicle manufacturers were initially challenging the position and views of the aftermarket operators and questioning the legitimacy of our claims. To address this, FIGIEFA along with AFCAR/ CLEPA organised a workshop in Maastricht where we demonstrated to EU policymakers and the representatives from the vehicle manufacturers some of the issues related to parts coding, ADAS calibration and access to RMI.

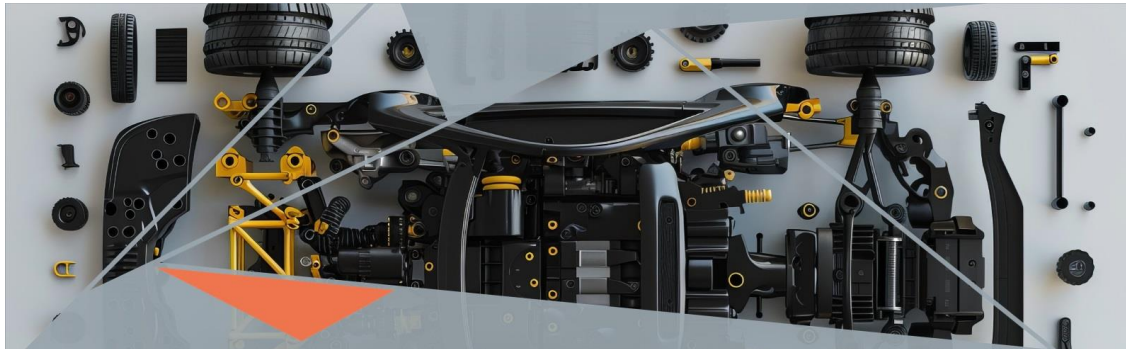
This helped the group better understand the practical issues faced by the IOs, and also showcased the sheer depth and magnitude of issues related to parts coding, cybersecurity and vehicle access.

Under parts coding/ cybersecurity implications, the group is currently focussing on addressing issues related to the use of multi-brand diagnostic tools but will take up issues related to the requirement of security implementation for aftermarket replacement parts in a second round.

A draft proposal for the delegated act is currently being developed in parallel with ongoing discussions, and a draft proposal is expected to be ready in the upcoming months. This proposal is then required to follow inter-service consultations and a three-month review by the European Parliament; the final adoption of the text is expected by mid-2025.


FIGIEFA remains committed to ensuring balanced solutions that secure fair competition and consumer choice in the automotive aftermarket.

FOCUS: COMPETITION



KEY INFLUENCING FACTORS CHANGE THE AFTERMARKET DYNAMICS!

To download our full insight, scan the QR code:



berylls
by AllPartners

FIGIEFA

CLEPA
Association of European Automotive Suppliers

- CAPTIVE PARTS
- CYBER SECURITY
- RMI & OBD DATA
- SOFTWARE UPDATES
- REMOTE ACCESS TO IN-VEHICLE DATA

WWW.BERYLLS.COM/COMPETITIVENESS-IN-THE-AUTOMOTIVE-AFTERMARKET-IN-THE-CONTEXT-OF-THE-TECHNOLOGY-SHIFT

Joint Study by Berylls, CLEPA and FIGIEFA Shows that Affordable Mobility is Only Possible with Clear Rules for the Aftermarket

The Berylls aftermarket experts led by Paul Kummer have analysed the future of the automotive aftermarket up to the year 2035 in a broad-based Europe-wide study. Partners in the study were CLEPA (Association of European Automotive Suppliers) and FIGIEFA. The analysis sheds light on the dynamics of the European automotive aftermarket.

It assesses the potential impact of new vehicle technology trends on the aftermarket, including the impact of cybersecurity and the software-defined vehicle. Based on Berylls' own analyses and expert interviews, five key influencing factors (KIFs) are identified that will have a significant impact on the development of the aftermarket.

The KIFs identified are the ratio of captive parts, the impact of cybersecurity, the costs and complexity of access to technical information, the impact of software downloads and finally the impact of remote access to vehicle data, functions and resources. As new vehicles enter the market and gradually age, without regulatory measures to address the risks identified, independent aftermarket operators will become increasingly excluded from the services market, particularly for vehicles of less than six years of age.

From Beryls's analysis, the implications of the study are clear: there is an absolute need for regulatory intervention by the EU to ensure that the European market for vehicle repair and maintenance services continues to function as a dynamic and competitive market that offers European vehicle owners a real choice of services.

The European Commission has two legislative instruments that could be used: the **Motor Vehicle Block Exemption Regulation** and the **Type Approval Regulation**.

Both need to be updated for technical progress and should address the KIFs identified in this study. Without regulatory intervention, technical progress will lead to market distortion, and it will be the European vehicle owners, be they consumers or European businesses, who will pay the price. This study estimates that additional annual cost at €35 Billion, just for the seven countries analysed in this study.

“FIGIEFA, therefore, calls upon the EU authorities to act to avoid market distortions”, says Chief Executive Sylvia Gotzen. The implications of the results of this study are extremely serious. The Type Approval Regulation is a

technical instrument which requires regular revision to reflect technical progress in vehicle technology. This is certainly the case for the provisions of Chapter XIV, where the practical requirements are defined.

Moreover, the upcoming review of the MVBBER will be critical in determining the evolution of this vital sector. “Also here, FIGIEFA calls on the new European Commission to act decisively to preserve this vibrant market and to address the inherent risks of a dominant gatekeeper potentially distorting the market in their own favour.”

[Read the full study here](#)



The European Union Finalises Adoption of Repair Clause, Allowing 'Freedom of Choice' for Visible Automotive Spare Parts

On the 11th of October, the Council of the EU finally voted in favour of the 'Repairs Clause' for visible must-match replacement parts by adopting the European Commission proposals for revising the Design Directive and Design Regulation.

Thereby, after more than 3 decades, this vote ends a non-harmonised situation of conflicting national legislations by giving all European consumers the freedom to repair their vehicles with the spare parts of their choice and avoiding deleterious visible spare parts monopolies.

Since its creation in 1993, ECAR (the European Campaign for the Freedom of the Automotive Parts and Repair Market), to which FIGIEFA has always been a

proud member, has been advocating for the adoption of a European Repairs Clause which provides to all citizens a real, open and affordable 'right to choose'. Already existing in several Member States, the Repair Clause rightly gives vehicle manufacturers full protection over the design of their new cars, but it merely ensures that this protection is not extended to the corresponding visible spare parts (such as car body panels, headlamps and windscreens). This means these parts may be produced, distributed, and used freely for repair aftermarket.

"We welcome the vote of the Council", says Sylvia Gotzen, Chief Executive of FIGIEFA. "In a truly circular economy, consumers should always be allowed to select the spare parts of their choice when repairing their products, regardless of the original brand or supplier. This reform will ensure that intellectual protection laws can no longer be misused in the aftermarket to impose unfair and unjustified monopolies on visible repair spare parts through an undue extension of design rights, which are legitimate on primary products, but lead to monopolies in the aftermarket where no design alternatives exist for vehicle-body-related spare (must-match) spare parts."

A major step forward towards a socially fair and circular economy

This historic agreement follows more than three decades of political discussions, expert reviews and debates in Brussels, Strasbourg and the national capitals, with support from consumer associations, independent automotive aftermarket operators and insurers. It is a major step forward towards a socially fair and circular economy, as allowing consumers to choose among competing suppliers of repair spare parts will increase their purchasing power and facilitate product repairs in all sectors.

What does the final solution provide?

The EU Repairs Clause will apply to all new products as of 2024. However, due to diverging positions among the EU Member States, the negotiators had to strike a compromise on the timelines. For eight years following the entry into force of the Directive, design protection on visible repair spare parts will still be allowed in Member States that had not yet liberalised their national markets when the law was adopted, for existing products with registered designs before the date of entry into force of the Directive. This means that some of the already existing products will not benefit from the Repairs Clause in some countries until 2032.

Legal certainty and business predictability in European repair markets

There was also the question raised in the course of the debates about how rigidly independent spare parts manufacturers and their distribution partners along the supply chain must prove that a must-match spare part is ultimately used for repair purposes – a requirement that is impracticable in practice and threatened independent operators into serious legal uncertainty.

Here and most importantly, the negotiators agreed on a 'presumption of repair purposes' for independent spare part manufacturers or sellers, which was required to ensure legal certainty and business predictability in European repair markets. Independent spare part manufacturers or sellers will be exempted from guaranteeing that their products “are used for the sole purpose of a reparation,” thus protecting them against unnecessary and costly litigations with design right holders. They must, however, inform consumers about the commercial origin of the product and the identity of the manufacturer through a clear and visible indication so that they can make informed decisions.

The EU Repair Clause will bring significant social and economic benefits. Once fully applied, experts predict that European consumers in the automotive sector will save between EUR 450 million and EUR 720 million annually, thanks to increased competition, thus improving purchasing power and countering inflation.[1] It will stimulate job creation and entrepreneurship in the European automotive aftermarket, which counts for more than 500,000 SMEs and 4.5 million jobs.

[1] Herz, Mejer, Effect of design protection on price and price dispersion: Evidence from automotive spare parts, MPRA Paper 104137, 1 June 2020.

FOCUS: ENVIROMENT



Advocating for a Truly Circular Automotive Industry at the European Parliament

On December 10, represented by our colleague Laurence, FIGIEFA took the stage at the European People's Party Group in the Parliament Hearing on End-of-Life Vehicles (ELV) to promote a truly circular automotive industry that balances innovation, sustainability and fair competition.

FIGIEFA advocated for:

✓ **Clear definitions of repair and maintenance operators** to empower independent actors across the value chain.

✓ Requirements for vehicle manufacturers (VMs) to **design vehicles, parts, and components** -including electric batteries- so they **can be reused, repaired, remanufactured, or recycled**.

✓ **Mandatory access to accurate technical information**, specifications, tools, and software updates for all parts, including electric batteries, down to their smallest exchangeable units.

✓ **Revisions to unjustified “irreparability criteria”** in the draft ELV regulation to ensure vehicles are considered end-of-life only when genuinely irreparable.

At FIGIEFA, we believe in fair competition and the vital role of the IAM in making the industry circular, accessible, and affordable. We call on European regulators to take bold steps to enshrine these principles in legislation, ensuring a robust and competitive automotive ecosystem for all.



The second FAAS Sustainability Day Was a Success!

After a promising meeting in Bologna last year, the Sustainability Day, the [Forum on Automotive Aftermarket Sustainability \(FAAS\)](#)' Conference returned in Stockholm on 27 and 28 November.

About 100 participants, including the FAAS members and other stakeholders, gathered together to exchange ideas and actively participate in discussions about the latest trends in sustainability practices and policies affecting the sector. As highlighted by [Louise Wohrne](#), MEKO's Head of Sustainability and Chair of [FAAS -Forum on Automotive Aftermarket Sustainability](#), the key lies in collaboration. At FAAS, this is being achieved through the four working groups, with the fifth one, about the Sustainability Reporting, currently being under development.

The event started with [Frank Schlehuber](#), FAAS Interim Manager, welcoming the audience and giving the floor to the Boston Consulting Group speakers for a keynote on the regulatory sustainability framework in the EU.

Among others, key topics of the day were:

- The panel discussion on ‘How to implement CSRD and CS3D in corporations’,
- The presentation of the successful ‘Duo’ collaboration, which was developed in WG 4, between a Parts Supplier company, [Schaeffler](#) and a Parts Distributor company, [LKQ](#), in an effort to minimize the scope 3 emissions and optimise their logistics operations.
- The study ‘Repair versus replacement – What is the most sustainable option for vehicles?’, initiated by WG 1 and is under the supervision of the [Politecnico di Torino](#). [Luca Cibrario](#), the PhD student, presented the first findings, with participants sharing their thoughts and eagerness to explore further aspects and possibilities.
- The ‘Future regulations impacting End-of-Life Vehicles (ELV)’, presented by [Laurence Eeckhout](#), Senior Adviser Legal & Statutory Affairs at [FIGIEFA](#) and [Davide Zagari](#), Market Affair Officer at [CLEPA](#).
- The second panel, ‘How to create business opportunities within the circular economy’, was moderated by [Alexander Brenner](#) from BCG.

On the second day of the event, the participants had the opportunity to learn more about how car parts are efficiently recycled in practice with a visit to the [LKQ Atracco](#), an environmentally friendly car dismantling plant in Uppsala.

FOCUS: Access to Vehicle Data



Let's Bring Full Digital Mobility to Europe through Secure Access to Vehicle Data, Functions and Resources

The European magazine 'The Parliament' recently published an article by FIGIEFA on its especial Parliament Committee Guide in November.

In this article, FIGIEFA calls upon the European Union to urgently put in place equal access to vehicle-generated data, functions and resources for all market actors by delivering sector-specific legislation that protects consumer choice and encourages real competition and investment in digital transformation and data-driven businesses.

Also, it is reminded that there is no need to develop a completely new regulation as this sector-specific would fall under the existing Type-Approval

regulation, and also that a draft legislative proposal has been prepared already and had passed European Commission's Regulatory Scrutiny Board, as required under the better regulation rules. Therefore, there is no need to start from scratch, nor new legislation to be created; action is required now, and we have all the necessary evidence and work done not to lose any more time.

[Read the article here](#)

OTHER FIGIEFA NEWS



New Colleague Joins FIGIEFA

We are pleased to welcome a new member of our secretariat in Brussels, in this case FIGIEFA's new Head of Policy: Ana Claudia Manuelito.

Of Portuguese nationality, Ana Claudia was until now working as Public Affairs Manager at UNIFE – The European Rail Supply Industry Association. Before that appointment, she was Senior Policy Officer at EURATEX, the European Apparel and Textile Confederation (2016 – 2021) and Policy and Market Analyst at AICEP Trade & Investment Agency – Portuguese Embassy in Belgium.

Her background is European Business Law and Political Science and International Relations from the Portuguese Catholic University in Lisbon, with an Erasmus year at Sciences Po in Paris.

Besides Portuguese, she speaks English, French and Spanish.

We look forward to introducing her to all of you soon on the next possible occasion.



FIGIEFA Hosts Global Right to Repair Meeting During Automechanika

Thirty associations representing the multi-brand vehicle aftermarket in Australia, Brazil, Canada, Colombia, India, South Africa, the USA, and from almost twenty European countries, as well as European associations representing their sectors at European Union's level, gathered in Frankfurt during Automechanika 2024, for the Right to Repair Global meeting (R2RG).

Over the years, the R2RG meeting has increasingly become a crucial platform for dialogue and collaboration among the associations representing the multi-brand Automotive Aftermarket worldwide. More than just a gathering, this forum addresses common challenges, particularly those arising from unclear practices by vehicle manufacturers.

A significant challenge facing repairers, parts distributors, and suppliers is the need to maintain unrestricted access to technical information, and the freedom to use tools and spare parts. With the advent of digitalisation and the emergence of 'software-defined vehicle', new concerns have arisen, including access to in-vehicle generated data, the vehicle's operational functions and resources, the growing absence of repair information for electric vehicle batteries, and the increasing issue of parts captivity.

In this context, vehicle manufacturers currently gain a competitive advantage by controlling the data generated by vehicles. This control impacts the volume and quality of information available to independent service providers, ultimately limiting digital opportunities for businesses and restricting the freedom of choice for consumers.

The participants agreed **on the urgent need for fair playing and robust legislative backing to address these challenges across various world regions**. Effective enforcement measures are essential to ensure vehicle manufacturers adhere more closely to automotive regulations.

[Read the statements by the different representatives of GR2R](#)



FIGIEFA Present at AAPEX Las Vegas

Our Technical Director, Ronan McDonagh, was present at the American **Automotive Aftermarket Products Expo** in Las Vegas, USA, last November 4-6. It was an excellent opportunity to engage with our US counterparts from the Auto Care Association and the Global Right to Repair community.

FIGIEFA, representing 'Right to Repair Europe', formally joined the Associations in Motion group, and Ronan attended its AAPEX meeting, where over 30 representatives from North and South America, Europe, Asia and Australia discussed various issues affecting the sector.



FIGIEFA on Stage at the Italian Parts Aftermarket Conference

Our Chief Executive, Sylvia Gotzen, presented the latest developments at the European Union level affecting the aftermarket in Rome at the yearly Parts Aftermarket Congress, which this year gathered over 400 participants from the entire industry sector.

We thank the organisation and congratulate them on their 20th edition of the

Congress, always a milestone for the Automotive Italian market for vehicle parts, tools, servicing and repairs.



SDCM Congress 2024: FIGIEFA Represented by Chief Executive and Technical Director

Our Chief Executive, Sylvia Gotzen, participated on the 21st of November at our member Polish Association of Automotive Parts Distributors and Producers 'Drive to Innovate'. Her call was that we, as the vehicle 'lifecycle' solutions industry, must be part of the European Commission's Industrial Action Plan for the Automotive industry.

In parallel, our Technical Director, Ronan McDonagh, co-presented the main findings of the Berylls Study together with CLEPA.

Once again, SDCM managed to gather over 200 representatives from the most relevant Aftermarket players in Poland in another fantastic event; congratulations to them!



Lisbon Witnesses Second Forum DPAl / ACAP with Great Line-up of Speakers and Panels

The Aftermarket division of our Portuguese member association ACAP, DPAl, hosted an open event with the main national players of the IAM for the second

year in a row at the Orient Museum of Lisbon, which is located in front of the famous 25 of April bridge.

One of the first keynotes of the day was given by our Head of Communication, Álvaro de la Cruz, on the most relevant developments at EU level in the last year, the new political situation in Brussels, and the findings of the studies made by Berylls and Roland Berger in collaboration with FIGIEGA, which position the IAM and the parts distribution in particular as crucial pillars of the European automotive industry.

Again, we congratulate our colleagues from ACAP on a terrific conference with top-level presentations.



FIGIEFA also Joins IAAF 2024 Conference in Milton Keynes, England

On December 5th, the main independent aftermarket players in the United Kingdom gathered at one of our British member associations, IAAF's annual conference.

Several top-level keynote speakers presented the latest trends, statistics, regulatory domestic novelties and leadership strategies for our business. Among them, FIGIEFA was proudly represented not only by our Treasurer, part of the managing board of IAAF, Lawrence Bleasdale, but also by our Head of Communications, Álvaro de la Cruz. He introduced FIGIEFA's main achievements in the last year, the findings of the recent studies in which we have collaborated, and the most significant challenges and priorities for the new European mandate, with an essential impact in the UK too.

We thank the entire IAAF team for the invitation and congratulate them on a fantastic event.



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