
INTRODUCTION BY THE FEI SECRETARY GENERAL

Sport Highlights

The sport calendar year was full of highlights and kicked off with the unparalleled success of the Longines FEI World Cup™ Jumping Final and the FEI World Cup™ Dressage Final in Omaha, NE (USA), with electrifying performances of USA's McLain Ward and Germany's Isabell Werth. The showbiz atmosphere and the dedication and professionalism of the new Organising Committee well and truly placed these Finals where they belong....on top!

Omaha's success was contagious. In Ebreichsdorf, Austria, we saw the FEI World Vaulting Championships for Juniors and Young Riders as well as the FEI European Vaulting Championships for Seniors. The stands were full and the crowds phenomenal as they cheered the likes of Juan Martin Clavijo from Colombia winning his second consecutive world title.

Corinna Schumacher was the gracious host for the SVAG FEI Reining Championships for the fourth consecutive time in her ranch in Givrins (SUI) where her talented daughter Gina won world gold in the Young Riders category alongside fellow German team members.

Strzegom (POL) put on a truly memorable 10th edition of the FEI European Eventing Championship where Great Britain reclaimed team gold and Germany's Ingrid Klimke won her first individual title ahead of triple champion Michael Jung.

Germany maintained their winning streak in the exciting FEI European Endurance Championship in Brussels (BEL) with Sabrina Arnold claiming her first major individual win as the Spanish took team gold.

The equestrian family was delighted to be back in Gothenburg (SWE) for the Longines FEI European Championships in Jumping, Dressage, Para Dressage, and Driving. These championships were not only for equestrian enthusiasts but also for the entire family, with the Driving marathon being stupendously organised in a public park at the heart of the city free of charge. We were honoured to have the presence and support of the Swedish Royal Family who took part in the festivities.

In Gothenburg we were excited to share the excellent news that Longines would become title partner of the FEI Nations Cup™ Jumping series as part of their long-term and extended agreement with the FEI. The agreement brokered by our President and Longines Vice President and Head of International Marketing Juan-Carlos Capelli was signed at a press conference in front of the NFs, Chefs d'Equipes and riders who celebrated the most significant deal in FEI's history. With the agreement, Longines became the title partner of the FEI Nations Cup™ Jumping Final 2017 at the Real Club de Polo de Barcelona (ESP), the historic venue for the Olympic equestrian events at the Barcelona 1992 Games.

A month after the announcement, the Longines FEI Nations Cup™ Jumping 2017 Final took place and was as thrilling as it was unpredictable. Despite the fused floodlight and delays which ensued, the young Dutch team remained calm and claimed the legendary trophy.

Many other events were organised successfully during the year. I have only mentioned a few highlights of the calendar containing over 4'500 events including championships and qualifiers organised throughout the world. I would like take this opportunity to thank and congratulate all Organising Committees, FEI Officials and our formidable athletes for their accomplishments and dedication.

Governance Highlights

Despite the tremendous sporting achievements, 2017 will be remembered as the year of dialogue, exchange, and recognition.

Notwithstanding initial speculations, this year's Sports Forum was probably the most successful to date. The first day was crucial in defining objectives and receiving input on the FEI Nations Cup™ Jumping series, CSI/CSIO Requirements, dress code in Jumping, and youth. On Day Two, we learned from the young and talented team of EquiRatings, Diarmuid Byrne and Sam Watson, about Eventing Risk Management and how data analysis and predictive analysis tools would help assist in measuring and managing risk for both human and equine athletes. We also heard presentations by world experts and scientists on bone fatigue in horses and held sessions dedicated to Endurance and the Dressage Judges Working Group. In addition, delegates received a thorough update from the Officials Working Group, including the creation of over 100 job descriptions, the ideas behind rotation of officials, etc.

One of the highlights of the Sports Forum was the surprise presentation of the "The Sky Is the Limit" award by IOC President Thomas Bach to the FEI President on the occasion of the official dinner. HH Prince Faissal (KSA) received the FEI Lifetime Achievement Award on the same occasion.

For Jumping, the dialogue and exchange did not end with the FEI Sports Forum. A month later, the FEI formed a working group to discuss the CSI Invitation Rules and CSI/CSIO requirements. The working group, composed of representatives from NFs, the European Equestrian Federation (EEF), Organisers, Athletes, Owners, FEI Officials and some members of the Bureau, met in Lausanne. The debates were open and frank and resulted in a consensus on the way forward on the Jumping invitation rules and CSI/CSIO requirements.

The FEI reiterated its commitment to Para-Equestrian by holding a Para-Equestrian Forum from 13 to 14 May at Stow-on-the-Wold (GBR) to discuss the future of the discipline.

Two weeks later Vic (ESP) welcomed the much anticipated Endurance Forum. The participants were reminded of the spectacular growth of the sport – the number of CEIs has increased from 27 in 1997 to over 900 in 2017 - and the challenges, with which the discipline was faced as a result of the substantial increase. The community's commitment to integrity and horse welfare was confirmed by the large turn-out from all over the world and the constructive discussions on risk management, education and learnings provided by the Global Endurance Injuries Study on contributing factors to bone fatigue as well as proposals the ways to further modernise the sport.

Olympic Agenda 2020 remained a focus throughout the year. On 8 March 2017, the FEI President became a United Nations Gender Champion, further cementing the equestrian sport's leading stance on gender equality.

The confirmation that equestrian sport would remain on the programme of the 2020 and 2024 Olympic Games was one of the key highlights of the year. This decision was inextricably linked to the changes made to the Olympic competition formats. In addition, equestrian athlete quota remained stable unlike that of other International Federations, which was reduced. The FEI was further recognised by the IOC when our President was elected as IOC Member during the IOC Session in Lima (PER) in September.

I also had the great honour of being elected the first President of the Association of Para Sports Organisations (APSO) which represents 17 sports. Both Ingmar and myself will

continue to strive to merit the incredible honour and responsibility that has been bestowed upon us and promote the values of horsemanship throughout the world in everything that we do. The credit we have received is a great recognition for equestrian sport and the entire equestrian community. Without the support of our National Federations, the FEI Bureau and the passionate and talented FEI staff we would not be where we all are today.

I encourage you to continue to read this report which contains an overview on the Headquarters' activities and the work that is being done during the year to better service our National Federations, Organising Committees, Officials and athletes as well as to enhance our sport internationally. During the Montevideo General Assembly the Commercial & Marketing team will make a presentation on the latest roll-out plans which will drive equestrian sport even further.

I look forward to seeing you in Montevideo. Hasta muy pronto!

A handwritten signature in black ink, appearing to be 'S Ibáñez'.

Sabrina Ibáñez
FEI Secretary General

INFORMATION TECHNOLOGY

The FEI IT Department uses cutting edge technology to cater to the needs and wishes of a broad audience and provides services and support to an increasing number of stakeholders including National Federations, Organising Committees, FEI Officials, Athletes and IT Services Providers. In parallel the department is also supporting all FEI staff and developing new features to improve the administrative day to day work at the FEI.

The FEI IT Department also ensures the quality and accuracy of all the sports-related data managed by the FEI. Important efforts are being invested to ensure the data is consistent and reliable, and to avoid duplication.

This year the main focus was on the upcoming FEI online Invitation System for Jumping, the online FEI Campus, a new format for Dressage and Para Dressage results as well as a new management of horse owners.

FEI Website:

After a successful implementation of a new version of the FEI Website in 2016, 2017 has been a year to reinforce the position of this new website by continuously refreshing the contents as well as adding new features such as the "My FEI" section.

The "My FEI" section allows all equestrian sports fans and enthusiasts to create their own account on the FEI website giving them access to exclusive features, such as statistics on athletes and horses, full results, and notifications of upcoming participations of their favourite athletes and horses.

The traffic increase on the FEI website in 2017 has been of approximately 20%.

FEI Database:

Following the introduction of the new features in 2016 to control all FEI Passports and FEI Recognition Cards in the FEI Database, 2017 has seen the addition of the management of all approved national passports/documents for horses competing in FEI lower level events. This new workflow in the FEI Database has drastically increased the number of documents to verify: the IT Team is checking and validating more than 200 horse documents every day.

From 1 January 2017 a new format has been introduced to manage Dressage and Para Dressage results. It requires organisers to provide the results of all FEI Dressage and Para Dressage competitions with the detailed score movement by movement and judge by judge.

In addition, a new feature has been introduced to manage horse owners as individual persons or corporations with their own FEI ID number. This feature groups all the horses of the same owner and provides owners with easy access to all the performances of their horses.

FEI Entry System:

The FEI Online Entry System has now been operational for five years for Jumping and is also used in Endurance, Dressage, Eventing and Driving. A new version of the FEI online Entry System with improved interfaces and workflows is now being developed on the basis of the experience and feedback gathered.

This new version of the FEI Entry System will be released together with the FEI online Invitation system for Jumping in 2018.

FEI online Invitation System for Jumping:

The launch of the FEI online Invitation System for Jumping, which was a key improvement in the invitation process for FEI Jumping events, was initially planned for 2017. Following consultation with all stakeholders, the FEI has postponed the launch of the system to ensure the inclusion of all the necessary features and has taken the opportunity to improve the CSI Invitation Rules.

This system will be released in 2018 along with the new version of the FEI Entry System.

WebServices for National Federations:

The IT department continue to encourage new Federations to connect their National IT systems with the FEI IT System using the WebServices we provide. Fourteen National Federations are benefiting from this service and some of them were visited by the IT department during 2017 to collect feedback, answer questions and to offer support and solutions for their day to day needs.

WebServices and solutions for Organising Committees and IT Providers:

More than 40 service providers are using the FEI WebServices to better handle data during FEI Events and provide results in a timely manner after FEI competitions.

This number is increasing and allows greater autonomy in the way providers access data and provide results. More than 56% Jumping results are directly provided by the time keeping and data handling companies as soon as the events are finished.

Event Classification System (ECS):

The Event Classification System (ECS) has been operational for three years and uses the FEI Online Report platform to evaluate the Longines FEI World Cup™ Jumping Western European League events, Longines FEI World Cup™ North American League events and the Longines FEI Nations Cup™ Division 1 events. In 2017 the system was enhanced with new functionalities in order to allow for the evaluation of all CSI5* in 2018.

Dressage Freestyle Scoring:

The new Dressage Freestyle Scoring system was successfully implemented for the entire FEI World Cup™ Dressage Western European League 2016/17 season and was also used for the FEI World Cup™ Dressage Final 2017.

Following this successful introduction, the system will be used again for the FEI World Cup™ Dressage Western European League 2017/18 season.

Risk Management in Eventing:

In order to continuously improve the risk monitoring in Eventing, an important functionality has been added to the Risk Management software to track the details of all obstacles of each FEI cross country course. This will allow for the collection of additional data to be used for analytical and statistical purposes.

The IT and Eventing Departments conducted a first pilot year with the Irish company EquiRatings, to study the potential implementation and use of the EquiRatings Quality Index (ERQI) for FEI competitions.

FEI HorseApp:

From the beginning of 2016, National Federations have the possibility to use a mobile app to upload the required pages of FEI Passports and FEI Recognition Cards to the FEI Database. Together with the extension of this requirement for all national passports, the FEI HorseApp is now open to all athletes and owners.

FEI Campus:

The FEI Campus was fully launched in June 2017. The IT and Education and Standards Departments managed the project providing an efficient education platform for FEI Officials as well as the larger equestrian community.

Online education for Testing Technicians:

This platform has been fully operational since the beginning of 2017 allowing for the training and approval of more than 200 Testing Technicians who are working together with the FEI Testing Veterinarians to conduct testing at FEI Events.

FEI World Challenge:

A new platform has been set up to manage the calendar, horses, and athletes as well as the results and rankings for all events of the FEI Jumping and Dressage Challenge organised through the FEI Solidarity Department.

COMMERCIAL & MARKETING

Introduction

A new Marketing and Communications Strategy was developed at the end of 2016 with the primary aim to grow the sport, access new markets, and increase the FEI's revenues in order to reinvest them into the development of the sport. The strategy was signed off by the FEI Bureau at the start of 2017 and has influenced all the FEI's Marketing and Communication activities throughout the year.

The overriding theme of the strategy revolves around the understanding that the FEI doesn't govern a single sport, but in fact seven distinct sports. All disciplines are made up of unique technical characteristics, athletes and fan bases that differentiate them from one another. They are, however, united by the strongest commonality of all: the horse. These findings are further supported by comprehensive market research which highlights the variances in fans and riders across these seven worlds, at both grassroots and competition level. Moreover, companies tend to visualise these disciplines as different sports, and are often keen to associate their brand with the unique positioning.

Branding

As per the new strategy described above, a plan was developed to define the positioning for each of the disciplines. Eight workshops were conducted with key stakeholders from around the world to get their insights on the respective disciplines. These stakeholders included some of the best equestrian athletes, young athletes, representatives from Organising Committees, National Federations, and media stakeholders. Based on these workshops, and the insights provided by the people who live and breathe the disciplines on a daily basis, the positioning and key attributes of each discipline were defined. These positionings, and the resulting visual representation, will be the basis for all marketing and communication moving forward.

Sponsorship

On the back of the aforementioned change in the commercial strategy, coupled with the successful launch of FEI Campus, a number of sponsorship deals were signed. These new agreements come in addition to the ongoing engagements with Longines, Ariat and JetSet Sports.

Longines

2017 was a historic year in the hugely successful partnership between the FEI and Longines which saw the global partnership further extended in both duration and rights and including the title partnership of the FEI Nations Cup™ Jumping starting from 2018.

Also included in the extended global agreement are Longines' continued role as FEI Top Partner and title partnership of the Longines FEI World Cup™ Jumping Western European League. Longines also remains Official Timekeeper and Official Watch of the FEI and Official Timekeeper of the FEI World Equestrian Games™. Additionally, Longines will continue to invest in the development of cutting-edge time-keeping and data-handling services and related technology, together with the FEI, specifically for equestrian sport.

Longines' involvement primarily focused on Jumping providing media exposure and networking opportunities across the 13 events of the Longines FEI World Cup™ Jumping Western European League. In parallel, the third season of the Longines FEI World Cup™ Jumping North American League kicked off. The series offer the qualifying events a unique opportunity to be broadcasted in the North American markets as a product with a unified look and feel. The season culminated in Omaha, NE (USA) where Longines benefited from unmatched visibility.

Longines also sponsored the FEI Gala Dinner of the General Assembly 2016 held in Tokyo (JPN) and supported the Rising Star Award.

Boehringer Ingelheim

Three months after the live launch of FEI Campus, the FEI achieved a three-year commitment from Boehringer Ingelheim – a global pharmaceutical company and the world's biggest equine health business – to become FEI Equine Health Partner and FEI Campus Partner. The agreement sees both parties collaborating on content and courses relating to equine health that are to be published on the free to access e-learning gateway.

China National Sports International (CNSI)

On the back of rapidly growing enthusiasm for equestrian sport in the world's second largest economy, which also boasts the world's second biggest horse population, the FEI signed a five year deal with China National Sports International (CNSI), a sports and entertainment company that specialises in equestrian sports in China. The agreement sees CNSI become Official Business Partner of the FEI in China. Both parties will develop a large-scale e-sport, e-commerce, and social media presence for equestrian sport to launch in 2018.

SAP

The first new FEI sponsor of 2017 was SAP SE, the world's largest enterprise application software company, which became Official Analytics Sponsor of the FEI World Cup™ Dressage Series. The deal was announced at the FEI World Cup™ Finals 2017 and sees SAP use its long experience of reinventing fan experiences to work with the FEI on engagement opportunities that will bring equestrian and Dressage audiences closer to the action and their passion.

FEI TV

In April 2017, the FEI fully re-launched its OTT (Over-The-Top) platform service: FEI TV. This development brought a new level of content and service to the equestrian community globally. In addition to the relaunch of the FEI TV Website, iOS and Android apps were launched, seamlessly integrating the FEI TV experience across different digital platforms. On top of the live coverage and user defined playlists, an unlimited Video-on-Demand service was introduced alongside the option of replaying certain competitions. Since the relaunch of FEI TV, the subscriber numbers and the platform's engagement levels have increased significantly. As a next step, subscribers will experience added functionalities, new forms of content as well as the integration of content from the FEI Archive.

FEI Archive

At the end of 2016, the FEI digitalised more than 6'500 tapes of competition archive in order to preserve this valuable content. The videos will be indexed to facilitate content search. A web-based broadcast archive service platform will be introduced in 2018 for anyone to access this content and request relevant materials.

Digital

With the implementation of the new marketing and communications strategy, the digital and social media performance increased significantly. This was illustrated by a 110% increase in Unique Users and a projected 260% growth in Page Views in 2017 compared to 2016. Furthermore, FEI.org has reached new audiences and is effectively engaging with these audiences through bespoke content and services.

Facebook

To date, Facebook remains an essential social media channel. Compared to 2016, an Olympic year, 2017 saw an increase of 20% in impressions and close to 50% rise in video views.

YouTube

YouTube is a strong destination for engagement around FEI competition videos. With close to 20 million channel views in 2017, there is an increase of 5% compared to 2016, which is a remarkable achievement considering that the number of video views traditionally peaks in an Olympic year.

Instagram

Instagram has experienced the most rapid development with a 350% growth in the number of subscribers since the beginning of the year, attracting a total of 183,000 followers to the official FEI account.

For 2018 the focus will be on integrating the discipline approach into the digital channels and to create social media destinations for each of them. In addition to an increase in sports and competition content, content will be produced focusing on the horse and rider and their unique relationship. Moreover, #TwoHearts content will revolve around riding skills, nutrition, travel and fashion.

Broadcast

An increase in broadcast exposure around the world has significantly boosted the media value for the Longines FEI World Cup™ Jumping, the Longines FEI Nations Cup™ Jumping and the FEI World Cup Dressage™ Series. Due to the changes in the media landscape and media consumption, a larger number of media outlets are needed to attain the same broadcast hours and reach. Growing or even maintaining the current level of media values is challenging and the FEI has adopted its content strategy to reach previous untapped channels and audiences.

COMMUNICATIONS & MEDIA RELATIONS

The Communications Team was created by the coming together of the Press Relations and part of the Corporate Communications Teams in February 2017, directly following the launch of the Marketing and Communications Strategy at the beginning of the year.

Now, Media, Corporate and Internal Communications are managed by the Communications Team, which also supports the work of the Commercial Team's focus across sponsorship, sales, broadcast rights, digital and social media, brand management and content coordination, against the backdrop of the Marketing and Communications Strategy.

Based on this, a comprehensive tier structure for each of the FEI events, series and campaigns was established detailing the level of coverage and promotion they receive.

Here is a snapshot of the Communications Team's 2017 activity:

Brand Strategy

One of the key pillars of the Marketing and Communications Strategy is the need for the FEI's brand and communications to focus on the positioning of each of the FEI disciplines by creating distinct personalities to highlight their unique attributes, demographics and key selling points, with equestrian sport and the FEI brand as an umbrella.

The communications team worked closely with the marketing team in the positioning and brand architecture process, jointly organising a total of eight workshops at various events involving key stakeholder representatives from each of the disciplines.

Following this comprehensive research phase, which was very consultative in nature and with the extensive market research conducted in 2016, the FEI will be presenting at the General Assembly the new brand architecture and discipline positioning which will be phased in throughout 2018.

The DAM & Photography

Following the restructure of the FEI Corporate Communications, Press and Commercial teams and the definition of a tier structure as part of the Communications and Marketing strategy, it was decided to centralise all photo commissioning and briefs (press, corporate, digital & social) with a cross departmental working group in order to reflect the requirements/expectations of the tier structure and objectives of the Communications and Marketing Strategy.

The cross departmental Photography group is also working closely with the IT department to establish a more effective Digital Asset Management System, which will allow for better sharing of assets (images, logos, short form videos and other graphics) with key stakeholders such as the media, National Federations, Organising Committees, sponsors and partners.

Media Innovations

Several new innovations with global media have had a major impact on the FEI's profile in 2017.

By delivering new, eye-catching sports reports, with striking action and behind-the-scenes images, and by making broadcast-ready action footage and video clips available, we have opened up existing relationships and built news ones with the world's biggest media.

In doing so, we have secured extensive visibility for our sport in mainstream media, which has increased the media value of FEI events and also provided strong profile for our Top Partner, Longines, and other partners.

Example 1: Longines FEI World Cup™ Jumping Final & FEI World Cup™ Dressage Final in Omaha

- Over 3.5 million items of media coverage
- Reached over 596 million people
- PR value: almost 12m EURO

Example 2: FEI European Championships (Jumping, Dressage, Para-Dressage, Eventing, Vaulting, Driving, Endurance)

- Extensive coverage outside of Europe, including in China
- Europe's biggest news agencies covered the Europeans in depth:

Belga News Agency (Belgium), Agence France Presse (France), DPA (Germany), AMP (Netherlands) and Press Association (UK)

- Advertising equivalent value of media coverage for all Europeans: 163m EURO

Example 3: Longines FEI Nations Cup™ Jumping Final in Barcelona

- Biggest media trip in the history of this series
- Ten sports editors from the world's biggest news agencies and news outlets and Brazil's top sports TV channel covered this event as hosts of the FEI Communications Team
- They joined over 200 accredited media on site in Barcelona

We are now looking to replicate this success across all major FEI-named events and series.

The shift to digital media is also affecting every aspect of the way the FEI creates, produces, publishes and distributes media content.

The Communications Team is currently working with a range of journalists who are embracing new channels to communicate with sports fans, as well as working closely with the FEI's Digital and Social Team to create content on the FEI's own channels, which is read by fans and media alike.

This work is resulting in new types of valuable profile for the FEI on third-party platforms, including Facebook Live interviews, Instagram Stories and video-based news led by our deeper media relationships. This is being complemented by "traditional" media coverage, including on-line news and hard copy newspaper and magazine articles.

FEI Sports Forum 2017

Members of the communications team worked hand in hand with the Organising team of the Sports Forum in terms of stakeholder communications and logistics.

All the sessions were aired live on the FEI's YouTube channel with a dedicated moderation service allowing the online public to interact with the panellists.

The Communications Team also ran a daily news service from the Forum, summing up all key developments, and held a face-to-face media session which is always well received by attending media.

FEI Awards 2017

The public vote was introduced to the FEI Awards format this year and proved hugely successful with over 20,000 votes recorded over the 10-day voting period.

The campaign for votes was driven on fei.org and via the FEI's social channels, but also in collaboration with National Federations and key stakeholders by providing a voting app which could be embedded on any website to drive votes.

This allowed National Federations and shortlisted nominees with the opportunity to campaign for votes directly on their channels and therefore increase the visibility and reach of the FEI Awards like never before.

The winners will be announced at the FEI Awards 2017, presented by Longines, in Montevideo on 21 November.

FEI Annual Report

A total of 650 copies of the 165-page FEI Annual Report 2016 have been distributed to the FEI's National Federations and global stakeholders. A comprehensive online version with additional content including video and statistics can also be found on www.inside.fei.org.

Carefully researched and designed to celebrate the highlights of an equestrian year that was epic in every sense, the FEI Annual Report champions equestrian sport and highlights the important decisions we are making for our sport's future.

The FEI Annual Report is also a powerful tool to convey the FEI and equestrian sport to potential sponsors, partners and the media, championing all of our disciplines, our global growth, our transparency and our strong governance structures - as such, the FEI Annual Report is being made available at major events, including SportelMonaco 2017, the world sports marketing & media convention.

Risk management and research

The FEI's extensive work on risk management, particularly in Eventing and Endurance, is of great importance to athlete and animal welfare across the globe, and is key to the future of our sport.

The FEI Communications team works closely with with the President, Secretary General, the Veterinary Department and the Sports Directors to disseminate this information and the key messages out to the worldwide media, FEI stakeholders and the wider equestrian community through articles, interviews, briefings and internal communications. This includes providing key messaging for damage limitation and reputation management.

Subjects include the creation of the FEI Eventing Risk Management Steering Group and the subsequent 2017 Risk Management Summit in April, the 2017 Endurance Forum, announcement of extensions of the Global Endurance Injuries Study and the new commissioning of a bone fatigue study for Endurance, the FEI partnership with data-science company EquiRatings and animal welfare initiatives, outreach and education initiatives for Endurance worldwide.

The Future - FEI Family

In 2017, the FEI has taken advantage of closer working relationships with the National Federation media and social media teams on the back of the very successful pre-Rio Olympic and Paralympic collaboration.

Working closely together in the countdown to and during Rio is having a direct impact on global equestrian sport media and social media profile as well as on wider topics that are central to the FEI, including governance, Clean Sport and FEI Campus.

The Communications Team, working with the Social and Digital Team, is in the process of setting up a series of workshops with National Federations to enable us to continue this great work together.

EDUCATION AND STANDARDS

Education Systems

In 2017 the education systems for Endurance and Driving were completely revised and a new 5-level structure was introduced.

Online education in FEI Campus will become an integral part of the education systems in Endurance and Driving.

In Endurance, Refresher Seminars were replaced by Re-qualification Courses, meaning every three years all Endurance Officials have to re-qualify.

In Jumping, it was decided to introduce a new course for top-level judges (Level 4) including examinations. A pilot course is in planning. All existing Level 4 Judges (30 in total) will have to re-qualify in the coming years.

It was agreed with the FEI Technical Committees to base all future education on job descriptions. Currently the production of job descriptions for each category and level of FEI Official is supervised by the Education and Standards Department. A total of about 100+ job descriptions will have to be produced.

Exchange Programme

In 2017 (January to October), 57 Officials from 35 NFs benefitted from the FEI Exchange Programme.

The plan for 2018 is to merge the FEI Exchange Programme and the Global Education Programme for Eventing (GEP) into a newly created "Officials Development Fund", accessible for all FEI Officials.

FEI Campus

In June 2017, the online education platform "FEI Campus" was launched. More than 2'000 registrations, almost 15'000 longer learning sessions and 250.000+ page views were registered until October.

Four courses for Officials are online. Rule updates (presented by the FEI Discipline Directors) are available for Endurance, Driving, Reining, and Vaulting. Furthermore the Horsemanship section includes, up to now, over 20 courses on various subjects around the horse.

Before publication on FEI Campus, all content in the Horsemanship section is reviewed and signed off by an Editorial Board. Officials related education is approved by the FEI Technical Committees.

A professional English language training programme via FEI Campus is available to all FEI Officials who need to improve their English speaking skills.

The FEI has established a close collaboration with the University of Zürich (Veterinary Faculty) on content development.

The technical evolution of the FEI Campus is continuing, further improving the learner experience.

Currently Eventing, Endurance, Driving, the FEI Legal Department (Anti-Doping, FEI Legal System), as well as the Veterinary Department (Vet Courses and Exams, Biosecurity) are building courses for FEI Campus.

In 2018, it is expected that 15 new courses will be added to the Horsemanship section.

For further information please go to www.feicampus.org

FEI Sustainability Project

The FEI is in the process of creating a project on environmental sustainability for FEI Events. The goal is to involve especially event organisers to establish sustainable practices at FEI Events and hence improve sustainability awareness in general.

The FEI closely collaborates with the IOC on this project, in order to address one of the recommendations of Olympic Agenda 2020.

FEI Footing Standard

The group of experts developing the FEI Footing Standard has made huge progress on the documentation (protocols, guidelines and manuals) of the FEI Footing Standard. A professional company, specialised in certification of surfaces in sport, is part of the working group and will help with the rollout and logistics of the standard.

The current standard only applies to Jumping. In the coming months Dressage arenas will be tested also and Dressage riders' opinions will be collected.

First experiences were made at the Rio 2016 Olympic Games with the Cross-Country course surface.

It is anticipated to roll out the FEI Footing Standard in Jumping in 2018.

Officials Working Group

The Education and Standards Department has been the liaison to the FEI Officials Working Group and assists in implementing the recommendations developed by the Working Group.

HUMAN RESOURCES

Due to the departure of the Director of Corporate Communications during the first part of 2017, and consequent to the implementation of the new Communication & Marketing strategy, Corporate Communications and Press Relations departments were merged into one Communications department under the direction of Grania Willis. Social Media responsibility was transferred to the Commercial department in order to have a commercially driven presence on the social networks.

As a result of the above and further to the Bureau's decision in April 2017 to develop additional IT projects in order to meet the Officials Working Group recommendations as well as other IT service-related projects, the following persons joined the departments listed below during the course of 2017:

- Paul Stretton, Commercial department as Digital Content Editor.
- Vassilis Paradissis, Commercial department as Marketing Manager.
- Francisco Alves, IT department as IT Project Manager.

Lastly, we wish to take this opportunity to invite National Federations to contact the members of the FEI staff for any assistance as may be required. Please remember to view <http://inside.fei.org/myfeiguide> regarding questions as to how the FEI functions and whom to reach for help.