

13 November 2022, Cape Town (RSA)

FEI MANAGEMENT REPORT

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1. EDUCATION & OFFICIALS**1.1. FEI Campus**

To date, FEI Campus counts 32,930 users for a total of 109 online courses plus examinations.

The cooperation with the University of Zurich (SUI) continues and allows us to create and add new Horsemanship courses of high academic level to FEI Campus. These courses are of great value to the Equestrian Community and start raising the interest of other education platforms.

Since 2021, 14 Horsemanship courses were translated into Spanish and another five courses will be added in 2023, thus allowing Spanish-speaking grooms an easier access to certified equestrian education.

The Para-Dressage Coach course, which was delayed due to the Covid-19 pandemic, is in the development phase.

The publication of the FEI Rules and Regulations video explainers continues to be a success. The format is improved every year in order to deliver the most dynamic and concise explanations to the Equestrian Community.

A CES question review tool was developed on FEI Campus in order to harmonise and facilitate the review process. The tool makes it much easier for the technical experts to access the different question banks, review each question individually and submit any changes or comments they may have. This new process guarantees the quality and correctness of the questions/answers of the CES Online Assessments.

Finally, on a more technical side, the FEI Education & Officials Department has started to work on FEI Campus 2.0. The aim is to deliver high quality and engaging education to our audiences while adapting to evolving lifestyles and technologies.

1.2. Education**Education Systems**

The Eventing and Para-Equestrian Education Systems have been approved by the relevant Equestrian Education Working Groups and Technical Committees. Both will come into effect on 1 January 2023.

This concludes the harmonisation of the Discipline and Veterinarian Education Systems. The appointments were replaced by a Competency-based Evaluation System (CES); all Education Systems will use a four-level structure and the maintenance requirements are aligned.

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Foundation Courses

A Foundation Course is now available in each FEI Discipline hub on FEI Campus. The content of these courses include "Horse Welfare" and discipline specific topics such as training methods, biomechanics of the horse and history of the discipline. In addition, Officials have to take the "What is the FEI", "Horsemanship Study" and the "Competition Manipulation" courses to fully complete a Foundation Course. In the future, the focus will be to add Level 1 courses for all functions in line with the FEI Education Programme in order to support our Officials' Education.

Level 4 Transfer-Up Courses

Altogether, 56 top level Officials (Jumping, Endurance and Official Veterinarians) were evaluated on their ability to solve unforeseen situations. After passing the first phase of the Blended Learning Education Programme, the future Level 4 Officials received an in-person communication, media and legal training at the FEI Headquarters in Lausanne (SUI).

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 2022, the FEI Education & Officials Department, in consultancy with the Course Director General of the Discipline, has approved 24 National Functions in the Disciplines of Dressage, Jumping 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, 84 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.

Re-entering the FEI Officials' System

A significant number of different types of Officials did not fulfil their Maintenance Requirements by 15 December 2021. Despite numerous forms of communication/information sent out and solutions implemented, 2,575 Official functions were closed. This has affected all Disciplines and Veterinarians across all Levels and Functions.

The FEI Board approved the change of the system which will allow those Officials who had their function(s) closed to re-enter the FEI Official's System at the same level instead of being transferred down.

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2. INFORMATION AND SPORTS TECHNOLOGY

During 2022, the FEI Technology and Sport Services Department has been able to continue to serve 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.

To help manage the increased workload and to continue delivering a high level of service, the department has been able to strengthen its support team by integrating two and a half additional resources, and another resource is pending to be hired by the end of the year. During the last 12 months, the FEI Service & Support team has handled approx. 40'000 support requests from our various Stakeholders, this is a consequent number requiring the appropriate work force for all queries to be handled in a timely manner.

In 2022, the main focus of the FEI Technology and Sport Services Department was to continue improving the FEI HorseApp. This was done by delivering new services and ensuring a good performance of the App as the number of users of the application constantly grows. Another major project is the upcoming release of the FEI Online Schedule for Jumping.

2.1. FEI Website

The FEI Website (www.fei.org) is constantly improving with the release of new features on a monthly basis. In 2022, the focus was on better highlighting the FEI Series such as the FEI World Cup and FEI Nations Cup with the release of a dedicated hub for both series.

It is the first time that the FEI has delivered websites for specific Events and this was done for the Organising Committees of the 2022 World Championships in both Herning (DEN) and Pratoni del Vivaro (ITA). This has been done using a specially designed shared platform. This platform follows the FEI design and will be used for all future major FEI Events including the World Cup Finals and FEI World Championships, ensuring full management of FEI branding.

The FEI website displays live results for FEI Dressage Events judged with a Paperless Judging Solution for over a year now, including start lists, real time scores and final results; this has driven significant traffic to the pages related to those Events.

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. 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.

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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.

Various additional features to manage FEI Officials have been added to the FEI Database, including the full management of physical and virtual courses, as well as the management of CES exams. This allows the Sports and Veterinary Departments to have a full view and control of FEI Officials education, status and level. This also includes the management of the newly created Official Veterinarian Level 1 function. After completing their yearly requirements, the Officials now get a certificate automatically generated by the system.

It has also been necessary to adjust the FEI Database and relevant systems to remove Reining as an active discipline while keeping the historical information available.

For 2022, the department has also developed a new solution for managing all FEI Calendar changes after the validation of the FEI Calendar for a given year. This includes additions, modifications and cancellations. This solution will replace the paper process currently in place. The Calendar modification platform is developed on the most recent framework available and will be the first brick of the rebuild of the FEI Database that was first launched 15 years ago and needs to be progressively migrated to more recent technology.

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.

The FEI Entry System v3 has also received a major upgrade to its framework to use the last available version and ensure security and performance. The current FEI Entry System (v2) continues to manage Dressage, Eventing, Endurance and Driving entries, including the management of Athlete and Horse 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 FEI Invitation System has received a new feature specific for the Organising Committees to be able to manage and issue invitations which are part of their own quota (Organising Committee quota).

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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 reporting for Endurance Technical Delegates is available since 1 March 2022, 150 Endurance Technical Delegate Reports have been submitted online so far. The Technology and Sport Services Department will continue developing further online reports as required.

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 feedback from the National Federations, Event Organisers and the FEI staff operating the platform is very enthusiastic, hugely improving the workflow of exchanging, reviewing and validating event schedules.

The development of the FEI Online Schedule for Jumping is about to be completed, internal testing with the Jumping Department is ongoing since September 2022. The progressive launch of the platform via a pilot phase is planned for the first month of 2023.

2.7. FEI HorseApp

The continuous development and improvement of the FEI HorseApp has been an essential task for the department in 2022. This comes together with all the support required on a daily basis to assist more than 37'000 users of the application. The FEI HorseApp was an instrumental tool for the restart of competition following the EHV-1 outbreak in mainland Europe in 2021. Since then it has become a central tool for all horses competing at FEI Events.

The development and release of various solutions on the FEI HorseApp has been done through different stages, covering the compulsory use for all FEI Events in mainland Europe since June 2021 up until the full global roll-out this year. As of October 2021, the FEI has setup rules and an appropriate system to sanction Persons Responsible in cases where the Horses Health Requirements are not fulfilled accordingly.

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Back in January 2022, the Horse Health Requirements became compulsory worldwide and all horses competing in FEI competitions around the world have had to submit their FEI Self-Certification Form, Pre-event temperature recordings and event temperature recordings in the FEI HorseApp accordingly. In July 2022, the Sanction System released in October 2021 was lightly adapted. Finally, in September 2022, the sanction system in place for close to a year for Events in mainland Europe was applied worldwide.

Since the FEI HorseApp has been in use, more than 230'000 Self-Certification forms have been recorded. More than 635'000 horse scans have been stored – this refers to Examination on Arrivals, Organiser Check-Outs or Self Check-Ins/Self Check-Outs. More than 2'555'000 twice-daily horse temperatures have been recorded via the application.

EU AHL (European Animal Health Law) - Thanks to the features released within the FEI HorseApp, the FEI is now integrating the final steps to be fully compliant with the EU AHL that came into force in 2021.

We are now testing our vaccination module, which will allow all Veterinarians to record horse Equine Influenza vaccinations directly through the FEI HorseApp.

GROOMS – Since 2021, an online self-registration form has been developed for Grooms allowing them to identify themselves and register themselves with the FEI, obtaining a personal FEI ID number.

This allows them to access the FEI HorseApp to use all functionalities related to the Horse Health Requirements.

EQUINE INFLUENZA RECORDING –The FEI HorseApp provides all the features to record FEI Horses Equine Influenza vaccinations. The solution is currently running in a pilot phase, before progressively being rolled out in 2023 for all FEI horses.

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 16 National Federations using these Web Services.

2.9. Web Services and solutions for Organising Committees and IT Providers

Approximately 50 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.

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2.10. Event Classification System (ECS)

2022 is the eighth 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 Cups Events.

A global reshape of the reporting, include the various questionnaires will take place in 2023.

2.11. Dressage

FEI eLeague Dressage – The FEI together with its partner SAP are running an eGames concept based on the successful Spectator Judging app. The eLeague is back for the fourth season: 2022/2023 including all the FEI Dressage World Cup Western European League Events.

FEI Dressage Performance Dashboard – The FEI together with Black Horse One has released the Dressage Performance Dashboard in Spring 2022. This is a unique tool open to all FEI Dressage athletes, allowing them to access all their past FEI Performances and most importantly their detailed Scoresheets including comments of the judges when the competition is judged with a paperless judging solution. Additionally, the Dressage Performance Dashboard provides advanced analytics for the athletes to deeper analyse the level of performance and to compare various parameters. The Dressage Performance Dashboard solution is also available to the public behind a paywall, who can benefit from similar analytics tools.

2.12. Eventing

Risk Management – The FEI Technology and Sport Services Department together with the FEI Eventing Department continues the collaboration with EquiRatings.

After 5 years of research, attempts and evolutions, the FEI with the support of EquiRatings has introduced the Horse Form Index for Eventing 3* level and above. The Index information is available for all concerned Stakeholders: Athletes, National Federation, FEI Officials and Event Organisers, via the FEI Database and the FEI Entry System. In addition, EquiRatings continues to deliver specific risk analysis on various matters related to performance and safety in Eventing, feeding the Eventing Risk Management Steering Group and helping future evolutions.

2.13. 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 2022 the translation of the app in Spanish has been made available.

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2.14. 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. A brand new version of the app, using the most recent technology has been released in 2022.

2.15. FEI Prohibited Substance Database

The FEI Prohibited Substance Database website and mobile application have been fully redeveloped and released during Spring 2022, this allowed the modernisation of the mobile application and the back end that were more than 10 years old.

2.16. Tack and Equipment Database

In order to provide clarity to the equestrian community and to better serve the FEI Officials, the development of an online Tack and Equipment database has started. This will include 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. The first version of the app and website are expected for Spring 2023.

2.17. 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 12 service providers approved for the various FEI disciplines. The list of certified companies and software per discipline is publicly available on the FEI website. 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. During the course of 2022, the approval of a third Dressage Paperless Judging system has been performed.

All the Dressage paperless judging solutions approved are, since 2022, allowed for Para Dressage and Eventing Dressage as well.

2.18. FEI Campus

FEI Campus has now been in place for 5 years. In 2022, the Student homepage has had the dashboard refurbished to provide better and clearer information to the students, including specific information for FEI Officials.

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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.

From a more technical perspective, the general courses for a given discipline are now split and each FEI Official can pass the appropriate(s) transfer-up course(s) according to the needs.

The department has also developed a "Question Review System", allowing the Education Department to assign the existing question banks to be reviewed by the question reviewers. Everything is managed on FEI Campus without the need to share Excel files or emails.

2.19. 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.

In addition, a major update of the platform which is now 7 years old is planned to be released in November 2022.

2.20. TV Graphics and Sport Presentation

The department has assisted the FEI Commercial department to improve the broadcast production by providing various sport related inputs in term of Athlete & Horse presentation, promotion and data to be displayed on screens and TV. This includes the new Augmented Reality Graphics used at the Herning 2022 World Championships and Longines FEI Nations Cup Final Barcelona 2022.

All the appropriate sport and statistical data presented on screens, is produced and consolidate within the department. In addition, the team is handling the management of athlete, horse and groom portrait pictures and has supported and assisted the delivery of the various photoshoots organised in Herning and Pratoni this year.

2.21. 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.

Part of the action already on going is the migration of various departments to our global ticketing solution, ensuring better quality and reply times to all FEI Stakeholders. The Veterinary, Endurance, Jumping and Driving Departments are all using this solution that has been used by the TSS Department for many years now. The goal is to pursue that migration throughout 2023.

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2.22. 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 live successfully and the next steps for 2023 will be the integration of other interested studbooks.

3. COMMERCIAL

3.1. Introduction

The FEI World Championships in Herning and Pratoni provided the FEI with an opportunity to promote the equestrian sport to a wider community. A large number of TV content placement deals were established in many territories around the world and a cross-channel promotional campaign was activated - 'ChampionsAsOne' - celebrating all the heroes contributing to the success of the Horse and Athlete.

The trends in changes in the media and sponsorship landscape have continued and the FEI has implemented a new strategy towards the distribution of its media rights. For the sponsors, including Top Partner Longines, events remain an important channel for activation while digital activations become more mainstream.

2022 saw new broadcast innovations for the FEI Events, aspirational brand development, engaging advertisement campaigns for the equestrian community and further digital growth, providing new opportunities for revenue generation.

3.2. Sponsorship and Events

The COVID 19 pandemic still affected numerous events and the commercial department continued concentrating on providing Longines, whose majority of the benefits are linked to event delivery, with replacement rights to compensate for the deficits in contractual rights delivery. One of the initiatives that both the FEI and Top Partner Longines have created is the #MyDreamJump Challenge, an exciting fan engagement activation giving equestrian fans an once-in-a-lifetime chance to have their original design for an obstacle built by Longines for the Final of the Longines FEI Jumping World Cup™ in Omaha (USA) in 2023. The activation was created to give fans an insight into the elements that go into designing a challenging obstacle for the horse and athlete. Also for the FEI sponsors Cavalor, SAP, Peden Bloodstock and Horse Pilot various promotional activations were implemented.

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The Longines FEI Jumping World Cup™ 2021/2022 season started late September 2021 in North America, the first season under the new contract with Longines. Launched at the start of the Longines FEI Jumping World Cup™ 2021-2022 season, 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 to celebrate the human and equine athlete journey to the elite levels of the sport was launched. The campaign highlights the hard work, dedication and perseverance of equestrian athletes who dedicate their lives to reaching World level sporting success.

During the Longines FEI Jumping Nations Cup™ Final in Barcelona, the FEI mascot 'Champony' made an exciting comeback, even taking part in the #MyDreamJump Challenge!

A new merchandise concept has been developed which will come to life in 2023 – The FEI Shop - which will both be digital and event based.

3.3. Marketing and Branding

2022 was an important year for the FEI with the FEI World Championships taking place in Herning and Pratoni. It was the first time that the FEI World Championships were held under this new designation and under the new format. The FEI commercial team created all branding and marketing assets for the FEI World Championships, as well as for the FEI Youth Equestrian Games.

3.4. Broadcast

The year 2022 has been an intense but equally successful year with major deliveries of the FEI World Championships 2022 in their new format as well as the end of long term (8 year) partnerships with IMG and EBU on the production and distribution for the FEI. The media landscape has significantly changed and the year saw the development and implementation of a new media rights strategy, with the in-sourcing the rights for 2022-26.

For the broadcast production, several milestones have been achieved and innovations have been introduced. More than 250 hours of live broadcast and streaming were delivered, in collaboration with the Host broadcasters, Longines timing and the FEI Media House. For the first time for an FEI event, augmented reality TV graphics were introduced featuring the Athletes' presentation. Not just Riders & Horses, but also the Grooms were featured during the FEI World Championships 2022 and in Barcelona for the Longines FEI Jumping Nations Cup Final, to highlight the important role of the grooms in the sport. The Grooms also played an intrinsic part in the "ChampionsAsOne" campaign. New infographics on the live feed in relation to the jumping obstacles and the use of birds-eye camera improved the viewer experience for audiences and the TV appeal for Jumping. FEI insights and live analytics were made available for Dressage, while updated TV graphics were implemented for Eventing, including metrics such as meters per minute with GPS tracking. The FEI World Championships were also the occasion to develop and showcase new CGI graphics (computer-generated imagery) for the opening titles, a technology that is currently also used for current Longines FEI World Cup season 2022-23.

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In 2022 the mandate of EBU and IMG reached their respective expiration date and a new media rights strategy has been developed, in close consultation with the FEI Commercial Advisory Board. A tender process was held which confirmed the media landscape polarized towards top sports properties. The decision to in-source the distribution of future FEI events allows more flexibility in the content production and offers the opportunity to rebuild direct relationships with key broadcasters. The FEI World Cup Finals were the inauguration for this new model, which proved successful with placement deals with 5 new broadcasters covering 45 new territories. Later in the summer, the FEI World Championships 2022 gave the possibility to expand TV coverage to an additional 30 broadcasters across more than 140 countries. Among those, key partnerships have been directly signed with Olympic broadcasters in China (MIGU), Australia (7plus) and Mexico (ClaroSport), with pan-regional players, such as Eurosport, CNBC and SuperSport, and in other primary territories as Japan (The Green Channel) USA thanks to the partnership with CBS and the Olympic Channel.

2023 will focus on growing the media distribution, re-establishing partnerships with broadcasters and implementing additional features on content production to maintain the relevance of equestrian events TV. The aim is to develop and strengthen the relationships with existing broadcasters, develop new relationships and access primary markets for equestrian fans and for the sponsors through media buy and placements deals, all with the focus to build audiences for equestrian sport on the road to Paris 2024.

3.5. Digital

Over the last twelve months the digital performance has increased across all the FEI digital touchpoints, benefiting the post-Tokyo 2020 campaign and the restart of the competitions in 2022. The year 2021 saw more than 1.5 billion post impressions, 381 million video views and 21 million engagements.

The Youth Equestrian Games has been on the forefront on the promotion for our competitions and was covered digitally under the umbrella "WeAreNow", while at the same time the official FEI TikTok channel was launched, which will co-exist with the non-branded 'MyHorseWorldClub' TikTok channel. The "ChampionsAsOne" has engaged the equestrian community to an inspiring digital campaign across all of the FEI World Championships honoring all of the heroes who take part in the FEI World Championships 2022, Grooms, Coaches, Trainers, Owners and of course Athletes.

For Herning specifically, the results included more than 2.7 million engagements (+97% compared to Tryon), 67 million video views (+233%) with an incredible boom for Vaulting with 124 million impressions (+56%). This results has been supported by 1448 posts over the period of the Championships. Due to this coverage, the FEI followers grew by more than 76K persons during that time.

The content production capacity for the FEI Media House, operated by ClipMyHorse has been expanded, delivering sports and horsemanship content for the FEI Digital Channels and the Media Rights Licensees.

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FEI.tv

ClipMyHorse.TV introduced many new features and focused various promotional campaigns on the FEI World Championships, resulting in a significant growth of viewership and premium membership.

eGame

The FEI Equestriad World Tour, the mobile game published in partnership with GoGallop Studio, introduced new functionalities, including new designs and play modes and reached over 4 million downloads. Bringing more fun to the gameplay, a player versus player mode has just been introduced making it possible to play with other persons all across the world.

FEI eLeague SAP

The FEI together with its partner SAP and Black Horse One continue to develop and promote the fan engagement concept based on the successful Spectator Judging app. The eLeague season 2021/2022 was successful with more than 105'000 players participating during the FEI Dressage World Cup™ WEL season.

FEI Dressage Performance Dashboard – As mentioned under point 2.11, FEI has introduced a solution for all international Dressage Athletes, providing access to their scoresheets online. The dashboard includes an advanced analytics tool and allows general dressage fans to access both the dressage results and the advanced analytics. Access to the advanced features and the full history of dressage scoresheets is offered for a fee.

Digital Sales

July 2021 a new concept was introduced to generate additional revenues for the FEI, while growing the equestrian fan base with authentic and relevant content. Being the first International Federation to take this approach, selected brands have access to the FEI Digital channels to advertise their product and services. The content development for these campaigns is done by the FEI Media House to ensure authenticity and relevance to the equestrian community. Within the timeframe of 10 months, 14 campaigns were launched across the FEI digital channels, including campaigns with Tommy Hilfiger, Agria and Boehringer Ingelheim.

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4. COMMUNICATIONS

An exceptionally busy year unfolded on the back of the Covid-19 pandemic, with major events on the calendar alongside important governance milestones fuelling global media interest and stakeholder communications consistently throughout the year.

There was significant media interest in the FEI World Championships 2022 in Herning (DEN) and Pratoni (ITA), and extending beyond the sporting sphere into the more relatable and socially driven questions on inclusion, diversity, sustainability and ultimately the sport's social licence to operate. Other major events such as the Longines FEI Jumping Nations Cup™ series, the FEI World Cup™ series including four Finals under the one roof in Leipzig (GER), and the Youth Equestrian Games among others, further propelled coverage of the sport in the media.

Numerous corporate and governance related decisions and milestones were interspersed throughout the busy sporting calendar, setting in motion wide ranging communications and awareness campaigns for both stakeholders and the public. From the creation of the FEI Solidarity Relief Fund for Ukraine, the worldwide application of the Horse Health Requirements passing by the official recognition of grooms during the FEI Sports Forum, and the formation of the Equine Ethics and Wellbeing Commission, 2022 has proven to be just as eventful off the field of play as on the field of play.

2022 also saw the FEI's 100th birthday campaign come to an end following 365 days of online activation - predominantly due to the pandemic - with a memorable get-together on the occasion of the FEI Sports Forum 2022 uniting equestrian professionals and global sporting representatives to celebrate the people and the values which have shaped equestrian sport over the past 100 years.

The busy year also included some changes to the team, with two new hires replacing outgoing team members and giving rise to an entirely new FEI sports desk. Key communications projects, activations and work streams for 2022 are summarised below.

4.1. Inclusion & Diversity

- **FEI and International Grooms Association**

The FEI Communications team has actively promoted the important role of grooms and their voice within the decision making process since the initial Grooms Working Group in 2017.

In 2022, following the formal recognition of the International Grooms Association (IGA) at the FEI Sports Forum in April, the Communications team worked closely with the IGA to assist with the promotion of the organisation during and around FEI Events. The FEI Communications Department produced a two-page feature on the organisation for *Horse International* in February 2022 and then a press release during ECCO FEI World Championships 2022 in Herning (DEN), which was widely picked up by international equestrian publications.

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- **The Para Equestrian Digest**

In February 2022, the FEI launched The Para Equestrian Digest, an online magazine created for Para Equestrian athletes and the people connected to the sport so they can share – in their own words – their personal experiences and disability stories. Every month, the Digest puts the spotlight on an athlete or project in Para Equestrian sport with the aim of improving disability awareness and inclusion. To date the Digest has featured para equestrian athletes from Great Britain, USA, Brazil, Denmark and Italy. Work is underway to expand this project for 2023 and in the lead-up to the Paralympic Games in Paris 2024.

4.2. FEI Solidarity

- **FEI Solidarity Relief Fund for Ukraine**

Following the approval of the CHF 1 Million Solidarity Relief Fund for the equestrian community in Ukraine on 28 February 2022, FEI Communications provided support in the outreach and the promotion of the Fund, with regular updates to inform the community and media on the different projects that were allocated funding and their progress.

- **Coverage of the Ukrainian Vaulting Team**

The FEI Communications team worked with the FEI Solidarity Department and the FEI Vaulting Department to create media interest around the team of young female Vaulters, who had been assisted by the National Federation of Slovakia after fleeing their hometown of Poltava (UKR). Their story was published in various equestrian publications and was also featured in a two page sport supplement in The Daily Telegraph in the UK on 26 May.

- **Coverage of FEI Solidarity ACES programme**

FEI Communications arranged for coverage and promotion of the training camp in Morocco for the qualified African nations for the Youth Equestrian Games. Nations had the opportunity to send two athletes in a bid to use the training camp as a selection process for Team Africa at YEG.

4.3. Stakeholder Communications

Alongside the regular NF News (sent to National Federations and Associate Members as and when necessary), and the FEI Update (monthly newsletter to over 90,000 recipients), FEI Communications also created, among others, dedicated information campaigns aimed at stakeholders and in relation to:

- Clean Sport at the CH-M-2022: targeted emailers to nominated athletes, NFs, and support personnel prepared in collaboration with the Medical, Legal and Veterinary Departments in the lead up to the World Championships. These emailers provided pertinent information and links to the FEI Doping & Medication Control Guide for the FEI World Championships 2022 (available in 7 languages) where a concerted overview of all the doping and medication control systems and processes in place for both Equine and Human Athletes was explained.

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- Horse Health Requirements (HHR): regular targeted emailers and outreach to all concerned stakeholder groups highlighting the latest information, such as updates to the sanction system in July and the global rollout on 1 September 2022. FEI Communications also provided regular messaging to the media regarding the rationale and background, and the publication of the comprehensive EHV-1 Report documenting the 2021 outbreak which led to the implementation of the HHR in November 2021.

4.4. Governance

- **Equine Ethics and Wellbeing Commission**

The FEI Communications Department has played an active role in development of the Commission's website and other communications material. The FEI Communications Department also assisted with the creation of the survey that was disseminated to members of the equestrian community worldwide – with approximately 28,000 respondents – and the setup of the questionnaire for members of the public in 14 selected nations that was managed by the market research company *Savanta*.

- **FEI Sports Forum**

FEI Communications provided a comprehensive news service for the FEI Sports Forum 2022, which was held in Lausanne and in-person following two years of being online (2020 and 2021), with detailed summaries from each of the sessions, images and interview opportunities for attending media.

- **FEI 100 Years**

On 28 May 2021, the FEI began a year of celebrations to mark the 100th anniversary of its creation as the governing body for equestrian sport. Led by the FEI Communications team, the 100 years campaign included a number of exciting projects with both digital and physical markers to celebrate the FEI's 100 years. Over the 365 days, this included regular messaging, a full 100 years branding overhaul on all platforms, a dedicated 100 years obstacle at the Tokyo 2020 Games, an [urban art intervention](#) on the FEI Headquarters white horse statue and a special FEI 100 Years' Celebration Party on 26 April 2022 in Lausanne (SUI).

The Celebration was held to coincide with the FEI Sports Forum 2022 where all the participants, including National Federations and equestrian association representatives, Athletes, Officials, Committee Members and Grooms, attending the Sports Forum were invited to attend alongside guests from all the major Olympic bodies.

Those joining the celebrations included International Olympic Committee (IOC) President Thomas Bach, and Princess Haya Bint Al Hussein, FEI President from 2006 to 2014, who beamed in via a live weblink.

In his keynote speech following a welcome by FEI President Ingmar De Vos, IOC President Bach reminded guests of how special equestrian sport is for the Olympic movement. He

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referred to the FEI's good governance credentials, the community's positive influence on the greater sporting sphere and the important steps taken by the FEI to embrace Agenda 2020+5 to ensure equestrian remains relevant in society and within the Olympic movement.

The 350 guests were also treated to a memorable surprise when Princess Haya appeared live and via weblink during the Official Ceremony, where she reflected on the wonderful community spirit which makes the FEI Family so unique.

Guests and longstanding equestrian community members, including former Olympic Champions, Committee members and HQ staff also shared anecdotes during the Ceremony from their experiences, relating the incredible characters and bond between equestrians around the world.

The celebration was deemed a fitting conclusion to a year-long campaign that has been resolutely focussed on community, strong values and a dedication to a unique sport and way of life.

4.5. FEI Awards 2022

The FEI Communications team ran the FEI Awards 2022 Nomination and Voting campaign with the support of the Digital and Sponsorship teams. Twenty nominees representing 15 nations were put forward to the public vote across the five categories:

- Longines FEI Rising Star
- Peden Bloodstock FEI Best Athlete
- Cavalor FEI Best Groom
- FEI Solidarity
- FEI Against All Odds

Counting for fifty percent alongside the combined judges' vote, the winners will be announced at the FEI Awards Gala presented by Longines in Cape Town (RSA) on 13 November 2022.

4.6. Media Coverage & Media Operations of FEI Named Events

From a media operations perspective, FEI Communications worked hand in hand with the Organising Committees to deliver on all operational requirements for the press at major Championships and Finals.

The FEI Communications team also provided reporting from all the main FEI-named events including distribution of press releases and the provision of rights free editorial images for the media. A dedicated service including press kits, comprehensive reporting, images and ongoing media sell-in was activated for the Longines FEI World Cup™ Finals in Leipzig (GER), the FEI World Championships 2022 in Herning (DEN) and Pratoni (ITA), the Youth Equestrian Games (YEG) in Aachen (GER) and the Longines FEI Jumping Nations Cup™ Final in Barcelona (ESP).

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There were great stories emanating from these events, starting with the Paris 2024 Olympic and Paralympic qualification slots on offer at the FEI World Championships 2022 and the Longines FEI Jumping Nations Cup™, as well as the many new nations and aspiring young riders looking to make their first mark on the global stage. These stories were proactively sold-in to media, thanks to well-established relationships with international mainstream media and top global news agencies, from whom we received a very positive response on all media coverage.

Insightful and detailed sports reports alongside the more socially driven communications from proved successful with coverage reaching a global audience **16.4 billion** across the aforementioned events alone, and a "monetary value" of this media exposure generating an overall AVE equivalent to **€10.4 million** (Data source: Meltwater, Auditmedia).

The most valuable mainstream news platforms publishing content from the abovementioned FEI Named Events include EFE, gazzetadellosport.it, lequipe.fr, as.com, derspiegel.de, msn.com, yahoo.com, t-online.de, bbc.co.uk, aol.co.uk, channelnewsasia.com, eurosport.com, reuters.com, marca.com, AFP, Belga, DPA, corrieredellosport.it, The Telegraph UK, Daily Mail UK, The Times, abc.com, forbes.com, Hola news, UOL.com xinhuanet.com, irishtimes.com and cbc.ca

This 360 approach – sport, people, values, integrity, community - and the focus on delivering relevant information and news effectively to media and our members whilst working closely with National Federations and stakeholders for their invaluable input remains a key focus for 2023 for the FEI Communications team. We are grateful for the great collaboration and insights we have received throughout 2022, and look forward to continuing to increasing the sports' impact in the media at local and international level as well as enhancing the perception and understanding of the invaluable contribution of equestrian sport in society.

5. HUMAN RESOURCES

In 2022, the following points can be highlighted by the FEI Human Resources Department:

5.1. Post Pandemic Effect

With the end of the pandemic, all the employees had to face a return to the FEI Offices.

With that, the working from home policy was reviewed and adapted with the aim of promoting a good work life balance to all of the employees. According to studies conducted by Geneva Lausanne Universities, the quality of work remains the same (Delobbe and Cornu, 2022¹)

While the return to the office seemed to be natural and smooth for the majority of our employees, some of them faced a hard time finding a good balance between their personal

¹ [online:https://podcasts.apple.com/fr/podcast/14-comment-travaillerons-nous-demain-t%C3%A9l%C3%A9travail-organisation/id1611315169?i=1000570325917](https://podcasts.apple.com/fr/podcast/14-comment-travaillerons-nous-demain-t%C3%A9l%C3%A9travail-organisation/id1611315169?i=1000570325917)

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and professional lives. As a result, the HR Department called in an external coach to act as a mediator when needed and also to promote some team coaching. This enabled the teams to enhance their communication and allowed a better team dynamics.

5.2. Auditing

5.2.1. Equal Pay

During the first semester of 2022, and as the FEI promotes gender equality, the FEI asked to be audited on equal pay. The FEI is also close to the legal threshold that requires such an audit to be performed. The audit confirmed that there is no discrimination for salaries at the FEI between men and women:

Women earn approximately 1.03% more on average than men do, all other relevant factors being held equal. This difference is not statistically significant. The results of the audit have 96.2% degree of accuracy which means that the FEI fulfils the legal requirements of equal pay between women and men.

5.2.2. Social Security Audit

This year, for the first time since the FEI has decided to manage the payroll internally, the HR Department was audited by the Swiss Social Security authorities. This audit takes place every four years to ensure that salaries are booked correctly and declared according to Swiss law and all social security entries are done properly.

The control was done successfully and the final result shows that all information is processed in compliance to current Swiss legislation. There were no recommendation for change or improvement.

5.3. Recruiting

The FEI had the natural departures of six employees which represents a general turnover of 6.25%. Recruiting process for these functions were undertaken and finalized smoothly.

Given the general increase of the workload, resources were added in the following departments:

- FEI Solidarity: the addition of a Content Editor;
- Commercial Department: a full time headcount has been added to the Broadcast unit and 0.5 full-time equivalent has been added to the digital unit.
- Given the important increase of workload in the IT Department, 3.5 full-time equivalent were added to its Support unit. Moreover, in order to reflect that general evolution and to better recognise the current roles and responsibilities of the IT Department, the structure and name of the Department has changed to Technology and Sport Services.

Last but not least, the Director of Dressage, Para-Dressage & Vaulting, Bettina De Rham, has decided to leave the FEI at the end of 2022. The recruiting process for her replacement

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has been initiated with the aim of welcoming a new Director on board during the first semester of 2023.

5.4. Statistics

Today, the FEI counts in total 101 employees (96.55 FTE) being 65 women and 36 men represented by 25 nationalities.

Among those 101 employees, generations are represented as follows:

Baby boomers: 12 employees
Generation X: 37 employees
Generation Y: 51 employees
Generation Z: 1 employees