

**FEI MANAGEMENT REPORT**

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## **1. EDUCATION & OFFICIALS**

### **1.1. FEI Campus**

The number of users on the FEI Campus has risen to 38,083, with a total of 125 online courses and examinations available as of today.

The FEI collaboration with the University of Zurich is ongoing, enabling us to introduce high-level academic horsemanship courses on the FEI Campus. These courses hold significant value for the Equestrian Community and are also piquing the interest of other educational platforms.

A notable addition to the platform is the "Horse Welfare" hub, which includes an introductory video featuring the FEI President and the FEI Secretary General. This hub comprises three fundamental courses: an updated version of "The Study" and two new courses named "Code of Conduct for the Welfare of the Horse" and "Ethics & Welfare – an introduction." Moreover, all courses related to horse well-being are now conveniently accessible within this hub.

In a substantial development, we have ensured that each FEI Discipline offers a Foundation Course. In 2023, we expanded our commitment to education by introducing Level 1 courses for all Stewards, aligning with the objectives of the FEI Education Programme aimed at supporting the education of our Officials.

Furthermore, we are pleased to announce that 15 Horsemanship courses have been translated into Spanish, and we have plans to expand our course offerings in 2023. Following the successful launch in one language, we have now extended the translation project to include Chinese, with Arabic to follow. The National Federations of Japan, Finland, and Turkey have signed agreements with the FEI to translate courses and make them available on the FEI Campus, ensuring that our educational resources are accessible to a global audience.

The publication of FEI Rules and Regulation videos continues to be highly successful, and we are consistently improving the format to provide our Officials with the most dynamic and concise explanations.

Lastly, we are excited to announce that the development of FEI Campus 2.0 is well underway, with our aim to launch this enhanced version by the end of 2023. This upgrade promises an even more enriching and user-friendly learning experience.

### **1.2. Education**

#### **Education Working Group**

The FEI Discipline Chairs and the Directors convened on 8 June 2023 to assess the progress achieved since the FEI Officials Working Group formulated 15 recommendations in 2018. Among these 15 recommendations, seven have been fully implemented, seven remain ongoing, and the 11th recommendation, pertaining to the creation of a "Development Pool" for FEI Officials, was deliberated upon to determine the optimal implementation approach.

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**Education Systems**

The Vaulting, Jumping and Veterinary Education Systems have been updated and approved by the relevant Equestrian Education Working Groups and Technical Committees. A new Annex – “FEI Education Processes” – has been introduced to harmonise the application across the disciplines.

**Online Education for FEI Officials**

The General Steward Module Level 1 was published on FEI Campus. Together with a Discipline-specific module, it enables national Officials to pass the Level 1 Steward online. The first Discipline to introduce this new pathway was Driving and currently Eventing, Para Dressage and Vaulting work on the specific module to be published by the end of the year.

**Level 4 Transfer-Up Courses**

In 2023, 99 Officials were evaluated on their ability to solve unforeseen situations (Jumping, Dressage, Para Dressage, Driving, Eventing, Vaulting and Official Veterinarians).

Altogether, 37 top-level Officials (Jumping, Dressage, Para Dressage, Driving, Eventing, Endurance and Official Veterinarians) completed the second phase of the Education Programme.

**Equivalency**

A National Federation can apply to the FEI Education & Officials Department to list a National Function to be equivalent to the FEI Level 1 of a given Discipline.

In 2023, the FEI Education & Officials Department, in consultancy with the Course Director General of the Disciplines, has approved 39 National Functions in the Disciplines of Dressage, Jumping, Endurance, Para Dressage, Eventing, Driving/Para Driving and Vaulting.

The Equivalency gives access to an online Level 1 Transfer-Up course or allows the National Officials to enter straight into a Level 2 Transfer-up Course.

**Exchange Programme**

The FEI Sports Departments and the FEI Veterinary Department have made good use of the Officials Exchange Programme (OEP).

In total, 97 Officials from 40 different countries and seven Regional Groups have received a financial contribution to their travel expenses allowing them to gain experience at international events and helping them to fulfil the requirements for transfer-up.

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## **2. TECHNOLOGY AND SPORT SERVICES**

2023 marks a return to a more regular way of working, with staff members benefiting from working in a hybrid mode, combined with colleagues wanting to have the opportunity to meet in person. The FEI Technology and Sport Services Department continue to ensure that all parties and staff members have the appropriate tools and solutions to guarantee an easy and smooth working experience in both work models.

During 2023, the FEI Technology and Sport Services Department has been continuously serving our different FEI Stakeholders; National Federations, Event Organisers, FEI Officials, Athletes, Veterinarians, IT Service Providers, Owners and Grooms, on a daily basis, ensuring top-level support and providing platforms and services to assist the day-to-day management of equestrian sport.

The department is now appropriately staffed to manage the workload associated to the volume of development, evolution, maintenance, support and processing of data that the current FEI Platforms and Solutions represent.

During the last 12 months, the FEI Service & Support Team have handled approx. 30'000 individual support requests from our various Stakeholders and worked on developing online guidelines, tutorials and FAQs to assist in answering queries on a timely manner and making support readily available to the community.

In 2023, the main focus of the FEI Technology and Sport Services Department was to launch the FEI Online Schedule for Jumping, together with continuing the improvement of the FEI HorseApp.

2023 was also the opportunity for the department to showcase the 36 different platforms and solutions that have been developed over the last 12 years, through an interactive session at the 2023 FEI Sports Forum. The session allowed the announcement of some exciting new platforms and tools, such as the FEI TackApp, the FEI Hub and the Equine Influenza Vaccination Management tool in the FEI HorseApp.

### **2.1. FEI Website:**

The FEI Website ([www.fei.org](http://www.fei.org)) is constantly improving with the release of new features on a monthly basis. In 2023, the focus was on preparing a transition to a new version and evolution of the website by analysing the market and looking at the best options for the future FEI Website.

The FEI website displays live results for FEI Dressage Events judged with a Paperless Judging Solution for two years now; including start lists, real time scores and final results; this has driven significant traffic to the pages related to those Events. Combined with this results display, the visitors have also had the possibility to access the FEI Dressage Dashboard, showcasing Dressage results, scoresheets and advanced analytics.

In addition, the FEI also developed a specific Hub for the newly launched Longines League of Nations™. This specific hub is branded and carries the Longines League of Nations™ identity, in order to offer the best possible exposure to the new Series.

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**2.2. FEI Database:**

The FEI Database allows the collection of all competition results across all disciplines as well as the calculation of the FEI rankings and standings. In 2023 the newly created Longines League of Nations™ ranking has been added to the set of rankings managed by the system.

The Technology and Sport Services Department is constantly working with Organising Committees and IT Service Providers to improve the workflow of results data collection; they are becoming more and more autonomous in regards to providing the data back to the FEI which is then directly displayed on the FEI Database.

In addition, the FEI Technology and Sport Services Department maintains a high level of data quality of all data registered in the FEI Database, this requires monitoring and follow up on a daily basis by the Service & Support Team.

Since 2023, the FEI Database has managed the new Calendar Application Deposit Fees for CSI5\* and CSI4\* Events in accordance with the rules, allowing to better manage the upcoming calendar and minimise the overbooking of calendar dates.

Various upgrades of the database infrastructure have been delivered in order to keep the system up to the right level of security and to ensure the best possible performance for the users.

**2.3. FEI Entry System:**

The FEI Entry System for Jumping (v3) has now been operational for all FEI Jumping Events since 1 April 2019, regular updates are delivered on the platform including a focus on improving performance, better management of tours (events over consecutive weeks) as well as managing sub tours in a given event.

2023 focused on performance improvements of the platform which manages both entries and the FEI Invitation System for Jumping.

The current FEI Entry System (v2) continues to manage Dressage, Eventing, Endurance and Driving entries; for 2023 the system was updated to manage the new rules related to Dressage qualifications.

**2.4. FEI Online Invitation System for Jumping:**

The FEI Online Invitation System allows the correct application of the Jumping CSI Invitation Rules in order to invite Athletes from the Longines Rankings in descending order for CSI5\*, CSI4\*, CSI3\* and CSI2\* Events.

The system has been operating well and since the start of the system in February 2020, it has guaranteed the correct allocation of more than 12'000 invitations to Athletes according to their position in the Longines Ranking.

The system has been updated in 2023 to allow National Federations to setup the possibility of automatically confirming Athlete choices or OC invitations for CSI Events, facilitating the day-to-day work of NFs.

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**2.5. FEI Online Reports for Officials:**

Online reporting has been available for FEI Official Veterinarians for all Events since 2014.

In 2015, the reports for Foreign Judges and Chief Stewards in Jumping were added for Events that are part of the Event Classification System. In June 2019, the use of online reporting for Foreign Judges and Chief Stewards in Jumping was extended for all Jumping Events. The Person Injury Report is also fully managed online allowing the FEI to be notified about any injuries to Athletes or Officials.

The online report for Endurance Technical Delegates is available since 1 March 2022, 400 Endurance Technical Delegate Reports have been submitted online so far.

**2.6. FEI Online Schedule:**

The FEI Online Schedule platform has been developed to manage the various processes and workflows involved in FEI Event Schedules.

It allows the communication between Organising Committees and National Federations of all necessary information for a FEI Show, on a transparent platform, with functionalities for comments, modifications, reviewing and validation.

The FEI Online Schedule platform is available for Eventing since the beginning of 2021; the system is running at 100% and is recognised and appreciated in the Eventing community as a major evolution.

The FEI Online Schedule for Jumping has been progressively rolled out through a pilot phase since January 2023 and is now operational for all the Jumping Events since May 2023. The adoption of the system has been really positive and some final adjustments are ongoing to cover all possible cases that can appear in Jumping.

**2.7. FEI HorseApp:**

The continuous development and improvement of the FEI HorseApp has been an essential task for the department in 2023 and all its features have been in full operation throughout the year becoming a central tool for all Horses competing at FEI Events.

We see that the 40,000+ users have adapted to the solution but that the assistance and support to the users on a daily basis remains an important part of the successful operation of the project.

The FEI HorseApp was an instrumental tool for the restart of competition following the EHV-1 outbreak in Mainland Europe in 2021. The development and release of various solutions on the FEI HorseApp has been done through different stages and it is now compulsory to use the FEI HorseApp to fulfil the Horse Health Requirements at all FEI Events worldwide and the adapted Sanction System for non-compliance is also in place.

Since the FEI HorseApp has been in use, more than 470,000 Self-Certification forms have been recorded. More than 1.1 million horse scans have been stored – this refers to Examination on Arrivals, Organiser Check-Outs or Self Check-Ins/Self Check-Outs and over 4.7 million twice-daily horse temperatures have been recorded via the application.

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Following the work within the Grooms Consultative Group, a new functionality has been added to the FEI HorseApp allowing each Groom attending an FEI Event to report about matters that are relevant and that the Groom is willing to report. The report is transmitted to the FEI for follow up and further action.

**EQUINE INFLUENZA RECORDING** –The FEI HorseApp provides all the features to record FEI Horses Equine Influenza Vaccinations. The solution has been going through different versions and testing and part of 2023 has been dedicated to improving and re-enforcing the enrolment process for Veterinarians who will have to use the FEI HorseApp to record Equine Influenza Vaccinations.

The solution will be gradually launched during 2024.

### **2.8. Web Services for National Federations:**

National Federations are using Web Services on a daily basis to automatically manage various services such as Athlete and Horse creation, annual Athlete and Horse registration, owner changes, international results and entries for FEI Events.

We now have 19 National Federations using these Web Services.

### **2.9. Web Services and solutions for Organising Committees and IT Providers:**

Approximately 55 service providers are using the FEI Web Services to better manage sports data during FEI Events, assisting them to provide competition results to the FEI in a timely manner after FEI Competitions.

In general, the FEI helps these service providers to be more autonomous at their Events by providing them with data they can use to run their show and in return they assist us by improving data quality on the FEI Database and by providing results of competitions.

### **Event Classification System (ECS):**

2023 is the ninth year of the Event Classification System (ECS). This system now allows the evaluation of all jumping Events from CSI4\* and CSI5\* level, including Nations Cup and World Cup Events.

A second version of ECS with new questions has been developed in 2023; questions addressed to multiple types of Stakeholders and the overall system has been reviewed to ensure a faster delivery to Event Organisers.

The new version will be launched in January 2024.

### **2.10. Dressage:**

**FEI eLeague Dressage** – The 2022/23 season was the last season of the eLeague delivered together with SAP. The eGames concept based on the successful Spectator Judging app will continue for the 2023/24 season, fully supported by the FEI and will include all the FEI Dressage World Cup Western European League Events.

**FEI Dressage Performance Dashboard** – The FEI together with Black Horse One released the Dressage Performance Dashboard in Spring 2022 which contains past performance results, detailed scoresheets and advanced analytics. Throughout 2023 FEI

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Dressage Athletes have consulted the platform on a regular basis using the possibility to deeper analyse their level of performance and compare various parameters.

### **2.11. FEI SportManager App:**

The FEI SportManager App was launched in 2018 and is available on both iOS and Android devices.

This app allows Athletes to manage their invitations “on the go” for FEI Jumping Events; it is used by FEI Athletes to choose the next Events in which they are interested to compete and by Organising Committees to manage the invitations and entries for their Event.

In 2023 a strategic change has been taken, with the decision for the FEI SportManager App to become the main mobile application for FEI Stakeholders such as FEI Officials and FEI Athletes across all disciplines. The design of the new version of the FEI SportManager App has started with an expected delivery in 2024.

### **2.12. FEI RuleApp**

The FEI RuleApp offers access to the FEI Rules and Regulations to all Stakeholders directly on their smartphone. This includes features to search across documents and to store offline versions of the rules and regulations. No major updates were delivered on the FEI RuleApp during 2023.

### **2.13. FEI Prohibited Substances Database**

The updated version of the FEI Prohibited Substances Database website and its corresponding mobile application, that were fully redeveloped and released in Spring 2022, are being used by the community with positive feedback.

### **2.14. FEI TackApp and Online Tack, Equipment & Dress Database**

The FEI TackApp and the online Tack, Equipment & Dress Database has been released at the FEI Sports Forum 2023; aiming to provide clarity and information to the equestrian community and better serve the FEI Officials working at FEI Events.

This new solution includes a public website with various search functionalities, combined with a mobile application allowing all Stakeholders to consult the information on the go, especially when attending FEI Events.

### **2.15. Approval of IT Service Providers for FEI Events:**

In 2020, the FEI Technology and Sport Services Department has developed a process to approve companies and software that are used at FEI Events to manage time keeping, data and results.

This process allows us to identify companies and software who are using the various tools provided by the FEI to manage Event entries and who provide results to the FEI in an automated way. Accordingly, we are able to insure the quality of data they provide us and allow them to use the title of “Certified Service Provider”.

There are currently 18 service providers approved for the various FEI disciplines. The list of certified companies and software per discipline is publicly available on the FEI website.



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Since 2021, the FEI provides the approval of Dressage Paperless Judging solutions. The approval requires the company to go through an in-depth process, including an IT security audit of the solution. All the Dressage Paperless Judging solutions approved are, since 2022, allowed for Para Dressage and Eventing Dressage as well.

#### **2.16. FEI Campus:**

FEI Campus is now in place for around 6 years.

Since 2021, FEI Campus is a central tool for all the FEI Officials to revalidate their knowledge and maintain their status, passing the online CES test yearly.

In 2022, the Student homepage has had the dashboard refurbished to provide better and clearer information to the students, including specific details for FEI Officials.

For 2023, in addition to minor evolutions and improvements, the focus has been on the development of FEI Campus 2.0. This major revision of the platform will create an improved experience for the student and allows to manage new functionalities such as the revision of FEI Officials status based on the number of assignments.

#### **2.17. NF Platform (FEI Solidarity)**

In 2022, interested National Federations have been guided through a test and pilot phase to see if the platform suits their needs.

At the beginning of 2023, a major update of the platform has been delivered, adding a new module allowing the calculation of Jumping and Dressage rankings which will be delivered in December 2023.

#### **2.18. TV Graphics and Sports Presentation**

The Technology and Sport Services Department is leading all aspects of Sport Presentation both on Screen (broadcast and streaming) and on Venue (big screens, LEDs, scoreboards, Athlete presentation, etc...) with major innovations delivered during the 2022 World Championships in Herning and Pratoni. The 2022 World Endurance Championship in Butheeb (organised in February 2023) set a new standard of quality and innovation on how the sport of Endurance can be presented on screen (Broadcast).

The 2023 FEI World Cup™ Finals for Jumping, Dressage and Vaulting in Omaha NE (USA) marked another achievement, being the first event to use and broadcast the new live tracking technology developed by Longines Timing for Jumping.

The Finals were a key milestone in the new approach taken by the Technology and Sport Services Department to present the sport in an innovative way and create more opportunities for spectator and fan engagement.

We delivered a Leader's Lounge for the first time at a FEI named Event, where the top 3 Athletes are seated together and available for emotions and reactions to be captured for Broadcast.

For the on-Venue Sports Presentation, the approach is to be involved in the running order of the competition from the course build-up until the end of the prize giving, ensuring quality in the delivery and consistency between key FEI Events. Part of this concept is to

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maximise the use of LEDs screens and boarding on Venue, to provide new graphics, title cards, statistics, sports information during the performance as well as showcasing Athlete and Horse pictures. This was successfully done during the Finals in 2023 including an Athlete's parade prior to the last competition of each discipline, allowing the celebration of each Athlete and promotion of the World Cup Trophies.

2022 and 2023 have set a bench mark for Sports Presentation and there is more to come with the Technology and Sports Services Department directing and delivering this concept for the Longines League of Nations™ series.

In addition, the team continues to handle the management of Athlete, Horse and Groom portrait pictures for FEI Events and has supported and assisted the delivery of various photoshoots organised in Butheeb and Omaha during 2023.

### **2.19. Support and Services across the Organisation**

The Technology and Sport Services Department has the task and responsibility to improve the overall quality of support and services provided in the overall organisation.

The migration of various department email addresses into our global ticketing solution is ongoing; ensuring better quality and reply times to all FEI Stakeholders. The Veterinary, Endurance, Jumping, Driving, and Education departments are already using this solution, and we will continue the process of integrating new departments throughout 2024.

### **2.20. WBFSH / FEI Data Exchange Platform:**

After more than 3 years of discussion between the WBFSH (World Breeding Federation for Sport Horses) and the FEI, the agreement for the creation of a Data Exchange Platform was signed in October 2019.

The platform development started in 2020 and was completed in the course of 2021.

The pilot studbooks from Germany and Belgium have been working in connecting to the solution in 2021 and 2022.

The FEI delivered the first version of the platform in the production environment in December 2021 and the German Studbooks started their massive synchronisation of horses with the platform in June 2022.

The platform is running successfully and the WBFSH and FEI are now in discussion with two more major studbooks for a potential implementation soon.

### **2.21. Online Hub**

During the FEI Sports Forum 2023, the department has released a new FEI Hub: [hub.fei.org](http://hub.fei.org)

The hub is a central point to navigate through all the FEI Platforms, solutions and mobile applications. The project is to make the hub grow and include specific filtering per stakeholder category to offer the most relevant content to people depending on their interaction with the FEI.

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### **3. COMMERCIAL**

2023 was a year of substantial growth and new initiatives. Building on the success of the launch of the commercial digital campaigns in 2021, we welcomed new brands, and original content was effectively promoted across FEI digital channels. This led to the signing of FEI partner deals with two new brands, with another partnership set to be announced shortly.

A strategic collaboration with EML, a UK-based licensing agency managing properties such as James Bond and the UEFA Online Store, resulted in the launch of the FEI merchandizing concept. The physical shop debuted at the FEI World Cup™ finals in Omaha and exceeded expectations in terms of sales. The FEI Fan Shop online store was officially launched in April, featuring an extensive product range, including special collections like Pentrail and Pony Love, and collaborations with brands such as Pampeano.

The partnership with Longines has further strengthened, with numerous activations across the FEI Series and Championships, including the Longines FEI Jumping World Cup™ and the new Longines League of Nations, publicly launched in October 2023, showing Longines remarkable commitment to the equestrian sport.

#### **3.1. Sponsorship and Events**

The events season relatively normalised after a hectic period of event cancellations due to the Covid pandemic. The Longines FEI Jumping World Cup™ saw a strong season with high spectator numbers and broadcast coverage.

The #TimeToBeat campaign, a cross-media campaign bringing together the FEI, its Top Partner Longines and the Organising Committees of the North American League and Western European League, continued to be effective in promoting the series celebrating the human and equine athlete journey to the elite levels of the sport.

The FEI Dressage World Cup™ and FEI Driving World Cup™ were successful with engaging spectators and trilling moments of sport. The series ended in Bordeaux in February with the FEI Driving World Cup™ Final and in Omaha in April where the Longines FEI Jumping World Cup™, FEI Dressage World Cup™ and FEI Vaulting World Cup™ Finals took place.

The FEI and Organising Committees collaborated on workshops throughout the year to discuss and agree on new ways to amplify the sport and promote the series.

All FEI series experienced growth, particularly in digital performance and engagement. The introduction of the new Longines League of Nations™ for team Jumping in 2024 promises another exciting series.

For the FEI sponsors Cavalor and Peden Bloodstock various promotional activations were implemented, including the continuation of the very successful and popular Cavalor Monthly Tip series and educational content, delivering valuable expert advice on horse care in an engaging format. At the FEI Awards Gala presented by Longines, the award for the FEI Rising Star was presented by Longines, Peden Bloodstock presented the FEI Best Athlete and Cavalor the FEI Best Groom. For the upcoming awards, all four award categories now have dedicated title partners with Pivo presenting the FEI Inspire award.

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### **3.2. Marketing and Branding**

2023 was an important year for the FEI with the public launch early October of the newly created Longines League of Nations™, where also the aspirational brand identity for the Series was revealed. A comprehensive marketing campaign and associated fan engagement activations are being developed to help grow awareness of the series.

2023 was also an important year with the Longines #MyDreamJump challenge's activation. This fan engagement activation was very successful and delivered significant return of investment for Longines. This innovative initiative surpassed all expectations, generating 630 entries (157.5% of KPI), 6,722 votes (168.1% of KPI), 87,000 engagements (124.3% of KPI), and 10,500,000 impressions (150.0% of KPI). The winner's design materialised as a Longines obstacle in the Omaha final, showcasing the campaign's creative excellence and its real-world impact, bridging the digital and physical worlds. The initiative has been shortlisted for "Best Brand Activation Involving Sport" at The Sports Business Awards.

### **3.3. Broadcast**

Live broadcast production for television and streaming coverage for the FEI European Championships was delivered in close collaboration with the Organising Committees, host broadcasters and Longines timing. The events in Milan (Jumping), Riesenbeck (Dressage & Para-Dressage), Haras du Pin (Eventing and Pairs for Driving), Ermelo (Endurance), and Flynge (Vaulting) received comprehensive live and delayed pick up from broadcasters around the world, bringing the excitement to millions of screens worldwide. A collaboration with Sunset & Vine media distribution, supported in acquiring many new partnerships for live broadcasts in Europe and additional highlight broadcasts around the globe.

Focus was given to create additional news coverage from the events. While some news reports are only 60 seconds, they do generate significant promotion and media value when featured on main stream TV networks.

With the management of the media rights in-house, a tool has been developed to effectively manage the agreements and deliver the rights. This platform will become the central hub to administer all media rights activities, including receiving the distribution overviews per event, identify gaps and alerting when contract expire.

### **3.4. Digital and Social Media**

Our social media presence expanded across diverse platforms, including Facebook, Instagram, YouTube, Twitter, and in particular across the trending platform like TikTok. Through innovative content creation, featuring behind-the-scenes glimpses, athlete interviews, and captivating highlights, we aimed to humanised the sport, allowing fans to connect deeply with athletes and the equestrian community.

Our strategic social media campaign, #UnitedByEquestrian, facilitated global promotion, sharing real-time updates and celebrating the achievements of riders, drivers, and vaulters from diverse corners of the world. This campaign highlighted the rich diversity within equestrian sports, fostering a profound sense of unity and inclusivity among our global audience.

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We continued to work closely with various stakeholder groups, organisers and sponsors, by making FEI content freely available to share across their social media channels. Beyond the traditional sport, we actively engaged with the wider equestrian community, showcasing the vital roles of grooms, trainers, and other essential individuals. This approach created a sense of belonging, strengthening the bonds within the equestrian family which resulted in high engagement rates of our sports.

Following the Tokyo Olympics, the FEI digital channels experienced extraordinary growth. Video views on FEI Digital channels grew to close to 360 million in 2022, marking a substantial 21% increase. Predominantly originating from Facebook and Instagram, the growth in traffic, underscored the resonance of FEI content. FEI.org website traffic witnessed a 50% increase with close to 20 million page views.

The average engagement rate for FEI content on Instagram continue to grow in a remarkable manner for the Olympic disciplines - to 9.3% compared to a benchmark for Sports teams of 1.5% (source: Statista 2023).

### **3.5. FEI Media House**

The FEI Media House powered by ClipMyHorse.TV continued to deliver a wide variety of content for the FEI across sports content, lifestyle content and commercial content. Newly, the management of the FEI social media channels has also been integrated into the FEI Media House.

Over 1'000 videos edits have been delivered for the various disciplines and the production team spent 162 days covering the sport at events worldwide. More than 300 days have been spent on editing the beautiful content seen across TV and the other platforms.

### **3.6. Sales**

Sponsorship sales remains challenging and has not fully recovered after the pandemic. Demands from brands towards sponsoring are still changing and it is essential for our offerings to adapt accordingly in order to remain relevant.

On the digital sales strategy side, this has seen a fast and successful development. After having experienced the value of single branded campaigns on the FEI Channels, multiple equestrian brands decided to join forces for longer terms, signing 4 years contracts and becoming official FEI Partners. PIVO, the Korean AI auto camera, became Official FEI Training Technology partner, also sponsoring the FEI Inspire Award. BATES, the Australian Saddle brand is now the FEI Official Saddle Partner.

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#### **4. COMMUNICATIONS**

The communications team has two main audiences to whom we cater – stakeholders and the media – with two clear objectives – to inform, to build trust with our audiences and to promote our sport, our athletes, our community, our values, our governance protocols and the decision-making process.

Different members of the team oversee different types of content and communication, and the division of labour ensures that we have specialists within the communications team, and that we can provide a consistent and reliable media and communications service to all our stakeholders and the media. In order to provide consistent and accurate messaging, we work very closely with all the departments at the FEI, with the FEI President and Secretary General, and to whom we are extremely grateful for their time and wise council.

As expected, the year which precedes the Olympic and Paralympic Games, and features European Championships in all the senior disciplines, as well as dedicated Olympic qualifiers and the Asian and Pan American Games – alongside the usual roster of FEI Named Events and Series and Championships – was busy and full of news to communicate on the sporting front. Media interest was high for all of the big events which only come around every few years, and we continued with all our regular coverage of sporting events - as summarised below – to provide a solid news service to the media in attendance or those covering events remotely.

We made concerted efforts to use the media presence and attention at major events in order to promote and sell-in corporate and values-based initiatives and activities, and have developed a strong and regular presence in different media around topics which have a direct impact on our Social Licence to Operate, as summarised in our Campaigns & Advocacy section.

The promotion and information around the FEI's dedication and the commitment to the wellbeing and welfare of the Horse within the equestrian community has been integrated at all levels of the Communications workflows and remains one of the key priorities for 2024 and the years ahead, with the report from the Equine Ethics and Wellbeing Commission at the General Assembly and the next steps to be incorporated into a larger communications strategy.

Next year, alongside the promotion of the "regular" sport and equestrian's ethos and *raison d'être*, as well as the tools at the disposal of the community (FEI Campus, Seminars & Meetings, FEI Solidarity programmes, news service, press-related functionality, etc) to ensure they are always up to date and informed, an important focus will be the launch of the Longines League of Nations™ Series, for which we are developing new and exciting tools for the media such as a plug and play online press room. And of course, the Paris 2024 Olympic and Paralympic Games, which were already on the Communications weekly review and planner in 2023 from a more operational perspective, but now are set to be front and centre of many communications initiatives, campaigns and general media outreach as we build up to the start of the Games in Paris.

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#### **4.1. Sports Communications**

In 2023, the FEI Communications Team has covered over **100 FEI-named events**, creating bespoke content for all of them, such as event press kits, previews, newsflashes, press releases, sport reports, media advisories and photo galleries.

Some of the main events covered were:

- FEI European Championships for all disciplines;
- Longines FEI Jumping World Cup™ (WEL & NAL); FEI Dressage World Cup™ (WEL); Driving FEI World Cup™;
- Longines FEI Jumping World Cup™ Final; FEI Dressage World Cup™ Final; FEI Vaulting World Cup™ Final;
- FEI Nations Cup™ for Jumping, Dressage and Eventing;
- FEI World Youth Championships as well as Youth Continental Championships in Europe, North America & South America for all disciplines;
- FEI World and Continental Championships for Youth;
- FEI World Championships for Young Horses & World Breeding Championships for Jumping, Dressage and Eventing;
- Continental Championships for Ponies;
- Olympic Qualifiers;
- Regional Games such as the Asian Games, the Pan American Games, and the Central American & Caribbean Games

The **Global Accumulated Audience** (from events communication) is estimated at 14.7 billion with an overall **Advertising Value Equivalent (AVE)** of EUR 9.7 million (Source: Meltwater Media Intelligence)

In addition to the services provided to the FEI-named events, the Communications team:

- introduced a **new monthly Rankings Update** newsletter across all disciplines providing visibility to the different rankings with a special section to promote movers & shakers;
- created a new updated version of the **FEI Media Operations Guidelines** which is available on the FEI Knowledgebase;
- launched a **new Digital Asset Management System** to manage all photography;
- streamlined the **FEI Biographies service**, bringing more relevant information to the media at a reduced cost;
- reviewed and augmented our media distribution service to improve efficiency;

The team was involved in the planning and communication around the new **Longines League of Nations™** from the initial discussions, through to the content strategy implementation.



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Examples of **international media who have published FEI Events** content include The Times, EFE, Reuters, Xinhua, The Telegraph UK, Daily Mail UK, BBC.co.uk, As, Marca, Der Spiegel, ABC, Forbes, Eurosport, Mundo Deportivo, AoL, L'Equipe, Gazzeta dello Sport, La Vanguardia, O Globo, Hola News.

#### **4.2. Paris 2024 Olympic and Paralympic Games**

In the year building up to the Olympic and Paralympic Games, an early focus for the Communications team is the **media accreditation** process especially for the Olympic Games. Generally, press/media receive accreditation through their NOC, however, as these quotas are always limited and equestrian sport has the highest number of specialist press, we have developed a good relationship with the IOC in order to have a certain quota of sport specific accreditations which the FEI can assign for the equestrian events at the Olympic Games. Once the quotas were set (end 2022), and the deadlines clear – 1<sup>st</sup> quarter of 2023 - we went ahead and developed an application platform, did all the necessary outreach to media and NF press officers, and set clear criteria in order to attribute the limited quota we had. This list was then shared with Paris 2024, and henceforth is managed through their accreditation system.

The FEI attended and provided a communications service at the **operational test event** in Versailles (FRA) in August, which was not "open" to media, with only a selection of media invited by the Paris 2024 Organising Committee.

The FEI Communications team is also working on a revamped **Paris 2024 Olympic and Paralympic Hub** whose main audience is NFs and anyone attending the Games such as Officials, Athletes, etc. which is expected to be ready prior to the General Assembly and provide a more integrated OG/PG and user-friendly tool to navigate all the official documents and information which builds up prior to an Olympic/Paralympic Games.

As mentioned in the introduction, communications around Paris 2024 will intensify exponentially in the build up to the Games, with dedicated campaigns and communications outreach in order to promote the sport's USPs and **maximise coverage** during the monitoring period.

#### **4.3. Corporate Campaigns & Advocacy**

In 2023, there has been a significant push to develop the **Diversity and Inclusion** storytelling at FEI to complement the sports reporting and to demonstrate the multidimensional nature of the work of the FEI.

In order to raise the visibility of the FEI's Diversity and Inclusion initiatives, we created specific campaigns around international days and months.

- For **Gender Equality Month in March 2023**, the key theme was the promotion of gender equality through allyship. During the month, the FEI showcased inspirational women working and competing in different equestrian disciplines, who shared their experiences and stories of key individuals who supported them both on and off the field of play.



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- The FEI also joined the **global Pride Month movement**, and engaged in a series of online activities to promote understanding, acceptance, and respect for LGBTQ+ individuals in the equestrian community and beyond.

The FEI Communications Department has also created a **Diversity and Inclusion Hub**, which is a comprehensive resource for information on our D&I initiatives, for our stakeholders and members of the public to access easily.

In 2023, the team also produced special editions of the **Para Digest** during the FEI Para Dressage European Championships in Riesenbeck (GER). A key story here was the development of the **FEI Accessibility Handbook** and the integration of the Handbook requirements in the organisation of the Championships in Riesenbeck.

The FEI Communications Department initiated a **media partnership with SportsPro media**, which saw the FEI Secretary General record a podcast on the FEI's Diversity and Inclusion activities, which was shared online with an international audience.

The team has worked closely with the FEI Secretary General to find opportunities to share our commitment to diversity, equity, and inclusion with a global audience. In March, the Secretary General addressed DEI issues at the International Sports Conference in London, and in June at the Global Sports Week in Paris.

#### **4.4. FEI Solidarity**

One major focus has been the young Ukrainian Vaulting team, who first received FEI Solidarity funding in March 2022 to train in Bernalokova (SVK), not long after war broke out in their country. In July 2023, two out of the five initial team members qualified to compete at the FEI Vaulting World Championship for Juniors in Flyinge (SWE).

With support from the Flyinge Organising Committee, there was a special press conference organised for the two girls, their mother, their coach and the Secretary General of the Equestrian Federation of Slovakia. The following morning, the story was featured in the sports section of the Skånska Dagbladet, a Malmö based newspaper.

The Communications team have been producing regular updates on the status of the FEI Solidarity Relief Fund for Ukraine, and has worked with the FEI Solidarity Department to identify other key announcement like the allocation of FEI Jumping Challenge Final 2023 to South Africa. Thanks to an inter-departmental effort digital and media communication around the FEI Jumping Challenge, which was held in Polokwane (RSA) from 3 to 8 October, was put in place.

Information on other FEI Solidarity projects is communicated throughout the year with newsletters sent out by the FEI Communications Department in conjunction with the FEI Solidarity Department. The two departments are also working together to raise the profile of the department's information on Inside.FEI.org.

#### **4.5. Commercial and sponsor communications**

The Communications Department has worked closely with the FEI Commercial Department in 2023 to assist with sponsor acquisition, promotion and retention.

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In addition to the press releases and partnership announcements, the FEI Communications and Commercial Departments joined forces at the FEI Jumping European Championships in Milan to create a media event for **new sponsor Pivo**. This event led to further PR opportunities for Pivo with other publications and Organisers of future equestrian events, all of which has increased the visibility value of the FEI partnership for the sponsor.

The FEI Departments working partnership with Pivo marks a significant departure from previous sponsor partnerships, and the close collaboration has opened the door for further sponsorship revenue, most notably with Pivo's decision to sponsor the FEI Inspire Award for 2023.

#### **4.6. FEI Awards 2023**

The FEI Communications team ran the **FEI Awards 2023 Nomination and Voting campaign** with the support of the Digital team. This year, 16 nominees were put forward in four categories.

- Longines FEI Rising Star
- Peden Bloodstock FEI Best Athlete
- Cavalor FEI Best Groom
- Pivo FEI Inspire

In 2023, we also decided to rename the FEI Against All Odds category to **FEI Inspire**, which then went on to be called Pivo FEI Inspire as a sponsorship deal was sealed by the Commercial team. As the name suggests, the Award has been designed to showcase the incredible spirit and determination of individuals who serve as role models and show that anything is possible. This new category also nicely encompasses elements of the former FEI Solidarity category, making it the perfect fit going forward.

The winners will be announced at the FEI Awards Gala presented by Longines in Mexico City on 21 November 2023.

#### **4.7. Governance Communications**

Consistent coverage of the monthly FEI Board teleconferences and in-person Board meetings was provided in newsletters and press releases.

A press release detailing the welfare initiatives introduced in the FEI Rules was published at the beginning of July in connection of the publication of the first draft of the proposed modifications to the FEI Rules and Regulations. This communication attracted significant interest from the specialised press.

A communications plan was put in place for the FEI Sports Forum 2023 and detailed accounts of all the sessions, photographs and videos were provided. A round table with the FEI President and Secretary General and media representatives was held at the end of the Forum.

A similar plan is being put in place for the FEI Hybrid General Assembly 2023.

**Detailed briefing documents** for use by FEI personnel and Board members attending major events were developed in order to provide an overview of the event and help with

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media queries. Along with key information on the event, the documents contain interesting facts and figures, statistics, and messaging on sensitive topics.

#### **4.8. Platforms, Publications & Newsletters**

##### **Inside.FEI.org // Home page**

The homepage on inside.fei.org has been rethought and redesigned to highlight the essential communications for all the public (Media Updates) as well as the more technical updates coming from our departments (Latest Department Update).

A newly added "Quick links" feature has also been created. With this in place alongside the Mega Menu, we cover a large part of the sections available on Inside.FEI.org.

##### **FEI Grooms Toolkit**

Following on from the FEI Athlete Toolkit created in 2019, the team created the FEI Grooms toolkit which is specifically designed to provide grooms with a go-to place for all information relevant to their line of work, their horses and their athlete.

Nine sections take grooms through topics including, but not limited to, the various FEI Apps they should be familiar with, matters related to Safety at work and third-party insurances as well as important information on equine anti-doping.

Just like the FEI Athlete Toolkit, the FEI Grooms Toolkit is a living hub, which will continuously be evolving.

##### **NF News**

Sent, as and when necessary, to National Federations, with Official Stakeholders (MoUs), Board Members and FEI Staff in copy.

Between January and October 2023, we sent out 66 NF News. Among others, this includes dedicated NF News to promote WADA webinars, Olympic/Paralympic updates, surveys and seminars.

##### **FEI Update**

The monthly FEI Update newsletter is distributed to over 100,000 recipients, and designed to give an overview/recap of activities as well as shine a spotlight on different initiatives and ongoing campaigns which are relevant to the global equestrian community and stakeholders.

##### **Other special Updates:**

- EHV-1 Updates in February and March (4)
- Horse Health Requirements reminder
- Special Bidding Updates
- Department Updates
- FEI Awards special Update

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**Monthly HQ Update: (now available on the FEI Intranet)**

Provides latest news as well as on important internal information each month. Also provides a space to share useful tips, buy & sell items and obtain various recommendations.

Review of other texts include

- FEI Solidary Communications
- Think Outside the Box Campaign
- Education & FEI Officials rule change videos and various explainer texts

**Messaging Database**

On a daily basis, the Department receives a large number of media queries, which are divided between the members of the team based on their areas of expertise and availability. From historical data and research to sport, rules, welfare, legal decisions and statements, harassment and abuse, commercial partnerships and finances, no topic is off limits, and the team assists journalists, members of the public, and academics to the best of our ability through research in the FEI archives and consultations with scholars. Given the volumes of the enquiries received and the variety of the information requested, the team has initiated in 2023 a digital media messaging database to manage, track and store **all queries**.

FEI Annual Report 2022

The FEI Communications team curated the latest edition of the Annual report – as is customary - providing a full and transparent recap of the achievements and highlights of the year.

Twelve sections cover a broad range of topics including sporting highlights, major developments on the Governance front, and facts and stats related to social media to name a few. We have also created a new section called FEI World of Horse where we provide various updates all around the different programmes and activities in place to maintain and promote horse welfare.

**5. HUMAN RESOURCES**

The following points can be highlighted in Human Resources in 2023:

**5.1. Recruiting**

There were some key changes in some of our leadership positions.

- Recruiting processes for the Director Dressage, Para-Dressage & Vaulting as well as the Director Jumping positions were undertaken during the first semester. In July, we welcomed on board Ronan Murphy, as Director Dressage Para Dressage and Vaulting.

In September, Todd Hinde started as Director Jumping.

- Our current CFO, Claude Praz, has decided to go on an early retirement as of July 2024. As a result, we have decided to restructure the responsibilities of Finance and

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Human Resources, led by Claude until now. To this end, we have started the recruitment process for a Finance Director with the aim of having someone on board during the spring 2024 in order to have a smooth handover.

In parallel, Maria Byrne, the current Senior HR manager will take over the role of HR Director as of 2024.

Moreover, we currently have a general turnover of 5.00%. Recruiting process for some of our departures have been undertaken and finalised smoothly for most of them.

In order to optimise the management of all the applications received, we have invested into a new software. The implementation of this tool took place over the first semester 2023.

Today, the FEI counts in total 100 employees (95.25 FTE) being 65 women and 35 men represented by 24 nationalities.

## **5.2. Teamworkshops**

As our Federation continues to grow and we experience significant changes in the ways in which we work, focusing on the continued development of interpersonal and communications skills has become essential to maintaining great teamwork. These skills include increased self-awareness, listening and communicating effectively and keeping an open mind to different ways of working. To that effect, we have organized some team

workshops with some of our departments and we aim to continue with that policy in the future.