



**Endurance Strategic Planning Group's (ESPG)
Final Report and Recommendations
for Bureau of the FEI**

February 2014



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1 Introduction

The Endurance Strategic Planning Group (ESPG) was formed by the Bureau of the FEI following a round table meeting held in Lausanne on 24 July 2013. The round table delegates gave their unanimous support for a recommendation to be made to the Bureau for a strategy to be mapped out for the discipline by the FEI. Delegates included representatives from Switzerland, the United Arab Emirates, the European Equestrian Federation, the FEI Endurance Committee and FEI Headquarters who all agreed that, globally, all efforts must be made to reduce the numbers of horses testing positive for prohibited substances and suffering injuries ([Annex 1](#))

Once the ESGP had been recruited ([Annex 2](#)) and the FEI's Bureau had approved its Terms of Reference ([Annex 3](#)), it started work on 10 September 2013 presenting its interim findings at the FEI General Assembly in Montreux on 6 November 2013 (the presentation script is at [Annex 4](#) and post GA press release at [Annex 5](#)). Every one of the 132 national federations was then consulted. The consultation period closed on 21 January 2014. The responses and additional comments are at [Annex 6](#) and [7](#). These were reviewed at an Endurance Conference on 9 February 2014, the press release is at [Annex 8](#), the list of delegates at [Annex 9](#) and the presentation script at [Annex 10](#). 20 national federations were represented from the 70 delegates who attended.

2 Purpose

The purpose of this paper is to provide the final report for the Bureau, to set out a 7 point plan, to propose recommendations for action and to submit the ESGP's proposed strategy for consideration. Our 7 point plan covers:

1. The Development of Endurance
2. Welfare of the Horse
3. Horsemanship and Education
4. Rules
5. In Competition Action
6. Finance and Sponsorship
7. Marketing and Communications

The paper is supported by Annexes presenting the detail, the most important of which are:

[Annex 11](#) 7 point plan

[Annex 12](#) 41 recommendations for action

[Annex 13](#) 41 recommendations and how they have been developed following the period of consultation and the Endurance Conference

(NB: the recommendations have been linked to the 7 point plan but retain their original numbering so their development may be followed throughout the planning process)

[Annex 14](#) the 5 year strategy – a plan on a page

3 Executive Summary

The ESPG presents a 7 point plan with 41 recommendations for action allied to a proposed 5 year strategic plan set out on a single page.

The recommendations for action are grouped under the 7 point plan headings:

- 1. The Development of Endurance** covers our proposed Vision for Endurance, a set of Values and Critical Success Factors covering: Culture and Behaviour, the management of affairs within a setting of Structure and Governance, effective Foundation for Growth and the need for excellent Communications and Marketing. The recommendations also cover the need for better leadership from all national federations as well as from the FEI.
- 2. Welfare of the Horse** is high on the list of proposals. The proposals call for more dope testing, injury research, surveillance and reporting; much of this work is already underway. As soon as it is practicable more focused and intelligence based out of competition testing and longer rest periods are needed.

- 3. Horsemanship and Education** While more education for riders, trainers and officials was sought during the FEI GA in Montreux the period of consultation has also revealed a need for higher standards of horsemanship. It has become evident that the standards of horsemanship are far lower than in other disciplines meaning that a Coaching Development Programme should be introduced.
- 4. Rules** Many of those consulted felt the rules were adequate as they are. These recommendations are far reaching and the rule of unintended consequences demands that the Endurance Committee undertakes a full review. The rule that defines the sport, 800.1, has been the subject of much debate and needs more work. Moreover, the consistent failures by officials, riders and their connections to adhere to the rules or to implement them firmly and fairly means an all embracing Code of Conduct designed especially for Endurance is necessary. The Code must cover the proposed Values at its core and it must be promoted amongst the entire Endurance community. Where the Code or the rules are not followed implicitly those who break them must be sanctioned severely. To help, Independent Governance Advisors (IGAs) are proposed. They should be recruited, managed and deployed by the FEI centrally to support, monitor and if necessary, direct officials on site and especially at major events. A further key recommendation is for Trainers to be directly registered with the FEI and held responsible with their riders for their action but not necessarily in equal proportion; the FEI's Endurance Committee will be expected to develop the definition of a Trainer.
- 5. In Competition Action** It is in the competition arena where most poor practice occurs. It is recommended that course designers are tasked with being far more technical in their work, slowing the horses to levels that should reduce the incidence of injury. All officials must also be tasked to enforce the rules rigorously and take action on the field of play; only where it is unavoidable should action be deferred until after the ride. Similar rigour must be adopted to ensure the minimum of support teams and others have access to the course: the entire course, the vet gate, the stables and all other areas. Vehicles should not be given access to the course other than where specifically permitted. The practice of FEI executives officiating should be stopped (at the time of writing this has been activated). Modern technology should be used as it becomes available to manage, supervise and monitor all aspects of the field of play to help the officials in their work.

- 6. Finance and Sponsorship** These recommendations should not be devastating to organisers, national federations or the FEI. Recommendations are therefore included for income generation to support the costs. However, Endurance is the second most active discipline, the fastest growing and the discipline most able to play a part to increase the global spread of equestrian sport. It has been underfunded and under resourced for too long. The sport's rate of growth has in good part caused it to be almost unmanageable with the resources currently available. It is regrettable that these recommendations may well be costly but this is inevitable if the necessary levels of improvement are to be achieved.
- 7. Marketing and Communications** The need for marketing and communications has been derided by some and comment has been made about the wisdom of promoting a sport in trouble. It is said too often that it is best not to highlight the issues. Failure to act has created an atmosphere of suspicion and cover up. The FEI has been doing some very good work and yet there has been an anxiety about its promotion. There is a need for a positive, less defensive and more open approach. A marketing and communications plan must be developed and activated to bring confidence to the community. The community wants to see that action is at hand and will be seen through; it needs investment. Its activation will build confidence in the leadership at all levels. In turn and once there is acceptance that the sport is in recovery, it will keep people in the sport, attract more people and underpin sponsorship.

The recommendations form two classes of work: practical action and a call for culture change and effective leadership. The first is more tangible, the second more philosophical. Both are essential for the sport to move out of the period of crisis and to build a firm and successful future.

4 Terms of Reference

The terms of reference approved by the Bureau when establishing the ESPG are at [Annex 3](#). The mission statement given to the ESPG being:

“The strategic plan for Endurance over the decade 2013-2023 will define a global rate of growth for the sport; growth that is manageable and effectively supervised by the FEI and NFs. Increased levels of participation, more events and improved standards are to be encouraged where all NFs, athletes, trainers, officials and organisers adhere to and promote the highest “Clean Sport” standards and meet the “FEI’s Code of Conduct for the Welfare of Horses.”

5 Work Programme

The ESPG conducted a series of meetings and intense sessions of discussion over the periods of the FEI General Assembly in Montreux and the Endurance Conference in Lausanne. The group communicated regularly by email and its work was monitored and reported upon by the Equestrian Community's Integrity Unit (ECIU) operated for the FEI by the London based company Quest led by Lord Stevens. The objective for this monitoring was to enable confirmation to be given that the ESPG was working independently and with integrity.

6 Commentary

The ESPG has discussed both the practical and softer issues that surround the crisis over the 6 months of our work. We have expressed the need for culture change and leadership. It is therefore appropriate that we should address these softer issues in this report, be very clear about what we mean and explain why the responsibilities for a complete resolution rest with us all, individually and collectively. This is especially important as we have witnessed throughout this period unacceptable levels of criticism of others and far too little self criticism and acceptance of personal responsibility. In short, we have seen some unattractive hypocrisy. This is not to deny that the problems of doping and injuries exist or that resolutions are necessary. We deal with these issues under separate headings here:

Culture Change

In Montreux we said: "We have to win the hearts and minds of our entire community; we have to encourage those responsible for leadership to lead effectively. We have to encourage self discipline and work to drive a change in culture. Importantly, we have to stop blaming each other. Every person in this room must reflect on their individual roles as leaders of national federations and as members of the FEI committee structure and its executive". We concluded in saying: "Please stick with us while we work hard to develop a brighter future. It will come but it requires leadership and self discipline. Please give those with the responsibility to make the necessary decisions time to do so. Managing change takes time. There will be some quick wins but not all change can or will happen overnight. In some cases the change will take months, even years. These comments remain valid now as we submit our final report.

We were intentionally robust in our comments in Montreux. We wanted our force of argument to take root there. Since, we have seen some green shoots emerging. After the Endurance Conference in Lausanne a number of people quietly conceded over a drink that some confidence was returning and it was notable that, on our return home, we were informed that officials had suspended the winner of a prestigious ride. Since, we have seen high level leadership and a number of “yellow cards” awarded for misdemeanours. This is really encouraging and we commend those, especially the officials, who have grasped the initiative. But, we repeat, the necessary change will take time: “months, even years”. We must maintain the momentum.

Leadership

In the area of leadership we have made it abundantly clear that every national federation involved in Endurance, every official and at the FEI, every committee and member of the executive must fulfil their responsibilities completely. Every national federation must review its contribution to the sport in the way its organising committees work and how they recruit, promote, mentor and monitor their officials. National federations must ensure that they authorise only those officials with the qualities and resolve to administer the rules of the sport in a firm and fair manner.

Working Together as a Family: Risks to Olympic Disciplines

In the court of public opinion, a horse is a horse regardless of the manner in which it is entered for competition. As well as working within the Endurance family for improvement, it is essential that consideration is given to the impact that the current crisis has on other horse sports and the confidence of sponsors and owners. Nobody should be in any doubt about the International Olympic Committee’s (IOC) policy in following all issues in sport, be they good or bad. The IOC has indicated the potential for changes in the number of sports and disciplines recognised in the Olympic family. This is why the FEI is in the process of forming an Olympic Council. “Its main goal is to liaise on a more permanent basis between the FEI and the members of the Olympic family”. All sports have to sell themselves effectively to the IOC and the challenges over doping, injuries and welfare currently in the spotlight are damaging to the credibility of Jumping, Dressage and Eventing. Currently the Endurance part of the FEI family is putting their security at risk. Endurance is letting the family down and that cannot continue.

Values

Socrates, the great philosopher said: “To live well and honourably and justly are the same thing.” If leaders are honourable and just in all national federations and athletes, trainers, officials and organisers live by, adhere to and promote the highest standards with the same resolve for the Values set out for a Clean Sport, in Sporting integrity, in Horsemanship & Welfare and in Partnership, great strides will be made. Endurance will then be able to live well. It is vital that these Values are adopted by everyone at every level in the sport.

Marketing and Communications

We have seen reluctance to promote the sport of Endurance and to cover the steps being made to monitor activity scientifically. A defensive and embattled culture has developed at the centre which, combined with views that the problems are the creations of others and for others to resolve, has put the sport on the back foot. Thus, we feel the media management has been reactive. When few step forward to help, some appear to have wider agendas and others seek to find fact in rumour, it is not surprising that the leadership has little appetite for promotion. The creation of the ESPG was however a positive move by the FEI and we find the time is now right for the development of a structured marketing and communications plan to support the FEI’s already effective and talented media machine. But, the FEI should not be expected to do this on its own; it requires the active support of a range of national federations together with welfare and veterinary groups. Developing a plan of the type envisaged need not be expensive but it is certainly necessary and should help to foster a culture of an open, constructive community taking collective responsibility and making change happen.

Resourcing

One of the constant criticisms we have received is “the FEI needs to do more”. While we agree and acknowledge that the cost of our recommendations should not be devastating it is hard for any organisation to be successful, or as effective as expected, if it is not adequately resourced. We have accordingly recommended that the financial resources are put in place. In the event that this adds to the financial pressures for organisers, national federations, athletes, trainers and owners this must be accepted as part of the need for the entire family to take

responsibility. If the resourcing levels are not adequate it is unlikely that the problems for such an active and developing discipline can be effectively managed and regulated.

Code of Conduct

We find the current Code of Conduct (or “codex” – a title currently used but one we do not find sufficiently well understood) to be adequate at best and not as complete or as well promoted as necessary. It must be far more visible and understood in detail by all involved in the sport; where necessary it should be reproduced in a range of languages. It should also be expanded as a single document with its own Endurance specific branding, covering every area of potential risk for a growing and developing sport. There will be good examples in other non-equine sports.

Amongst other things, it should include sections on bribery (offering, promising or giving a financial or other advantage to induce a person to perform a relevant function or activity improperly, or to reward them personally for doing so) and corruption (requesting, agreeing to receive, or accepting a financial or other advantage personally to perform a relevant function or activity improperly, or being rewarded personally for doing so). There should also be clear instructions about the making of complaints, how they will be followed through, “whistle blowing”, the giving and receiving of evidence and the actions taken by the complainant and recipient of a complaint.

7 Analysis - SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis to illustrate in an abbreviated form what we have seen in the four categories as we have gone about our work.

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| <p>Strengths</p> <ul style="list-style-type: none"> • Representation across the world (9 Groups) • Passionate about the sport • Strong views • Strategic plan (Plan on a Page) developed • FEI infrastructure to collect and analyse evidence of compliance and non-compliance & trends • National Federations have had an opportunity and have provided input into the strategic plan • Sport participants and FEI Leadership have embraced the need for change • Growing confidence that change will be accepted | <p>Weaknesses</p> <ul style="list-style-type: none"> • Credibility issues • Rules and Code of Conduct not being enforced • Weaknesses in rules enforcement encouraging violations • Difference between evidence v perceptions about violation of rules • Horsemanship & education standards low • Current issues dominate the thinking • Aggressive attitude discourages Group VII nations from active participation in the planning processes • The sport is in a fragile recriminatory state • Inadequate resource to manage the challenges |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Define the future of the sport – review Rule 800.1 • Determination to clean up the sport • Moving in the right direction (but slowly) • Plans for increasing participation • Global growth potential • Wide open spaces of Africa and Asia perfect settings for an economically viable expansion of the sport • Adaptable to (new) nations wanting to compete in Equestrian sport internationally • The implementation/enforcement of new/existing robust officiating standards, values and ethics • Focus on execution of the first strategic plan for the sport to underpin its recovery and potential to thrive • Sponsorship for development and promotion | <p>Threats</p> <ul style="list-style-type: none"> • Open to further abuse • Further compromise, especially for the horses • Officials open to bribery • Perceived lack of support in the court of public opinion • Leadership loses self confidence and respect • Break away governing body • Code of Conduct and implementation gets out of the FEI’s control • FEI not set up to regulate a “racing” sport if that develops outside the remit of Rule 800.1 • Adequate “racing” authority may not be available to regulate a detached “racing” form of Endurance • Declining credibility, support & participation for all equestrian sport • Collapse in Endurance participation |

8 Recommendations

The ESPG's 7 point plan and final 41 recommendations linked to the 7 point plan and cross referenced by recommendation number, are at and [Annex 11](#) and [12](#) respectively for the FEI's consideration.

9 Strategy – Plan on a Page

The ESPG's proposed 5 year strategy as a "plan on a page" is at [Annex 14](#). The dates for Key Performance Indicators (KPIs) will need to be added once the plan is approved, if indeed it is, and a timeline for action is set by the FEI.

10 Publication

We assume the FEI will wish to publish this report and its recommendations. To ensure we present a complete picture of the process of its development we have included all of the key papers and press releases.

11 Acknowledgements

We would like to express our thanks to the President, HRH Princess Haya, to the 1st Vice President, John McEwen, the Secretary General, Ingmar de Vos, and the staff of the FEI for their support and assistance throughout. We have been provided with everything we have asked for but at no time have we been pressed for our views or encouraged to take a particular line. Similarly, we would like to thank the leaders of national federations for taking our consultation seriously, for responding in detail to our proposals and for attending our presentations in Montreux and Lausanne and for being clear and straightforward in letting us know their views. We have worked to reflect them in a balanced manner. Our thanks go to our own national federations as they have supported and encouraged us in our work. Nicki Kavanagh of the Juniper Company who, while commissioned by the FEI to facilitate our session on Key Performance Indicators at the FEI Endurance Conference, has provided voluntary pro bono support with her team in the preparation of this report and its associated work. We are indebted to her and her team.

Finally, we would like to make a special mention of Marta Bader, who has patiently supported us from the Secretary General's office in managing our papers, presentations and consultative documents. She has been cheerful and wonderfully efficient throughout despite our tendency to ask for last minute amendments.

12 Conclusion

We have been pleased to assist the FEI and our friends in Endurance in a small way in collating the views of others and presenting them, we hope, in a logical manner for the FEI's Bureau to consider. We know these have been very difficult times. As we tender our resignation with the submission of this report we have a strong sense that the crisis for Endurance is in recession but there is more work to do to develop the operational plans. We believe that the corner has been turned and with goodwill on all sides, determination, understanding of one another's needs, and good leadership, there is a bright future for all of the FEI's nine regional groups. And, vitally there can be a bright future for our horses.

Annexes

- 1 [FEI Round Table press statement – Lausanne, 24 July 2013](#)
- 2 [Endurance Strategic Planning Group Membership](#)
- 3 [Endurance Strategic Planning Group Terms of Reference](#)
- 4 [Presentation script: FEI GA – Montreux, 6 November 2013](#)
- 5 [Post GA press release – Montreux, 6 November 2013](#)
- 6 [ESPG Survey: NF Consultation responses](#)
- 7 [NF Consultation – additional comments](#)
- 8 [FEI Endurance Conference press release – Lausanne, 9 February 2014](#)
- 9 [FEI Endurance Conference delegate list](#)
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- 14 [Strategy – Plan on a page](#)

Annex 1 - FEI Round Table press statement – Lausanne, 24 July 2013

FEI PRESS RELEASE Lausanne (SUI), 24 July 2013

Round table session achieves unanimous support for strategic plan for Endurance

Today's round table session on the sport of Endurance, held at FEI Headquarters in Lausanne (SUI), ended with unanimous approval by attendees and full support for the strategy mapped out for the discipline by the FEI.

The 22 delegates – which included representatives from Switzerland, the United Arab Emirates, the European Equestrian Federation, the FEI Endurance Committee and FEI Headquarters – agreed that, globally, all efforts will be made to reduce the numbers of horses testing positive for prohibited substances and suffering injuries.

Following open discussion involving all parties, and agreement that the current rules – when fully implemented – already serve the sport well, the group recommended a plan of action for the FEI Bureau to consider, which includes:

1. The support of all rule changes already proposed for consideration by National Federations and approval at the FEI General Assembly.
2. A series of short-term proposals for immediate consideration by the FEI Bureau, which are:
 - A Global Endurance Injuries Project to be started as soon as possible;
 - Reinforcement of the duties and obligations of FEI Officials;
 - Building on the success of the Clean Sport Campaign, increased levels of testing for prohibited substances across the discipline in all regions.
3. The establishment of a strategic planning group tasked with developing a plan for the future of Endurance over the next decade, a plan that will have global reach. It will include elements concerning the future growth and development of Endurance, the action necessary to ensure the

discipline achieves the highest standards as a “clean sport” and fulfils all of the requirements of the FEI’s Code of Conduct for the welfare of the horse.

The FEI Bureau will be asked to approve the proposal, its mission, terms of reference and its constitution at its teleconference meeting on 12 August. If approved by the Bureau, the strategic planning group will present its “plan in outline” at the General Assembly.

It is recommended that the group will include an independent facilitator and representation from the FEI’s Integrity Unit, led by Lord Stevens.

Andrew Finding, European Equestrian Federation Board Member, who chaired today’s round table session, concluded: “Today we have had a full and frank discussion about the challenges for Endurance. The outcome of today’s meeting is that we have unanimous agreement over the tasks to be completed. I have been impressed by the courage, commitment and determination of all delegates to move forward positively throughout today’s meeting.”

FEI Secretary General Ingmar De Vos added: “We are very satisfied that this round table was able to come up with a unanimous conclusion, which shows the engagement and understanding of all involved in the sport of Endurance. We were very happy with the way that Andrew Finding conducted this round table session, where all parties involved had the opportunity to express their views and concerns, and where the FEI was also given a platform to update the delegates on the work in progress, and for the support to continue the efforts that have already been undertaken.”

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Annex 2 - Endurance Strategic Planning Group Membership

| Planning Group Appointment | Members |
|---|---|
| Chairman | Andrew Finding (GBR) |
| Chairman Endurance Technical Committee | Dr Brian Sheahan (AUS) |
| Member | Saeed Al Tayer (UAE) |
| Member | Jean-Louis Leclerc (FRA) |
| Member | Joe Mattingley (USA) |
| Facilitator for the Endurance Conference only | Nicki Kavanagh, The Juniper Company (GBR) |
| Supported by | Supported by |
| Director of Endurance | Ian Williams (FEI) |
| Director Veterinary Department | Graeme Cooke (FEI) |
| Secretary | Marta Bader (FEI) |

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Annex 3 - Endurance Strategic Planning Group Terms of Reference

Terms of reference:

The Endurance Strategic Planning Group's mission is to develop a plan for consideration by the FEI's relevant bodies under the mission statement:

"The strategic plan for Endurance over the decade 2013-2023 will define a global rate of growth for the sport; growth that is manageable and effectively supervised by the FEI and NFs. Increased levels of participation, more events and improved standards are to be encouraged where all NFs, athletes, trainers, officials and organisers adhere to and promote the highest "Clean Sport" standards and meet the "FEI's Code of Conduct for the Welfare of Horses"."

Specifically the group should develop a plan that:

1. Meets the needs of Endurance as a growing sport with the potential to attract many more athletes to compete and promote the FEI's objectives on the global stage;
2. Will create an environment in which:
 - a. athletes compete in a spirit of fair play according to the requirements of the FEI's Clean Sport policies;
 - b. horses compete in partnership with human athletes where at all times their welfare is of paramount concern.
3. Provides recommendations for consideration by the relevant authorising bodies of the FEI that will fulfil the mission statement.

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Annex 4 - Presentation script: FEI GA Montreux – Lausanne, 6 November 2013

Endurance Strategic Planning Group (ESPG)

Presentation to the
**FEI GA Session on Endurance
Montreux**

6 November 2013

by

Andrew Finding – Chairman ESGP

Slide 1 President, ladies, gentlemen, friends: we have a serious problem to resolve for Endurance sport and thus for all equestrian sport. We may not like the nature of the media coverage, we may feel that it is not all correct, but we cannot deny the fact that the levels of doping and the incidence of catastrophic injury to horses are unacceptable.

It is for these reasons that the President, HRH Princess Haya, in providing leadership, called first for a round table meeting and then for a task force to work independently of the FEI to recommend action for a resolution. Some, including a number of national federations, expressed the view that this task force, the Endurance Strategic Planning Group, was neither independent nor adequately equipped to perform this task nor adequately focused on the key issues. Some even suggested that it was an exercise in covering up the facts or to use a football analogy, of kicking the ball into the long grass.

It is in this uncomfortable environment that the Strategic Planning Group has set about its work, work that has been more complex than at first thought.

Slide 2 I should like to introduce members of the group:

Dr Brian Sheahan, the FEI's Endurance Technical Committee chairman, a veterinary surgeon from Australia;

Jean-Louis Leclerc, also a veterinary surgeon, from France, Jean-Louis eats, sleeps and drinks Endurance every day of his life and has done for decades;

Saeed H Al Tayer, the Chairman and Chief Executive of Meydan and Vice-President of the Dubai Equestrian Club with special responsibilities for Racing and Endurance in Dubai;

Joe Mattingley, Chairman of the US Federation's Endurance High Performance Committee and the high performance chairman for all disciplines and an Endurance athlete in his own right.

We have also been ably supported by: **Ian Williams**, the FEI's Director for Endurance and **Graeme Cooke**, the FEI's Director of Veterinary services and himself a veterinary surgeon.

Slide 3 And, here I set out the running order for our presentation. Each of us will present a component of the Group's recommendations. We plan to speak for about an hour leaving an hour to take questions from representatives of national federations and to hear your views and opinions.

Slide 4 I want to assure you that we will be speaking plainly today, that we have not been influenced or led in any way by the President or the FEI staff. We have though, at every turn, been helped by everyone at the FEI when asked, not least because there is a very strong desire to resolve these issues just as there was when task forces were established to resolve other challenges in the past. We have been provided with every piece of detail we have sought. The FEI's approach has been entirely constructive. Moreover, the President has from the outset taken herself out of the decision making processes recognising that her family connections present a potential conflict of interest for her and the FEI. Being mindful of this and the wider expressions of anxiety, I asked at the outset for Lord Stevens, the former Commissioner of London's Metropolitan Police Force and head of the Equestrian Community Integrity Unit, to monitor all of the work undertaken by the Planning Group. I have sent him our papers, the minutes of our meetings and copies of the presentations you will see today. I have asked Lord Stevens to attend today; you will have

seen that he is listed as a speaker. He will assess for you directly the nature of the Planning Group's work and its integrity. I trust that he will tell you if it has been good, bad or indifferent. I have specifically asked Lord Stevens to make that judgement as independently as I and my team have sought to work. Some of you and some members of the FEI will not like what we are going to say; you may well feel a little uncomfortable. I am afraid reality can be uncomfortable. Nevertheless, I have been tasked, with my group, by the FEI's Bureau to be independent, to find solutions to deal with the doping and injury crisis and to develop recommendations to ensure, in so far as this is possible, that we have a plan to sustain solutions for the long term. This is why a strategic plan is necessary. There are some short term fixes, some quick wins, but a complete resolution will take time. We know very well that many clamour for the problems to be resolved instantly. That will not happen; it is simply unrealistic to think so. Why do I say this? It is because no plan, no paper, no intervention, no committee and no gathering of well intentioned individuals can make these problems go away instantly. Sport is about people and this is no different in equestrian sport. There are two legs to the resolution of our challenges. Yes, of course, we can change rules, put in place more officials, make new arrangements for competition, undertake more research, educate people better, introduce more vets and stiffen up the disciplinary processes. That's the first leg, the more tangible elements of work that must be done.

The second leg is about people. We have to win the hearts and minds of our entire community; we have to encourage those responsible for leadership to lead effectively. We have to encourage self discipline and work to drive a change in culture. Importantly, we have to stop blaming each other. Every person in this room must reflect on their individual roles as leaders of national federations and as members of the FEI committee structure and its executive. We are all responsible to find the solutions for the problems we face today. This is because the problems are largely caused by systemic failure; failures of leadership, inadequate resourcing, in the quality of officiating and in recognising that this sport has grown inexorably. Our management of that growth has not been good enough. And, to be frank, we have not moved quickly enough to deal with the challenges that now draw criticism of us in the media. We simply have not yet done a good job. That must change.

So, what is the problem? On the surface it is manifested in the use of prohibited substances in competition and in what is perceived to be a rising number of catastrophic injuries leading to fatalities in horses.

It is also the case that too many are failing to adhere to the rules; that is cheating.

I want to deal with this head on; I want to do it now. I am therefore asking Graeme Cooke to set out for you now, what we know about the levels of doping and catastrophic injury, where they are prevalent, where our knowledge is deficient and what the FEI is doing to improve the quality of data and how this will help inform our work in the future. In short I want Graeme to define the problem as a matter of fact, not as speculation.

Graeme, over to you please.

Thank you Graeme, that sets the scene for us. I now want to turn to our analysis of the problems we face and why we need a strategy.

Endurance is our second biggest discipline after Jumping with 911 events staged in 2012. Yet, it has no formal vision; an inadequate formal educational programme and no arrangements in hand to ensure the needs of supply and demand are met. It may be that some might wish to challenge me on this – to those people I say simply that what is in place isn't working; we have a crisis on our hands.

The sport has grown inexorably and in some parts of the world it has become a highly professional business. The speeds of the horses competing over 160 kilometres in a day have increased from an average of 12k per hour ten years ago to over 25k an hour in the Middle East. I fear we too have not kept pace with this change and have not been able to cope with the challenges of what is now an elite high performance sport.

I am afraid it is the case that if you give an athlete or a trainer a centimetre and he or she is desperate to win he will take a kilometre. If he is allowed to push the boundaries and he gets away with doing so, he will push them further. This is human nature, we might not like it but it is true. It is this very pushing of the boundaries that was happening in other disciplines before the FEI's Clean Sport policy was introduced. Its introduction has reduced the incidence of cheating very substantially.

The problems in Endurance are complex. I regret to say that collectively there has been a lack of resource, self-discipline, effective officiating, leadership, courage and determination. Too many have turned a blind eye, probably fearing that they might not be asked back and too little reliable evidence is provided in reports from responsible officials to take to a tribunal to secure a conviction. Too many complain and too few stand up to be counted. The problems we face are systemic.

Recently, I listened to an interview with the chief executive of one of the top hundred companies in Britain. Carolyn McCall took over the low cost airline EasyJet three years ago. It was losing money but under her leadership, the airline now makes a good profit and is thriving. She was asked what she put her success down to. Her answer was brief: a clear vision and a good strategy.

Ladies and Gentlemen, we need a clear vision and a good strategy for Endurance sport.

We need it all to be easily understood. A strategy running to a hundred or more pages will not be read and absorbed. This is why we seek to present our proposed strategy on a single page: “a plan on a page”.

Slide 5 This is what it looks like; we will have a copy for each of you to take away today. We need a compass around which we must tie our aspirations for long term success. We must have a vision, a set of values behind which we must all stand; we need to define our critical success factors, our strategic goals and a form of measurement, key performance indicators, that will tell us whether or not we are achieving the successes we must secure.

From this we need to promote an effective operational plan. A strategy and its operational plan must be monitored by the Bureau, the Endurance Committee and the FEI’s executive team. It needs to be risk assessed, regularly, it needs to be a living thing and it needs to be flexible and adjusted in the light of experience.

Once we have a plan in place we all need to follow a code of conduct. This does not apply alone to those who are pressing the boundaries; it applies to every one of us. What we do and how we do it is important. Our standards of behaviour and the way in which we adopt a set of values is vital in the way we promote and engage in our sport.

But strategies, plans, policies, disciplinary processes and educational programmes will not alone resolve our problems. We need to create incentives, a system of “stick and carrot”. We need officials to feel valued and appreciated; their reward may not be financial but it should be in feeling that they are contributing to a thriving and successful sport in a happy community. Athletes, all athletes, and their trainers need to compete on a level playing field where natural talent wins out without artificial and performance enhancing support. We need national federations, all of you, in every region of the world to take responsibility and provide leadership. We need every single person involved in the

sport to be self disciplined, to respect their horses and abide by the code of conduct for the welfare of horses; it was carefully developed and it must be adhered to if we are not to fail.

The strategic plan we propose sets out a vision and a set of values we will expect everyone to adhere to if they genuinely want to be an active part of our family. Those who do not should be asked to leave us.

So, let me turn to our proposed vision for Endurance sport, we are suggesting it should be:

Slide 6 To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the welfare of horses.

We hope that you find this simple and straightforward. We have included the word “complete” because we believe we should set a culture that celebrates increased levels of completion. For us it is not good enough to say that we are protecting the horses by taking them out of competition because their heart rates are too high. We want to propose that athletes and trainers be rewarded for increased levels of completion. We want to see horses that are fit and healthy enough to complete and enter competition with this as a core objective, even if the speeds are reduced to achieve a successful completion.

Slide 7 The values we must adopt are those of: **Clean Sport, Welfare, Integrity & Partnership.**

Slide 8 The text we recommend applying to **Clean Sport** is shown here:

I will work with NFs, athletes, trainers, officials and organisers to ensure we adhere to and promote the highest Clean Sport standards and meet the FEI’s Code of Conduct

If each and every one of us adopts these and the following principles we will resolve our challenges overnight.

Slide 9 Here is the value we ascribe to **Welfare**:

I will work with NFs, athletes, trainers, officials and organisers to ensure we adhere to and promote the highest standards of equine welfare and meet the FEI’s Code of Conduct

Slide 10 and, for **Integrity**:

I will work to the highest levels of sporting integrity, in a professional manner encouraging others to do the same

Slide 11 and, Partnership:

I will work in collaboration with the FEI, NFs, athletes, trainers, officials and organisers to achieve the best outcomes for endurance globally

Ladies and gentlemen – apply these values, clean sport, welfare, integrity and partnership and we live and work together. If you do not subscribe to them, our message is, simply, leave us.

From the vision and the values we propose, we develop our **Critical Success Factors** under the headings:

Slide 12 Foundation for Growth, Culture & Behaviour, Structure & Governance and Communication & Marketing

These expand as:

Slide 13 Foundation for Growth:

Ensure an agreed plan is in place setting out the strategic intent for the sport over the period 2014-2024 supporting growth in all regions in appropriate and effective ways, ensuring the needs of equine and human athletes are met

Slide 14 Culture & Behaviour:

Regulate, educate & provide support to ensure the highest standards of sporting integrity and horse welfare are developed and maintained

Slide 15 Structure & Governance:

Ensure the appropriate structures and governance are in place to support long term, sustained development for the sport

Slide 16 Communication & Marketing:

Promote clean sport and horse welfare at every opportunity, to ensure confidence is restored and maintained in our sport globally.

In these sections we include our thinking for the overall philosophy we must adopt in the long term if we are to succeed: this is the moral compass upon which we must build our entire thinking. Our vision, our values and adhering to what is critical in what we do and how we behave represents the bed rock upon which we must build a great global sport, one that has the potential to increase participation both nationally, internationally and indeed, globally.

I now move into the meat of our recommendations, the strategic goals we recommend to you. Under “**Foundation for Growth**”:

Slide 17 We definitely need a strategic **plan for a decade** that we hope all NFs can support. This needs to be underpinned by an **operational plan** that the executive of the FEI must prepare for approval by the Bureau at the outset of every calendar year and, with the Endurance Committee, they must ensure it is implemented. The operational plan must be developed following an assessment of the potential **growth** region by region to ensure there are adequate resources, especially high quality and highly qualified officials to match the anticipated number of athletes expected to compete. In turn, the physical resources, the **infrastructure**, must be in place to meet the demand. The going on field of play must be right, the vet gates appropriate and the dope testing undertaken appropriately. All of these components must be in place and planned ahead of time to satisfy the demand. It will take dedication, staffing resource and the funding mechanisms, especially at the FEI and in national federations, to make it all work efficiently.

Slide 18 Where “**Culture & Behaviour**” is concerned we include, **education**; Jean-Louis Leclerc is going to cover the detail in this area. **Research** is a vital component. Graeme Cooke has already covered this for his area. The work undertaken will define the risk factors associated with Endurance horses and the associated need for rule changes. We strongly recommend the need for a sophisticated **leadership** programme for officials together with a formal, obligatory and Continuous Professional Development programme (CPD). We expect to see a **code of conduct** developed, widely published and regularly reviewed. It should have special sections for athletes, trainers, officials, veterinarians, technical delegates and organisers together with a set of sanctions defined for those who do not abide by the code. It should be a condition of engagement for everyone that’s involved that the code is followed. And, together, every national federation, with the FEI, must provide leadership in working to promote a **culture** of mutual support and self discipline amongst its athletes, trainers, owners, grooms and other connections.

Slide 19 The “**Structure & Governance**” of Endurance sport is a primary component of our recommendations. Dr Brian Sheahan will discuss our view about structural governance and specifically that the FEI should appoint and remunerate **Independent Governance Advisors** to the high

level events. They will supervise and mentor officials on the ground, they will ensure officials are taking their responsibilities seriously but will not take the responsibility away from officials. Saeed H Al Tayer will propose an entirely new initiative in respect of **Trainers**. We are recommending, amongst other things, that they become “persons responsible” along with their riders and that, generally, trainers are regulated and promoted much as they are in Thoroughbred Racing. We also want to see the **disciplinary procedures and penalties reviewed** for both athletes **and officials** and we want to see access to the **Field of Play severely limited and enforced** completely. We want to see the rules already in place properly used to **test horses out of competition**. We want to see course designers slow the horses down by actively setting their courses to **reduce speed**

Slide 20 We believe the **governance structure** should be reviewed regularly by the FEI. Dr Brian Sheahan will cover this as well and our view that officials receive proper **induction** programmes, improved levels of education, are **remunerated** at an agreed level, **rotated, appraised** for their performance and **examined before promotion**. They must also be supported, encouraged and subject to an award scheme where the best are recognised for their skills and contribution.

With the creation of the Independent Governance Advisors we believe that the executive team at the FEI should no longer officiate at any international Endurance events. They may be talented and highly knowledgeable people but we find that ground juries have a tendency to defer their responsibility to the executive team. Now, it might be that some will hold the view that the appointment of independent governance advisors will create the same dilemma. Their contracts and terms of reference will have to be very clear indeed for it is our intention that all officials have to take proper responsibility, take action where it is needed and provide proper reports so that the disciplinary processes can be properly sustained.

It worries us that we need to make these recommendations; we are calling for the culture of officialdom to change. We want to see the rules properly enforced. We know there are many officials, invariably volunteers, who do a wonderful job. To those people we want to say thank you but sadly, it is evident that a few have spoilt the way of working for the many. Because the issues we have to resolve are so important we are left with little alternative but to make recommendations for a series of initiatives in this area.

In his presentation, Joe Mattingley, will cover a range of points, not least being the need we see for a **“risk register”**. We believe that the level of risk associated with the governance of the sport is so high that it needs constant monitoring and review against the requirements of the strategic and annual operational plans.

Slide 21 We also believe that every rule must be reviewed in light of the extensive recommendations we are making. There is an understandable view that the rules have been developed well in recent years and do not need much attention. We are though aware of the “rule of unintended consequences” and feel such a review is a healthy and a properly cautious action to recommend when we are calling for so much change.

We would like to see **ride qualification standards** reviewed and probably increased especially at the elite end of the sport where we feel some inexperienced riders are over pushing their horses to keep up with the best. We feel that only **properly competent riders should be able to compete**. Finally, in this section we support strongly the decision already made, that the **recovery periods for horses are extended**.

There is much in this section and in Dr Brian Sheahan’s presentation to come, about officials. We want to be very clear. Where we mention officials we mean all **officials, including veterinary surgeons**.

Slide 22 Our final strategic goal covers “**Communication & Marketing**”. The extensive nature of these recommendations means that there is much to communicate. We certainly need an effective **internal communications programme** to ensure our own community is fully briefed about the plans for change and the decision making processes. We must build confidence ensuring all national federations have been involved, support the approach being taken and above all have a proper belief that the changes to come will mitigate reductions in doping and injuries and restore respect for the rules and credibility of the sport.

As important is the need for an **external ‘hearts and minds’ campaign**, the promotion of Endurance to existing and potential supporters and to the press, providing re-assurance and evidence of clean sport and welfare best practice.

I have already mentioned initiatives about trainers; we want to support and promote trainers and we see “**trainers’ ranking lists**” as a good medium for this purpose. We would also like to see a ranking list or a similar medium or award mechanism for team events by national federations with the highest levels of “**completions**”; this desire applies to trainers as well. And, as already mentioned, we would like to see an awards programme for officials.

Slide 23 As I have already expressed, our proposed strategy includes a recommendation for **key performance indicators** (KPIs) to be used to measure strategic success. We feel they should be applied to each of our critical success factors.

Slide 24 The **KPIs** have to be **specific, robust, measurable, deliverable, timed** and most importantly they have to be “**owned**” first by every national federation, as well as by the FEI. As leaders of our national federations we have to have absolute belief in the strategy we must support

fully, before the FEI's Bureau gives its sanction to the final piece of work on our behalf, as the shareholders in the FEI, our FEI. Every one of the FEI's 9 global regions is represented on the Bureau by a President. For the regional group I come from, Gp 2, it's Dr Hanfried Haring. Hanfried and every other regional chairman must carry the support of the national federations they represent be they in Asia, the Americas or the Middle East. It is through the regions and national federations that we need the highest class of leadership if we are to achieve the success we deserve.

Slide 25 This is why I do not want the ESPG to set the **KPIs**. My team and I have a very strong belief that you, the leaders of national federations, should decide what success will look like. Our recommendation is that you should debate them and together set the robust and measurable targets. We can arrange for the debate to be facilitated but ultimately we want you to be responsible, we want you to own the strategy and to provide the leadership that is now so vital for our sport.

We propose that the debate takes place during the February 2014 Endurance Conference and that you return for the special session on Endurance at the FEI Sports Forum in April 2014. There, with the Bureau's support, we should agree the targets for the first 5 years of the strategy

Slide 26 I now call on my ESPG colleagues to cover more detail in the areas for which they have a special interest in relation to our proposals. First, Jean-Louis Leclerc will cover the need for more and better education. Jean-Louis.....

Slide sections:

26.1 - John-Louis (education)

26.2 – Saeed Al Tayer (trainers)

26.3 – Dr Brian Sheahan (officials, supervision & discipline)

26.4 – Joe Mattingley – (planning and monitoring processes)

Slide 27 We have also set out a brief **action plan** that shows the progress now developed for the decision making processes together with our recommendations for the key performance indicator debate and agreement.

Slide 28, 29 & 30 We are close to the end now! Here we propose **our recommendations for immediate action** recognising that some work is already underway. We believe these points should be underway or deep into the planning processes by 1 January 2014. I will leave you to read them on the following two slides.

Slide 30 Before I conclude, I now invite Lord Stevens to comment on the integrity of our processes and on what he has seen and been following.

Lord Stevens.....

Slide 31 Conclusion & Next Steps President, ladies and gentlemen, friends. This has been and will continue to be, for a while, a very difficult period in our history. We have faced challenges before and no doubt there will be others to confront in the future.

There are parts of the world where Endurance sport is in good heart and where volunteers and others are wonderful in their commitment and zeal. To those people we must express our thanks for your work, your perseverance and commitment. Please stick with us while we work hard to develop a brighter future. It will come but it requires leadership and self discipline. Please give those with the responsibility to make the necessary decisions time to do so. Managing change takes time. There will be some quick wins but not all change can or will happen overnight. In some cases the change will take months, even years. But there is one thing that is not in doubt: change must come.

In conclusion, ladies and gentlemen, there is a problem to resolve, it is serious and systemic. I am confident that it can be resolved but no committee and no plan on paper can achieve anything without the commitment of people. Together, the team at the FEI, the leaders of each and every national federation, officials, ground juries, organising committees, administrators, those responsible for accurate communication, trainers, coaches, veterinarians, grooms, others who care for our horses, owners and athletes can resolve the problem we have in following an agreed strategic direction and the set of values we now ask you to follow. I urge you, please to work with us in a spirit of positive determination to succeed. Failure cannot be an option. Thank you.

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Annex 5 - Post GA press release - Montreux, 6 November 2013

FEI PRESS RELEASE

Montreux (SUI), 6 November 2013

Endurance Strategic Planning Group calls for immediate and sustainable action

Immediate and sustainable action to safeguard the welfare of horses and reinforce the FEI's anti-doping and fair play policies at Endurance events globally were the key takeaways from the Endurance Strategic Planning Group (ESPG) session at the FEI General Assembly in Montreux (SUI) today.

The Group had been tasked by the FEI Bureau to develop a strategic plan for the sport for the next decade and a series of recommendations for a permanent solution to the issues within the sport, particularly those related to the increased levels of positives and high numbers of injuries and fatalities.

During the two-hour session, the Group highlighted a series of far-reaching recommendations designed to tackle the problems the sport is currently facing.

ESPG Chair Andrew Finding (GBR) opened the session with a hard-hitting message: "We are all responsible to find the solutions for the problems we face today. We need a clear vision and a strong strategy for Endurance sport, and where better to develop this than from within the equestrian community that cares about the future of this sport so much. By working together we will achieve this. The strategic plan we propose sets out a vision and a set of values we will expect everyone to adhere to if they genuinely want to be an active part of our family. Those who do not should be asked to leave us."

FEI Veterinary Director Graeme Cooke presented statistics on the trends in positives, which had spiked in FEI Regional Group VII but are now starting to show a decrease. He also provided data on the officially reported serious injuries and fatalities in the sport, stressing the urgent need for a radically improved reporting system.

Included in this is the Injuries Surveillance System (ISS), which adopts a more consistent approach using modern data management techniques. This is being used initially in Endurance, and then rolled out across other FEI disciplines with the support of the University of Glasgow.

“We are aware of trends, and we are producing a new system that will record injuries and fatalities in a much better way, but other measures are needed,” he said.

ESPG member Jean-Louis Leclerc, a French veterinary surgeon and one of the most successful Endurance chefs d’équipe in the sport, spoke on the importance of education for athletes and officials, and reinforcing leadership. A minimum level of horsemanship should be required from all athletes, all officials (Ground Jury, Stewards and Veterinarians) should have a thorough knowledge of the rules, their performance at events should be reviewed, and a 5* level of officials should be established to reward excellence. He also called for a new definition and management of conflicts of interest.

Saeed Al Tayer (UAE), Vice-President of the Dubai Equestrian Club, was unable to be in Montreux for the session and gave his presentation by video link from Dubai. He proposed the introduction of an Endurance trainers register with the FEI, similar to the system used in thoroughbred racing, to ensure accountability. He also proposed establishing a Code of Conduct specifically for trainers, and a disciplinary board to investigate and review cases of trainer induced injury or doping. Repeat offenders will be excluded from the discipline. But, he said, there should also be a reward for trainers with successful completion rates, bringing trainers into the FEI global rankings system.

Dr Brian Sheahan (AUS), Chairman of the FEI Endurance Committee, underlined the importance of leadership, accountability and structural governance. He recommended that the FEI appoint and remunerate Independent Governance Advisors at major Championships to supervise and mentor officials on the ground, helping to ensure that Endurance rules are fully understood and enforced at every level. Accountability and sanctions for officials, National Federations, athletes and trainers is imperative, he said.

He wound up his presentation with a powerful message: “If our riders compete within the capacity of the horses’ ability to perform; if our officials correctly apply the rules without fear, favour or bias; if our trainers condition their horses for a long-term competitive life, there is no room or place in our sport for rule violations leading to cheating, there is no place for doping, there is no place for our partner the horse to end an event suffering from a life threatening, irreversible or untreatable illness or injury.”

Joe Mattingley (USA), Vice President of the USEF and Chair of the High Performance Working Group and of the High Performance Endurance Committee, spoke of the importance of information processing and structures. He presented the ESPG’s “plan on a page”, detailing the Group’s vision and mission statement.

“As an athlete of the sport, I am in no doubt that now is the time to introduce a professional and sustainable plan to protect the sport we are all so passionate about,” he said. “I have been proud to play a part in recommending these profound initiatives.”

Other recommendations specifically aimed at horse welfare and fair play include making course design more technical to challenge the athletes’ level of skill, and the use of out of competition testing for banned substances. Self-discipline and ownership of the solution by all National Federations was also vital, Andrew Finding said.

“Athletes, all athletes, and their trainers need to compete on a level playing field where natural talent wins out without artificial and performance enhancing support. We need National Federations, all of you, in every region of the world to take responsibility and provide leadership. We need every single person involved in the sport to be self-disciplined, to respect their horses and abide by the Code of Conduct for the welfare of the horse; it was carefully developed and it must be adhered to if we are not to fail.”

The scope of the Group’s proposals came in for considerable praise, with comments on the recommendations coming from New Zealand, the Netherlands, Belgium, South Africa, Namibia, Jamaica, France and the USA during the question and answer session.

The Group will now present a consultation package to National Federations by the end of November, including feedback from today’s session. Its conclusions will be finalised by the end of January and will then be presented at an Endurance conference to be held in Lausanne (SUI) in February. The National Federations will be asked to develop and set the key performance indicators: the measures for success. This process will

start at the Endurance conference in February. The conclusions will be shared with the FEI Bureau in March 2014 and, in conjunction with the final Bureau decisions, will then be made public at a special Endurance session at the FEI Sports Forum in Lausanne at the end of April.

“There is a problem to resolve, it is serious and systemic,” the ESPG Chair concluded. “I am confident that it can be resolved, but no committee and no plan on paper can achieve anything without the commitment of people,” the Chair of the ESPG said. “I urge you please to work with us in a spirit of positive determination to succeed. Failure cannot be an option.”

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Annex 6 – ESPG Survey: NF Consultation responses

This document comprises data from the NFs completing an on-line survey. Due to its size it has not been possible to extract the information into this report. An electronic version can be accessed through the following link <https://docs.fei.org/docs/nfs/endurance-conference>. A hard copy of the document will be incorporated into the final printed version of this report.

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Annex 7 - NF Consultation additional comments

Updated: 13 January 2014

This document has data from several NFs that were not able to use the "survey" and/or that sent additional comments.

Proposals for Action & The Strategic Plan – BEL NF

Introduction

The Belgian Equestrian Federation (BEF) welcomes the first results of the ESPG and the stated dysfunctions. This paper is :

1. an answer to the questionnaire of the ESPG
2. a statement relating to the Federations Letters to the FEI and the answer given to the questions and problems developed in these letters.
3. General Remarks on this questionnaire and on the next steps to be undertaken in the view of the BEF.
4. A complement of the BEF vision considering
 - a. The good global performance, image, ethic and success of the discipline endurance everywhere around the world
 - b. Except in a few federations, not because the today rules are bad but because they are not enough implemented and respected on the ground.
 - c. The revolution has not to be global but specific for the federations with the well-known problems.
 - d. Once more, we consider the actual rules are adequate to the modern endurance we like. We want a strict application of these actual rules.

| Nr | Proposal | Agree | Don't agree | Amendment Proposed |
|-------------------------------------|--|-------|-------------|--|
| Collective Endurance Compass | | | | |
| 1 | Vision: To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the Welfare of Horses | | x | We partly agree with this formulation. The Horsemanship is a very important basis of the behaviour in all the equestrian disciplines and this should be put in the centre of the Endurance discipline. In the beginning the goal of the endurance was to accomplish a track and not a speed competition! The evolution near a modern endurance has to mix the difficulty of the track with the research of the speed. This is what we call "performance". An only speed competition has to be banned of the FEI. |
| 2 | Values: Clean Sport, Welfare, Integrity, Partnership | x | x | Sportsmanship, horsemanship and Equity must also be mentioned. Sportmanship: fair-play, respect of the other competitors by example on the assistance points or on the podium for the price giving. Horsemanship: horses are not motorbikes. The system where trainers are managing horses during the whole year, giving them to inexperienced people who never train for competitions has to stop. In the same spirit, cars (with trainers inside) who run |
| | | | | alongside the horses during the entire competition have to be banned. Equity: on the field of play, everybody must be equal. This is for the moment not the case. For example: startinglists, bibnumbers, parkings |
| 3 | Critical Success Factors: Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing | | x | Again it is only a part of the solution: Ethic, Welfare, Horsemanship, Equity and Sportsmanship are the basis for sustainable growth and therefore the most important values. First a solution to all the well-known problems is required and only after that growth is to be considered. |

| Strategic Goals | | | | |
|------------------------|---|---|---|---|
| 4 | Commit to a 10 year strategy | | x | We are not happy with the structure and the idea of a 10 year strategy before implementing in 2014 the obvious operational changes which are really urgent. |
| 5 | Commit to annual operational plans | x | | Annual operational plans are really a must and these plans should be prepared by the Endurance Committee after discussion with independent Specialists and adopted by the Bureau. |
| 6 | Potential growth defined by region for next 5 & 10 years | | x | Before planning the growth, it is urgent and very necessary to consolidate the discipline in all parts of the world. It is really premature to elaborate plans for the future before analysing the existing situation and implementing sustainable measures to cure all the known problems. Growth alone should not be the ultimate goal and should be controlled. |
| 7 | Consider what infrastructure is needed to support the sport fully | x | x | If the term "infrastructure" includes "personal", we agree. Because we consider people more important than material. So, this is one of the first issues to be addressed, as the implementation of a clean sport mentality in Endurance worldwide and an effective control of the decided measures requires additional infrastructure and personal and officials and veterinarian surgeons. It is also mandatory to assess the impact of the planned measures for FN's where endurance is exercised without any problem but could have financial and personal problems to fulfil the new additional requirements. |
| 8 | Ensure the infrastructure is in place to match the sport's needs | x | | The needs are very different from region to region. In the regions where the Endurance is based on amateur spirit without big involvement of money, the needed infrastructure could be reduced. There are a lot of means to bring back the endurance |
| | | | | competition to a clean "amateur" level. The cost of the implementation of the proposed infrastructure should not be devastating! |

| Culture and Behaviour | | | | |
|------------------------------|---|---|---|--|
| | | | | Endurance is facing cultural and mentality differences that should be first analysed. The goal of the competition and the spirit of it should be first unified before speaking of the development of the discipline. Horsemanship and welfare of the animal should be at the root of the Endurance (as in any FEI discipline) and this should be first considered or the all equestrian sport will suffer from the failure to resolve this issues |
| 9 | A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data | x | | This program should also analyse all the data provided to the FEI Endurance and veterinary departments during the last few years! Data from national events should also be transferred to the FEI in the same way as eventing safety programme. ISS can only produce credible data if national data is also included! |
| 10 | Increased levels of dope testing continues | x | | "Independent" dope testing (MCP) should be extensively implemented worldwide (equal to the Groups I & II). The analysing by laboratories other than the one agreed by the FEI is not to be considered! Also "out of competition testing" should be implemented and systematic freezing and storage of samples should be introduced. |
| 11 | An injury reporting programme is required (underway) | x | | Urgently and it should be reviewed by neutral authority and not only by the FEI Vet and Endurance departments and or Committee. See item 9. |
| 12 | Codes of Conduct must be established | | x | A special Code of Conduct for one specific region or discipline is not necessary! The existing FEI Code of Conduct should only be applied and taught to all riders, trainers, owners, clubs and federations. |
| 13 | Develop and implement leadership programmes for NF's and officials of the sport | | x | The development and implementation of leadership programmes should start immediately. Before implementing such a programme, the FEI should analyse all the existing Conflicts of Interest and take the necessary measures. The FEI should only implement such programmes after the house has been cleaned! This programme should include the processing of the feedbacks of the officials. The FEI has also to support them effectively and take the required measures in case of reported problems! |

| | | | | |
|---------------------------------|---|---|--------|--|
| 14 | Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials | x | x | Only accredited officials should be engaged after certification. The veterinarians' surgeons should also follow the educational programme. The officials in exercise should also be monitored and controlled permanently. Attention: "education" has to include also and mainly the "anti-corruption" concept. |
| 15 | NFs providing leadership and driving culture change in anti-doping and welfare | | | We agree to this sentence but we don't understand what is required? |
| Structure and Governance | | | | |
| 16 | Budget approved for the appointment of Independent Governance Advisors (IGAs), recruitment started and appointments underway | x | x | We appreciate that, as the performance of referees in football, those of the judges, technical delegates and stewards should be evaluated "in situ" (at least for World and Continental Championships, seniors, juniors and young horses) by advisors. The fact of knowing to be controlled, and possibly downgraded during skidding, should push the officials to take their responsibilities, and would certainly complete the current system of promoting. But, the possible Conflict of Interest should be analysed permanently and the Advisors should not be implicated in other private business in relation near or far to Endurance. (Think about the situation of Quest!). It is possible to spend less money using our best and untouchable officials. |
| 17 | Trainers: <input type="checkbox"/> Registration and Ranking List arrangements underway; <input type="checkbox"/> Become "persons responsible" with their riders; <input type="checkbox"/> Obligated to maintain medication and treatment diaries for all horses in their yards | x | X x | The need and the purpose of the registration and a ranking list for trainers is not necessary. The only person responsible is and remains the rider. He has also the responsibility of his trainer. The existing regulation allows to charge also the grooms and the trainers if they are directly involved. (* Further comments below) The diaries are necessary and are often required by the legislator! |

Complement to section 17: **The only person responsible is and remains the riders.**

The first article of the FEI Endurance Rules stipulates: "*Endurance Riding is a competition to test the competitor's ability to safely manage the stamina and fitness of the horse over an endurance course in a competition against the track, the distance, the climate, the terrain and the clock.... To be successful, the competitor must have knowledge of pace and efficient and safe use of the horse across country...*"

So by definition the **sole person responsible can only be the rider** as the rider should not only conduct the horse over the track but he should also be able to evaluate his condition and take the immediate action the situation requires. It is not foreseen that the trainer should be consulted to take these decisions. It is therefore mandatory that the rider is riding his horse also for the training and the preparation and not only the trainer. To make the trainer co-responsible or solely responsible is against the base and the goal of the Endurance competition and for us it has also an ethical aspect.

| | | | | |
|----|--|---|--|--|
| 18 | Out of competition testing starts | x | | In all parts of the world through independent authorities, NOC or others. This should be reflected in the EADCM Rules for all disciplines. |
| 19 | Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration - penalties should be severe | x | | The trainers are not the persons responsible. We don't think that the FEI could give penalties to trainers as they don't have any contractual relationship to the FEI. But we support the idea that the trainer (also responsible as the owner) may be sanctioned in case of implication without forgetting the real person responsible, the rider. |
| 20 | FEI Executives stop officiating for OCs | x | | Not only executives but all FEI salaried employees and in all disciplines for all possible functions: judge, steward, veterinarian, TD, course designer, microphone speaker, etc. |
| 21 | Course designers charged with making courses more technical | x | | Evidence. |
| 22 | Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion, rotation and defined remuneration level arrangements are required | x | | The level of the remuneration must be centralised by the FEI HQ and managed by the OC. No other remuneration than the one defined by the FEI technical committee. |

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| 23 | Officials tasked with ensuring they enforce all rules vigorously | x | | Very important but it should be monitored by superior eyes! The FEI has also to support them effectively and take the required measures in case of reported problems! |
| 24 | Field of play access severely limited | x | | Yes. <ul style="list-style-type: none"> - Only 3 grooms (with bibs) more the rider in the VG zone and in the resting zone. - The water zone must be strictly defined (stop the possibility to water the horse everywhere before the VG). |
| 25 | Ride qualification standards increased | | x | No. the today system is good. |
| 26 | Rules adjusted to ensure only "competent" riders may compete at each level of competition | x | x | OK, but how and why ? In most of the federations we have no problem even with beginners. The welfare of the horse should not be put in question by too many qualifications rides. Riders with only one horse should not be handicapped. |
| 27 | Extend recovery periods for horses – already approved by FEI GA | x | | The modification introduced by the FEI GA doesn't correspond to the proposal of the endurance committee. The proposal should be reintroduced as it is a better protection for the horses. |
| 28 | Governance structure for Officials reviewed annually | x | | Not only the governance structure for official but all means introduced should be reviewed annually. |
| 29 | Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system in place to ensure the strategic and operational plans are reviewed for progress by the Endurance Technical Committee quarterly and the Bureau twice a year | x | | Transparent Results should be submitted to each FN once yearly 6 weeks before the GA! |
| 30 | All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans | | x | Eventually the existing rules are good. They only should be applied everywhere by all officials and OCs. A revision to improve the discipline is always possible but first the mentality and culture should be reviewed to match the demands of the plans ! |

| Communication and Marketing | | | | |
|------------------------------------|---|---|---|--|
| 31 | Trainers' ranking lists introduced | | x | The FEI should only be focused on the sport. A ranking of trainers is a commercial issue and is of no use for the sport itself. Riders with horses should compete, not trainers who are not performing the sport. This idea doesn't meet the concept of : <ul style="list-style-type: none"> - clean sport. - FEI endurance |
| 32 | Ranking list/award mechanism for "completions" for trainers and teams to be introduced | | x | Only a ranking for the couple rider/horse analogue to the other FEI disciplines. The actual ranking is wrong because he gives advantages to riders competing each week-end. |
| 33 | Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation | x | | Additionally it is useful to put statistics on doping and injuries and their evaluation on FEI website. The plan is a one-day picture. |
| 34 | Explain internally and externally our determination to improve performance and thus develop and implement an: <input type="checkbox"/> Internal awareness campaign for the equestrian family | | X | Action before talking! First we have to see measurable results before starting a marketing campaign! It is really a waste of time and money to continue on this way. To communicate the reform could also be contra-productive as readers will ask the reason of this type of communication! |
| | <input type="checkbox"/> External global 'hearts and minds' campaign across the media | | | |
| 35 | Introduce an awards programme for officials | | x | To introduce a competition between officials is critical. We need to have competent and materially uninterested officials, who should make their job professionally and consciously. To introduce an award would have very negative consequences. |
| 36 | Develop a sponsorship plan and secure funding for ranking lists and award mechanisms to offset costs and promote success | x | | A ranking for the couple rider/horse should be introduced but the modalities should be established to award riders with a good ethic. |

| | | | | |
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| 37 | Endurance Technical Committee to issue a press release or through another medium, detail on progress or adjustments to the plans after each of its meetings making relevant documents available on line | x | | The Endurance Technical Committee should be able to decide self if there is a need to communicate. We don't see this point as part of a recommendation of the ESPG. |
|----|---|---|--|---|

Extra comment:

Opinion of the BEL NF President Jacky Buchmann about the current negative image concerning the discipline Endurance.

The current spirit of the discipline is not the one that once was a part of the discipline. When the sport started values like horsemanship, knowledge, respect, technicality of courses, etc... were all important.

The spirit of today is only about the speed. How fast can a horse go? How fast can the rider push the horse? Can the rider push the horse behind limits?

The horse is the most important element and the horsemanship of the rider is currently not at all a need to perform.

Due to this evolution the discipline of Endurance is in the eye of the storm today. Different people think differently, act differently, play differently.

Why not split up the discipline of Endurance?

The part of the sport where only the time (race against the clock) counts becomes a race-element doesn't belong to the FEI and will be governed by another governing body.

The part of the sport where horsemanship, knowledge, respect and so much more stands at the same level as the speed remains with the FEI.

Proposals for Action & The Strategic Plan - NED NF

| Nr | Proposal | Agree | Don't agree | Amendment Proposed |
|-------------------------------------|--|-------|-------------|--|
| Collective Endurance Compass | | | | |
| 1 | Vision: To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the Welfare of Horses | | x | We partly agree with this formulation. The Horsemanship is a very important basis of the behaviour in all the equestrian disciplines and this should be put in the centre of the Endurance discipline. In the beginning the goal of the endurance was to accomplish a track and not a speed competition! |
| 2 | Values: Clean Sport, Welfare, Integrity, Partnership | x | x | Sportsmanship, Equity should also be mentioned |
| 3 | Critical Success Factors: Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing | | x | Again it is only a part of the solution: Ethic, Welfare and Sportsmanship are the basis for sustainable growth and therefore the most important values. First a consolidation and a solution to all the well-known issues is required and only after that growth is to be considered. |
| Strategic Goals | | | | |
| 4 | Commit to a 10 year strategy | | x | We are not happy with the structure and the idea of a 10 year strategy before implementing in 2014 the obvious operational changes which are really urgent. |
| 5 | Commit to annual operational plans | x | | Annual operational plans are really a must and these plans should be prepared by the Endurance Committee after discussion with independent Specialists and adopted by the Bureau. |

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| 6 | Potential growth defined by region for next 5 & 10 years | | x | Before planning the growth, it is urgent and very necessary to consolidate the discipline in all parts of the world. It is really premature to elaborate plans for the future before analysing the existing situation and implementing sustainable measures to cure all the known problems. Growth alone should not be the ultimate goal and should be controlled. |
| 7 | Consider what infrastructure is needed to support the sport fully | | x | This is one of the first issues to be addressed, as the implementation of a clean sport mentality in Endurance worldwide and an effective control of the decided measures requires additional infrastructure and personal and officials and veterinarian surgeons. It is also mandatory to assess the impact of the planned measures for FN's where endurance is exercised without any problem but could have financial and personal problems to fulfil the new additional requirements. |
| 8 | Ensure the infrastructure is in place to match the sport's needs | | x | The needs are very different from region to region. In the regions where the Endurance is based on amateur spirit without big involvement of money, the needed infrastructure could be reduced. There are a lot of means to bring back the endurance competition to a clean "amateur" level. The cost of the implementation of the proposed infrastructure should not be devastating! |

| Culture and Behaviour | | | | |
|-----------------------|---|---|--|---|
| | | | | Endurance is facing cultural and mentality problems that should be first analysed. The goal of the competition and the spirit of it should be first unified before speaking of the development of the discipline. Horsemanship and welfare of the animal should be at the root of the Endurance and this should be first considered or the all equestrian sport will suffer from the failure to resolve this issues |
| 9 | A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data | x | | This program should also analyse all the data provided to the FEI Endurance and veterinary departments during the last few years! Data from national events should also be transferred to the FEI in the same way as eventing safety programme. ISS can only produce credible data if national data is also included! |
| 10 | Increased levels of dope testing continues | x | | "Independent" dope testing (MCP) should be extensively implemented worldwide. The analysing by laboratories other than the one agreed by the FEI is not to be considered! Also "out of competition testing" should be implemented and systematic freezing and storage of samples should be introduced. |
| 11 | An injury reporting programme is required (underway) | x | | Urgently and it should be reviewed by neutral authority and not only by the FEI Vet and Endurance departments and or Committee. See item 9. |

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| 12 | Codes of Conduct must be established | | x | A special Code of Conduct for one specific region or discipline is not necessary! The existing FEI Code of Conduct should only be applied and taught to all riders, trainers and owners. |
| 13 | Develop and implement leadership programmes for NF's and officials of the sport | | x | The development and implementation of leadership programmes should start immediately. Before implementing such a programme, the FEI should analyse all the existing Conflicts of Interest and take the necessary measures. The FEI should only implement such programmes after the house has been cleaned! This programme should include the processing of the feedbacks of the officials. The FEI has also to support them effectively and take the required measures in case of reported problems! |
| 14 | Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials | x | | Only accredited officials should be engaged after certification. The veterinarians' surgeons should also follow the educational programme. The officials in exercise should also be monitored and controlled permanently. |
| 15 | NFs providing leadership and driving culture change in anti-doping and welfare | | | We agree to this sentence but we don't understand what is required? |
| Structure and Governance | | | | |
| 16 | Budget approved for the appointment of Independent Governance Advisors (IGAs), recruitment started and appointments underway | | x | The possible Conflict of Interest should be analysed permanently and the Advisors should not be implicated in other private business in relation near or far to Endurance. (Think about the situation of Quest!) |

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| 17 | <p>Trainers:</p> <input type="checkbox"/> Registration and Ranking List arrangements underway; <input type="checkbox"/> Become "persons responsible" with their riders; <input type="checkbox"/> Obligated to maintain medication and treatment diaries for all horses in their yards | x | <p>x</p> <p>x</p> | <p>The need and the purpose of the registration and a ranking list for trainers is questionable.</p> <p>The only person responsible is and remains the rider. He has also the responsibility of his trainer. The existing regulation allows to charge also the grooms and the trainers if they are directly involved. (* Further comments below)</p> <p>The diaries are necessary and are often required by the legislator!</p> |
|----|---|---|-------------------|--|

Complement to section 17: **The only person responsible is and remains the riders.**

The first article of the FEI Endurance Rules stipulates: "*Endurance Riding is a competition to test the competitor's ability to safely manage the stamina and fitness of the horse over an endurance course in a competition against the track, the distance, the climate, the terrain and the clock.... To be successful, the competitor must have knowledge of pace and efficient and safe use of the horse across country...*"

So by definition the **sole person responsible can only be the rider** as the rider should not only conduct the horse over the track but he should also be able to evaluate his condition and take the immediate action the situation requires. It is not foreseen that the trainer should be consulted to take these decisions. It is therefore mandatory that the rider is riding his horse also for the training and the preparation and not only the trainer. To make the trainer co-responsible or solely responsible is against the base and the goal of the Endurance competition and for us it has also an ethical aspect.

| | | | | |
|----|-----------------------------------|---|--|---|
| 18 | Out of competition testing starts | x | | <p>In all parts of the world through independent authorities, NOC or others. This should be reflected in the EADCM Rules for all disciplines.</p> |
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| | | | | |
|----|--|---|--|--|
| 19 | Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration - penalties should be severe | x | | The trainers are not the persons responsible. We don't think that the FEI could give penalties to trainers as they don't have any contractual relationship to the FEI. But we support the idea that the trainer may be sanctioned in case of implication without forgetting the real person responsible, the rider. |
| 20 | FEI Executives stop officiating for OCs | x | | Not only executives but all FEI salaried employees and in all disciplines for all possible functions: judge, steward, veterinarian, TD, course designer, etc. |
| 21 | Course designers charged with making courses more technical | x | | |
| 22 | Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion, rotation and defined remuneration level arrangements are required | x | | The remuneration should eventually be centralised and managed by the FEI HQ. |
| 23 | Officials tasked with ensuring they enforce all rules vigorously | x | | Very important but it should be monitored by independent eyes! The FEI has also to support them effectively and take the required measures in case of reported problems! |
| 24 | Field of play access severely limited | x | | /// |
| 25 | Ride qualification standards increased | x | | If horse welfare is a truly the paramount, then the logical approach would be to base the primary qualification criterion on a riders ability to consistently complete events without injury to the horse. An expression of such a quality criterion might simply be something like " <i>Riders or horses with greater</i> |

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| | | | | <p><i>than X% successfully completion in the top Y% of the field in Z or more events may advance to the next level". Any variation of this example criterion formed by a factor of frequency (%) of a specific outcome has a much higher correlation to a quality than any simple quantity assay. In this one simple phrase, we have a standard for risk tolerance (too reckless), limited advancements by being uncompetitive (too slow), and would be required to track data only the last "Z" events of a competitor to validate the rule. Notice that this formula identifies relative quality performance, without bias toward availability of the fastest, least technical course possible. Alternatively, a qualitative measure could be expressed in terms of relationship to fastest time on a given course.</i></p> <p>There are many ways to make more qualitative expressions that are event referenced, and thus useful comparatives across varying course performance conditions and technicality. A truly international criterion should have these features.</p> |
| 26 | Rules adjusted to ensure only "competent" riders may compete at each level of competition | x | | The welfare of the horse should not be put in question by too many qualifications rides. Riders with only one horse should not be handicapped. |
| 27 | Extend recovery periods for horses – already approved by FEI GA | x | | The modification introduced by the FEI GA doesn't correspond to the proposal of the endurance committee. The proposal should be reintroduced as it is a better protection for the horses. |
| 28 | Governance structure for Officials reviewed annually | x | | Not only the governance structure for official but all means introduced should be reviewed annually. |

| | | | | |
|------------------------------------|--|---|---|--|
| 29 | Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system in place to ensure the strategic and operational plans are reviewed for progress by the Endurance Technical Committee quarterly and the Bureau twice a year | x | | Transparent Results should be submitted to the FN once yearly 6 weeks before the GA! |
| 30 | All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans | x | | /// |
| Communication and Marketing | | | | |
| 31 | Trainers' ranking lists introduced | | x | The FEI should only be focused on the sport. A ranking of trainers is a commercial issue and is of no use for the sport itself. Riders with horses should compete, not trainers who are not performing the sport. This idea doesn't meet the concept of a clean sport. |
| 32 | Ranking list/award mechanism for "completions" for trainers and teams to be introduced | | x | Only a ranking for the couple rider/horse analogue to the other FEI disciplines. |
| 33 | Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation | x | | Additionally it is useful to put statistics on doping and injuries and their evaluation on FEI website. The plan is a one-day picture. |
| 34 | Explain internally and externally our determination to improve performance and thus develop and implement an: <input type="checkbox"/> Internal awareness campaign for the equestrian family <input type="checkbox"/> External global 'hearts and minds' campaign across the media | | X | Action before talking! First we have to see measurable results before starting a marketing campaign! It is really a waste of time and money to continue on this way. To communicate the reform could also be contra-productive as readers will ask the reason of this type of communication! |

| | | | | |
|----|---|---|---|---|
| 35 | Introduce an awards programme for officials | | x | To introduce a competition between officials is critical. We need to have competent and materially uninterested officials, who should make their job professionally and consciously. To introduce an award would have very negative consequences. |
| 36 | Develop a sponsorship plan and secure funding for ranking lists and award mechanisms to offset costs and promote success | | x | A ranking for the couple rider/horse should be introduced but the modalities should be established to award riders with a good ethic. |
| 37 | Endurance Technical Committee to issue a press release or through another medium, detail on progress or adjustments to the plans after each of its meetings making relevant documents available on line | x | | The Endurance Technical Committee should be able to decide self if there is a need to communicate. We don't see this point as part of a recommendation of the ESPG. |

Extra comment:

1. The proposal of the ESPG is oriented to the future and about no actions are defined to implement immediate solutions to the existing problems
2. Many proposals are clearly coming from the racing and are not common to the FEI usages and to the equestrian world. The real goals of the endurance are no more depicted in the future which the ESPG proposes. All disciplines consider the rider, drivers or vaulter as the responsible person who have contact with his horse and take care of it when exercising his sport. This philosophy should not be changed to answer to the problems that should be solved by the ESPG.
3. The FEI administration has the means to produce more efficiency in working out the reports of the officials, the veterinarians and produce correct statistics as basis to further actions. This require of course that no conflicts of interest, and no personal interest are motivating the responsables.

Proposals for Action & The Strategic Plan – GER NF

| Proposal Number | | Agree/ Don't Agree | Amendment Proposed |
|-----------------|--|--------------------------|---|
| 1 | | Agree | |
| 2 | | Agree | Forbidden medication and doping of horses must be drastically reduced. Penalties must be severe, controlled and properly carried out. No wishy-washy solutions. The integrity of all involved, organisers, officials and riders/ PR/trainers must constantly be under surveillance. Endurance sport must be fair for all participants, cheating in any form must be put under control, reported, penalised and documented. |
| 3 | | Agree | These factors must be carefully planned to ensure that endurance riding has a positive image which can be sustained. |
| 4 | | Agree | Important changes must be carried out as soon as possible i.e. 2014 It is important to report results. |
| 5 | | Agree | |
| 6 | | Agree | Some regions will be more affected than others. Endurance must test the ability of the rider and horse to tackle the natural difficulties and climatic conditions of the course without affecting the welfare of the horse. The career of an endurance horse should be at least 3 seasons preferably 3 - 8 seasons at a CEI1* Level or above. These horses and their riders and trainers should be rewarded for long time achievement at top level CEIs |

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| 7 | | Agree | <p>A much more stringent system for the organisation, control and supervision of events must be planned.</p> <p>Horses should not be able to disappear from result lists.</p> <p>Before horses travel home they should be passed by an official veterinarian as "fit to travel", this is especially important for horses that start at CEI2* rides and above. At the moment CEI2* (120 - 139 km) horses can travel home without being seen the next day. After CEI 2* the horses have to stay on the showground until the following day.</p> <p>Horses that are treated after the finish must still be under the supervision of the head FEI treating vet, these treatments must be recorded and sent to the FEI.</p> <p>At the moment it is allowed to treat horses after the finish of the competition without telling anyone about the treatment. For these cases we need rules that every treatment must be under the control of the</p> |
| | | | <p>head FEI treatment vet and must be reported to the FEI.</p> |
| 8 | | Agree | <p>The organisational infrastructure is extremely important. There must be more cooperation between the FEI, Organiser and officials.</p> <p>The cooperation between organiser and TD must be greatly improved, so that infrastructure problems can be solved before the competition. If the TD arrives only a day before an event it is very difficult to change things.</p> |
| 9 | | Agree | <p>This is extremely important and must be carried out as quickly as possible. In 2014 the first surveillance results must be published so that appropriate and rapid action can be taken.</p> |

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| 10 | | Agree | Medication and Dope testing must be carried out at events and also during training. Doping controls till the inspection "fit for travel" on next day should be considered. |
| 11 | | Agree | Please see that all injuries are reported. All horses that fail to qualify should be taken to the treating vet who must certify (form for this) that the horse is fit to travel or has to be treated. This treatment must be carried out in the vet treatment area and a treatment form (double copy) filled out and given to the head treatment vet. The treatment can be carried out by a private vet (registered with the FEI), team vet or treatment vet but must be under the supervision of the head treating vet. It must be possible to follow up cases that are sent home after treatment or require further treatment. If a horse is euthanized after it has been sent home this must be reported to the FEI Vet. Dept. Failure to do this should be penalised. |
| 12 | | Agree | The code of conduct must be strict and clear. No loop- holes |
| 13 | | Agree | Courses must be sport relevant and also have a practical aspect. Case studies are important. |
| 14 | | Agree | Annual Group Forums should be organised for athletes, trainers and officials. Discussions should take place that involve athletes trainers and officials together, too often these three groups are regarded as separate entities. All 3 groups must work together. |

| | | | |
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| 15 | | Agree | Quite often the NFs do not have an adequate knowledge of endurance, how it is run, its requirements and standards for riders and horses. This must be improved. There should be cooperation with their national endurance societies. The NFs, inspite of cultural differences which are the cause of the difficulties we have in endurance sport at present, must be convinced that clean and fair endurance sport is paramount for all, if the sport is to survive. |
| 16 | | Agree | |
| 17 | | Agree | <p>This is welcomed, the trainers must be strictly monitored. However, we need to identify definitions that also make sense in the many countries who do not have professional trainers. In addition to the ranking lists analogue to riders there should also be a ranking list for trainers based on the following suggestions:</p> <ol style="list-style-type: none"> 1. have horses that compete successfully for at least 3 seasons (3years) at CEI1* events or higher. Bonus points for horses that are in competition for more than 3 seasons. 2. Minus points for : <ul style="list-style-type: none"> dead horses collapsed horses leg fractures metabolic treatments 3. Minus points for: <ul style="list-style-type: none"> positive doping tests positive medication tests refusal to test illegal treatment of horses in the vet. gate or in the stable (Infusions, nerve blocks) 4. A bonus system for the ratio of finishers to starters through one season e.g. from 220 starters in a season there are 165 finshers (75,0 %), this is better than when only 68 finish (30,9 %) 5. Regular control of horses and trainers treatment books. |
| 18 | | Agree | Only in region VII. Compare to other disciplines (Jumping, Dressage) when testing has traditionally mainly taken place in Groups I and II. This could be managed similarly in Endurance for Group VII. |
| 19 | | Agree | |
| 20 | | Agree | |

| | | | |
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| 21 | | Agree | Only one crew point per 30 km loop, 2 crew points on loops of over 30 km. Limited crew car access, no cars on track (foreign help). Strict penalties for non-adherence to the rules. At least 1 FEI Judge and Steward patrolling the track for the duration of the event No plastic bottles |
| 22 | | Agree | In addition set fees for officials. Perhaps this should be administered centrally. No extra payments for doing a good job. |
| 23 | | Agree | Rules must be enforced, irregularities must be documented. The number of officials per ride needs to be increased, depending on the size of the ride. As in 22 remuneration is a problem, this must be fair for all. |
| 24 | | Agree | The vet gate must be cordoned off with limited access to max. 2 crew per horse. No additional personnel including photographers in the vet gate area. In the hold area this should also be cordoned off and have limited access (max. 4 crew + rider) . |
| | | | All competitors must stay under supervision in the hold area, no special tents outside the crew area. At least 1 Ground Jury member, 1 vet from the VC and 2 or more FEI Stewards must control and watch the hold area during the competition. No hold tents with side walls. |
| 25 | | Agree | The qualifications must be verified. Do all countries have sufficient national rides? |
| 26 | | Agree | In some countries, the riders are just sitting on the horse and cannot control them. A minimum standard of horsemanship is required. |
| 27 | | Agree | 5 weeks is not enough after a 160 km ride, the mandatory rest period should be at least 6 weeks or more. |
| 28 | | Agree | This is important but must be practical and payable. |

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| 29 | | Agree | |
| 30 | | Agree | |
| 31 | | Agree | |
| 32 | | Agree | See answer to question 17. Definition of teams? |
| 33 | | Agree | |
| 34 | | Agree | Endurance is an ecologically friendly sport if one does not consider the number of SUVs at an event. The number of cars must be reduced. Villagers do not appreciate cars racing down narrow roads or through villages. What about an award for an ecologically friendly organiser? |
| 35 | | Agree | |
| 36 | | Agree | |
| 37 | | Agree | |

Further Points

1. Officials

- Rotation of officials is very important, there should be no cliques.
- Rule of three must be revised, perhaps Pres GJ or FVD not both, and 2 of the line vets not always the same people.
- Decision of the rule of 3 should be controlled and confirmed by 2 FEI officials and the answer then given to the participant.
- Corruption of officials, how can this be controlled?
- No double functions, e. g. organiser and official
- Timekeeper can only be a timekeeping steward but not a judge

2. General Aspects

Course: possibilities for short cuts/turn arounds must be avoided and controlled properly, this means that FEI officials must be on the course during the ride.

Use of transponders/trackers on big rides so that riders can be controlled, this is also a finance problem.

Pulse rates should be kept as they are and not reduced, recovery periods are much more important.

If PC Tablets are used in the vet gate for recording data, the previous data concerning the horse must be available for the line Vet. Vet writers must have a knowledge of their work and have sufficient training.

3. Finance

How are these changes to be financed?

The costs for the riders cannot be further increased, otherwise we will have fewer riders for international competitions.

The organisers other than those with sponsorship from certain nations (these then influence the running of the ride and officials invited) have severe financial problems. How are they to raise enough money for the increased number of good officials? The payment of officials is a problem, their costs must be covered. Vets especially often officiate for little to no money.

How do we bring inexperienced well motivated officials into the FEI system?

Proposals for Action & The Strategic Plan – DEN NF

Extra comment:

Opinion of the DEN NF President Ulf Helgstrand.

Most of the horse welfare issues are probably, in my mind, due to endurance sport against the clock. This is, in my opinion, not endurance but racing. I am not an expert, but can see that the racing part is the main reason to injuries, doping etc.

If the FEI limits its activities to "real" endurance most of the criticism will not longer exist.

Make it simple: Endurance is an FEI discipline, racing is not.

I am very much aware of that it could be more difficult, but having the above in mind it might be easier to solve the strategic planning for the discipline.

Proposals for Action & The Strategic Plan – AUS, CAN & ITA NFs (as specified)

| Point # | Comment: | NF: |
|----------------|---|------------|
| 17 | Equestrian Australia believes that the Athletes/Riders should be the primary responsible person as this is consistent with other Equestrian sport disciplines and is consistent with Athlete doping rules through the WADA code. This should not preclude there being secondary levels of responsible people. We don't believe that a racing model where trainers are the primary responsible person is appropriate for any Equestrian sport discipline. | AUS |

| | | |
|---------------|---|-----|
| 30 | <p>We totally agree the rules need to be reviewed thoroughly and Equestrian Australia would recommend the FEI consider splitting the rules between “Classic Endurance” where athletes are primarily assessed for their riding/technical skills with a second set of rules being developed purely for Endurance Racing.</p> <p>Equestrian Australia suggests 2 specific rule changes that we believe would assist the appropriate cultural changes occurring, including;</p> <p>a) 1 hour post competition observation. This would involve: a quarantine area beside the veterinary hospital with stewards controlling access and egress points, max 2 crew per horse; stewards supervise and roam the area treatment veterinarians monitor the horses every 20 minutes, with a decision to administer invasive treatment taken by panel of treatment veterinarians</p> <p>b) Horse & rider penalty points. The principle of this rule would be: Both horse and rider receive penalty points when they fail to successfully complete an event. The points are cumulative and are only offset with a pre-determined credit on each anniversary date when the penalty points were applied. If a horse or rider accumulates a pre-determined quantum of points the respective competition license for the horse or rider is suspended worldwide from all FEI competition for a pre-determined time period.</p> | AUS |
| 36 | <p>Equestrian Australia support an awards mechanism to be used, however we believe that the awards should be based off technical skill / animal welfare / horsemanship rather than speed.</p> | AUS |
| Extra comment | <p>Equestrian Australia also recommends that the review panel exam closely existing rules/practices related to their recommendations that are already in place for other FEI disciplines.</p> | AUS |

| | | |
|-----|--|-----|
| 4-8 | <p>Agree. Note that growth of the sport in many regions is currently severely hampered by policies set by FEI itself; specifically those that make FEI competition financially impossible. One specific example that is easily remedied: Calendar fees are expensive but predictable. The Administrative fee payable after the ride is completely out of scale for smaller competitions. (it is over \$500 usf/cdn for a 1*). This is especially true now that results are being submitted electronically by the NFs. It would be far better for this to be a “per rider” charge— for large competitions FEI might actually garner more income; for smaller ones this amount could be efficiently factored into the entry fee.</p> | CAN |
| 9 | <p>It is extremely difficult to gather data on horses who die or are euthanized once they have left the ride venue. Self-reporting may not be sufficient for accurate tracking. We suggest that FEI follow up with any horses who are not re-registered, requiring a statement from the PR as to why the horse is no longer competing. (Sold, retired, deceased, etc) In the cases of deceased horses not previously reported, erroneous information at this time now becomes a ‘crime of commission, not omission’ and is more easily subject to disciplinary action when detected.</p> | CAN |
| 10 | <p>Where certain Groups, Nations, or geographical areas show a statistically significant increase in doping infractions, frequency of testing should also increase in those areas.</p> | CAN |
| 11 | <p>It is important that FEI become perceived as transparent and trustworthy where equine welfare is concerned. This means the yearly public reporting of fatalities and their causes, with sufficient detail to provide useable information to those interested. On the positive side, FEI should more openly publicize that it subsidizes the cost of necropsy for horse fatalities during competition.</p> | CAN |

| | | |
|-------|---|-----|
| 14 | Strongly agree. Education is the strongest weapon in the defense of equine welfare. This education must be easily accessible, ideally online. It should include an Endurance Skills Matrix and a Sport Science based approach to training. The FEI Level 1 Judges Course should be available online and required for officials, recommended for all, as a "refresher" with each rule change. | CAN |
| 16 | Disagree: Persons Responsible to be Owner and Athlete. Trainers are employees and are bound to follow the orders of the person who pays them. | CAN |
| 17 | Disagree: A major goal of this strategic planning committee should be a revision of the sport to focus the testing of technical skills on the rider, not on support personnel. This initiative is entirely counter-productive to that end, focusing on trainer skills and responsibilities. Registration of Trainers is acceptable and keeping a log of medications should be part of their duties. However, the Persons Responsible MUST be the Owner and Athlete; pleading ignorance of medications given by a Trainer is unacceptable. We feel very strongly that the Persons Responsible must be the Owner and the Athlete. In much of the world, this is one individual. In areas where horses are owned by corporations, or stables an Owner must be identified and issued a "license" of some sort. A doping infraction (or other serious rule infraction) that results in the suspension of the Owners License would have the effect of removing every horse owned by that license holder for the duration of the suspension. | CAN |
| 18 | Agree. Out of Competition testing can realistically only involve banned (not controlled) substances. Persons Responsible are Owner and Athlete (where an Athlete is identifiable) | CAN |
| 19-22 | Disagree: PRs be Owner and Athlete (not Trainer) | CAN |

| | | |
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| 23 | Agree. However, process needs to be better documented and more transparent. We hear frequent anecdotal evidence of issues being brought to the attention of Officials with no follow-up or feedback visible to the persons involved. Where an individual registers a protest or reports a rule infraction to an Official there needs to be a 'traceable' acknowledgement that the 'complaint' was received. PRs Owner and Athlete | CAN |
| 24 | Strongly agree. Noting that the "field of play" obviously includes the course, assistance anywhere except at designated crewing points should be absolutely forbidden and grounds for disqualification. This includes the presence of vehicles anywhere on the course. PRs Owner and Athlete. | CAN |
| 25 | Agree with revision: Ride qualification standards should be IMPROVED, not 'increased'. They should focus on reflecting an Endurance Skills Matrix, including a high completion RATE (not just number) as proof of both competency and concern for equine welfare. This must be integrated with proposed new emphasis on technical courses and reduced dependence on the CEI "*" classification system, which has poor correlation to many key aspects of rider skills requirements. | CAN |
| 26 | Agree. Development of Endurance Skills Matrix crucial. PRs Owner and Athlete | CAN |
| 27 | Disagree. Future changes to rest periods must be derived from science-based (Sport Science) models of optimum recovery and training cycles, including periodization. Simply 'extending' rest periods without this consideration is counterproductive; horses will return to training in any event—it is in fact a better idea that National competitions be used for this purpose where the horse is under veterinary scrutiny. PRs Owner and Athlete | CAN |
| 28-30 | Disagree. PRs Owner and Athlete | CAN |

| | | |
|---------------|--|-----|
| 31 | Disagree. The employment of Trainers is not universal enough to make a ranking system meaningful. Professional Endurance Trainers, like all Trainers, are best "ranked" by their market value as an employee. | CAN |
| Extra comment | <p>The first issue, equine breakdowns, will be best resolved by a move to more technical courses and a more realistic CoC.</p> <p>The second issue can only be resolved by rigorous enforcement of the rules, something that has been historically lacking. As long as the rules, existing and new, are not enforced everything we do is a waste of time. This process has got to be transparent and traceable. Where officials are informed of or witness a rule infraction, there needs to be a documented 'trail', including a tracking number, of the incident and its outcome; where the protest is made by a non-official that person needs to be informed of the result. Officials dealing with protests, grievances or infractions need to be identified and held accountable. Establishing a process for this needs to be "priority one"--until this is done and made public ESPG and FEI will have zero credibility with the public.</p> | CAN |
| 4 | Disagree. Five years. | ITA |
| 12 | Agree. Patrolling judges and riders. | ITA |
| 27 | Disagree. We are satisfied. | ITA |
| Extra comment | ITA NF agrees on all other points. | ITA |

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Annex 8 - FEI Endurance Conference press release – Lausanne, 9 February 2014

FEI PRESS RELEASE

Lausanne (SUI), 9 February 2014

Conference delegates give positive response to Endurance strategic plan

Delegates from 23 countries reached a broad consensus on the strategic plan for Endurance sport at the one-day Endurance conference in Lausanne (SUI) today.

The conference was attended by more 70 delegates, with a total of 20 National Federations represented. Other bodies attending the conference were the European Equestrian Federation, World Horse Welfare, American Endurance Ride Conference and the Equine Community Integrity Unit (ECIU), as well as members of the media. FEI President HRH Princess Haya attended as an observer, along with members of the FEI Executive Board.

The morning session focused on feedback from the National Federations on the proposals outlined at the 2013 General Assembly in November 2013 by the Endurance Strategic Planning Group (ESPG).

Of the 47 National Federations involved in the sport, of which 33 run elite Endurance events, 20 Federations returned responses via the electronic survey, a further six sent additional comments. A team of veterinary surgeons also held its own scientifically based review and shared its views with the ESPG.

ESPG Chair Andrew Finding summarised the results from the survey, in which 32 of the Group's 37 recommendations received an approval rating of over 80%.

“The consultation was never intended to be a referendum, it was designed to add value to the work we have been doing and vitally to give every National Federation an opportunity to comment,” he said. “Some decided to comment, many did not but every National Federation had an opportunity to do so.”

Andrew Finding pledged that every comment received would be addressed by the Group and, where appropriate, covered at the operational planning level. He also stated that the Group had recommended that members of the Endurance Committee should be tasked with a specific area of responsibility to cover each of the critical success factors outlined by the ESPG – culture and behaviour; structure and governance; foundation for growth, and communications and marketing.

His presentation then focused on the five recommendations that had a lower approval rating, but still in excess of 50%. These were the designation of Persons Responsible, and whether trainers should be included alongside riders, ride qualification standards, a trainer's ranking list, awards for completions, and awards for officials. He also covered five other areas that National Federations had raised in their responses to the survey and which the ESPG felt had not been covered fully in its recommendations.

Debate during the day focused on the key areas of horse welfare; clean sport and the rules, which were widely accepted as fit for purpose; support for officials on enforcement of those rules; transparent and consistent reporting; the use of technology; rider competence and horsemanship; cost implications; sponsorship; the technicality of courses to help resolve speed-related issues; technical criteria during competitions; individual and team performance; and ensuring the long-term development of the sport.

There was also considerable discussion on the traditional Endurance rides, which are now being referred to as Classic Endurance riding, and Endurance Racing. There were mixed views on whether a different set of rules should be used, but it was generally agreed that the rules cover both elements.

Part of the afternoon's session was devoted to establishing the Key Performance Indicators (KPIs), which will be used to evaluate the success of the strategic plan.

During his summing up of the day's proceedings, moderator John McEwen thanked Andrew Finding and the ESPG members for all their work. "This conference was to complete the work of the ESPG," he said. "I want to thank them all individually and personally and Andrew for leading them."

"Endurance sport has expanded thanks to the expansion in Group VII; we mustn't lose sight of that expansion," he continued. "How we handle the expansion of the sport is down to you and it's important we handle that right for the future of the sport.

"You've all said that actually the structure and governance is in place. Yes we need to implement it in slightly different ways in certain aspects. We have the guidelines from the ESPG, which are extremely helpful in helping us to do that. I think the feeling in general is that we want this to remain one sport. I am passionate about this and I believe that we need to stay as one sport and that is only possible if people are open-minded and have wide vision."

The ESPG will now use the input from today's conference to finalise its report, which will be presented to the FEI Bureau for further consideration. The FEI Bureau and the Endurance Committee will report at a special session on Endurance at the FEI Sports Forum (28-29 April 2014) about the follow-up on the conclusions of the ESPG.

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Annex 9 - FEI Endurance Conference delegates list

| | | First Name | Last Name | Function |
|----|---------------------|-------------------|------------------|-------------------------------------|
| 1 | FEI President | HRH Princess | Haya | FEI President |
| 2 | FEI Bureau | John | McEwen | FEI 1st Vice-President |
| 3 | FEI Bureau | Pablo | Mayorga | FEI 2nd Vice-President |
| 4 | FEI Bureau | Brian | Sheahan | Endurance Chair/ESPG Member |
| 5 | FEI Bureau | Hanfried | Haring | Group II Chair |
| 6 | FEI Bureau | Sheik Khalid | Al Khalifa | Group VII Chair |
| 7 | ESPG | Andrew | Finding | ESPG Chair |
| 8 | ESPG | Jean-Louis | Leclerc | ESPG Member |
| 9 | ESPG | Joe | Mattingley | ESPG Member |
| 10 | FEI Committee | John | Robertson | Endurance Member |
| 11 | FEI Guest | Nicki | Kavanagh | Conference Facilitator |
| 12 | FEI Guest | Paul | Greenwood | Equestrian Community Integrity Unit |
| 13 | FEI Guest | Ali | Kucuk | European Equestrian Federation |
| 14 | FEI Guest | Nicolas | Wahlen | WEG 2014 - Director Endurance |
| 15 | FEI Guest | Roly | Owers | World Horse Welfare |
| 16 | National Federation | Jacky | Buchmann | BEL |
| 17 | National Federation | Pierre | Arnould | BEL |
| 18 | National Federation | Ludi | Scheffer | BOT |
| 19 | National Federation | Sharon | Du Plessis | BOT |
| 20 | National Federation | Lucie | Kalova | CZE |
| 21 | National Federation | Jens Erik | Majlund | DEN |
| 22 | National Federation | Lone | Aalekjaer | DEN |
| 23 | National Federation | Ignasi | Casas | ESP |

| | | | | |
|----|---------------------|--------------|-------------------|-----|
| 24 | National Federation | Christophe | Pelissier | FRA |
| 25 | National Federation | Quentin | Simonet | FRA |
| 26 | National Federation | Karen | Collier | GBR |
| 27 | National Federation | Kevin | Hawes | GBR |
| 28 | National Federation | Sue | Broughton | GBR |
| 29 | National Federation | Juliette | Mallison | GER |
| 30 | National Federation | Soenke | Lauterbach | GER |
| 31 | National Federation | Manoj | Jalan | IND |
| 32 | National Federation | Siddhartha | Sharma | IND |
| 33 | National Federation | Larry | O'Neill | IRL |
| 34 | National Federation | Nicola | Boud | IRL |
| 35 | National Federation | Stefano | De Santis | ITA |
| 36 | National Federation | Ugo | Sacco | ITA |
| 37 | National Federation | Shanie | Bosch-Fourie | NAM |
| 38 | National Federation | Jan | Fourie | NAM |
| 39 | National Federation | Adrienne van | Waardenberg | NED |
| 40 | National Federation | Maarten | Van der Heijden | NED |
| 41 | National Federation | Jan Fredrik | Furoy | NOR |
| 42 | National Federation | Manuel | Bandeira de Mello | POR |
| 43 | National Federation | Wessel | Strauss | RSA |
| 44 | National Federation | Charles | Trolliet | SUI |
| 45 | National Federation | Claude | Nordmann | SUI |
| 46 | National Federation | Suzanne | Dollinger | SUI |
| 47 | National Federation | Roelof | Roux | SVK |
| 48 | National Federation | Vladimir | Pažitny | SVK |
| 49 | National Federation | Marianne | Eriksson | SWE |
| 50 | National Federation | Emmett | Ross | USA |

| | | | | |
|----|------------------------|---------|---------------|---|
| 51 | National Federation | Jan | Stevens | USA |
| 52 | FEI President's Office | Alain | Storme | |
| 53 | Press | Pippa | Cuckson | Horse & Hound, Daily Tel., Chronicle of the Horse |
| 54 | Press | Sophie | Kasser-Deller | Le Cavalier Romand |
| 55 | Press | Leonard | Liesens | Endurance-belgium.com |
| 56 | FEI HQ Staff | Ingmar | Devos | CEO/Secretary General |
| 57 | FEI HQ Staff | Claude | Praz | Chief Financial Officer |
| 58 | FEI HQ Staff | Ian | Williams | Director Endurance |
| 59 | FEI HQ Staff | Sabrina | Zeender | Director Governance & Executive Affairs |
| 60 | FEI HQ Staff | Mikael | Rentsch | Director Legal |
| 61 | FEI HQ Staff | Grania | Willis | Director Press Relations |
| 62 | FEI HQ Staff | Graeme | Cooke | Director Veterinary |
| 63 | FEI HQ Staff | Marc | Chovelon | Coordinator Endurance |
| 64 | FEI HQ Staff | Camilla | Kjellqvist | Assistant Endurance |
| 66 | FEI HQ Staff | Lucinda | Arsenio | Manager FEI President's Office |
| 67 | FEI HQ Staff | Julie | Schlaefli | Coordinator Governance & Executive Affairs |
| 68 | FEI HQ Staff | Sophie | Ruiz | Events Manager Governance & Executive Affairs |
| 69 | FEI HQ Staff | Marta | Bader | PA to Secretary General |
| 70 | FEI HQ Staff | Malina | Gueorguiev | Manager Press Relations |
| 71 | FEI HQ Staff | Ruth | Grundy | Manager Press Relations |

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Annex 10 - Presentation script: FEI Endurance Conference – Lausanne, 11 February 2014

Endurance Strategic Planning Group (ESPG)

Presentation to the
FEI Endurance Conference on ESPG Results of 2013 Survey
Lausanne

9 February 2014

by

Andrew Finding – Chairman ESPG

Slide 3 President, ladies, gentlemen, friends: when Her Royal Highness Princess Haya called last summer and asked me to chair an Endurance Round table meeting here in Lausanne, I was concerned about the chances of success in our enterprise. I am now optimistic but we still have a long way to go.

Slide 4 I should like to introduce the members of the Endurance Strategic Planning Group, they are:

Dr Brian Sheahan (AUS)

Jean-Louis Leclerc (FRA)

Saeed Al Tayer (UAE)

Joe Mattingley (USA)

In Montreux during the FEI GA, I concluded my presentation in saying: “There is a problem to resolve, it is serious and systemic. I am confident that it can be resolved but no committee and no plan on paper can achieve anything without the commitment of people. Together, the team at the FEI, the leaders of each and every national federation, officials, ground juries, organising committees, administrators, those responsible for accurate communication, trainers, coaches, veterinarians, grooms, others who care for our horses, owners and athletes can resolve the problem we have in following an agreed strategic direction and the set of values we now ask you to follow. I urge you, please to work with us in a spirit of positive determination to succeed. Failure cannot be an option.” It was a sombre moment but these words are as true today as they were three months ago. We have sensed some change; Brian Sheahan briefed me recently that a very senior official had said: “I feel that

our sport is moving in the right direction but very slowly". In life, people change their approach and attitude without making it obvious. I am hoping the firmness of our line is having an impact, even if it is slow.

From the outset, I have made it very clear that I am not interested in criticism of individuals, of national federations, of regions or of the FEI, its volunteers or its executives. This is because, as a family, we are all responsible. I have also expressed a firm determination that the Endurance Strategic Planning Group will be completely independent as we set about our work. We will not hesitate in being firm and resolute in our judgments and recommendations. We will continue to work in this way. In working independently, we have set our own agenda and have decided how we will work. We decided when we would meet, what we would discuss and how we would consult.

We agreed the line we would take at the FEI GA and we decided that we wanted to invite every national federation to consider our recommendations. I drafted the consultative document personally, consulted the ESPG, and at my request it was converted to an electronic format. With the ESPG team, I have reviewed the outcomes and comments from every national federation and a team of veterinary surgeons who quite properly chose for themselves to meet and offer their own views. They have all been taken into account. I have also had the outcomes and comments reviewed for the team by a consultant, Nicki Kavanagh from the Juniper Company, who I selected to help me. I wanted to ensure that we had not missed anything; I hope that remains the case. You will hear from Nicki later. And, together with my ESPG colleagues we have also decided what we would present today.

If anyone or any national federation feels that the work to date, and particularly the nature of our consultation, has been lacking in professionalism or scientific rigour then I apologise. Please do not however level criticism at the FEI but let me know, today, how we can do more to help in getting the processes right. The consultation was never intended to be a referendum, it was designed to add value to the work we have been doing and vitally to give every national federation an opportunity to comment. Some decided to comment, many did not but every national federation had an opportunity to do so. Of the 37 recommendations your Endurance Strategic Planning Group has made, I am pleased to report that our respondents gave 32 of our recommendations an approval rating of over 80%. The remaining 5 recommendations had an approval rating in excess of 50%. I feel that we are in a position to conclude that we are moving in the right direction in our proposals. Thus, today, I would like to concentrate on the 5 areas where we have less than an 80% approval rating. I would also like to include a further 5 areas where national federations have consistently raised issues that we have not covered fully in our recommendations. First, I should say that all of the 132 or so national federations of the FEI were provided with the detail and invited to comment. Of the 50 or so nations active in Endurance, we received responses from 20 nations, and as I have indicated, from a team of veterinary surgeons who held their own scientifically based review and we had additional comment from some 6 nations. Indeed, as the award winning journalist Pippa Cuckson pointed out to me, the Canadians were so enthusiastic that they sent us 4 different sets of comments.

We realise that the survey results cannot be considered as truly representative, however, combined with our other work, we are comfortable with the outcome. The responses have been very helpful and consistent and we have ensured that every national federation has had an opportunity to see the responses. Thank you for your help and for the comments you have made. Given the strategic nature of this conference and the time limits, we have decided to raise only those issues here, where views differ most, and where they are most controversial; in short those that have the greatest impact on the strategy we are developing. I do though want to assure you that every comment will continue to be addressed and where it is more appropriate, they will be covered at the operational planning level.

To ensure this takes place, I have already recommended to Brian Sheahan, as the Chairman of the FEI's Endurance Committee, that he tasks a member of his committee to carry out a specific responsibility, and only where necessary establishes further working groups under the relevant committee leader, covering each of the critical success factors we are recommending, they are: "culture and behaviour", "structure and governance", "foundation for growth" and "communications and marketing". I will come back to these headings later but I see these groups being assigned clear ownership of each these dedicated areas, perhaps for the entire period of the strategy. The detailed rules and operational components should thus be addressed by these groups working for the FEI's Endurance Committee and thus the sport.

Slide 5 I now turn to the 5 areas where your responses have exceeded the lower 50% threshold. They cover:

Recommendations:

- 17** – the issue of persons responsible: riders and trainers
- 25** – ride qualification standards
- 31** – trainers' ranking lists
- 32** – ranking lists/awards for "completions" for trainers and teams
- 35** – awards for officials

Slide 6 The other 5 areas we need to cover are:

Rule 800.1 Classic Endurance v Endurance Racing
The cost of our recommendations
Sponsorship

How we handle the details and operational issues

Immediate action.

I will cover all of these components and comment in some detail. Then we can debate them and work to pull a consensus view together. However, one other theme was frequently expressed. There is a widespread view that the quality of riding and horsemanship or as others express, skills in equitation, is simply not good enough. This alone may well be a considerable contributory factor in horses sustaining injuries over long rides. I know this, and the need for better standards of education, to be a significant concern to my ESPG colleague, Jean-Louis Leclerc, who as I have said before, eats, sleeps and drinks all things Endurance: he is undoubtedly an expert. While I don't want to spend time discussing the detailed wording of the Vision we have proposed, and this is because there is widespread agreement for its principles, I do want to secure your support for one amendment that ensures the need for high standards of horsemanship is enshrined in everything we do. Thus we propose our amendment, shown in red here:

Slide 7 "Vision"

To ensure Endurance athletes compete, complete and win fairly whilst maintaining high standards of horsemanship & to ensure the sustained development of the sport globally, operating within the FEI Code of Conduct for the Welfare of Horses.

Slide 8 We also see scope in adjusting the "**values**" we have already proposed, to reflect your views better. We propose to change these to cover: "clean sport", "horsemanship and welfare", "sporting integrity" and "partnership".

Slide 9 We also wish to amend the definition of our **critical success factor**, shown under "Culture & Behaviour". Here we propose to amend, on the top left, this to include "horsemanship", to read: **Culture & Behaviour:**

Regulate, educate & provide support to ensure the highest standards of sporting integrity, horsemanship and horse welfare are developed and maintained. I now move to the 5 recommendations that need some further work:

Slide 10 The Persons Responsible (PR) – Recommendation 17. Here we had a 75% support level. In his excellent presentation on the wisdom of making Trainers the person responsible, Saeed Al Tayer, proposed that Trainers in Endurance should be much more highly regulated. Saeed

is also a very good friend of mine; he brings huge influence to the development of Racing and Endurance in Dubai. He knows well where the challenges sit and we were really pleased to receive his insight and positive recommendation. However, overall, my ESPG colleagues and I

maintain a very strong sense that the ethos upon which the FEI's culture and disciplinary system is built has to be maintained. The Rider must always be the Person Responsible but we supported strongly Saeed's recommendation that the Trainer, where there is one, must also be a PR. This debate in Montreux, in the media and during our period of consultation has become a little confused. Let me be clear.

Our very strong recommendation is that both the Rider and the Trainer in the Endurance discipline are to be defined as Persons Responsible and that Trainers are to be formally registered through their National Federations, as Riders are, with the FEI. Indeed we think, as some respondents have suggested that there is scope to include Owners who might also be more fully defined as being a person responsible. We can discuss this more fully later. I should also be clear that the FEI's current rules already say that its Tribunal may consider anyone connected with a rule violation as being a person responsible. In fact, quite recently Owners have had action taken against them by the Tribunal.

What we are recommending is that the rules for Endurance very specifically identify that both the Rider and Trainer are responsible for their actions and that there are special obligations placed upon Trainers for maintaining medication records. They must also make their horses available in their yards for testing out of competition. In many parts of the world the Rider will also be his or her own Trainer; we see no difficulty in this and it will be for the Endurance Committee to establish the precise wording of the rules for this purpose.

Slide 11 Ride Qualifications – Recommendation 25 Here we had a 76% support rate but as we have indicated in our analysis, there are some mixed views about whether there is a need to increase, improve or leave unchanged the rules about ride qualifications. We should debate this later. However, there are two strong features. In our presentation to the FEI GA in Montreux we said: "We would like to see **ride qualification standards** reviewed and probably increased especially at the elite end of the sport where we feel some inexperienced riders are over pushing their horses to keep up with the best. We feel that only **properly competent riders should be able to compete.**" With the benefit of hindsight, we should not have used the word "elite" here, it's confusing, we should have referred to the top end of the sport.

First, we continue to maintain that "only **properly competent riders should be able to compete**" and secondly, that all riders should be well trained, well coached and above all must have the skills of horsemanship necessary to know and understand their horses throughout the long distances they ride. We are sure that poor riding has contributed to poor welfare for the horse. We therefore have it in mind to add a 38th recommendation:

Slide 12 New Recommendation 38:

To introduce a Coaching Development Programme designed specifically for Endurance

If supported, we believe this initiative will raise the standards of riding and present an opportunity for sponsorship in a form that should not have any potential for conflict of interest. Our interest in calling for increased ride qualification standards is to go as far as we can to ensure only properly competent riders compete rather than making it difficult for people; essentially, if riders are not good enough we don't think they should be competing at international level.

Slide 13 Trainers Ranking Lists – Recommendation 31 Our support rate here was 52% and relatively low, largely because this was felt to be a benefit to a low number of national federations since most do not have large yards of horses and professional trainers to manage them. One correspondent said: “The trainer has no meaning in many countries”. This is true but we contend that being a minority benefit should not

mean that it is wrong. The ESPG also looks to the long term in our strategic thinking and we believe that there is real potential for the Middle Eastern approach to large yards and professional trainers to be replicated in advancing nations, perhaps in China, in Eastern Europe and the Far East where economies are growing fast.

As we have said before, we believe our initiatives should have a mix of stick and carrot. Yes the key driver is to reduce the levels of doping and injuries to horses. But, it is also about changing cultures, about people, about encouraging people and nations and not just about punishment. If we can promote the good and highlight the bad we will move the cultures in the manner we need to protect the horses in our international family. I have a very strong belief that our sport must continue to be a global sport, one where our differences are celebrated and not where for example, European cultures, and they are not all the same, are imposed upon other nations. The very diversity of sport across the world is what makes it great, where the big and the small can compete and where the big player doesn't always win. But, all players must be able to compete on a level playing field. We see a place for “a trainers ranking list” but, interestingly some of our respondents have also recommended it has both plus and minus points. That's a new line of thought and a bit different; the ESPG team likes it. The plus points for a trainer would recognise legitimate success but where there are infringements of the rules a trainer would be shown up by being penalised with deductions in points. Successes and failures would be identified by the media and no doubt those trainers shown up for their failings would find it hard to maintain their employment. Thus we contribute to the rogues being removed from our sport while encouraging what is good. We think it is something the FEI should try. The rules and a specific code of conduct will need to be carefully developed; if it works that's good and if it doesn't it can be thrown out at a later stage.

Slide 14 Ranking list/award mechanism for “completions”; trainers & teams – Recommendation 32

Our approval rating here was 67%. Several National Federations said: “There should definitely be a ranking list for completions, but should be limited to horse/athlete combinations and /or teams” and one added “Completion rate for riders, trainers, stables, and owners should be

tracked and rewarded”. Here we see an anxiety about a pure focus on Trainers but a general degree of support for promoting “completions”. In short, we are agreed that appropriate levels of reward and recognition for “completions” are right and we propose to change our recommendation to read:

“Ranking lists and award mechanisms should be established to promote high levels of “completions”.

Slide 15 Introduce an awards programme for officials – Recommendation 35

We were surprised that this carried only a 71% approval rating, thinking that it would be closer to 100%. Respondents said this initiative might be detrimental to the sport. This is because of the concerns that some officials have been too weak. During our presentations in Montreux, I said: “I regret to say that collectively there has been a lack of resource, self-discipline, effective officiating, leadership, courage and determination. Too many have turned a blind eye, probably fearing that they might not be asked back and too little reliable evidence is provided in reports from responsible officials to take to a tribunal to secure a conviction. Too many complain and too few stand up to be counted.” Since Montreux, Brian Sheahan tells me, in his capacity as Chairman of the FEI’s Endurance Committee, that “at official level, substandard performance is no longer acceptable”. That’s encouraging and suggests the necessary culture change is underway, just as we had hoped our firm line would cause. This must be sustained and we must also give credit for change where it is due. A couple of national federations have said: “To introduce a competition open to officials is open to criticism. We need to have competent and materially uninterested officials who should do their job professionally and conscientiously. To introduce an award would have very negative consequences”. We understand this very real concern but it is also very harsh. We have been very critical of those officials, judges, stewards, organisers and veterinary surgeons who have not been firm and willing to stand up and be counted. If our sport is to have credibility then our officials must stand firm and resist all temptation for conflict, as the great majority do. We should and must support and encourage those who go the extra mile or the extra kilometre, those who bring initiatives to the sport for a bright future, those who provide leadership and who help drive the positive change in culture we badly need. For these very special officials we should find a way to recognise and reward them with their own trophy not in a financial or materialistic manner but in a way that rewards distinction in the field of play. We must find a way to say thank you to the best of those upon whom the integrity of our sport lays. We remain firm in our recommendation that officials should have their own awards programme; there may be only one or two a year but we think it is an essential part of long term success.

I am now going to stop and ask Ingmar de Vos to brief you on the **“immediate action”** recommendations we proposed in Montreux. We must be mindful that, in proposing these actions Ingmar and his team need to work with the FEI’s Bureau while not having our final report and set of recommendations to consider. Following this section from Ingmar, I will return to cover the points for additional consideration.

Ingmar – over to you (slides 16-50)

Graeme – (slides 51-70) Vfinal Page 9 of 15

Andrew – (slide 71)

I shall now cover the principal areas of concern where national federations have proffered additional comment. First, the issue of the classic form of Endurance and the racing form.

SLIDE 72 Rule 800.1 - Classic Endurance v Endurance Racing

The introductory rule for Endurance, Rule 800.1, says: **Endurance Riding is a competition to test the competitor’s ability to safely manage the stamina and fitness of the horse over an endurance course in a competition against the track, the distance, the climate, the terrain and the clock.** Both the FEI’s Endurance Committee and the ESPG have debated the wisdom of separating the classic form of Endurance from what is often referred to as the racing form. The consensus to date has been that both forms can and should be integrated and seen as one form. However, the FEI’s own ruling suggests that Endurance is not a race; rather it is a competition to manage a horse over a course against the track, the distance, the climate, the terrain and the clock.

But, is there an argument to say that a race over a long distance is exactly the same thing? It is the management of all of the same components with a view to a horse and rider crossing the finish line first. Certainly for the last decade it has been regarded as both a race and a competition as defined by Rule 800.1. In light of our difficulties, I am sure we would all agree that the definition of the sport needs greater clarification in Rule 800.1. Thus, we propose a second additional recommendation:

Slide 73 New Recommendation 39: To review and reword appropriately, Endurance Rule 800.1

For the purposes of our debate today, this new recommendation does not go far enough and needs further discussion. There are differing views about the action we should take, certainly, the reappearance of a 2 sport philosophy, racing and classic, has been one surprise coming out of the consultation. Brian Sheahan writes, as the Endurance Committee Chairman, saying “most participants in the sport want to see traditional endurance predominate but they are withholding judgement on the ESPG process until concrete achievements are noted. These achievements would be:

Immediate reduction in fractures and doping is eliminated from the sport

Development of a body of independent professional officials who will enforce the rules without fear or favour.

That seems to be eminently sensible. Others say “Why not split up the discipline of Endurance and have it governed by another governing body?” Brian reports a view that we wait and see how well the recommendations work, then we make further changes but only where they are needed. There is another option: to run two types of competition, classic and racing, with their own sets of rules as part of the FEI’s Endurance franchise. In Jumping we run different rules for a Grand Prix, Speed Classes and for a Puissance. Why not do something similar for Endurance?

What, I and my ESPG colleagues believe very strongly, is that we must keep an evolved Endurance Racing format within the FEI as part of the discipline. To do otherwise would create far greater risks for the welfare of horses. It might be that another international governing body would pick up the sport but in the current climate that would appear to be unlikely. The prospect of unregulated Endurance Racing is simply unthinkable in our minds. We would lose credibility on the world stage and serve the welfare of the horse no good at all. We simply cannot run away from the problems we face, we have to deal with the problems, manage them effectively and thus protect the horses as part of our community and within our family. We therefore believe the options for us now are to:

Review and perhaps re-write Rule 800.1 but make no change to the competition format until we know if the recommendations we are making will work

or

Seek to develop a set of rules designed specifically for:

- o The Classic format (little if any change needed here)
- o The Racing format.

However, there will be other views and we ask anyone with alternatives to come and talk to us; is there a better way, a better format? Whatever we do, we want to retain the initiative. We will debate this shortly.

Slide 74 The Cost of our Recommendations

One respondent said the costs of change “should not be devastating” for national federations or, we contend for the FEI, for riders or organisers. The cost of doing nothing might well be more devastating; that is in having no sport at all. We said in Montreux that one of the causes of our current problems is our failure to resource the sport adequately while it has expanded over the last decade. Our work, within the ESPG, has been to develop and recommend a strategic plan for the FEI to consider. To do this properly we have to identify, to the best of our ability, the ideal set of plans. We have tried hard not to be sucked into the operational areas. These are best done by the FEI’s Endurance Committee, with the support of the executive team, approved and then monitored by the FEI’s Bureau. It is at this stage that the priorities for

action, the detailed costs and the timelines must be set. Incidentally, there will be more opportunities to discuss the work and its progress. The Sports Forum in April, here in Lausanne, will have a special session dedicated to Endurance and no doubt there will be reports on progress when all national federations gather for the General Assembly in Dubai in November. Whatever happens, we all need, please, to be prepared for additional costs but we must also hope that they will not be devastating.

Slide 75 Sponsorship

There are two aspects for us to consider in relation to sponsorship:

it is evident that some sponsors of rides, especially in high level rides, place considerable pressure on organising committees and their officials to lean in the direction of the sponsors' athletes. It might well be that the FEI should generate central sponsorship, for allocation to key rides where the use of expenditure can be independently monitored – this would not of course stop OCs securing their own sponsorship directly; and the development of proposals for trainers ranking lists (31), ranking lists/reward mechanisms for “completions” (32) and officials (35) was designed for a dual benefit; and one is to create sponsorship opportunities to assist in offsetting the cost of the ESPG's recommendations. And, now we add to that list an Endurance Coaching Development programme (38). We therefore propose a further recommendation:

Slide 76 New Recommendation 40: The FEI seeks to generate Endurance sponsorship centrally for ride organisers and to offset the costs of the ESPG's recommendations.

Slide 77 Leadership and Culture Change

In our presentation in Montreux we called for national federations to provide leadership and drive culture change in their countries; we covered this in our consultation (15). One respondent said: “We agree, yet don't understand”. On leadership, the ESPG's thinking here is that all officials start their careers in their home countries before securing international status and it is in an official's formative years that their standards are set. We are calling for national federations to take action in their own countries, they might ask themselves:

1. Are the officials in our NF current and well qualified to perform in a more rigorously disciplined environment;
2. What should we do to assess the willingness and ability of new officials to act professionally;
3. What continual professional development programmes should we introduce;
4. What education should we provide to support national officials on their journeys to international status;
5. How should we reward (not in a financial sense) or recognise our officials for their work?

6. How do we build a sense of “team” amongst all officials as ambassadors for our sport, our federation and our nation;

We must also ask ourselves how we are to attract and retain people in our sport and what our legacy is to be after this work and the emotions of this period of change. What will be the legacy for our horses, our athletes, our trainers and our officials in the next decade? What will be the values of our athletes, trainers and officials? Will they have due regard to the issues of clean sport, horsemanship, sporting integrity and partnership? Will we all work together in harmony as a family where we compete on a level playing field and we do so for the enjoyment of fair competition? I have challenged my own federation to start this work and I am pleased to report that Endurance GB has accepted the challenge. Their leaders are now reviewing their:

Mission, Vision and Three Year Strategic Plan

Their Management of the Annual Business Plan

Their Governance, in particular relating to the structure of the Board and Sub-Committees

And their role in training, motivating and leading its Officials

In particular, at national level, they will enhance the Volunteer Strategy addressing basic qualifications, obligations, responsibilities, level of integrity and best practice. They will develop more defined training, a review and feedback process, team building sessions and a mentoring scheme. They will establish a process to identify candidates for international status. At international level, Endurance GB will undertake a review of the existing list of officials against a set of guidelines, taking into account the recommendations of the ESPG. They will evaluate new candidates, undertaking pre-appointment interviews and introduce training and mentoring programmes. If all national federations were to raise the standards of officiating in their own countries by, perhaps 10%, the overall global benefit would be immense and with it we would see a culture change. I should say a bit more about **culture change**. What are our values, against what standards do we wish to be judged and how do we behave? Do we respect others, do we adhere to the rules, do we play fairly, do we set rules that are fair for all, do we treat people equally? If we do these things in all national federations then the cultures and attitudes that exist today will change for the better. I should also say what culture change is not! It is not what we tell others to do and is not what we impose on others. There are many different cultures and customs across the world be they political philosophies, religious or otherwise. These are things to be respected and celebrated as differences. The cultural change we are calling for is where we agree a common set of values, where there are rules, where we abide by them and where we expect to be punished is we do not adhere to those rules. We must sign up to these values personally and collectively.

However, James Leigh-Pemberton, the Chief Executive of Credit Suisse UK qualified this in saying: “Changing organisational cultures often requires trying interventions, initiatives with a clear outcome in mind. Any activity starts with a conviction and if the evidence or outcome doesn’t support the desired result, you need to be willing to change course, try something else”. Well we have a clear outcome and conviction; that is to clean up our sport. If our initiatives do not work, we must be willing to change them. We must keep our compass pointing due north and not allow our path to deviate by a degree; we must keep on course.

Slide 78 Detailed Proposals and Operational Issues

As I have already indicated we are most grateful for the work and effort that some national federations have undertaken in responding to our recommendations. Many of them are highly detailed and operational in nature. The ESPG has had to concentrate on the all embracing strategic proposals in order to develop a manageable debate today and to present a meaningful package for the future direction of the sport. We are very keen indeed that none of these good ideas escape full consideration and where appropriate, are implemented. The FEI team and the Endurance Committee have been kept briefed throughout and now await our final strategic proposals. In providing them we will ensure that every detail is available to the FEI team with our request that they are all given full consideration as the Operational Plan is prepared for the Bureau’s approval. I should add here that a number of national federations suggested that a 10 year strategy was too long and that a 5 year rolling plan would be better. We agree and propose to reflect that view in our final recommendations.

Slide 79 Key Performance Indicators (KPIs)

My good friend, Joe Mattingly led in this area for us in Montreux. He expressed the importance of having a risk register and of measuring both the progress and success of the strategy. Indeed, the strategy and our initiatives need be specific, robust, measurable, deliverable, timed and most of all they need to be “owned” by the FEI, by every national federation and by everyone in the sport. We all have to be committed in our hearts to finding success and we must all work to find ways to make that success happen. This is what we mean by “ownership”; we have to be completely committed. This is why we are asking you, the senior representatives of Endurance, to decide what measures and indicators will ensure we can all assess the progress of these initiatives. This is not something, to my knowledge, that we have done within the FEI before. We have therefore asked Nicki Kavanagh, a professional specialist in this area, to take us through the process this afternoon. Nicki will help us populate the “key performance indicators” on our “**Plan on a Page**”.

Slide 80 I am confident that she will make it an interesting and straightforward process. This is what it now looks like, without the KPIs.

Slide 81 Conclusion

Before asking John McEwen to open our discussion and debate, I should like to add a few more words in conclusion. I am most grateful for the work and contribution members of the Endurance Strategic Planning Group have made. We in turn are pleased to have had the support of the

FEI, especially the executive team. Support we have been given without anyone at any stage seeking to interfere with our independence as a group. Most of all, and not because of her high profile as our President, I want to thank HRH Princess Haya for her leadership and determination. The issues we have been grappling with will have been very difficult for her personally and for her family. She has been the subject of considerable criticism yet she has grasped the problem and set action in train and has had the courage to leave us to our work without further direction. She has provided leadership when others would have crumpled. We must show leadership too. These have been critical months for us all. Our sport has been challenged. I am sure that the 40 recommendations we now make will not all work as we hope today; some will be adopted and others will not. Some may be too expensive for implementation. Some will not stand the test of time. But, my team and I ask you to give them all the best possible chance of success. We have to come together as a family and if the recommendations don't suit you personally please adopt the grace of a loser in a race. Where you feel you are the winner, because your favoured recommendation has made it to the rule book, please accept your success with the humility of a winner.

If we can make the progress we need, we will all be winners. If we don't then there will be damage for all disciplines, for all national federations, for the FEI, for our sport and for our horses. We cannot afford that. As I have said before, if you don't like it, please leave us because failure cannot be an option. Together, as a family, we can resolve our issues. Now, I have said a great deal but it is all reflected here on the "Plan on a Page". We should now take coffee and debate the issues and then determine together, and with Nicki's guidance, how we will measure success. Thank you.

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Annex 11 - The ESPG's 7 Point Plan

| Number | Subject | Content | Recommendation Numbers |
|---------------|------------------------------|---|-------------------------------|
| 1 | The Development of Endurance | Vision, Values, Success Factors, Growth and Leadership | 1, 2, 3,4,5,6,7,8, 15, 29, 39 |
| 2 | Welfare of the Horse | Welfare and Recognition of the Horse | 9, 10, 11, 18, 27 |
| 3 | Horsemanship and Education | Rider Competence, Horsemanship, Education, Qualification | 13, 14, 22, 25, 26, 38 |
| 4 | Rules | Change, Enforcement and Reporting | 12, 16, 17, 19, 28, 30 |
| 5 | In Competition Action | Officiating, Courses , Speed, Use of Technology | 20, 21, 23, 24, 41 |
| 6 | Finance and Sponsorship | Recognising Increased Costs and Sponsorship Generation | 36, 40 |
| 7 | Marketing and Communications | Use of Websites, Promoting the Good, Publishing Progress and Identifying the Challenges | 31, 32, 33, 34, 35, 37 |

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| Rec No. | Annex 12 - ESPG's Final Recommendations |
|---|--|
| The Development of Endurance (1) | |
| 1 | <p><u>Vision:</u></p> <p>To ensure:</p> <ul style="list-style-type: none"> - Endurance athletes compete, complete & win fairly whilst maintaining high standards of horsemanship. - The sustained development of the sport globally, operating within the FEI Code of Conduct for the Welfare of Horses. |
| 2 | <u>Values:</u> Clean Sport, Horsemanship & Welfare, Sporting Integrity, Partnership |
| 3 | <u>Critical Success Factors:</u> Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing |
| 4 | Commit to a 5 year rolling strategy |
| 5 | Commit to annual operational plans linked directly to the strategy |
| 6 | Potential growth defined by region for next 5 years |
| 7 | Consider what infrastructure is needed to support the sport fully, to cover organising committees & and personnel |
| 8 | Ensure the infrastructure is in place to match the sport's needs |
| 15 | NFs and FEI to provide leadership and driving culture change in anti-doping and welfare |
| 29 | Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system to be put in place to ensure the strategic and operational plans are reviewed for progress by the Endurance Technical Committee quarterly and the Bureau twice a year |

| | |
|---------------------------------------|--|
| 39 | To review and reword appropriately, Endurance Rule 800.1 if deemed necessary |
| Welfare of the Horse (2) | |
| 9 | A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data |
| 10 | Increased levels of dope testing continues and is targeted |
| 11 | An injury reporting programme is required (underway) |
| 18 | Selective, intelligence based, out of competition testing takes place as soon as the technology and processes allow |
| 27 | Extend recovery periods for horses - already approved by FEI GA |
| Horsemanship and Education (3) | |
| 13 | Develop and implement leadership programmes for NFs and officials of the sport |
| 14 | Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials |
| 22 | Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion & rotation. Defined remuneration levels are required |
| 25 | Ride qualification standards to be monitored and closely linked to increased levels of horsemanship |
| 26 | Rules adjusted to ensure only "competent" riders may compete at each level of competition |
| 38 | To introduce a Coaching Development Programme designed specifically for Endurance |

| Rules (4) | |
|------------------|--|
| 12 | Codes of Conduct covering the responsibilities of riders, trainers, officials, OCs, the technical committee and the FEI staff to be designed specifically for Endurance and published on the FEI website |
| 16 | Independent Governance Advisors (IGAs) to be appointed |
| 17 | Trainers: <ul style="list-style-type: none"> • To be registered formally with the FEI in the same way as riders • Ranking list arrangements to be established • Become “persons responsible” with their riders leaving Ground Juries and/or the FEI tribunal to determine the proportional split of responsibility between the rider and trainer on a case by case basis • Obligated to maintain medication and treatment diaries for all horses in their yards • To be subjected to out of competition testing where and when leaders of the anti-doping policy implementation teams consider it necessary |
| 19 | Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration – penalties should be severe |
| 28 | Governance structure for officials reviewed annually |
| 30 | All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans |

| In Competition Action (5) | |
|------------------------------------|--|
| 20 | FEI Executives stop officiating for OCs |
| 21 | Course designers charged with making courses more technical |
| 23 | Officials tasked with ensuring they enforce all rules vigorously |
| 24 | Field of play access severely limited |
| 41 | To research and introduce robust technological resources wherever possible to assist ground juries in supervising the field of play and stable areas |
| Finance and Sponsorship (6) | |
| 36 | Trainers' ranking lists to be introduced |
| 40 | The FEI seeks to generate Endurance sponsorship centrally for ride organisers and to offset the costs of the ESPG's recommendations |

Marketing and Communications (7)

| | |
|-----------|--|
| 31 | Trainers' ranking lists to be introduced |
| 32 | Ranking list/award mechanism for "completions" for trainers and teams to be introduced |
| 33 | Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation |
| 34 | Explain internally and externally our determination to improve performance; develop and implement |
| 35 | Introduce an awards programme for officials |
| 37 | Endurance Technical Committee to publish progress reports after each meeting to include details of where plans are changed and why, making all relevant papers available on-line |

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Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
|-------------------------------------|---|-----------------------------|---|--|--|-------------------------|
| The Development of Endurance | | | | | | |
| 1 | <p><u>Vision:</u></p> <p>To ensure:</p> <ul style="list-style-type: none"> • Endurance athletes compete, complete & win fairly whilst maintaining high standards of horsemanship. • The sustained development of the sport globally, operating within the FEI Code of Conduct for the Welfare of Horses. <p><u>Re-worded from:</u> To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI code of conduct for the Welfare of Horses</p> | 92% | Horsemanship is missing. | P | Re-worded statement presented at the conference. | Accepted by audience. |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
|--------|---|-----------------------------|--|--|--|---|
| 2 | Values: Clean Sport, Horsemanship & Welfare, Sporting Integrity, Partnership <u>Re-worded from:</u> Clean Sport, Welfare, Integrity, Partnership | 92% | Higher standards of rider competency sought – should “improved horsemanship” be a “value”? | P | Re-worded statement presented at the conference. | Accepted by audience. |
| 3 | Critical Success Factors: Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing | 91.67% | - | P | Re-worded Critical Success Factor: <u>Culture & Behaviour:</u> Regulate, educate & support to ensure the highest standards of sporting integrity, <i>horsemanship</i> and horse welfare are developed and maintained. | Reference to equine breeding in the Culture and Behaviour strategic goal is not necessary and can be removed. |
| 4 | Commit to a 5 year rolling strategy <u>Re-worded from:</u> Commit to a 10 year strategy | 86.36% | Suggested 5 years | I | 5 year confirmed by the ESPG. Need to be approved by FEI Bureau/General Assembly. | Accepted by audience. |
| 5 | Commit to annual operational plans linked directly to the strategy <u>Re-worded from:</u> Commit to annual operational plans | 100% | - | I | Action in the pipeline. This is already undertaken at the yearly Technical Committee meeting but needs now to be adapted according to the strategic plan. | |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
|--------|--|-----------------------------|--|--|--|---|
| 6 | <p>Potential growth defined by region for next 5 years</p> <p><u>Re-worded from:</u> Potential growth defined by region for next 5 & 10 years</p> | 83.33% | Growth needs to be defined; Career for an Endurance horse exceed 3 years – reward longevity | I | <p>5 year confirmed by the ESPG.</p> <p>Need to be and approved by FEI Bureau/General Assembly.</p> <p>This will always be estimation but before being able to do this we need to know the decisions, rule changes, etc., further to the ESPG conclusions in order to identify their possible impact on the development of the sport.</p> | The audience members were particularly keen to recognise the horse e.g. suggestion from German delegate to reward the horse over a longer period, e.g. performance in year 1 + year 2 + year 3 = award (although the aim is for horses to last 6, 8, 10 seasons). The Indian delegate proposed a new award for horses five years after their retirement |
| 7 | <p>Consider what infrastructure is needed to support the sport fully, to cover organising committees & and personnel</p> <p><u>Re-worded from:</u> Consider what infrastructure is needed to support the sport fully</p> | 100% | Infrastructure & personnel; Horses at 2* events stay on site overnight & all treatment recorded; much increased co-ordination, supervision & raised standards between organisers, TD & officials | I | <p>First need decisions on budget and/or rule changes.</p> <p>We need to identify what extra requirements will have to be imposed on organisers and the impact on the costs of organising events. Extra requirements will need to be defined in the rules.</p> <p>We need to identify the additional workload for the department and impact on the FEI budget. Additional budgets need to be approved.</p> | Some audience members were keen to ensure that horses after a CEI (international Endurance ride) of 120 km are retained and observed overnight by veterinarians. |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
|--------|---|-----------------------------|---|--|--|--|
| 8 | Ensure the infrastructure is in place to match the sport's needs | 96.15% | The cost should not be "devastating" | L | As above. | There was a general view in the audience that costs should not become prohibitive, particularly for smaller NFs. |
| 15 | NFs and FEI to provide leadership and driving culture change in anti-doping and welfare <u>Re-worded from:</u> NFs providing leadership and driving culture change in anti-doping and welfare | 91.30% | We agree yet we don't understand! | L | FEI called the NFs to take action in their own countries and ask themselves some questions regarding their culture. FEI also to provide leadership and drive the culture change. | Several audience members suggested that issues were confined to those countries which weren't represented (within Group VII) even though many officials officiating in Group VII countries come from other NFs which suggests that all Groups should take responsibility for the culture change. |
| 29 | Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system to be put in place to ensure the strategic and operational plans are reviewed for progress by the Endurance Technical | 96% | - | L | | KPIs reviewed and updated following facilitated session at the conference. |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
|-----------------------------|---|-----------------------------|---|--|--|--|
| | Committee quarterly and the Bureau twice a year | | | | | |
| 39 | To review and reword appropriately, Endurance Rule 800.1 if deemed necessary <u>Re-worded from:</u> To review and reword appropriately, Endurance Rule 800.1 | New rec | - | I | <ul style="list-style-type: none"> Review and perhaps re-write Rule 800.1 but make no change to the competition format until we know if the recommendations we are making will work <p>Or</p> <ul style="list-style-type: none"> Seek to develop a set of rules designed specifically for: <ul style="list-style-type: none"> The “classic” format (little if any change needed here) The “racing” format. | Delegates felt strongly that the sport should not be split. |
| Welfare of the Horse | | | | | | |
| 9 | A Research and Injuries Surveillance System (ISS) programme (underway) is required to provide accurate data | 96% | - | I | <p>Action in the pipeline.</p> <p>Project and budget approved by FEI Executive Board in September 2013.</p> <p>Pilot study introduced in Endurance in October 2013.</p> | Parallel reporting – Officials to report both to their NFs and to the FEI (keeping to applicable confidentiality rules). The FEI then reports to the NFs the results of the reporting process – statistics (annually) and trends (timely). Data to be supplied not just from FEI competitions but national |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

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| | | | | | | competitions as well – responsibility. |
| 10 | Increased levels of dope testing continues and is targeted <u>Re-worded from:</u> Increased levels of dope testing continues | 96% | Detailed rules suggested by some NFs | I | Already being addressed. Global testing in Endurance increased by 16% since 2010. | Doping – FEI to report data annually & also report on trends in a timely manner. |
| 11 | An injury reporting programme is required (underway) | 100% | - | I | Action in the pipeline. Included in online reporting system which started for Endurance in October 2013. | Some audience members (Belgium, Switzerland, France) suggested injury reporting does not reflect the level of injuries (omission of accident data from CEN (national) rides). FEI vice-president John McEwen said national competitions were not FEI controlled (even though Eventing gathers data from national events.) Brian Sheahan said that all countries need to take more responsibility to ensure that |

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| | | | | | | injuries are reported so that the FEI can investigate and develop more meaningful data. |
| 18 | <p>Selective, intelligence based, out of competition testing takes place as soon as the technology and processes allow</p> <p><u>Re-worded from:</u> Out of competition testing starts</p> | 88% | - | L | <p>Not for immediate action: Out of competition testing cannot be implemented as an immediate action. The Ljungqvist Report concluded that the FEI will not pursue out of competition testing of horses. If the FEI has to perform out of competition testing, there is a need for proper and objective procedures that are first established and communicated for such testing. The logistics and costs for riders/owners to ensure that horses are in a controlled environment at all times would be excessive and not proportional. Need for establishment of whereabouts of horses? However, there is a provision in our EADCMRs (art 5.1) to allow intelligence based out of competition testing by the FEI (ECIU).</p> | Some delegates proposed the use of microchip testing and GPS. |

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| 27 | Extend recovery periods for horses - already approved by FEI GA | 88% | - | I | Already being addressed. Was in rule revision 2013, applicable as from 1 st January 2014. Currently under evaluation and review. | Agreed. |
| Horsemanship and Education | | | | | | |
| 13 | Develop and implement leadership programmes for NFs and officials of the sport | 84% | Ethical leadership Process existing feedback from officials | L | | Supported by the audience as long as the NFs don't have to pay too much for it. |
| 14 | Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials | 100% | Include Endurance Skills Matrix & sports science approach to training | L | | Supported by the audience as long as the NFs don't have to pay too much for it. |
| 22 | Plans developed for officials' (including veterinarians) induction programmes on appointment, annual appraisals, examination before promotion & | 92% | - | I | First need decisions on budget and/or rule changes. Officials lists have been reviewed. 58% required to be revalidated. The education programmes need a complete review (including online) and need approval. | Delegates suggested that the FEI should appoint and pay for all CEI international/FEI events officials. Ingmar de Vos warned of costs associated with doing so. |

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| | rotation. <i>Defined remuneration levels are required</i> | | | | | |
| 25 | Ride qualification standards to be monitored and closely linked to increased levels of horsemanship <u>Re-worded from:</u> Ride qualification standards increased | 76% | Increased, improved or not changed – differing views! Many call for much higher standards of education, riding % riders' understanding of the needs of the horse being ridden. | I | Already being addressed. Was in rule revision 2013, applicable as from 1 st January 2014. Needs ongoing evaluation and review. | The US delegate raised a question regarding "Who will judge all these people and how do we arbitrate who is a good rider and who isn't?" |
| 26 | Rules adjusted to ensure only "competent" riders may compete at each level of competition | 80% | - | I | All riders should be well trained, well coached and must have skills of horsemanship necessary to know and understand their horses throughout the long distances they ride. New recommendation suggested to introduce a Coaching Development Programme designed specifically for Endurance. Action in the pipeline: Linked to rule revision 2012, applicable as from 1 st January 2013. "Competent" needs to be defined and ongoing review. | Broadly agreed that there should be a technical component for horsemanship/riding competence. |

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| 38 | To introduce a Coaching Development Programme designed specifically for Endurance | n/a | - | L | Initiative to raise the standards of riding and present an opportunity for sponsorship in a form that should not have any potential for conflict of interest. | Supported by the audience. |
| Rules | | | | | | |
| 12 | Codes of Conduct covering the responsibilities of riders, trainers, officials, OCs, the technical committee and the FEI staff to be designed specifically for Endurance and published on the FEI website <u>Re-worded from:</u> Codes of Conduct must be established | 86.96% | Enforce existing code | I | First need decisions on budget and/or rule changes. These “contracts” were under discussion as part of the updating of FEI Officials’ systems. | Some audience members felt that the existing Code of Conduct is sufficient and simply needs greater enforcement. |
| 16 | Independent Governance Advisors (IGAs) to be appointed <u>Re-worded from:</u> Approved for the appointment of | 91.30% | - | I | First need decisions on budget and/or rule changes. Mandate and instruments of IGAs need to be defined in Rules. Budget for travel, hotels, fees needs to be | Some delegates felt that this could be a prohibitively expensive option. |

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| | Independent Governance Advisors (IGAs), recruitment started and appointments underway | | | | approved. | |
| 17 | <p>Trainers:</p> <ul style="list-style-type: none"> • To be registered formally with the FEI in the same way as riders • Ranking list arrangements to be established • Become “persons responsible” with their riders leaving Ground Juries and/or the FEI tribunal to determine the proportional split of responsibility between the rider and trainer on a case by case basis • Obligated to maintain medication and treatment diaries for all horses in their yards • To be subjected to out of competition testing where and when leaders of the anti-doping policy | 75% | <p>PRs: rider, owner, trainer. This is the greatest area of anxiety where people are reading that the trainer is to be the PR and not the rider. We need to be very clear that we wish to see the trainers registered “contractually” through the FEI as riders are today but that riders and trainers will both be the PRs; we should also be clear that the “owner” and any other connection may also be a PR. The FEI Endurance Committee will need to be careful about the definition of the “trainer” and how this differs from a rider who is also the trainer as</p> | I | <p>17.a - First need decision: This needs rule changes and additional workload for the NFs.</p> <p>17.b and c - Already being addressed.</p> <p>Trainers have been named as potential additional persons responsible - example: case 2010/13 (trainer same sanction as rider). Also owners (2011/CM07-2013/BS03)</p> <p>Link with rider to be further defined.</p> <p>ESPG strongly recommends that both the Rider and the Trainer (where there is one) in the Endurance discipline are to be defined as PRs and that Trainers are to be formally registered through their NFs, as Riders are, with the FEI.</p> <p>Vet Regs already require Medication Log Book to be maintained for FEI horses (Art. 1066). Enforcement opportunities to be defined and carried out (trainers).</p> | <p>The Netherlands delegate expressed a strong view that the PR should always be just the rider.</p> |

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| | implementation teams consider it necessary Re-worded from: Trainers: a. Registration and Ranking List arrangements underway; b. Become “persons responsible” with their riders c. Obligated to maintain medication and diaries for all horses in their yards | | is the case in many NFs. | | There is a scope to include Owners who might also be more fully defined as being a PR. Endurance Committee to establish the precise wording of the rules. | |
| 19 | Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for Bureau consideration – penalties should be severe | 96% | Rules must be enforced | I | Need to be confirmed by ESPG and approved by FEI Bureau/General Assembly. The Legal Department and the Tribunal continue to review the procedures and sanctions and will specifically look at the situation in Endurance. | |
| 28 | Governance structure for officials reviewed annually | 87.50% | | L | | |
| 30 | All rules reviewed thoroughly to ensure they match the demands imposed by the strategic | 92% | - | L | | |

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| | and operational plans | | | | | |
| In Competition Action | | | | | | |
| 20 | FEI Executives stop officiating for OCs | 79.17% | - | I | Already being addressed. Is now the FEI policy for all staff since December 2013. | A question from the audience was whether the standard of officiating would improve or decline as a result. |
| 21 | Course designers charged with making courses more technical | 88% | Limit crew points, car access & no cars on track, no plastic bottles, judge / steward patrol track | I | Action in the pipeline. The Rules have already been adapted but new Course Designers' education system needs to be produced. | High level of support from the audience. |
| 23 | Officials tasked with ensuring they enforce all rules vigorously | 95.83% | - | I | As above. | <ul style="list-style-type: none"> • Survey and monitor officials enforcing rules • Report to the FEI – FEI then feeds back statistics annually and trends in a timely manner • Feedback process to and from the FEI needs to be more clearly defined and communicated. |
| 24 | Field of play access severely limited | 91.30% | Including the "track"; vet gate: 2 grooms/horse; hold area: 4 | I | Already being addressed. Was in rule revision 2013, applicable as | The general agreement was that this rule should be more rigorously enforced. |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

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| | | | grooms/horse; all riders stay in holding area; no hold tents with sides; transponders/trackers sought to monitor riders | | from 1 st January 2014. Needs ongoing evaluation and review. | |
| 41 | To research and introduce robust technological resources wherever possible to assist ground juries in supervising the field of play and stable areas. | New rec | | | | Supported by the audience. |
| Finance and Sponsorship | | | | | | |
| 36 | Develop a sponsorship plan and secure funding for ranking lists, award mechanisms and coaching development plan to offset costs and promote success <u>Re-worded from:</u> Develop a sponsorship plan and secure funding for ranking lists and award mechanisms | 88% | - | L | | <ul style="list-style-type: none"> • Sponsors for big events should not also be competitors (Bahrain delegate) • The FEI to generate sponsorship centrally through private sponsors • How to ensure OCs are not influenced by sponsors? |

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| | to offset costs and promote success | | | | | |
| 40 | The FEI seeks to generate Endurance sponsorship centrally for ride organisers and to offset the costs of the ESPG's recommendations. | New rec | - | L | FEI should generate central sponsorship, for allocation to key rides where the use of expenditure can be independently monitored – this would not of course stop OCs securing their own sponsorship directly. The development of proposals for trainers ranking lists (31), ranking lists/reward mechanisms for "completions" (32) and officials (35) and Endurance Coaching Development programme (38) are designed for a dual benefit; and one is to create sponsorship opportunities to assist in offsetting the cost of the ESPG's recommendations. | |
| Marketing & Communications | | | | | | |
| 31 | Trainers' ranking lists to be introduced <u>Re-worded from:</u> Trainers' ranking lists introduced | 52% | Ranking lists: plus & minus points for injuries and positive dope tests; worry that this is a benefit for few NFs | I | Need to be confirmed by ESPG and approved by FEI Bureau/General Assembly. This proposal needs confirmation from ESPG and if approved new rules will | Those NFs wherein the trainer is also the rider felt this was unnecessary. |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

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| | | | | | have an impact on the budget. | |
| 32 | Ranking list/award mechanism for “completions” for trainers and teams to be introduced | 66.67% | Ranking points for rider/horse/trainer deducted for failure to complete; reward: skill, horsemanship, welfare not speed. Concern here is linked to worry trainers’ roles as a PR. | I | This proposal need confirmation from ESPG and if approved new rules will have an impact on the budget. | Supported by the audience. |
| 33 | Place the “Plan on a Page” and the “Strategy Dashboard” on the FEI website providing an opportunity for all to follow the progress of the strategy’s implementation | 100% | Also publish all positive dope tests & fatalities | I | Need to be confirmed by ESPG and approved by FEI Bureau/General Assembly. These plans need first to be finalized and approved. Once approved they need to be published on the website including a quarterly update. | |
| 34 | Explain internally and externally our determination to improve performance; develop and implement an: | 92.31% | - | L | | <ul style="list-style-type: none"> • Use digital channels • Promote greener sport – environmental; tourism; family entertainment; chemistry between rider and horse |

Annex 13 - How the ESPG recommendations have developed through the ESPG's consultation and the FEI's Endurance Conference

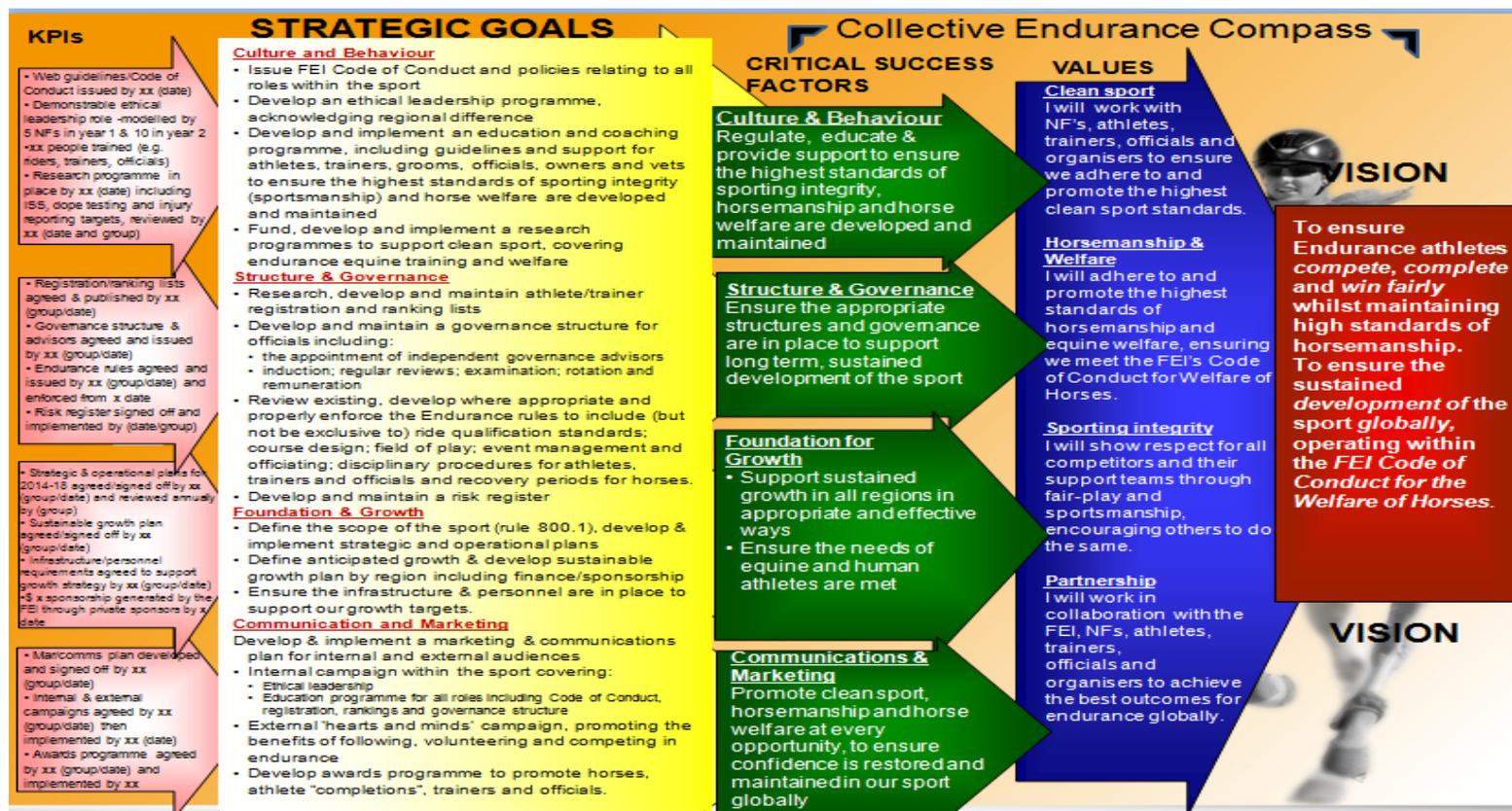
| Rec No | Recommendation | % of support in ESPG survey | Comments from ESPG survey (Key points of differences) | Type P – Plan on a Page I – Immediate Action L – Longer Term Action | FEI response / status | Conference observations |
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| | <ul style="list-style-type: none"> Internal awareness campaign for the equestrian family External global 'hearts and minds' campaign across the media | | | | | <ul style="list-style-type: none"> Tied to needs of the sport, e.g. sponsor and awards programme, year on year longevity; the horse; showing good welfare Define return on investment on marketing activities Awards programme for combinations (1+2+3 years) Education – Promote the difference from other disciplines (what makes Endurance special?) – not one against the other |
| 35 | Introduce an awards programme for officials | 70.83% | Worry that awards may compromise officials and have negative consequences | L | We should support and encourage those who bring initiatives to the sport, provide leadership and help drive the positive change in culture. We should | Supported by the audience – The FEI to step up moral support for officials. |

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| | | | | | recognise and reward these officials with their own trophy not in a financial or materialistic manner but in a way that rewards distinction in the field of play. | |
| 37 | Endurance Technical Committee to publish progress reports after each meeting to include details of where plans are changed and why making all relevant papers available on line <u>Re-worded from:</u> Endurance Technical Committee to issue a press release or through another medium, detail on progress or adjustments to the plans after each of its meetings making relevant documents available online | 100% | | L | | Supported by the audience. |

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Annex 14 - Strategy - Plan on a Page



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