

FEI MANAGEMENT REPORT

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1. EDUCATION & OFFICIALS

1.1. FEI Campus

Facts & Figures 2024

FEI Campus continues to grow, now reaching 43,247 users and offering 161 online courses in total.

The horsemanship section of FEI Campus is populated with 79 courses, an extensive glossary and various animations to illustrate the content. These courses are of high value for the Equestrian Community and have begun attracting interest of other educational platforms.

Horse Welfare hub

The introduction of the Horse Welfare hub in 2023 has been proactive and gives the FEI a good basis to continually educate on this important subject. It consists of a forward video featuring the President and the Secretary General, three fundamental courses ("The Horsemanship Study", "Code of Conduct for the Welfare of the Horse" and "Ethics & Welfare – an introduction") and all horse welfare-related courses on FEI Campus.

Translation hub

Following the success of the 17 Horsemanship courses translated into Spanish, we have added two courses translated into Mandarin and two into Turkish. This translation project will soon expand further with courses being translated into Arabic and French. Additionally, the National Federations of Japan and Turkey have signed agreements with the FEI to translate and publish courses on FEI Campus.

FEI Rules and Regulation videos

The publication of the FEI Rules and Regulation videos continues to be a success and we constantly improve the format to deliver concise explanations to our Officials in a dynamic approach.

Total FEI Campus Courses	161
Horsemanship Courses	79
Translated Courses	22
Official Courses	30
Other Courses	11
Videos	19
Total FEI Campus Users	43'247
FEI ID account (34.56%)	14'945
Regular account (65.44%)	28'302

FEI Campus 2.0

The development of FEI Campus 2.0 is ongoing and the new platform is expected to be launched in autumn 2024.

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FEI Campus 2.0 will be more interactive and user-friendly, introducing new functionalities, tools and a fresh design which will include:

- A Personal Dashboard, allowing users to monitor their activities and results. This includes a leader board, badges, leagues, a learning assistant, and a list of their ongoing and completed courses.
- A Pro Dashboard for FEI Officials to manage their functions and related education.
- A global search tool.
- A chat feature allowing users to engage with one another.
- Courses with a flexible structure that allow users to access the specific lessons they are interested in.
- Video pages with episodes.
- Collections.
- A Course Assistant that allows users to take notes in a course, as well as pin and share pages.
- An improved glossary where users can save words

1.2. FEI EDUCATION

FEI Education Working Group

In May 2024, the Education & Officials (E&O) and Technology and Sport Services (TSS) Departments conducted a simulation of all "Open" and "On hold" Officials' functions from the last three years (Officiating Review). The simulation revealed that 25.28% of the functions did not meet the required number of assignments.

The FEI Board concluded that a significant number of Officials might be lost, which could put the sport in Regional Groups III to IX at risk.

Based on this, the Working Group was established by the E&O Department Director and approved by the Executive Board with the purpose "to define the goal of the Officiating Review and determine how it can be achieved in the future".

The FEI Officials Working Group was approved by the FEI Board on 5 June 2024, and its composition was approved by the Executive Board on 23 September 2024.

The Working Group has the following responsibilities:

- Advise the E&O Department on an FEI Officials' education system survey and recommend actions based on the gathered information.
- Evaluate the CES Officiating Review and its objectives.
- Recommend future CES Maintenance requirements to the E&O Department.

Level 4 Transfer-Up courses

Altogether, 40 top-level Officials from various disciplines and veterinary were evaluated on their ability to handle 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. By the end of the year, 8 additional top-level Officials will have completed this transfer-up course to become Level 4 Officials.

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Equivalency

A National Federation can apply to the FEI E&O Department to list a National Function to be equivalent to the FEI Level 1 of a given function.

In 2024, the FEI E&O Department, in consultancy with the Course Director General of the Discipline, has approved 8 National Functions.

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.

FEI Steward hub

A new Steward hub has been created on fei.inside.org. The content and structure of the new hub were presented to and approved by all FEI Discipline Honorary Stewards. The hub will consist of eight pages: one general page and one dedicated to each Discipline. It will focus on Education, the Legal System, the FEI Tack App, and the FEI Rule App. Each Discipline page will provide access to specific educational content, Work Areas, Checklists, technical documents and protocols, all accessible with a single click. The Steward Hub will replace the current Steward Manuals, effective 1 January 2025.

Officials Exchange Programme

The FEI Sports and Veterinary Departments have made good use of the Officials Exchange Programme (OEP). A total of 72 Officials from 38 different countries and seven Regional Groups received financial contribution towards their travel expenses, enabling them to gain valuable experience at international events and meet the requirements for transfer-up.

FEI English Proficiency Test

Since Spring 2024, the FEI has been testing a new English proficiency test called Emmersion. This new test evaluates speaking and comprehension skills, unlike the current Rosetta Stone test which focuses primarily on grammar. After comparing the results of both tests, it was found that:

- Both tests had similar results for lower proficiency levels.
- For the higher proficiency levels, the results for the Emmerson test were slightly lower.

In order to maintain the same standard of English proficiency for all Officials, the FEI Board agreed on 24 September 2024 to implement the new Emmersion speaking test and to adjust the minimum required proficiency levels for Level 2, 3, and 4 Officials across all Education Systems.

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2. TECHNOLOGY AND SPORT SERVICES

In 2024, we have seen a strengthening of the hybrid working environment, highlighting the importance of in-person meetings which are often prioritized depending on meeting subjects and the types of attendees.

To enhance the capacity for hybrid work, the FEI Technology and Sport Services Department has equipped additional FEI HQ conference rooms with video conferencing solutions. The team continues to ensure that all participants and staff members have the appropriate tools and resources to guarantee a seamless and effective working experience in both work models

During 2024, 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.

During the last 12 months, the FEI Service & Support Team have handled approx. 32'000 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 2024, the focus for the department was centred around the release of the Key Event Requirements (KER), permanent FEI HorseApp evolution, as well as the launch and delivery of the first season of the Longines League of Nations™.

FEI Website

The FEI Websites, www.fei.org as well as inside.fei.org, are constantly improving with the release of new features on a regular basis.

In 2024, our focus was on delivering all the additional features required for the first Longines League of Nations™ to take place. This includes the publication of detailed information concerning all Athletes, Horses and Grooms participating in the Series, as well as advanced statistics of each Nation, Athlete and Horse. Finally, the dedicated website also allows the publication of the Longines League of Nations™ standings.

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.

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, as well as adjusting to the Sport Rules changes that are directly managed within the system.

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.

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The current FEI Entry System (v2) continues to manage Dressage, Eventing, Endurance and Driving entries.

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.

2024 saw a change in the management of Jumping Invitations by shifting the day when the Invitations are allocated for a given week. Invitations are now allocated each Monday at midnight, Lausanne time.

Key Event Requirements (KER)

The Key Event Requirements reporting system was introduced on the 1st January 2024 for all FEI Events in all disciplines, to monitor a proper delivery and consistent quality of all events.

The KER is composed of 14 questions that can be only answered by YES or NO. These questions are answered by the FEI Officials attending the event; the Veterinary Delegate, the Foreign Judge or Technical Delegate and the Chief Steward.

FEI Online Schedule

The FEI Online Schedule for Jumping has been progressively rolled out through a pilot phase since January 2023 and is now operational for all Jumping Events since May 2023. The adoption of the system has been significantly positive and very welcomed by the community. During 2024, various adjustments have been made to the Jumping Online Schedule to make sure the system matches to the needs of all our Stakeholders.

FEI HorseApp

42,000+ users are now familiarised with the solution. The assistance and support provided to the users on a daily basis remains an important part of the successful operation of the project.

Since the FEI HorseApp has been in use, more than 690,000 Self-Certification forms have been recorded and, over 1.4 million arrivals and departures from Events have been stored – this refers to Examination on Arrivals, Organiser Check-Outs or Self Check-Ins/Self Check-Outs. Furthermore, over 6.5 million twice-daily horse temperatures have been recorded via the application.

In the preparation for the 2024 Paris Olympic and Paralympic Games, a new functionality was introduced in the FEI HorseApp. This allowed the Person Responsible to record the journey of the Horse leading up to their arrival at the Olympic Games Venue through to the departure and arriving back to the home stables or leaving the country. This included the country of origin and destination, as well as the different stops along the way within the country of the event.

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Equine Influenza Recording

The FEI HorseApp now provides all the features in order to record FEI Horses Equine Influenza Vaccinations. The solution will be launched at the end of 2024, and as this will be progressively rolled out while Horses attend FEI events, this will provide the opportunity for them to be enrolled into the system.

Digital Passport

After many years of preparatory work within the Veterinary and Technology and Sport Services department, the Digital Passport project received the green light in order to enter into the development phase during the Board meeting in June 2024.

The development phase is planned to start at the end of this year, reusing part of what is already existing in the FEI HorseApp. The Digital Passport project is projected to be a major milestone for the equestrian sector.

Version 1 is projected to be available for the beginning of 2026.

Web Services for National Federations:

National Federations use the 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 27 National Federations using these Web Services.

Web Services and solutions for Organising Committees and IT Providers:

Approximately 104 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.

Since the end of 2023, we have also introduced a functionality for the OC Service Provider to be able to Check Out horses from an Event directly using an API, easing the process for the organisers of Events with high Horse attendance, compared to the use of the FEI HorseApp.

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, Longines League of Nations™, and World Cup Events.

A second version of ECS with new questions has been developed in 2023 and was launched in January 2024; questions have been addressed to multiple types of Stakeholders and the overall system has been reviewed to ensure a faster delivery to Event Organisers.

Dressage:

FEI eLeague Dressage – The 2023/24 season of the eLeague was delivered by the FEI, together with the Spectator Judging, to the World Cup Dressage Western European League organisers.

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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. In 2024 it was decided to make the platform and the statistics available to Dressage enthusiasts as well as to FEI Dressage Athletes with all details for free.

FEI SportManager App

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 was 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 designing of the new version of the FEI SportManager has been ongoing in 2024 and the implementation is planned for 2025.

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. The app is maintained to match the evolution of mobile device operating systems throughout the year.

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.

FEI TackApp and Online Tack, Equipment & Dress Database

The FEI TackApp and the online Tack, Equipment & Dress Database were 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 solution has seen various improvements during 2024, with the main focus on better highlighting and identifying recent additions, changes and updates on the different pieces of tack and equipment listed in the app.

Approval of IT Service Providers for FEI Events

In 2020, the FEI Technology and Sport Services Department 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 ensure the quality of data they provide us and allow them to use the title of “Certified Service Provider”.

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There are currently 20 service providers approved for the various FEI disciplines. The list of certified companies and software per discipline is publicly available on the FEI website.

The next step is now to start introducing the required use of Approved Service Providers in the different FEI Disciplines, starting from the top-level Events and creating a progressive roll out throughout the year to have it then fully set within a 5 year timeframe.

FEI Campus

For 2024, the focus was on the development of FEI Campus 2.0. Following various iterations with the Education and Officials department, the development of this revamped version of FEI Campus is getting ready to be delivered before the end of 2024.

NF Platform (FEI Solidarity)

In 2024, the department continues to accompany the new National Federations that are joining the program, while simultaneously providing support to the Federations already using.

Sports Presentation, On site event production and TV Graphics

2024 was an active year in terms of delivering new and improved Sport Presentation elements at key FEI Events. For this year, the Events were the 2024 FEI World Cup™ Finals for Jumping and Dressage in Riyadh, as well as the first season of the Longines League of Nations™ with 4 qualifiers and the final.

The Sport Presentation approach includes photoshoots of Athletes, Horses, Grooms and Officials, with the FEI creating a photo bank specifically for the Longines League of Nations™, allowing the existing pictures to be re-used from one event to the other and only needing to capture the newly required ones.

Following the first Event use of the live tracking technology developed by Longines Timing for Jumping during the 2023 FEI World Cup™ Finals for Jumping, Dressage and Vaulting in Omaha NE (USA), the technology will now be more largely distributed. The use of it is planned for the whole of the 2024/25 FEI World Cup™ Jumping Western European League season, which involves new on-screen graphics and new data which are enabled by this tracking technology.

Support and Services across the Organisation

During the course of 2024, we have realised the migration of the Eventing departments email address into our global ticketing solution; ensuring better quality and reply times to all FEI Stakeholders. This complements the Veterinary, Endurance, Jumping, Driving, and Education departments which are already using this solution, and we will continue the process of integrating new departments throughout 2025.

WBFSH / FEI Data Exchange Platform:

The agreement between the WBFSH (World Breeding Federation for Sport Horses) and the FEI 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.

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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. Since then, the exchange of data has been ongoing on a continuous basis.

The FEI and the WBFSH are now in active discussions with the SF studbook for a future integration into the system.

Online Hub

During the FEI Sports Forum 2023, the department released a new FEI Hub: 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

3.1. Sponsorship and Events

2024 marked the inaugural year of the Longines League of Nations, featuring four high-profile qualifiers and a final in Barcelona. The series met high expectations and represented a significant cross-divisional collaboration between FEI departments and external agencies. With the rules approved, the commitment and support from Longines, branding developed, host broadcasting organized, and a premium sports presentation in place, the series launched in Abu Dhabi at the beginning of 2024, with 10 teams competing for a spot in the final.

The Longines FEI Jumping World Cup™ also experienced a successful season, with strong spectator turnout and broadcast coverage in over 80 markets. The highlights of the FEI World Cup™ season once again were Finals, held across three different locations. For the first time, the Middle East hosted the Longines FEI Jumping World Cup™ and the FEI Dressage World Cup™ in Riyadh in April. Earlier in the year, we witnessed exceptional performances in Basel during the FEI Vaulting World Cup™ Final, followed by the FEI Driving World Cup™ Final in Bordeaux a few weeks later.

Alongside the Olympics, 2024 also featured various FEI Championships across all disciplines, including Youth Championships, the Young Horses World Breeding Championships, the Driving World Championship for Pairs and Singles, the FEI Vaulting World Championship, and the FEI Endurance World Championship. All these events were successfully delivered, with great sport performance and opportunities to promote equestrian in different parts of the world.

3.2. Marketing and Branding

2024 was a pivotal year for the FEI with the launch of the first edition of the Longines League of Nations™. A comprehensive marketing campaign, #OneJumpingDream, and related fan engagement initiatives were introduced to raise awareness of the series, such as #ChasingJumps, an Official Poster contest and a trophy tour featuring the new Longines League of Nations trophy.

In early summer, the #ABondLikeNoOther campaign was launched to promote the Paris 2024 Olympic and Paralympic Games. This digital and social media-led campaign targeted animal lovers and Olympic & Paralympic sports fans, aiming to introduce them to equestrian sports. The campaign had two phases: pre-Games, focusing on the bond between horse and rider, and Games-time, showcasing equestrian sports as #ASportLikeNoOther. The campaign generated 401 million video views, 827 million combined impressions, and 14.5 million engagements across platforms like Facebook, Instagram, X/Twitter, YouTube, TikTok, and others—outperforming all previous FEI campaigns.

In September 2024, the FEI, Top Partner Longines, and Organising Committees of the North American League and Western European League launched the cross-media marketing campaign #AlwaysBelieve. This campaign aimed to inspire equestrian enthusiasts and animal lovers through emotive storytelling about the journey of a champion. Titled "BELIEVE," the campaign focused on self-belief, dreams, and ambition, especially within the prestigious Longines FEI Jumping World Cup™. Building on momentum from the Paris Olympics, the campaign sought to reach new audiences while deepening connections with existing fans.

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FEI continued to create innovative ways for Longines to engage with equestrian fans, including a new digital fan engagement activation following the successful #HorseO'Clock campaign launched in 2020. Fans will soon participate in a quiz to match their personality with a Longines watch, enhancing brand engagement.

In addition to creating a new brand for the Longines League of Nations, the team worked closely with the Organising Committees to develop an aspirational brand identity for the 2026 FEI World Championships™, taking place in Aachen and Al Ula.

3.3. Global Market Research

The results of the 2024 FEI Global Equestrian Market Research Project, conducted in partnership with Nielsen Sports, provided critical insights into the shifting global sports market and the evolving equestrian landscape. The project had several key objectives, including providing a comprehensive overview of the equestrian market, analysing equestrian disciplines, understanding participants and fans, and offering data-driven recommendations to grow the equestrian market.

The research consisted of two studies: the Nielsen Fan Insight Study, which explored the potential global fan base across 30 markets, and Custom Research, conducted in eight selected markets. Additionally, the Economic Impact Report offered data on the global economic impact of equestrian sports, estimating the industry's contribution at around USD 300 billion annually. The sector supports approximately 60.5 million horses, 335 million riders, and 4.2 million jobs worldwide. Equestrian events, totaling over 43,000 annually, attract a substantial fanbase, with an estimated 1.7 billion people aged 10 to 69 worldwide showing an interest with equestrian sports.

3.4. Broadcast

In 2024, FEI oversaw the management of the host broadcast and distribution of the Longines League of Nations, in close collaboration with ClipMyHorse, FEI Mediahouse, and TV director Denise Large. The series introduced new state-of-the-art TV graphics, developed with Longines Timing, and on average was distributed to 20 TV channels for live coverage and highlight programs reaching 30 broadcasters worldwide. To increase the exposure of FEI events, a strategic cooperation with Sunset & Vine was established.

The host broadcast production for the Longines FEI Jumping World Cup™ - North America League was successfully delivered for 2023/2024 season. For the upcoming 4 seasons of the Longines FEI Jumping World Cup™ - North America League, ClipMyHorse will deliver the host broadcast production.

In media rights management, the FEI created a new platform to manage and view licensed media rights more efficiently, and have a more comprehensive overview of available rights, resulting from the further diffusion of the global media landscape.

3.5. Merchandising

The FEI Fan Shop expanded its collections, offering fans stylish merchandise for the Longines League of Nations and exclusive items for the FEI Jumping World Cup (WEL & NAL). In addition to a number of onsite merchandizing activations, the FEI Online Shop continues to grow. New lifestyle designs were introduced to enhance the fan experience. Plans are underway to launch new product categories in the coming year.

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3.6. Digital and Social Media

Over the past year, the FEI significantly expanded its digital and social media presence, enhancing connections with athletes, National Federations, and the broader equestrian community. New forms of content creation, the use of new technologies, and strategic campaigns resulted in growth across multiple platforms.

AI-powered automated video clipping for the Longines League of Nations, enabled rapid distribution of athlete clips, increasing visibility for the sport and empowering athletes to share content with their audiences on their social media platforms. The launch of dedicated social media channels and a new website for the Longines League of Nations further drove fan engagement.

Additionally, the content approval process was enhanced to align with ethical standards for horse welfare, reinforcing the FEI's commitment to the wellbeing of horses.

FEI digital channels experienced remarkable growth, accumulating 4.1 million total followers and 616 million total engagements across platforms, with an average engagement rate of 6.6%, far exceeding the industry benchmark of 1.5%.

3.7. FEI Media House

Powered by ClipMyHorse.TV, the FEI Media House continued to produce diverse content, including sports coverage, lifestyle features, and commercial content. Highlights included the FEI Originals series 'Every Second Counts', showcasing the dedication of athletes competing in the Longines FEI Jumping World Cup™ qualifiers. Extensive coverage of the Paris 2024 Olympic and Paralympic Games, produced in collaboration with Redtorch, broke previous records set during the Tokyo Olympics.

3.8. Partnership and Sales

At the beginning of 2024, Bates Saddles was welcomed as a partner to the FEI. With almost a century of experience in saddle making, and a true commitment to horse welfare, Bates Saddles is a strong fit with the FEI.

FEI collaborated with different partners to create engaging digital campaigns across various platforms in 2024. These included Boehringer Ingelheim's #24HoursWithMyHorse, Bates' #RideThroughTime, and Agria's 'A Commitment of Care, A Lifetime of Memories'. Influencer campaigns like Ashley Harrison's 24-hour horse care series saw strong engagement and Pivo's influencer Campaign will be launched shortly.

The FEI Awards Gala presented by Longines saw partners like Longines, Peden Bloodstock, Cavalor, and Pivo present awards to rising stars and top athletes, reinforcing the deep connection between the FEI and its partners.

The ongoing successful partnership with Longines, including their newly established title sponsorship of the Longines League of Nations™, continued to elevate the profile of equestrian sports globally.

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4. COMMUNICATIONS

4.1. Paris 2024 Olympic and Paralympic Games

The Paris 2024 Olympic and Paralympic Games represented the pinnacle of the FEI's global sporting calendar and required extensive communications planning and execution. The FEI Communications Department coordinated media relations, provided on-site support, developed content for distribution, and responded to the extensive media interest generated by the equestrian events.

4.2. Reference Documents and Press Kits

A core part of the preparation involved compiling detailed reference documents for internal stakeholders, including FEI Board members and staff attending the Games. These documents covered essential topics such as equine welfare, event venues, veterinary services, competition rules, and disciplinary processes. They were designed to equip staff with clear, factual information when engaging with the media.

In addition to internal documents, the Department developed comprehensive press kits that were distributed to a wide range of international and local media outlets. These press kits, accessible both physically and online, included information about the history of equestrian sports, key athletes, event highlights, and an overview of the FEI's role within the Olympic Games framework. A special effort was made to tailor information for French journalists, many of whom were covering equestrian sports for the first time.

4.3. Media Training

Media training was a crucial part of the preparations. In total, 15 targeted media training sessions were organised for FEI staff, officials, and key figures likely to be approached by the media during the Games. The sessions were led by former Communications Director Grania Willis, who provided practical advice and simulated media interactions to ensure preparedness. Participants were trained to handle questions on sensitive topics, particularly around equine welfare and other recurring media concerns. A comprehensive document summarizing key messages and prepared responses was distributed to participants post-training.

4.4. Media Relations and Inquiries

Throughout the Games, the Communications team worked to facilitate media access to information and interviews while managing a significant volume of inquiries. Over 500 media professionals were accredited for the equestrian events alone, resulting in a high level of scrutiny on the FEI and its operations. Media outlets with little prior coverage of equestrian sports, such as *The New York Times*, *BBC*, *Le Figaro*, and *SVT*, took an active interest in reporting on the events.

The primary focus of media inquiries centred around horse welfare, especially in Dressage. Concerns were raised regarding tight nosebands, blue tongues, and other visible indicators of horse welfare, which quickly became a focal point for high-profile international news outlets. The Communications Department, in collaboration with the Veterinary and Legal departments, provided coordinated and timely responses to these concerns, issuing clarifications and ensuring transparency around FEI policies and the role of on-site veterinarians.

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Additional media attention was drawn by the provisional suspension of Olympic Dressage rider Charlotte Dujardin, which sparked debate within the equestrian community and beyond. Other inquiries related to the future of equestrian sports in the Olympic programme, particularly in light of ongoing discussions within the International Olympic Committee (IOC) about the inclusion of certain disciplines in future Games.

4.5. Interviews and Key Messaging

The FEI facilitated over 60 media interviews during the Games. The Veterinary Directors were particularly in demand for interviews concerning horse welfare and veterinary protocols, speaking to both niche equestrian outlets and mainstream media such as *Reuters* and *Frankfurter Allgemeine Zeitung*. A central theme of these interviews was the FEI's commitment to the highest standards of horse welfare, along with ongoing efforts to safeguard the future of equestrian sports in the Olympic movement.

Throughout these interactions, the FEI's key messaging focused on:

- Emphasizing the FEI's robust horse welfare standards, both in and out of competition.
- Highlighting the complexity of managing equine athletes, particularly in high-stakes events like the Olympic Games.
- Positioning equestrian sports as both athlete- and horse-centric, requiring a deep partnership between the human and equine athletes.
- Outlining the FEI's commitment to innovation and reform, especially in areas related to sustainability, welfare, and youth engagement.

4.6. FEI Annual Report 2023

The FEI's Annual Report for 2023 was published in June 2024. Designed to offer a comprehensive overview of the FEI's achievements over the past year, the report was delivered in a highly visual and interactive online format. It featured in-depth sections on the key sporting highlights, financial updates, governance initiatives, and social responsibility projects supported by FEI Solidarity. This year's report also placed significant emphasis on the impact of equestrian sports globally, offering detailed statistics and infographics to better communicate the FEI's role on the international stage.

The online publication format allowed for a more dynamic and engaging presentation of content, including embedded videos and interactive graphics. This new approach to reporting was well received by stakeholders, particularly National Federations, who appreciated the enhanced accessibility and the focus on data-driven insights.

4.7. Stakeholder Newsletters and Updates

The Department issued over 50 editions of the *NF News* newsletter, which served as a vital communication tool for keeping National Federations up to date on Board decisions, rule changes, competition updates, and administrative deadlines. These newsletters were supplemented by monthly editions of the *FEI Update*, which reached over 100,000 subscribers, including athletes, event organizers, officials, and media representatives. In particular, special editions were released around major events such as the Olympic Games, FEI General Assembly, and FEI Awards, ensuring that key stakeholders were informed about the most significant developments.

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4.8. Inside.fei.org and Digital Communications

The Communications Department continued its work on maintaining and improving the FEI's official website, Inside.FEI.org, which serves as a central hub for all FEI-related information, documents, and announcements.

4.9. Major Website Updates

In response to stakeholder requests, the team implemented several major updates to the website, including the launch of a **Reporting Hub** in collaboration with the Legal Department. This hub provides a streamlined platform for stakeholders to report misconduct, such as safeguarding violations, anti-doping infractions, and horse welfare concerns. The hub includes clear guidance on the reporting process, ensuring that users can submit their concerns confidentially and securely.

Other updates focused on improving the user experience and enhancing mobile functionality. Efforts were made to improve navigation, especially around key pages such as event schedules, rulebooks, and athlete profiles.

4.10. FEI Awards 2024

The Communications team managed the nomination, voting, and promotional campaign for the FEI Awards 2024, which celebrate excellence and commitment in equestrian sports. This year's Awards featured 16 nominees across four categories: Best Athlete, Rising Star, Best Groom, and Against All Odds.

In collaboration with the FEI Commercial team, the Department also developed a comprehensive communications strategy to engage fans and stakeholders in the voting process. This included social media campaigns, email newsletters, and dedicated website content. A record number of public votes were cast this year, underscoring the growing interest in the Awards and their importance within the global equestrian community.

The winners will be announced during the FEI Awards Gala in Abu Dhabi on 13 November 2024, a highlight on the FEI calendar. The Gala will be broadcast live on FEI TV, and the Communications team is working to ensure global media coverage of the event.

4.11. Longines League of Nations

A major focus of 2024 was the inaugural season of the **Longines League of Nations (LLN)**, which introduced a new era in team jumping competition. The Communications team developed a multi-faceted strategy to promote the LLN, collaborating with Organising Committees and National Federations to create engaging content for both digital and traditional media platforms.

A digital press office was launched for the LLN, allowing media professionals to access live results, press releases, and athlete interviews in real-time. This innovation significantly enhanced media coverage of the event, attracting new audiences and expanding the reach of equestrian sports.

4.12. Other Major Events

The team also managed media relations for prestigious FEI events such as the FEI Dressage World Cup™ and FEI Eventing Nations Cup™ series, ensuring consistent coverage across

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all disciplines. A strategic focus on storytelling and athlete profiles helped to bring more visibility to these competitions, particularly through social media and digital content.

4.13. Media Management Outside the Olympics

In addition to the Olympic Games, the Communications Department handled an average of 300 media inquiries this year. Many of these queries focused on legal issues, equine welfare, and anti-doping, which remain priority areas for the media. The team worked closely with the Legal and Veterinary departments to ensure that responses were aligned with FEI policies and presented in a clear and timely manner.

Press releases were issued regularly, averaging three to four per week, covering everything from sporting results and rule changes to governance updates and FEI partnerships. The consistent flow of information helped maintain the FEI's presence in the media and ensured transparency across its operations.

4.14. FEI Corporate Activities and Support to FEI Solidarity

FEI Sports Forum 2024

The FEI Sports Forum 2024 was a key event on the FEI calendar, providing an opportunity for the global equestrian community to come together to discuss the future of the sport. The Communications Department played a key role in promoting the Forum, managing media relations, and producing event summaries and session recaps for distribution. The Forum was also livestreamed, and the team ensured that both in-person and virtual attendees had access to all relevant information and materials.

FEI President's Election to ASOIF Presidency

Another significant achievement in 2024 was the FEI President's election to the presidency of the Association of Summer Olympic International Federations (ASOIF). The Communications team led the media campaign for this election, working with external agencies to generate positive international coverage. Press releases, social media posts, and interviews highlighted the significance of the FEI President's election, positioning it as a major milestone for the equestrian community and reinforcing the FEI's standing within the wider Olympic movement.

Support to FEI Solidarity

In 2024, FEI Communications made special efforts to enhance the visibility of FEI Solidarity initiatives throughout the year. FEI Communications, FEI Solidarity, and the Digital team collaborated to spotlight key projects that deliver meaningful social impact.

Among the most notable initiatives was the vocational training programme for young girls, launched by the Cambodian Equestrian Federation with support from the FEI Solidarity Gender Equality Grant.

This project, which demonstrates how equestrian sport can drive positive societal change, was designed to attract the attention of media outlets beyond the traditional equestrian sphere. The involvement of high-profile advocates such as the Secretary General of the Cambodian Equestrian Federation HRH Nanda-Dévi Norodom and Cambodia's Queen Mother provided the project with amplified visibility. The initiative was also showcased at the FEI Sports Forum, where HRH Nanda-Dévi Norodom spoke about its impact.

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One of the key takeaways from the communications activities was the importance of focusing on 'quality over quantity' in content production. Rather than promoting every initiative, the strategy was to prioritise projects with a strong media angle, particularly those with a clear social impact.

Other FEI Solidarity initiatives include the World Challenge Series.

One of the key lessons learned throughout the year is the need to identify and amplify compelling stories with enduring significance. Collaboration with National Federations remains essential for broadening the reach of these narratives.

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5. HUMAN RESOURCES

5.1. Key Leadership Transitions

In 2024, several important changes took place in our leadership team.

Finance & Human Resources

Following the early retirement of the Chief Financial Officer, Claude Praz, the FEI made the strategic decision to restructure the oversight of Finance and Human Resources. Key Developments include:

- Maria Byrne was appointed as the new Human Resources Director in March, succeeding her previous role as Senior HR Manager.
- Daniel Alvarez joined the FEI in April as the new Finance Director, bringing fresh expertise to lead the finance function.

Games and Operations

After eleven years of dedicated service, Tim Hadaway, former Director of Games Operations, chose to pursue new opportunities outside the organisation. He left the FEI after the successful delivery of the Paris Olympic Games.

Communications

In light of the prolonged absence of the Communications Director, and to ensure the long-term stability of the department, the FEI has made the difficult decision to terminate Olivia Robinson's contract.

At this time, the position will not be filled immediately as a thorough assessment of the FEI overall organisational structure is being conducted.

Eventing & Olympic

Catrin Norinder, current Director of Eventing & Olympic will be retiring at the end of the year 2024. In preparation for this transition:

- Frédérique Reffet Plantier has been promoted to Director of Eventing, effective January 2025.
- To ensure a seamless handover and continuity in Olympic and multi-sport Games matters, Catrin Norinder will remain as a consultant through the first to second quarter of 2025.

We take this opportunity to express our deep appreciation to Claude Praz, Tim Hadaway, Olivia Robinson and Catrin Norinder for their valuable contributions and unwavering commitment to the FEI. Their leadership has been instrumental in driving our success.

5.2. Organisational Structure Assessment

Over the years the equestrian sport has grown substantially and new departments have been created within the FEI in order to deal with general development and innovation.

Recognising the need for continuous improvement in organisational effectiveness, the FEI has been conducting an in-depth and independent audit of the FEI's work and processes.

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The resulting report, expected before the end of the year, will provide valuable insights that will shape the future of our management and operational structures.

5.3. Conclusion

The FEI recorded an annual turnover rate of 6.54%, reflecting a slight increase compared to the previous year (5.00%), primarily driven by the leadership changes detailed above.

With a total of 103 employees (97.65 FTE), our workforce is predominantly female, comprising 67% (69 women), while men make up 33% (34 men). The team's diversity is further highlighted by the representation of **24** different nationalities, showcasing our continued commitment to fostering a multicultural and inclusive workplace environment.