

FEI MANAGEMENT REPORT

1.	EDUCATIONS & OFFICIALS	2
1.1.	FEI Campus	2
1.2.	Education	2
1.3.	Covid-19 Measures	2
2.	INFORMATION TECHNOLOGY	3
2.1.	FEI Website	3
2.2.	FEI Database	4
2.3.	FEI Entry System	4
2.4.	FEI Online Invitation System for Jumping	4
2.5.	FEI Online Reports for Officials	5
2.6.	FEI Online Schedule	5
2.7.	Covid-19 & EHV-1 on the FEI Calendar	6
2.8.	FEI HorseApp	6
2.9.	Web Services for National Federations	8
2.10.	Web Services and solutions for Organising Committees and IT Providers	8
2.11.	Event Classification System (ECS)	8
2.12.	Dressage	8
2.13.	Jumping	9
2.14.	Eventing	9
2.15.	FEI SportManager App	9
2.16.	Approval of IT Service Providers for FEI Events	9
2.17.	FEI Campus	10
2.18.	WBFSH / FEI Data Exchange Platform	10
3.	COMMERCIAL	11
3.1.	Introduction	11
3.2.	Sponsorship	11
3.3.	Broadcast	11
3.4.	Digital	12
4.	COMMUNICATIONS	14
4.1.	100 Years	14
4.2.	Stakeholder Communications	14
4.3.	Covid-19	15
4.4.	Ehv-1	15
4.5.	Tokyo 2020 Olympic & Paralympic Games	15
4.6.	Media Coverage & Media Operations Of Fei Named Events	17
4.7.	Corporate Media Communications	18
4.8.	FEI Sports Forum	18
4.9.	FEI Awards 2021	18
5.	HUMAN RESOURCES	19
5.1.	Partial Unemployment & Covid19	19
5.2.	Recruiting	19

17 November 2021, Antwerp (BEL)

1. EDUCATIONS & OFFICIALS

1.1. FEI Campus

The contract with the IT Partners Sigmalis & E-Learning Touch was ended in June 2021. The support and development is now done in house together with an external developer. In July 2021 the platform has been updated to the latest Moodle version and step by step new plugins are implemented.

In collaboration with the FEI Solidarity Department, the first horsemanship courses were translated into Spanish and an FEI Campus Para Dressage Coach Level 1 Course is produced.

Furthermore, the yearly series of informative discipline and veterinary videos on FEI Rules revisions continue to evolve.

1.2. Education

The Driving Education System was reviewed and is effective from 1 January 2021. The following **Education Systems** are under review in 2021:

- Dressage
- Veterinary (update)

Foundation courses continue to be added as introductory course in the discipline hubs where the Education Systems have been reviewed.

Course Director Education has continued and a virtual course was introduced. Altogether, 30 Course Directors attended the course up to now.

In October 2021 the Level 4 Courses took place in the disciplines of Jumping, Endurance and Endurance Veterinary.

1.3. Covid-19 Measures

The Emergency Virtual Maintenance Programme was introduced as a second Maintenance option to all FEI Group B Officials. It consists of the CES Online Assessment 2021 plus an online Seminar and allows the FEI Group B Officials to maintain their function(s) without having to travel.

17 November 2021, Antwerp (BEL)

2. INFORMATION TECHNOLOGY

Since our last report, Covid-19 has continued to change the way everyone is operating and working. The IT Department has continued to provide the relevant support and has ensured the current hybrid working solution is running smoothly.

Throughout 2021, the FEI IT 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.

During the last 12 months, the FEI IT Support team has handled approx. 40'000 support requests from our various Stakeholders, this is a 65% increase from 2020 and still 50% higher than 2019.

To assist with this increase in workload, due to both Covid-19 and the EHV-1 outbreak, the IT Department have been using internal resources from other Departments to assist in the day-to-day support.

Throughout this, the FEI IT Support team has worked 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 2021, the FEI IT department's main focus has been on the FEI HorseApp in conjunction with the EHV-1 outbreak, as well as all Covid-19 related matters and the full launch of the FEI Online Schedule for Eventing.

2.1. FEI Website

The FEI Website (www.fei.org) is constantly improving with the release of new features on a monthly basis. This year we integrated a dedicated page for Tokyo 2020 including live results during the Olympic Games and Paralympic Games.

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.

A specially designed shared platform was launched to manage websites of all FEI World Championships. This platform follows the FEI design and is already being used for the Herring 2022 and Pratoni 2022 websites, ensuring full management of FEI branding.

The FEI website now displays live results for FEI Dressage Events judged with a Paperless Judging Solution, including start lists, real time scores and final results.

17 November 2021, Antwerp (BEL)

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

In addition, the FEI 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.

During 2021, the FEI IT Department finalised the IT tools for the implementation of the Endurance Rules, including the rotation of Officials and carried on working with the Calendar Task Forces regarding the IT implications of Covid-19 on the FEI Database.

Many of the Board resolutions had a direct impact on the IT system that have required a constant follow-up by the IT Department as well as work to put things back to a pre-Covid status, such as the de-freezing of the World Rankings which has now started for all disciplines.

2.3. FEI Entry System

The version of the FEI Entry System for Jumping (v3) has now been operational for all FEI Jumping events since 1 April 2019.

During this last year we have continued to improve the current version by including the management of separate quotas and various others improvements; providing better services to National Federations and Organising Committees whom are the main users of the system.

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 has guaranteed the correct allocation of invitations according to the position of Athletes in the Longines Ranking.

Since the start of the system in February 2020 and despite the fact that the allocation of invitations for CSI2* Events was suspended during 2020 due to the Covid-19 measures, 8596 invitations have been used by Athletes, which were issued and managed through the FEI Invitation System.

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

The FEI Invitation System has been adapted for Organising Committees to manage their invitations and quotas, allowing Organising Committees to issue invitations to FEI Athletes directly via the system for Athletes and National Federations to accept. The FEI IT Department has also developed the management of invitations for Tours, granting invitations to Athletes for an entire Tour (Events organised on consecutive weeks at the same venue).

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

Athletes and Organising Committees also have the possibility to manage Jumping invitations on the go via the FEI SportManager App.

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.

Online reporting for Endurance Technical Delegates is ready to be launched and will be released in December 2021.

The IT Department will then start work on the Report for Chief Stewards for all disciplines.

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 was successfully launched at the beginning of 2021 with a pilot phase for a selection of FEI Eventing Events that took place between March and May 2021. Five National Federations and their Organising Committees took part in this pilot phase (FRA, GER, ITA, NZL, USA) and provided very useful feedback. The FEI Online Schedule is now being used for all FEI Eventing Events since 1 June 2021.

The FEI IT Department will now start working on the integration of the Jumping discipline for a pilot phase in the first half of 2022.

17 November 2021, Antwerp (BEL)

2.7. Covid-19 & EHV-1 on the FEI Calendar

The large number of changes in the FEI Calendar due to Covid-19 and/or EHV-1 has resulted in a lot of late additions of FEI Events and modifications to existing Events.

All of these cancellations, modifications and additions of events have generated a significant additional workload. In addition, the extended flexibility of late additions such as CSI2* Events, which could be added up to 6 weeks prior to the event, have also created an extra workload with manual actions and follow up. As a result of this situation, the whole FEI IT Department has been back to full employment since February 2021, including the use of additional resources from other Departments, as mentioned above.

2.8. FEI HorseApp

The development of the FEI HorseApp has accelerated during 2021 due to the outbreak of EHV-1 in mainland Europe and the Return to Competition Measures and subsequent By-Laws.

Certain new modules have been added to the FEI HorseApp and will now remain for the foreseeable future in the weekly workflow of FEI Events. The FEI IT Department has focussed a lot of its resources and time on all the development and support that surrounds the FEI HorseApp this year.

- 1) **The Examination at Arrival** module was developed allowing Vets to scan Horses on arrival using a Bluetooth microchip reader, therefore correctly identifying and opening the profile of the Horse on the FEI HorseApp. The FEI Veterinarians enter the temperature of the Horse taken at arrival directly in the FEI HorseApp and can also consult a lot of other Horse Health information directly on the mobile application, including the possibility to indicate if a Horse was placed in isolation. This module will now remain compulsory for all FEI Veterinarians to use during the Examination at Arrival in Europe until it is rolled-out worldwide.

To accommodate the Examination at Arrival process, the FEI IT Department have been working with many major microchip readers available on the market, to integrate them with the FEI HorseApp to facilitate the day-to-day work of our veterinarians.

- 2) A section was developed on the FEI HorseApp to allow the uploading of **EHV-1 PCR test results** during the EHV-1 outbreak. Over 9500 PCR documents were uploaded via the FEI HorseApp and manually checked by the IT Department together with other colleagues at HQ. The FEI HorseApp allowed the Veterinarians on site to also consult the PCR test results.
- 3) Organising Committees must now use the FEI HorseApp to **Check-out** a Horse at the end of a FEI Event in Mainland Europe. The FEI HorseApp allows the OC to see all Horses that were examined at arrival at their event and check-out each Horse

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

when they return the Horse' passport and the Horse leaves the Venue. This provides us with information of the Horse' movements, improving traceability for the future.

- 4) A dedicated **Self Check-in** module has been developed that can be used at any time to geo-localise a Horse, either at the request of the FEI or by Athlete/Groom/Owner when they so wish.
- 5) In conjunction with the EHV-1 By-Laws, the relevant module was developed so that the **Horse Health Requirements** are completely managed through the FEI HorseApp. All persons associated with a Horse can use the FEI HorseApp to provide:
 - the required temperature recordings of their Horse prior to arrival at a FEI Event
 - submit the Horse Health Self-Certification Form
 - enter the daily temperature recordings of their Horse during a FEI Event
- 6) To control and manage that the EHV-1 By-Laws are upheld and to assist in monitoring Horse Health at FEI Events, a **Temperature Check** module has been added to the FEI HorseApp. It is possible for all Veterinarians and assigned Officials to consult the daily temperatures of all Horses stabled at the Event via the FEI HorseApp and follow-up on any missing or high temperatures.
- 7) The latest development is the addition of a complete **sanction system** for Athletes/Horses that do not fulfil the EHV-1 By-Laws and Horse Health Requirements. Both the FEI HorseApp and FEI Database work together to monitor if any Horse Health Requirement is not met and issues the relevant sanction to the relevant Horse at the right time.

EU AHL - 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 - 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 already allows them to access the FEI HorseApp to use certain functionalities and will continue to be useful as Grooms are integrated further within the FEI and recognised as an important Stakeholder within our community.

OTHER APP USERS - The FEI also allows general users to create their own personal FEI account in order to register horse health information such as temperatures and Self-Certification forms through the FEI HorseApp.

17 November 2021, Antwerp (BEL)

2.9. 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.

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

2.10. 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.

2.11. Event Classification System (ECS)

2021 is the seventh 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.

2.12. 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 season 2020/2021 did unfortunately not take place, however it will be used for the FEI Dressage World Cup™ Western European League 2021/2022

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

Digitalising some of our equestrian activities and services has been crucial during 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 filmed at home and to be judged by an FEI judge.

FEI eDressage Dashboard - By the end of the year, the FEI will release a solution for all Dressage athletes allowing them to access their scoresheets online. This will also include

17 November 2021, Antwerp (BEL)

an advanced analytics tool and will allow general Dressage fans to access both the Dressage results and the advanced analytics. This solution will be offered behind a paywall.

2.13. 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 favorite team and preferred Athletes for each leg of the season and collect points throughout the season depending on the accuracy of the prognostics.

Due to the Covid-19 outbreak, the 2020 and 2021 season engaged the existing game audience through a weekly online quiz about Jumping and FEI Jumping Events.

2.14. 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 4 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.

The IT Department has started work on the HFI Index for Eventing, interacting with the data received from EquiRatings. This solution will be rolled out for 2022.

2.15. 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.

2.16. 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

17 November 2021, Antwerp (BEL)

quality of data they provide us and allow them to use the title of “Certified Service Provider”.

The FEI has approved 12 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.

In 2021, the FEI has rolled out 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.

Two providers have been successfully approved so far.

2.17. FEI Campus

FEI Campus, which has now been in place for nearly 4 years, has had its back office updated to a new version of Moodle, which is the LMS used to operate FEI Campus.

The CES requirements and examinations are also adapted every year according to the needs of the Education department and integrated into the FEI Campus platform accordingly.

2.18. 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.

The pilot studbooks are still working on the implementation of the platform and the goal now is to have the integration completed in the first quarter of 2022; it will then be possible to open the platform for other interested studbooks.

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

3. COMMERCIAL

3.1. Introduction

With a very limited number of events in 2020 and additional cancellations of events in 2021, the focus has been on digital growth and adequate preparations for the return-to-play, for example by preparing various advertisement campaigns to promote the series. One example is the #TimeToBeat campaign, a cross-media advertisement campaign with the aim to promote the Longines FEI Jumping World Cup™ - North American League and the Western European League, leading up to the finals.

Changes in the sponsorship and media landscape, which were accelerated during the pandemic, forced to FEI to re-think the commercial model and adapt to the shifting environment. The growth of the FEI digital channels over the last few years has been instrumental for this and provided the base for the digital transformation and new opportunities for revenue.

3.2. Sponsorship

During the COVID 19 pandemic, the commercial department concentrated on providing sponsors with replacement rights to compensate for the deficits in contractual rights delivery due to the cancelled events. One initiative was 'Horse O'Clock', a digital quiz activated on the FEI Digital Channels with the aim to engage with Longines and drive traffic to the Longines channels. The quiz was set up in a fun and entertaining manner, delivered excellent results and has been shortlisted for the 'Best Fan Engagement during Covid-19' award by SportsBusiness.

After 18 months with many events cancelled due to the COVID 19 pandemic, the summer of 2021 marked the return of live events. The FEI European Championships in Jumping, Dressage and Eventing were all sold out and the sponsors were pleased to be able to activate the events. The Longines FEI Jumping World Cup™ 2021/2022 season started late September in North America, the first season under the new contract with Longines. During the Longines FEI Jumping Nations Cup™ Final in Barcelona, the new FEI mascot was launched, an initiative to further engage with the youth market and provide an additional brand asset for FEI Partners.

3.3. Broadcast

In 2021 the FEI Media House Team powered by ClipMyHorse was created and is currently fully operational, effectively providing production services for the FEI and its rights holders, including the successful delivery of a bespoke FEI Studio during the FEI European Championships in Riesenbeck and Hagen and the Longines FEI Jumping Nations Cup™ Final in Barcelona.

For the Longines FEI Jumping World Cup™ - North American League, Sunset+Vine delivers the Host Broadcast services, and for the first time the Host Broadcast for a series is centrally managed by the FEI, to ensure consistency in the host broadcast and a

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

harmonised delivery of the content production. Sunset+Vine also produces the new RIDE series, which is positioned as FEI Originals documentary content, with the aim to increase exposure and grow equestrianism.

The newly established partnership with CBS Sports to become the 'Home of Equestrian Sports' in the USA, started with the broadcast of the first qualifier of the Longines FEI Jumping World Cup™ - North American League. In addition to the other qualifiers of this series, CBS Sports will also broadcast the Longines FEI Jumping World Cup Finals, the Longines FEI Jumping Nations Cup™ 2022 and FEI World Championships in 2022.

The coming season will focus on the growing media distribution and implementing the new media and content strategy, as well as establish media rights renewals where possible. The aim is to strengthen the existing broadcaster relationships, in particular in strong markets for TV broadcast and to grow the profile of the sport in markets such as North America, China and India.

3.4. Digital

The successful growth on the digital channels has brought the FEI to a critical mass of more than 3 million fans across all of the FEI social media channels. In this context of a fast-evolving media market, the commercial department started implementing its new sales strategy focused on digital advertising and branded campaigns. This tactical move, which was launched during the summer, aims to bring an innovative model to deliver value to brands as the traditional sponsorship model is declining. The FEI is the first international sports governing body to introduce such an approach. Launched early October, the campaign #HealthForHorses - in partnership with Boehringer Ingelheim - is a clear demonstration of the interest from industries. To date, several advertising campaigns have also been booked with the FEI, with several more planned for the near future.

The pandemic has accelerated the media consumption through digital. The FEI has used this as an opportunity to further grow the consumption of the sport, and has launched a number of key initiatives to support this.

eGame and eSport

The FEI entered the eGaming world in spring 2021 by signing a partnership with GoGallop, an Australian game studio. The FEI Equestriad World Tour is a realistic and authentic mobile game for horse lovers of all ages. Players can test their skills in the virtual series, the Longines FEI eJumping and eDressage World Tour taking place in Shanghai and Sydney and upcoming locations that include Paris and New York.

Youth - MyHorseWorldClub

FEI's TikTok account @myhorseworldclub experienced incredible growth last year. The short-form videos produced with Equestrian Influencers surpassed 5.9 million video likes and one video alone bringing in over 40 million views. Most importantly,

17 November 2021, Antwerp (BEL)

the follower growth during Q2 has been close to 1000%, bringing the account to over 315,000 subscribers. This proves to be a format that works perfectly to bring our sport closer to the younger generation.

Tokyo 2020 Olympic Games and Paralympic Games

The Olympic Games are a unique opportunity to access a global audience not usually exposed to our sport. In this respect, the FEI created a global digital-led campaign called #WeDontPlay, demonstrating the incredible multifaceted strengths of our Olympic disciplines. The preliminary reports shows that for the very first time ever, Equestrian ranks within the first quartile of the best performing sports in the Olympic program in terms of the digital key performance indicators. One of the highlights of the campaign was when Snoop Dog, the iconic rapper, and Kevin Hart, actor and comedian, made a special commentary on Dressage at the Olympic Games during a famous NBC show, which we could react to on our digital channels. The campaign resulted in over 555 million impressions, over 56 million video views, close to 10 million engagements and 1 million website users.

On the Paralympic side, the FEI embraced the IPC's global campaign - #WeThe15 - promoting the unique performances of the Para-Athletes in Tokyo across the FEI digital channels. This, together with the continued activation of the 'We Don't Play' campaign, resulted in over 100 million impressions, over 17 million video views, 1.6 million engagements and close to 300'000 website users.

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

4. COMMUNICATIONS

A challenging yet uplifting year, 2021 continued to test the communication systems in place with ongoing Covid-19 related implications to FEI Events; the EHV-1 outbreak requiring around the clock and daily updates to the media and community; the Tokyo 2020 Olympic and Paralympic Games held under very stringent conditions; numerous World, Continental and Regional FEI Championships for Seniors, Juniors, Ponies, Young Horses, etc; major series and Finals such as the Longines FEI Jumping Nations Cup™ and the FEI World Cup™ series for Jumping, Dressage, Driving and Vaulting; Online and Hybrid FEI events such as the FEI Sports Forum and the FEI General Assembly; the FEI Awards 2021; and, last but not least, the launch of the highly anticipated campaign to celebrate the FEI's 100th birthday "Shaping the future together since 1921"!

Mid way through the year on 1 June 2021, leadership for the team changed with Olivia Robinson appointed to take over from Grania Willis who will be retiring at the end of the 2021. On this occasion, the new Director instigated some structural changes and strategic hires. Key communications projects, activations and work streams for 2021 included:

4.1. 100 Years

On 28 May the FEI launched the 100 Years campaign, with a feature [video](#) celebrating the motto "Shaping the future together since 1921", a press release, the launch of a dedicated 100 years hub and activation on all FEI channels and platforms – including some vibrant branding at FEI Headquarters to mark this important milestone for the equestrian community in Lausanne, the Olympic capital. The 100 year campaign is being run over 12 months and includes weekly content on FEI channels, as well as physical activations such as the obstacle created for the Tokyo 2020 Games which was then used at the Longines FEI Jumping European Championships in Riesenbeck (GER) and the Longines FEI Jumping Nations Cup™ Final in Barcelona (ESP). Activations will continue until 28 May 2022. All stakeholders were provided with an assets toolkit for their platforms/channels and an in-person event to celebrate the FEI 100 Years is planned for April 2022 coinciding with the next FEI Sports Forum.

4.2. Stakeholder Communications

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, EHV-1, Tokyo 2020, Rules revisions Process, etc.

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 for the wider community.

In addition, dedicated newsletters and digital campaigns were created for specific events, and in particular around Tokyo 2020, to inform, educate and remind stakeholder of impending deadlines and milestones. These include the dedicated newsletter for the Tokyo

17 November 2021, Antwerp (BEL)

2020 Olympic and Paralympic Games (which was started in 2019) and the Clean Sport emailer campaigns which the Communications Department prepared in collaboration with the Medical, Legal and Veterinary Departments in the lead up to the Games. These emailers provided important information and links regarding antidoping & TUE procedures, pre-arrival testing for horses as well as check lists and recommendations for both human and equine athletes.

4.3. Covid-19

The Covid-19 pandemic and related consequences on the sporting calendar and rules and regulations continued to require communications efforts throughout 2021. Transparency and information dissemination remained a priority with regards to all Covid-19 communications with the dedicated portal on [InsideFEI](#) playing an important role alongside regular newsletters to stakeholders.

4.4. EHV-1

The Communications Department was heavily involved in dealing with the EHV-1 outbreak, putting in place a full crisis communications plan, including monitoring of all media platforms, including social media channels. The team organised two online press conferences with the Secretary General and Veterinary Director to keep media updated. A dedicated [EHV-1 hub](#) was created on the corporate website in February 2021, providing:

- Updates on numbers of equine deaths, countries with confirmed cases, EU nations in which international events were cancelled.
- Timeline (daily updates, then as and when required).
- Return to Competition 12-section mini-hub providing guidelines to Athletes, support personnel, vets and OCs.
- FEI Veterinary Epidemiology Working Group reports created and published weekly.
- Biosecurity "How To" page and FEI Biosecurity Requirements for Event Organisers and Education for NHVs.
- EHV-1 Relief Fund page.
- Q&As.

4.5. Tokyo 2020 Olympic & Paralympic Games

Media Operations & Communications

The Communications team was in regular contact with both the IOC and TOCOG on media operations for the Games in the build up to Tokyo 2020, working to provide solutions for the drastic reduction on venue capacity numbers for all media areas – media workrooms, mixed zones, photo positions and tribune seating. This was a major issue, and especially relevant for equestrian which has a high concentration of specialist media compared to other sports.

HYBRID GENERAL ASSEMBLY

ANNEX Pt 34



17 November 2021, Antwerp (BEL)

Nevertheless, through consistent dialogue with the specialist media and solution seeking initiatives, the media operations were a success at the Games, with all accredited media requesting access granted permission to the different equestrian competition days.

Equestrian sport enjoyed great coverage during the Olympic and Paralympic Games, thanks to the specialist and mainstream media/global news agencies attending and distributing the news, and was often featured on the front pages of many of the widest read media around the world.

Media Coverage Tokyo 2020 Olympic Games

For equestrian, the Tokyo 2020 Olympic Games began with the powerful storytelling of how the Olympic horses arrived at the Games to compete.

Audiences the world over witnessed history being made, as the top international media shared the story of the first 36 horses arriving into Japan – the first full cargo load of horses ever to land at Haneda airport.

Online media coverage was the key driver of exposure for the sport during the Olympic Games. Working closely with news distribution platform PR Newswire, every press release, competition sports reports and multimedia images were translated in six languages and circulated on the Wire distribution circuit across Europe, the USA and Asia and published on the most valuable global news agency platforms including Agence France Presse (AFP), Belga, ANP, Associated Press UK, Associated Press USA, Kyodo News, PRN Asia reaching an online audience of almost **2 billion**. (Data sources: SimilarWeb, Alexa, siteworthtraffic.com and Cision Digital Reach).

In addition, FEI Communications, worked closely with the wire distribution agency EFE Communica, and put in place an agreement to publish and distribute all sports report content and images, translated in Spanish and Portuguese, specifically targeting the Latin American markets. This valuable media coverage generated additional exposure of all FEI sports content reaching an audience of almost **7.5 billion**, with a "monetary value" of this media exposure generating an overall AVE equivalent to **€2.4 million** (Data source: Auditmedia, Meltwater)

Media Coverage Tokyo 2020 Paralympic Games

The FEI Communications Department worked closely with the FEI Digital team to ensure the greatest media outreach around the Paralympic Games in order to raise the profile of para equestrian sport, its athletes and the FEI.

This coordination between the FEI Communications Department, FEI Commercial Department (Digital and FEI.org), in addition to external agencies and partners, allowed the FEI Communications Team to increase the media value of key stories by offering journalists an 'exclusive' before the story went out on FEI digital channels.

17 November 2021, Antwerp (BEL)

In addition to the competition reports that were published daily, the FEI Communications team also produced a series of feature stories showcasing the horse-human connection, the role that music plays in freestyle Para Dressage and the legacy of the Tokyo 2020 Equestrian Park. The features were intended to complement the sports reports with alternate insights into equestrian sport and were picked up by equestrian and mainstream media.

The Paralympic Games was also an opportunity to showcase the work done by the FEI and the FEI Secretary General on para sport. This strengthened the FEI's relationship with the IPC Communications Team, who assisted with the dissemination of the FEI Secretary General's thought leadership LinkedIn posts and the press release on the IPC's #WeThe15 campaign.

4.6. Media Coverage & Media Operations Of Fei Named Events

Following the Tokyo 2020 Olympic & Paralympic Games, which generated extensive worldwide media coverage, and put equestrian sport back to the fore, the summer saw the continuation of great opportunities for equestrian sport to gain even further media prominence at the FEI European Championships and the Longines FEI Jumping Nations Cup™ Final.

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 the Championships and Finals. The Longines FEI Jumping European Championships in Riesenbeck (GER), followed by the FEI Dressage European Championships in Hagen (GER), the FEI Eventing European Championships in Avenches (SUI) and the Longines FEI Jumping Nations Cup™ Final in Barcelona (ESP), saw not only the return of spectators to the stands, but the onsite presence of journalists and photographers, as Covid-19 restrictions eased in the respective countries. FEI Communications assisted with all measures put in place to ensure an efficient and safe environment for working press.

Through well-established relationships with international mainstream media and top global news agencies, we received a very positive response on all media coverage of the FEI European Championships and the Longines FEI Jumping Nations Cup™ Final. Hosting VIP media onsite and ongoing media sell-in on the sport proved successful with coverage reaching a global audience of **6.8 billion** across all events, with a "monetary value" of this media exposure generating an overall AVE equivalent to **€1.8 million** (Data source: Meltwater, Auditmedia)

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

As countries continue to open up and more events are taking place, we continue to provide content options, storylines and interviews to engage the media and ensure equestrian sport remains to the fore as we promote the indoor season of the FEI World Cup™ series.

17 November 2021, Antwerp (BEL)

4.7. Corporate Media Communications

The FEI Communications department also worked closely with the FEI Commercial team to drive the creation of articles for SportBusiness and SportsPro to promote the FEI's digital advertising opportunities as well as the developments in the eGaming sphere.

The Olympic digital campaigns, the FEI's Commercial activities and the Federation's work around horse health has increased the scope of 'corporate story telling'. 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.

The publications have helped to keep the FEI's work outside of the field-of-play visible and top-of-mind within the IF and the wider sporting community.

4.8. FEI Sports Forum

In view of the FEI Online Sports Forum 2021, a new FEI Sports Forum hub was created on Inside.fei.org, based on the model for the FEI General Assembly hub. The FEI Communications team worked hand in hand with the Events department, IT teams and all the relevant session speakers to create and deliver the communications around this important event with session descriptors, session summaries as well as the opportunity to watch all the sessions directly on Inside.fei.org live and in replay.

4.9. FEI Awards 2021

The FEI Communications team ran the FEI Awards 2021 Nomination and Voting campaign with the support of the Digital and Sponsorship teams. Twenty nominees 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 Antwerp (BEL) on 17 November 2021. The Gala evening itself is also organised by the FEI Communications department in collaboration with the Sponsorship team.

There is no doubt 2021 has been an exceptionally challenging year, however, it was also a year of hope and community spirit. From a messaging perspective, it required a balancing act between effective crisis communications to ensure the community was always informed and up to date alongside promotion of the sport, the values and the heroes which make equestrian exceptional and unique.

17 November 2021, Antwerp (BEL)

5. HUMAN RESOURCES

In 2021, the following points can be highlighted in Human Resources:

5.1. Partial Unemployment & Covid19

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 in April 2020 and it could be lifted in May 2021.

Thanks to this measure, the FEI could maintain its headcount allowing a good stability to all staff members and avoiding any kind of layoff measures.

During the first semester, all FEI employees were working from home in order to comply with general Swiss sanitary restrictions related to the pandemic.

Since September, all FEI employees are back at the Headquarters. Working from home remains optional to all employees up to two days a week.

5.2. Recruiting

This year, three FEI Directors retired after long loyal years of service and contribution to our sport:

- Jacqueline Braissant, Director FEI Solidarity
- Deborah Riplinger, Interim Director, Jumping Department
- Grania Willis, Communications Director

With that, Marco Fusté has joined the FEI in February as Director, Jumping and two FEI employees have been promoted:

- Jean-Philippe Camboulives as Director, FEI Solidarity;
- Olivia Robinson as Director of Communications.

In April, the FEI also welcomed on board Christina Abu-Dayyeh as Director Endurance. The reorganisation of the team is currently under way and should be completed by the end of the year

Since May 2021, the activity was resumed to normal rates as before COVID-19 in most of the departments and some internal transfers took place in order to optimise our internal resources.

Last but not least, this year we had the natural departures of three employees. The recruiting process for these functions are currently being finalized.

Today, the FEI counts in total 98 employees (93.55 FTE) represented by 25 nationalities.