

FEI MANAGEMENT REPORT

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1. EDUCATION AND OFFICIALS

1.1 FEI Campus

Since its launch in June 2017, FEI Campus has constantly and steadily been consolidating its educational offer, whilst increasing its user base. In August, there were 22.877 users registered and a total of 91 courses/examinations (57 horsemanship plus 34 FEI Officials) live.

Courses and examinations specifically designed for FEI Officials have been added in 2020. FEI Officials now have the possibility to take part in a blended learning process with an assessment programme, such as the FEI Jumping Judge L1 and the L4 courses, who were the first to be introduced. The FEI Campus takes the central stage in our Education Systems and offers our Officials a simple tool to develop their competencies.

Furthermore, we continue to evolve the yearly series of informative discipline and veterinary videos regarding the FEI Rules and Regulations changes.

1.2. Education

The **Foundation courses** continue to be included as an introductory course in all reviewed education systems.

E&O has produced a generic structure for all disciplines for the Education System, the pathway, the job descriptions and the Foundation Course.

An Education Terminology Guide is created and annexed to each Education System.

The following **Education Systems** have been reviewed so far:

- Endurance, effective 1 July 2020
- Vaulting, effective 1 January 2021
- Jumping, effective 1 January 2021
- Veterinary, effective 1 January 2021

Course Director Education has continued in Eventing and the process has been started in Jumping and Endurance with a Leadership Presence course focused on effective communication.

The Course Director Code of Conduct is finalised.

The existing certificates of attendance have been reviewed and we differentiate now between a **Completion Certificate** for attendance and completion of an FEI in-person or online course, a forum or a seminar; and an **FEI Official Certificate** certifying competence for a function/level of an FEI Official.

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1.3. Covid-19 Measures

The officiating requirements of FEI Officials have been adapted to the pandemic and the year 2020 and 2021 are considered as one period. The deadline for Officials who have to attend an in-person course has been prolonged to 15 December 2021.

The online education maintenance is ongoing and is not affected by the pandemic.

1.4. General Regulations

The Chapter on Event Officials has been reviewed and updated in order to reflect the current and future situation, and has been put forward to the GA for approval and will be effective on 1 January 2021.

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2. INFORMATION TECHNOLOGY

2.1 Introduction

Since our last report, the global pandemic has changed the way everyone is operating and working.

The FEI has started to operate remotely and thanks to strong organisation, planning and support from the IT Department, the transition from an office-based operation to a remote-based operation went smoothly.

Throughout 2020, the FEI IT Department has been able to continue to serve our Stakeholders; National Federations, Event Organisers, FEI Officials, Athletes, Veterinarians, IT Service Providers 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 past 12 months, the FEI IT Support team has handled approx. 26'000 support requests from our various Stakeholders, only 10% less compared to last year despite the fact that competitions stopped for 12 weeks and the reduced number of FEI Events in 2020 worldwide.

The FEI IT Support team has been working hard to continue to maintain a very high level of satisfaction and always going that extra mile to provide further support and service to both internal and external Stakeholders.

In 2020, the FEI IT department has been focusing on the roll out of the FEI Online Invitation System for Jumping which is operational since February 2020, in addition the year has been used to develop the new online based system which will be used to manage FEI Event Schedules.

2.2. FEI Website

The FEI Website (www.fei.org) is constantly improving with the release of new features on a monthly basis. In addition, this year we have integrated the complete history.fei.org hub into the FEI website, giving direct access to all our visitors to the full history of equestrian sports at Olympic Games, Paralympic Games and the World Equestrian Games.

In addition, as part of the overall FEI digital strategy, the premium content available via the FEI website has been reviewed and the packaging has been simplified.

2.3. 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 IT Department is constantly working with Organising Committees and IT Services Providers to improve the workflow of

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results data collection; they are becoming more and more autonomous in regards to providing the data back to the FEI which is then directly displayed on the FEI Database.

In addition, the FEI IT 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.

The majority of changes made to the FEI Database this year has been related to the gradual introduction of the new FEI Endurance Rules 2020. This was done in two phases, with the first part being released for 1 January 2020 and the second part, including the biggest changes, released on 1 July 2020. This has included a full review of the qualification procedures and systems for both Athletes and Horses.

Following the Covid-19 outbreak, the FEI established the discipline-based Calendar Task Forces; the FEI IT department was involved in these Task Forces as many of the resolutions to be taken have direct effects on the FEI IT systems currently in place.

Certain of the resolutions taken had IT implications such as: freezing of the worldwide rankings for certain disciplines, extension of the qualifications for Olympic and Paralympic Games, changes in the application of the FEI Online Invitation System for Jumping and changes in the processes and qualification timelines for some of the FEI Disciplines.

All of the above and other smaller changes had a direct impact on the system and has required development and adjustments. Further changes may still be necessary either to extend the current measures or to revert back to the norm.

2.4. FEI Entry System

The new version of the FEI Entry System for Jumping is operational for all FEI Jumping events as of 1 April 2019.

During the past year we have continued to improve the current version by including the management of Tours and various others improvements; providing better services to National Federations and Organising Committees whom are the main users of the system. This new version of the FEI Entry System is now fully integrated with the FEI Online Invitation System for Jumping.

The current FEI Entry System continues to manage Dressage, Eventing, Endurance and Driving entries, including the management of Athlete and Horse qualifications. The management of these qualifications, typically for Endurance, has been adapted in the context of the measures taken due to the Covid-19 outbreak and the new FEI Endurance Rules.

2.5. 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.

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After 3 years of development, several pilot phases and the decision of the 2018 General Assembly to adjust the system and to conduct further pilot phases, the FEI Online Invitation System was fully rolled out for Events as of 3 February 2020.

The system has been operating well and has guaranteed the correct allocation of invitations according to the position of Athletes in the Longines Ranking.

Since the start of the system and despite the fact that the allocation of invitations for CSI2* Events was suspended for the rest of the year due to Covid-19 measures, the system has already allocated more than 1'700 invitations to Athletes.

The system will continue to be improved to guarantee the best possible experience for National Federations, Organising Committees and Athletes.

2.6. 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.

Online reporting for Endurance Technical Delegates is ready to be launched but the release has been postponed due to the Covid-19 outbreak.

2.7. FEI Online Schedule:

The development of the FEI Online Schedule solution, which will improve the processes related to the approval of FEI Event Schedules, has been continued throughout 2020. The first version will be available by the end of 2020.

The process is currently handled "manually" using Word documents. The future platform will allow complete digital management of the approval workflow all the way through from the submission of the first draft schedule by the Event Organiser to its National Federation, until the final approval by the FEI. The system will first be used for Eventing and will be extended to other disciplines in the future.

The first version of the online solution will be tested on the first Eventing Event in 2021.

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. 15 National Federations are currently using these Web Services.

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A new set of Web Services has been made available for National Federations in relation to the new version of the FEI Entry System, providing new features for National Federations.

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.

2.10. Event Classification System (ECS)

2020 is the sixth year of the Event Classification System (ECS). In addition to the FEI Western European League World Cup events, FEI North American League World Cup Events and FEI Nations Cup Division 1 Events, the ECS solution is used to evaluate all the CSI5* and CSI4* Events organised worldwide.

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 second FEI eLeague Dressage season has been run during the FEI Dressage World Cup Western European League 2019/2020. Each participant was able to judge one or more Events of the League, collecting points throughout the season. Due to the cancellation of the 2020 World Cup Final the season didn't go to the end.

eDressage online – The FEI together with the company Black Horse One has released the FEI eDressage online product.

Digitalising some of our equestrian activity and services has been crucial due to the Covid-19 outbreak, the eDressage online platform has been one of these initiatives, allowing FEI Dressage Athletes to submit, for free, a video of a dressage test they have done at home and to be judged by an FEI judge.

2.12. Jumping

FEI Fantasy Game – Nations Cup – The FEI launched an engaging Fantasy Game related to the Longines FEI Jumping Nations Cup Division 1, it was first run in the 2019 season. The game allowed each participant to select its favourite team and preferred Athletes for each leg of the season and collect points throughout the season depending on the accuracy of the prognostics.

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Due to the Covid-19 outbreak, the 2020 season was limited to engaging action with the existing game audience through a weekly online quiz.

2.13. Eventing

Risk Management – The FEI IT Department together with the FEI Eventing Department continues to work with EquiRatings to analyse the potential effect of introducing an Index to evaluate performance and risks for horses competing in FEI Eventing Competitions.

During the 3 years of joint work, diverse solutions and indexes have been evaluated. The Eventing Technical Committee and Department finally concluded that the Horse Form Index is an appropriate solution.

The FEI IT department is now preparing an implementation of this index for 2021.

2.14. 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.

2.15. Approval of IT Service Providers for FEI Events

The FEI IT 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, available since the beginning of 2020, 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”.

The FEI has approved five services providers so far and there are others waiting for approval, the list of certified companies and software per discipline is publicly available on the FEI website.

2.16. FEI Campus

FEI Campus, which has now been in place for nearly 3 years, has had its back office updated to a new version of Moodle, which is the LMS used to operate FEI Campus.

Further updates and the introduction of a tool to allow the organisation of virtual classrooms will be released in the upcoming month.

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2.17. 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 signing of this agreement opens the door for the development of a Data Exchange platform, which is a shared and co-owned platform between the WBFSH and the FEI, allowing the Studbooks to retrieve competition results for their Horses and allowing the FEI to retrieve the breeding information for all WBFSH horses competing at FEI competitions.

Certain selected Studbooks will first use this platform in a pilot phase; following this pilot phase, the platform will be opened progressively to all other Studbooks during the course of 2021.

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3. COMMERCIAL

3.1 Introduction

2020 has been a challenging year for the FEI commercial activities. The cancellation of many events, including high-profile events such as the Longines FEI Jumping World Cup™ Final, FEI Dressage World Cup™ Final and the Longines FEI Jumping Nations Cup™ final significantly impacted the delivery of rights for the sponsors and broadcast agreements and reduced the media exposure for the sport. Most of the FEI Commercial Affiliates have suffered from the economic impact of the crises and partnership agreements had to be renegotiated. Also with the FEI key media partners EBU and IMG, contractual discussions are taking place. As the overall commercial income declined, even more focus was put on being as cost-efficient as possible and a number of supplier agreements have been renegotiated in order to reduce costs.

With the lack of live competitions, the FEI had to adapt quickly to find alternative content to keep the audiences entertained. ICONS, an original TV series has been produced in this respect as replacement content for our media rights licenses as well as for the FEI digital channels. Also for the FEI Sponsors, different approach was taken to deliver value with no live competitions taking place. For example, a fan focused quiz 'Horse O'Clock' was created for Longines, which was activated across the FEI digital channels. With this quiz, fans - after answering fun questions about their equestrian lifestyle - would be recommended the Longines watch that would best match their taste. From this, significant traffic was generated for the Longines digital channels.

In June, an innovative online platform 'FEI eDressage' was launched, where registered FEI Dressage athletes can submit a video featuring their FEI Dressage test, which is then judged by high level FEI Judges.

3.2. Sponsoring

Most FEI sponsors are facing financial challenges linked to the Covid-19 outbreak which, together with the non-delivery of rights linked to the absence of live sporting competitions, resulted in contract renegotiations and a reduction of income for the FEI. The trend towards a direct and measurable Return on Investment (ROI) for sponsors accelerated during the Covid-19 crisis, in response to which the FEI activated a number of digital activations for its sponsors, benefitting from the growth in fans and engagement the FEI digital channels have seen over the recent years.

On the sponsor sales side, the crisis has had an enormous effect. The FEI was in discussion with a number of potential sponsors, however these conversations have been put on hold and new conversations are difficult to start.

3.3. FEI.TV

The first quarter of 2020 was the most profitable since the launch of FEI TV. When the COVID-19 crises started, a decision was taken to make FEI TV free for its members, as well as providing free access to the FEI.tv archives and past competitions, as well as featuring some iconic past competitions.

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In July, a strategic and innovative partnership was signed with ClipMyHorse.TV to join forces in creating the best streaming platform for equestrian sport. As part of this partnership, ClipMyHorse takes over FEI TV and the FEI TV platform is currently being migrated to the ClipMyHorse platform.

3.4. Digital

The FEI efforts during this challenging period of crisis to publish engaging, diverse content resulted in consolidating our fan base of about 2.35 million people globally, across all of the FEI digital touch points.

Despite the overall decline of our online traffic within the FEI.org ecosystem due to the absence of live events, the focus was on creating relevant and interesting stories about the sport and developing further the lifestyle approach. This resulted in an increase of the traffic to the stories pages YoY of 41% with a total of 690'000 page views.

As the Longines FEI Jumping Nations Cup™ series did not take place, we adapted the format of the Fantasy Game to a quiz about the Longines FEI Jumping Nations Cup™ which turned out to work well with a YoY growth in page views of about 12%.

Specifically for the Chinese market, besides the continuous coverage on domestic and international events, we have created a new column on the FEI Chinese channels, inviting young Chinese riders to share their equestrian experiences. So far, 95 individualised stories have been published. For the 'Road to Tokyo' project, we have carried out a series of follow-up reports and interviews on potential Chinese Olympic riders. Part of the FEI international and Chinese localised content has been reposted by Xinhua, Sina, and CCTV digital channels.

Content created by our team of young, equestrian influencers continues to be some of the most popular on our YouTube channel, with over 750'000 views since January and being widely shared across our other social media channels. Focusing more on equestrian lifestyle, the content includes tutorials, tips and behind-the-scenes tours at FEI events. On YouTube a new lifetime record for watch time was set two months running in July and August with 14m and 15m minutes watched, respectively contributing to a total watch time of 113,662,644 minutes or 1,894,377 hours.

Recognising the need for community and support in the new more virtual world, #ForTheLoveOfEquestrian was created to celebrate our equestrian community and to bring people together even though they were physically apart. The goal of #ForTheLoveOfEquestrian was to help inspire fans to remember better times and all the great moments still to come. The launch video for the campaign was narrated by the TV star and equestrian fan Kaley Cuoco, bringing to life the essence of what it means to be an equestrian. Since the launch, a series of 'Rider Stories' videos have been produced highlighting the impact horses and equestrian sport have on the lives of people around the world as well as a User generated Content campaign showcases what the campaign means to fans all over the world. The campaign is ongoing and at the time of writing, we have achieved over 4 million video views, 19.1m impressions, with 517'000 engagements for the overall campaign.

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The FEI took new strides into music by launching a Spotify channel with tailored, equestrian-themed playlists such as 'Tack Cleaning Tunes' and 'Famous Freestyle Music'. With the loss of events, producing engaging content for the FEI audience was a new challenge during 2020, however the digital numbers continued to grow (Oct 2020):

- Impressions: 295,997,353
- Video Views: 203,633,970
- Engagements: 4,176,912
- New Fans: 180,031

3.5. Youth

We continued testing content on different type of channels and with the incredible global rise of the TikTok platform, we launched our own TikTok channel under the brand of "My Horse World Club" which to date has already attracted 29'000 followers, 720'000 likes and 4'800'000 video views since its launch in May this year.

3.6. Broadcast

The lack of events in 2020 including the cancellation FEI World Cup™ Finals Las Vegas and Longines FEI Jumping Nations Cup™ 2020 due to Covid-19 have impacted the broadcasting and distribution of the FEI named series. However, the Pre-Covid results for 2019-20 seasons have performed well with a global reach of 3 billion people in 181 markers, representing a 25% increase vs 2018-19 seasons. The increase in broadcast exposure globally has also boosted the media value for the Longines FEI Jumping World Cup™, and the FEI Dressage World Cup™ series resulting in a 24% growth in overall media value compared to last season.

During the Covid-19 period, in solidarity with Media rights holders and to support partners, FEI provided access to its video archives spanning the previous decade free of charge to all its broadcast partners.

FEI's first original series production – 'FEI Icons' was launched during the Covid-19 period, with now 2 successful seasons that offers a continuity of high quality content to rights holders and acts as replacement content for event cancellations, as well as keeping the Equestrian audiences across the globe engaged.

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4. COMMUNICATIONS

This has been an exceptionally challenging year for all sports. From a communications perspective it required a balancing act between effective crisis communications to ensure the community was informed and always up to date on all Covid-19 related news, alongside promotion of the sport (when/where possible) and the values and unique selling points of our sport.

4.1 Stakeholder communications around Covid-19

The Covid-19 pandemic required extensive communications efforts to ensure that all stakeholders as well as the fans were aware of the guidelines in place, the consequences of Covid-19 on the sport, the decisions that were being made and the effects of these resolutions.

The FEI had to make many difficult decisions but was very methodical from the onset with the creation of the taskforces, the implementation of various policies, resolutions and guidelines, and therefore providing the communications team with a solid base from which to reassure the community and provide a reliable source of information.

Transparency and information dissemination were (and continue to be) integral to all communications around Covid-19. The following channels and tools/systems were used and/or set-up in order to ensure effective communications around the pandemic, from Resolutions to Return to Play guidelines, policies and protocols and the FEI Covid-19 Relief Fund:

4.1.1. FEI website

InsideFEI was an integral part of all communications. A new Covid-19 hub was set-up in order to provide a portal where information could be published, filtered by key theme and found easily, including:

- A dedicated page for all Covid-19 [Decisions & Resolutions](#), which are catalogued both chronologically and by theme allowing stakeholders to find information that concerns them. With over **170 resolutions** relating solely to the impact of Covid-19, this page has been hugely important in the communications effort. It is updated as soon as resolutions and decisions are made and communicated to NFs immediately via an NF News, as well as the community via the monthly FEI Update.
- Dedicated pages for all the [latest news](#) as well as a page covering all the [Frequently Asked Questions](#) (FAQs) and filtered by stakeholder/function or theme so that anyone seeking information can go directly to their relevant area.
- A dedicated portal for all [Return to Play](#) information including the policy, guidelines, protocols, detailed FAQs and again these have been filtered by stakeholder/function and are updated regularly.
- A dedicated portal for the FEI Covid-19 Relief Fund, which was also promoted to NFs and the media.

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4.1.2. Emailers & Newsletters

- All important decisions have been communicated immediately to National Federations and associations with a Memorandum of Understanding via the NF News newsletter. This newsletter has been used to update NFs after every Board meeting as well as any pertinent information relating to Covid-19 guidelines and policies around Return to Play.
- The [FEI Update](#) newsletter, which is sent on a monthly basis and reaches over 45,000 individuals, has also served as a regular reminder on all recent decisions and information relating to Covid-19.
- As each community faces different challenges with the implications Covid-19 has had on the sport, dedicated and targeted messages have also been sent to the various stakeholder groups to ensure they understand the decision-making process, the rationale as well as where to find guidelines and information which affects them specifically. These have been in the form of written and video messages from the FEI President and Secretary General, and the Chairs of the Medical and Athletes' Committees.

4.1.3. FEI Calendar

- An additional tab was added to FEI Calendar to filter cancelled shows, cancelled shows related solely to Covid-19 and Covid-19 related additions to the Calendar.

4.1.4. Media, Interviews & Podcasts

- Horse International – we regularly contributed informative articles on Covid-19 to Horse International magazine, starting with their April edition, which also included an interview with the FEI President, and more recently in August with a feature on Return to Play.
- The FEI Communications team also set up and prepared several interviews with the media – both written and as podcasts – for the FEI President and Secretary General as well as FEI Medical Chair on the subject of Covid-19.
- FEI press releases have also covered the Covid-19 theme from different angles – cancellation/postponement of events, Return to Play and the FEI-Covid-19 Relief Fund to name a few.

4.1.5. Online Corporate Events

- Working hand-in-hand with all departments at the FEI, the Communications team also sought solutions to the new “online” corporate events in 2020, such as the FEI Sports Forum and FEI General Assembly, to ensure maximum reach, dialogue and success within the online parameters.

4.2. Media Coverage of FEI Named Events

Clearly the Covid-19 pandemic had a massive impact on the FEI Calendar, resulting in cancellations of many FEI Named Events, but with journalists starved of sports content, there were still great opportunities to feature the sport in the media. Through well-

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established relationships with international mainstream media and top global news agencies, we have seen very positive growth in media coverage worldwide.

The FEI World Cup™ Finals Las Vegas (USA) was one of many major sporting events impacted by this outbreak, yet leading into the Finals, the upward trend of the media coverage of the 2019/2020 qualifiers showed a 25% increase from the previous season (2018/2019) reaching a global audience of **three billion** (source: IRIS monitoring).

Online media coverage has been the main driver of exposure for the sport with the most valuable mainstream news platforms publishing content on the FEI Named Events including msn.com, yahoo.com, t-online.de, bbc.co.uk, eurosport.com, reuters.com, web.de, focus.de, marca.com, gmx.net, xinhuanet.com, washingtonpost.com, irishtimes.com, cbc.ca and lequipe.fr and reaching a global audience of **over one billion** (source: Meltwater monitoring).

Equestrian sport continued to gain media prominence over the summer with the Longines FEI Jumping Nations Cup™ series. With no live competition taking place it was crucial to continue the dialogue with media representatives to ensure equestrian sport was covered by international mainstream media and news agency outlets. Media sell-in on the sport proved successful with coverage reaching a global audience of **over four billion** (source: Meltwater monitoring).

Due to the significant impact of the pandemic on the equestrian community, it was essential the media were reporting the right message on the cancellation of FEI Named competitions. To minimise any negative effects on our sport, the FEI President was put forward for interviews with the top global news agencies, including Kyodo news, AFP, Reuters, Xinhua (the official IOC recognised international news agencies), plus EFE and Belga. These interviews were published in English, French, Chinese, Japanese, Spanish and Portuguese with distribution to over 150 countries, and a worldwide reach of **over two billion** (source: Meltwater monitoring).

As the situation with the pandemic continues to impact competition, it remains a challenge for media to cover the sport, but we continue to provide content options, storylines and interviews to engage the media and ensure equestrian sport remains to the fore.

We have made it our priority to engage with news agencies and the mainstream media proactively, helping to fill the void created by the lack of live sport during this difficult time. With a gap in the international sporting market, we created magazine style press releases which were distributed to global media under the **Talking Horses** format. These press releases were features highlighting athletes, horses, legendary characters in equestrian across the various disciplines. The successful pick-up and reproduction of these releases demonstrated it was the ideal alternative to fill the void of live sport and continue to place equestrian as the focus for mainstream media looking for content to fill sports pages/websites.

4.3. Corporate Media Communications

The Covid-19 pandemic presented a unique opportunity for the FEI to increase the scope of 'corporate story telling' on the Federation's response to and its business leadership during the pandemic. Articles have been published in online Olympic and trade media publications like *Around the Rings*, *Inside the Games*, *SportBusiness*, *SportsPro*, *SportCal* and *The Sustainability Report*.

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The FEI Communications department also worked closely with the FEI Commercial team to drive the creation of articles for *SportBusiness* and *SportsPro*. These features have showcased the FEI's business approach to the pandemic, the changing nature of sponsor and broadcast partnerships, ways of maintaining fan engagement, the FEI's work on environmental sustainability and key activations by FEI partners. The publications have helped to keep the non-sport related work of the FEI visible and top-of-mind within the IF and the wider sporting community.

The FEI Communications department continued to work closely with FEI Solidarity team, promoting the programme, the activities, success stories and key individuals making a difference around the world. From feature stories promoted on fei.org and FEI owned-channels, to nominating and promoting individuals for global awards (coaching, women in sport, etc) as well as the complete overhaul of the [FEI Solidarity hub](#) on InsideFEI.org, development related stories have been integral to the 2020 communications effort. The new gender equality grant launched in 2020 as well as the Covid-19 Relief Fund were also heavily promoted with the community and greater sporting related news outlets.

Joining forces with external sporting bodies, such as United Through Sport, the Communications team also worked hand-in-hand to promote and celebrate the online Youth Festival which coincides with the United Nations World Children's Day with a focus on the power of sport and inclusion, equality, non-discrimination and peace-promotion.

4.4. IHSC Taskforce for Brexit And European Union (EU) Animal Health Law

The FEI Communications Department has been working with the International Horse Sports Confederation (IHSC) Task Force for Brexit and European Animal Health Law on their advocacy and communications plans since April.

The Task Force is working directly with the EU, UK Government and other key individuals, and has presented solutions to facilitate movement of sport horses and Thoroughbreds (competition, training, sales and breeding animals) across the EU and between the EU and the United Kingdom post-Brexit and the implementation of the EU Animal Health Law (AHL) in April 2021.

The Communications team has also worked on revamping the IHSC website to include latest communiqués on the Confederation, Brexit and the AHL.

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5. HUMAN RESOURCES

In 2020, the following points can be highlighted in Human Resources:

5.1 Partial Unemployment

Due to the COVID19 pandemic the FEI could benefit from the partial unemployment measure granted by the Swiss Government. This measure was put in place at the FEI on 15 April. Since then, in average, we have:

- **70%** of the FEI employees who have been impacted by the partial unemployment measure leading to
- **26%** of unemployed hours every month and allowing the FEI to have
- **CHF 1'096'785.-** of salaries reimbursed by the Government until September.

This measure will be in place until the end of November 2020 and can be extended up to 31.12.2021 but is subject to Swiss Government authorities' approval every three months.

5.2. Recruiting

Due to the general slowdown of activities, the recruiting process for the following positions has been put on hold:

- Schedules & Results Administrators, Endurance Department;
- Manager Officials, Jumping Department;
- Manager, Jumping Department.

In February, we have started the recruiting process for a Director Jumping and a Director Endurance. Both processes have been delayed due to the inability to conduct in-person interviews. Candidates have been shortlisted for both positions and online interviews will start before the end of this year.

In order to ensure the activities of the Jumping Department and a smooth transition with the new appointed discipline Director, we have promoted Deborah Riplinger as Interim Director, Jumping Department.

Also, the need to increase the capacities of our Legal Department became apparent in the end of last year, and in particular the need to have a resource to lead the legal process of the increasing number of positive cases. Consequently, the FEI has decided to hire a Legal Counsel at 60% and Katarzyna Jozwik joined the FEI in June.

Consequent to natural departures we had last year, Filippo Morandi joined in February the Commercial Department as Events, Manager and Alessandra Landi started in April as Marketing Manager.

Last but not least, this year we had the natural departures of three employees. These functions will not be replaced for the time being.

Today, the FEI counts in total 96 employees (91.55 FTE) represented by 25 nationalities.