

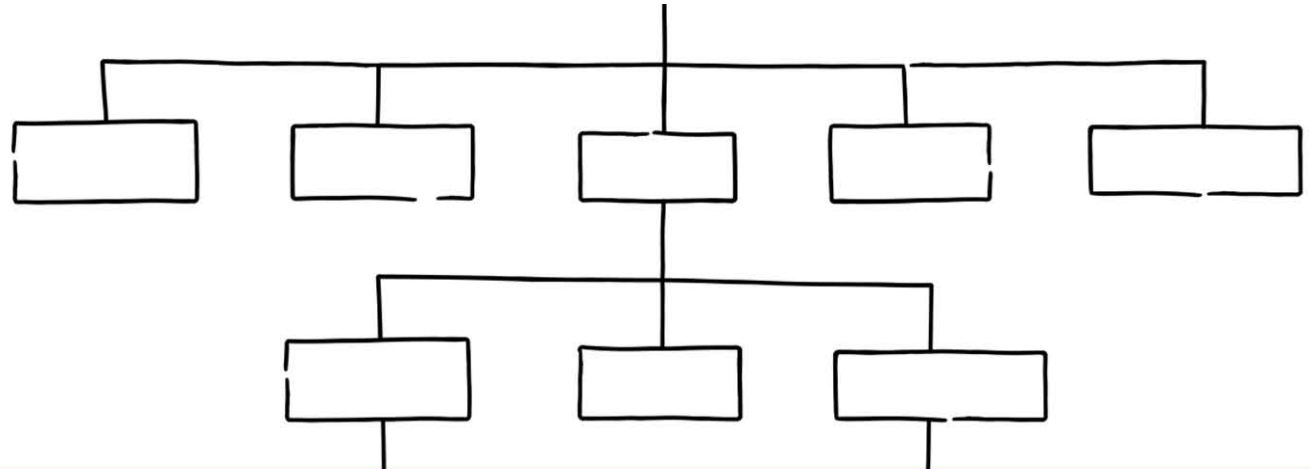


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**GOVERNANCE
FEI TODAY & TOMORROW**



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The following presentation will give an overview of the proposed alterations to the structure of the FEI Bureau.

How did we get here?



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WHAT WAS DISCUSSED IN 2005?

- **March:** General Assembly approved governance structure with smaller Board.
- **March-September:** 3 members of the Executive Board hire consultants and steer implementation process and recommend further changes to structure, including a "Council".
- **September:** The new structure is not approved by the Bureau deemed too cumbersome and expensive.



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OUTCOMES IN 2006-08

The Bureau remained in place and the FEI continued to work on modernizing other facets and bodies of governance:

- Headquarters
- Audit & Compliance Committee
- Athletes Committee
- FEI Tribunal
- Nominations Committee



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TODAY

NFs have continuously indicated that the reform process must continue.

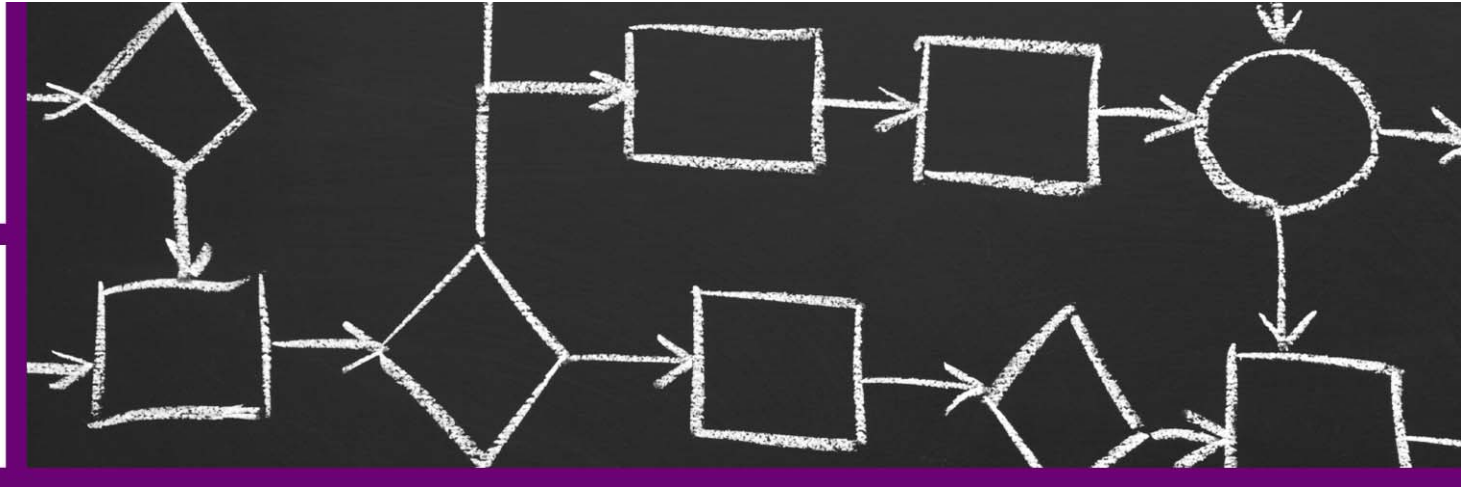
During its Meeting in Vevey (SUI) on 31 March – 1 April the Bureau tasked the FEI President and Secretary General (SG) to form a Steering Group to progress reform of the Governance Structure.

The Remit

To propose a course of action to the NFs with a view to implementing a renewed governance structure following the decision in London in 2005 supporting the structure outlined in the 2006-10 Strategic Plan, taking into account changes that have occurred since 2005.



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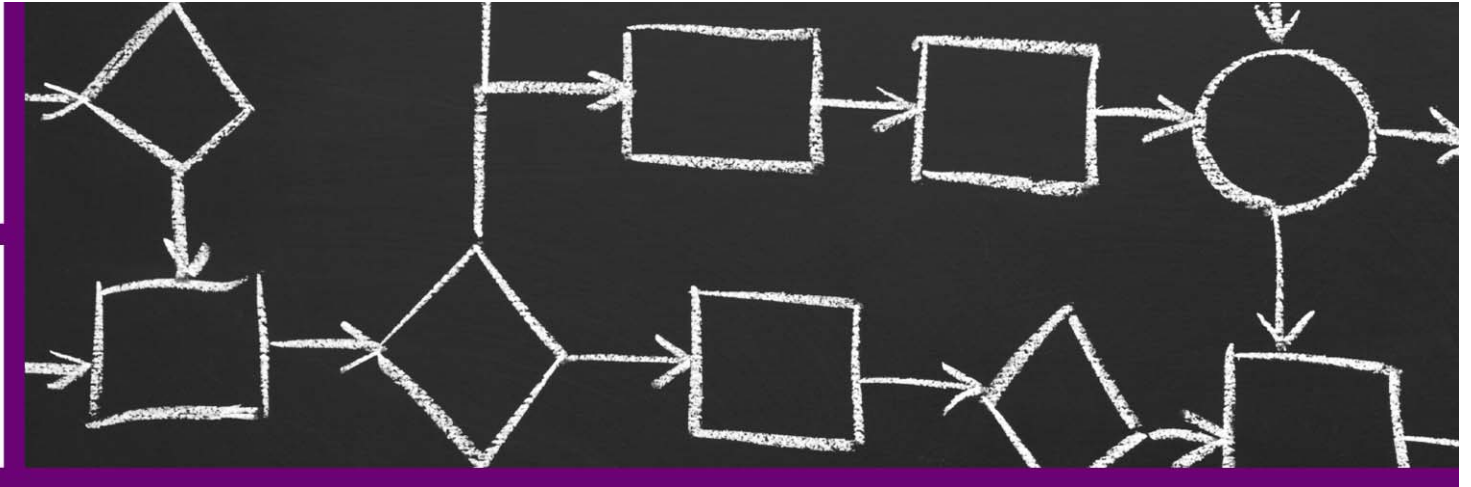
2009 FEI GOVERNANCE STRUCTURE STEERING GROUP

Participants

- HRH Princess Haya Bint Al Hussein, President
- Gerardo Werthein, Vice-Pres. ARG NF / President ARG NOC
- François Mathy, Rider Representative, BEL
- John Long, Chair Nominations Committee / CEO USA NF & member of Strategic Plan Working Group A
- Martien van den Heuvel, Member of the Nominations Committee / President NED NF
- Alex McLin, FEI SG/CEO



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CURRENT BUREAU

Size

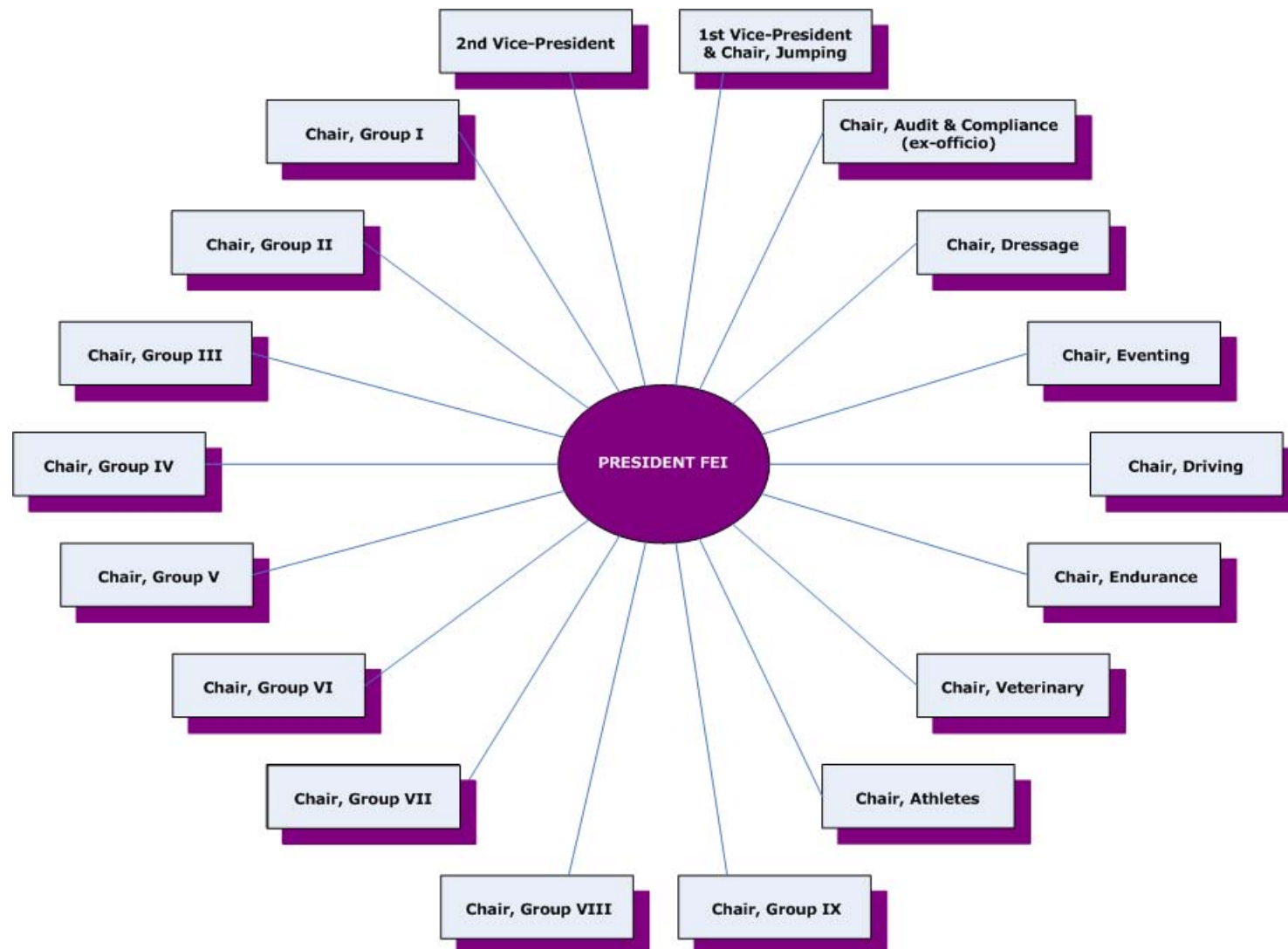
- 18 + 1 Ex-Officio member.

Composition

- Stakeholders representing FEI's 9 Regional Groups and Chairs of the majority of FEI's Technical Committees.



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DIFFICULTIES

- The size of Bureau is too large to be effective.
- Understandably Bureau members tend to decide/react on matters which have a direct effect on their stakeholder group rather than looking and contributing on issues from a general standpoint.
- Due to the size and lack of harmonization within the Bureau, decisions and responsibility all too often are borne by the President and the Secretary General.



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WHAT WERE THE FINDINGS?

- The FEI **cannot** and **should not** be expected to adopt all of the best practices of a for-profit organization. However, some proven practices are advisable such as a condensed Board which is small enough not to require a sub-group.



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THE BOARD SHOULD?

1. Be a homogenous group composed of individuals who are close to and are committed to equestrian sport;
2. Be leaders with international business background with proven abilities;
3. Be ready to take decisions and be accountable;
4. Be available to travel often to meetings/events + accessible for teleconferencing;



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THE BOARD SHOULD?

5. have excellent communications and language skills;
6. have experience in governance;
7. have strategic vision and orientation;
8. have impeccable integrity and a direct and open manner.



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2009 STEERING GROUP RECOMMENDATIONS

- The **proposals** included in Strategic Plan 2006-2010 by **Working Group A** are **relevant** but should be adapted to take into account progress in governance implemented by the FEI since 2005 and the need to strengthen FEI regional representation and development.



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SIMILARITIES & DIFFERENCES BETWEEN PROPOSALS

Strategic Plan 2006-2010 Working Group A

&

Governance Structure Steering Group 2009



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THE BOARD

	2005 Working Group A	2009 Steering Group
Number:	7	7
Composition:	President + 6 Vice-presidents;	President + 6 Members. One seat for active athlete of Olympic discipline.
Term:	Max. of 2 four-year terms (8 years total)	Max. of 4 two-year terms (8 years total)



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THE BOARD

2005 Working Group A

Election:

- The steering of the elections is performed by the Board Steering Committee.
- The Steering Committee consists four persons all members of the Board Advisory Committee.
- The President has the right of veto in of the Board Advisory Committee.

2009 Steering Group

1st Slate 2009

- The Nominations Committee (NC), screens and presents a list of eligible candidates to the President;
- From this list the President + NC select the 1st slate of candidates for the Board;
- The 1st Board is elected by the GA 2009.

Open positions as of 2011

- The NC nominates a number suitable candidates put forward by NFs;
- The NC recommendations are submitted to the GA for election.



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THE BOARD

	2005 Working Group A	2009 Steering Group
Position Constraints:	Members of the Board are not representatives of FEI stakeholders.	Idem. However a seat is reserved for active athlete from an Olympic discipline. (The athlete has general responsibility as per other Board members.)
Tasks:	This monitory body, supervises the FEI structure, evaluates reports presented by management and determines broader strategies/targets. The Board reports on its own tasks and is responsible to the GA.	Idem
Board Interfaces:	<p>FEI Board Advisory Committee (Group Chairs, Riders reps and Organisers reps) advises the Board and put points on the agenda.</p> <p>The FEI Board Advisory Committee will be the liaison in communications between the FEI members (NFs).</p>	<p>The FEI Management will provide comprehensive and in-depth information received from various stakeholders.</p> <p>FEI Management will act as the link between the Board and FEI Committees, Geographical Regions as well as other stakeholders.</p>



TECHNICAL COMMITTEES

	2005 Working Group A	2009 Steering Group
Role:	<p>The Technical Committees advise Management.</p> <p>If an Advisory Committee is not sufficiently heard, appeal to the next higher level must be possible.</p>	<p>Idem (as per FEI Statutes 2007)</p> <p>Idem</p>
Appointment:	<p>Candidates for the FEI Committees must be backed /supported by their NF.</p> <p>The Technical Chair will not sit on the Board.</p> <p>The Technical Chair will be elected by the Committee members.</p> <p>The FEI Board will appoint members advised by the FEI management</p>	<p>Idem</p> <p>Idem</p> <p>The Technical Chair will be appointed by the Board following NC procedures (as per 2007 Statutes whereby the Bureau appoints Chairs of Technical Committees who do not have a seat on the Bureau).</p> <p>The Board will appoint the members of the Technical Committees following NC procedures.</p>



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TECHNICAL COMMITTEES

	2005 Working Group A	2009 Steering Group
Composition:	Members of Committees to include specialists and representatives of FEI associates.	Idem
Terms:	<p>A term is for four years.</p> <p>No member may serve more than one term without a break of two years.</p>	<p>A term is for two years.</p> <p><u>Chairs</u> may not serve more than four terms (i.e. 8 years) without a break of two years.</p> <p><u>Members</u> not may serve more than two terms (i.e. 4 years) without a break of two years.</p>



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REGIONAL REPRESENTATION

2005 Working Group A

The Chairs of the Regional Groups are included in the **FEI Board Advisory Committee**.

2009 Steering Group

The Chairs of the 9 Regional Groups make up the **FEI Development Board**.

During its initial year the Development Board will:

1) Propose a plan to establish and manage the implementation of **Professional Regional Officers**.

The Officers – full time remunerated staff members will live on each continent, support the Chair(s) + act as interface between the NFs and the FEI.

2) Propose **Tailor made development projects**.



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REGIONAL REPRESENTATION

2005 Working Group A

The Chairs of the Regional Groups are included in the **FEI Board Advisory Committee**.

2009 Steering Group

3) Work on **Quarantine & Transportation issues**.

4) Conduct a **Feasibility study on FEI Continental structures** for regional governance and representation within the FEI to replace current Regional Groups. (The Cont. structure not to affect the current Olympic Games quotas which would remain unchanged.)



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NEXT STEPS...

2009

- 24 July FEI Statutes available for consultation by NFs
- 25 July-15 Sept. Receipt of candidatures from NFs for Board member positions
- 11 September Receipt of feedback on Statutes from NFs
- Mid-October Final draft of Statutes and Board Nominations sent to NFs
- 19 November Approval of the Statutes at GA / Implementation



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THANK YOU



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**EXTRAORDINARY
GENERAL ASSEMBLY MEETING
17 NOVEMBER 2009**

FEI Extraordinary General Assembly Speech

Tuesday 17th November

Haya Al Hussein

I'm honored to once again stand before you in the Annual General Assembly of the FEI, in the beautiful city of Copenhagen — one of the jewels of Europe, the leading continent of our sport.

This city has already opened her arms to the members of the International Olympic Committee, and hosted that greater family of sports through the IOC Session and Congress. Copenhagen will look forward to, in the very near future hosting the United Nations COP15 Conference on Climate Change.

For the IOC, the Congress was the forum to chart the future of the Olympic Movement. The Conference on Climate Change will focus on the future of our planet. We are here to make some fundamental decisions about the future of our federation and the future of horse sport. They are not easy decisions, and there are some strong and varied opinions within our FEI family. We are all passionate about this organization and about the sport we love. We will serve both if we take a long-term view and seek solutions that encourage unity in the pursuit of our shared goals.

When you elected me to be your President, I promised to Look, Listen and Lead.

To look at the issues confronting us without pre-judging anyone or any situation, and to gather facts in an impartial manner.

To listen to all viewpoints and to work with the Bureau, the National Federations and the Secretariat to develop solutions.

To lead by supporting tough decisions taken by the Bureau, and the General Assembly, and to stand up and be counted for on behalf of the FEI and our National Federations.

I also swore to ensure more transparent links between the National Federations and the FEI. I gave you my word to focus on Development as the

real key to the long term Universality of our Sports and our International Federation. I pledged to protect our place in the Olympic Family, and to respect all disciplines and treat them with equal favor.

That was the vision I presented to you, with the promise that I would operate independent of all outside influences. I did so stating that I fully understand and agree that the General Assembly with the National Federations, as its members, is the ultimate governing body of the FEI. I swore to serve this entity with energy, commitment and passion.

You elected me on a clear and succinct manifesto for change. I was never in any doubt that this body would judge me on my performance, not my promises. The manifesto that you elected me on was divided into six key pillars.

- FEI Governance – To structure the organization to meet the demands of the twenty first Century sporting environment.
- National Federations – To increase the influence of our member bodies (National Federations) within the FEI.
- Development – To see this as worldwide issue, with regional variations, development being key to the universality of our sport.
- Commercial - To grow the FEI commercially to strengthen horse sport around the world.
- Welfare- To ensure that the innocent party is protected and nurtured in our sporting pursuits.
- International Olympic Committee – To strengthen our place in the Olympic Family, recognizing that is our identity, and our greatest window to the world.

Together my friends, in three short years we have achieved much.

We passed our New Statutes. We have raised twelve million CHF, as seed money to kick start our projects through the "Friends of the FEI." We have created our Global IT Network and named it "FEI Family."

We have changed our web identity from horsesport.org, to fei.org. We will have a new Head Quarters in Lausanne, by the end of 2010. We have completed an Ops Manual, which fully documents all existing processes and procedures that exist in HQ. Our finances are now presented in a transparent fashion, and you have a three-year forecast. Our Volunteers and our Head Quarters staff now have job descriptions.

Our HQ staffs now have job appraisals, and job security. We have a critical mass of new faces in HQ. On the commercial landscape, we have a new set of sponsors, in Rolex, Alltech, in HSBC, and in Meydan. We have launched and worked with Atari on the digital video games, "My horse and me." We have created and launched our Year of Youth.

We have launched FEI TV. We have our new awards program, the "FEI Awards." We have launched our magazine, "FEI Focus." We have a new edition of the view from inside headquarters called "Friday 5."

We have taken steps to clean up our sport and reject corruption, by outlawing paying wildcards, and we are stand at the brink of embarking on the "FEI Clean Sport Initiative" to combat doping.

Ladies and Gentleman, this has been done in three short years.

There are two areas that we have yet to concentrate on — development and FEI governance. Both are contingent on us having a new governance structure.

I have always advocated a broad definition of development. Too often in our organization development is used as a title to describe only the plight of emerging nations. The common misconception is to define the activity as supporting equestrian interests in developing countries.

Of course, that is a very important part of developing horse sports globally. We want emerging nations to know that they are welcome in this GA, and that they have a free and open voice within our organization. But we cannot ignore the legitimate needs of developed countries. The FEI is a family, and a family shares its resources with all members, not just a select few.

I promised a development program that is all-embracing, with the understanding that developmental requirements vary from Group to Group and Region to Region. Hence we promised tailor-made programs to provide

individual solutions through the recognition that different groups and countries have different strengths and weaknesses, and to deal with them case by case.

This does not have to be an either/or choice – a zero sum game. The 2 Million CHF that I promised to raise in my first year of Presidency has been achieved, and now we await a new board in order to move on with ideas like the FEI Foundation that will institutionalize fundraising. I promised one blanket solution for Development and that was to move on finding ways to facilitate horse movement, transport and quarantine globally. The appointment of our new veterinary director who has a Defra background, is proof that we are seriously moving in this direction, and that we aim to make sure that competition can increase globally, and is not fettered by red tape. So we can solve the problem of overcrowding in competitions in Europe.

A new structure can help ensure leadership that serves the entire organization while recognizing and addressing the unique needs of our constituent members. A structure should have both a regional balance and a global component. The regional balance will make sure we do not overlook any part of the world. The global component will make sure that we do not overlook opportunities for global initiatives that can help all of us.

And we must never let our regional differences divide us. That doesn't help anyone.

Finally the area of Governance.

I promised to enhance the accountability and transparency of the organization, to ensure clarity in communication, and to encourage full participation of all NFs on technical and administrative matters. I promised a code of conduct based on accepted international business models. I pledged to use technology to enhance communication and interaction between us, and to increase the responsibilities of the FEI professional staff without diminishing the policy and governance roles of our highly valued volunteers. I swore to applying stringent financial management.

Together, we have accomplished a lot. But we have much more to do to meet the challenges of the future and to grow horse sport. It is a collective effort and one that requires direction. The restructuring process is the last mountain that we have to climb to meet the needs of our National Federations and our Sport at large, and finally bring it into being an organization fit to govern in the twenty first century in this area. And that is the decision that you have before you today.

My esteem for this General Assembly is unlimited. Our Assembly is the symbol of the free NF will and it is the stronghold and fortress of our democratic path. It is the beacon of freedom, democracy and respect for individual National Federation's rights. In recognition of this Assemblies sacred responsibilities to our horses and our athletes and the great national responsibilities it shoulders, the Steering Group appointed to manage the Restructuring Process has consulted, and cooperated with Your Assembly over all issues pertaining to the restructuring process, as elucidated by the statutes and within the framework of the mandate given to us by you, this assembly in London 2004, when you the FEI General Assembly approved and passed, once already, the restructuring process in principle.

Stemming from this clear statutory base, and in an effort to satisfy all the requests that we have received from our National Federations, to make this a democratic process that would not go through a slate provided by nominations, we have now moved to pass the restructuring process here today.

We have now moved that this general assembly can directly vote for the candidates that were nominated for Board positions, with the proviso that no more than two candidates from any one group can be presented to the board. This format will produce a board that has three automatic European board positions, one representative for Asia, one representative for South America, and one for North America. And for the first time one athlete, from an Olympic Discipline. And while we agreed that we will populate the FEI Board first and foremost with capable individuals based on their merit, the process of voting has also allowed us to harmonize this with the very obvious hope that we satisfy a regionally representative group. We have now fallen back to within our own statutes to the sole possibility that we have before us that supports the possibility of independent choice that you our National Federations have requested and safeguards it.

You are presented with the full list of nominees that has been passed by Nominations, to choose from, in addition to their advice on the slate that they feel is best to compose the board, fulfill its acclaimed mission. NFs are equal by our laws and constitution. Equality and freedom of choice is the base of this governing body and it is the guarantor of the values of tolerance, respect, and unity.

On this basis we in the FEI feel we are one family in which all our members are equal in rights and duties, regardless of our origins and birthplaces. We also believe that a true sense of belonging to our equestrian community, and

demonstrating through our work and carrying out duties, is the measure of good citizenship to that community, and to serving our sport.

Ladies and Gentlemen, there is no more that can be done to move forward now, other than to take the brave step to restructure. If you wish for us to continue to serve our sport, and to be able to allocate our resources to improving the standing of our federation and our sports within the industry, then you must now take that step.

There are voices in our assembly that say that a board that seeks to harmonize between meritocracy and regional representation a reason to postpone this process yet again. But I stand before you to assure you that our own Nominations Committee has vetted all the candidates that are put before you today. The Board that will emerge may not be constituted by more than one member from each group, but that is not the point. The point is, that you the General Assembly have voiced your clear wish that the board is one that is not defined by its differences, but one that shares common principles and has one goal, to promote this federation, to promote our sports, to strengthen our place in the industry, and in the Olympic family. You have to trust that once this Board is elected, it will have to accept the responsibility as I have to make its decisions for the greater good of the FEI, regardless of the origins and nationalities that compose it.

If we recognize that our duty is to serve and celebrate our sport, then we must admit that the definition of failure would be for this General Assembly to postpone this process by one more year. Words alone will not serve our sport, words alone will not progress this federation, and words alone help our national federations. The needs of the FEI can only be met now if we agree to restructure, and we make that a reality, by writing history here, today in Copenhagen.

I understand how awesome the prospect of change may seem to you all, this is not a change that we have demanded over night, it is one we have worked for in this International Federation over the span of two administrations: 12 years. There will never seem to be a good time to take this step towards change, and we can continue to avoid it based on excuses for many years to come. But that would only lead to one certain outcome, and that would be our own inability to serve our sport as we have all sworn to do.

I ask for your trust, and I offer you the assurance that all of the candidates that we have before us that could possibly populate this Board are of high reputation and good standing.

I ask you to be brave, I ask you to take a step into our future, I ask you to vote now to pass the restructuring of our governing body, and take a historic step here today in these auspicious surroundings in Copenhagen, where modernity, culture and civilization merge into the universal values of peace, harmony and excellence.



STATUTES

23rd edition, effective ~~19~~17 November 2009

Printed in Switzerland

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INTRODUCTION

These Statutes recall the Fédération Equestre Internationale (FEI)'s purposes and objectives and reflect its core values and fundamental principles. They are the FEI's constitution and thereby set forth its organization and the attribution of powers, rights and responsibilities among its bodies and stakeholders, including the National Federations, Athletes, Organizing Committees and the International Olympic Committee.

Together with the rules and regulations enacted further to them, the FEI Statutes represent the codification of the principles and norms that govern horsesport. They provide mechanisms for governance, accountability, action, operation and transparency necessary to further its existence and enable its progress, and for ensuring compliance with the Olympic Charter.

The FEI is headquartered in Lausanne, Switzerland, the Olympic capital.

CHAPTER I PURPOSES AND PRINCIPLES**Article 1. Objectives**

The objectives of the FEI are:

- 1.1** To be the sole authority for all International Events in Dressage, Jumping, Eventing, Driving, Endurance, Vaulting, Reining, Para-Equestrian and any other forms of equestrian Disciplines approved by the General Assembly;
- 1.2** To establish Statutes, General Regulations and Sport Rules for the conduct of International Events in the FEI Equestrian Disciplines, and to co-ordinate and supervise their technical organization;
- 1.3** To enable individual Athletes and teams from different nations to compete in International Events under fair and even conditions;
- 1.4** To preserve and protect the welfare of the horse and the natural environment by establishing appropriate codes of conduct;
- 1.5** To promote the highest standards of organization, judging, stewarding, course designing, veterinary and medication control and anti-doping controls of human athletes and horses at International Events;
- 1.6** To recognize the interests of all the constituencies of equestrianism including National Federations, Athletes, Owners, Organizers, Officials and sponsors, and to foster their harmonious collaboration;
- 1.7** To act as the international representative body for the National Federations and the FEI Equestrian Disciplines;
- 1.8** To promote equestrianism in all its forms and to encourage the development of the FEI Equestrian Disciplines throughout the world;
- 1.9** To promote understanding and co-operation between National Federations, to give them support and to strengthen their authority and prestige;
- 1.10** To encourage instruction in all FEI Equestrian Disciplines and in horsemanship for recreational purposes.

Article 2. Principles

- 2.1** The FEI is based on the principle of equality and mutual respect between all National Federations, without regard to race, ethnicity, political opinion or religion.
- 2.2** All National Federations recognize the FEI as the sole authority and governing body for FEI Equestrian Disciplines. The National Federations agree not to become members or recognize or otherwise support any other international organization with a similar purpose except Equestrian Associations recognized by the FEI.
- 2.3** The FEI and the National Federations recognize that each National Federation is the sole authority (besides the FEI itself) for FEI Equestrian Disciplines in the country where it is located.
- 2.4** The FEI is the sole representative of Horsesport at the International Olympic Committee and the International Paralympic Committee where the FEI promotes the Olympic and Paralympic equestrian ideals.
- 2.5** The FEI is committed to the development of equestrian sport through education and commercial initiatives in the best interest of the sport, and through fundraising to fulfil its objectives.
- 2.6** The National Federations agree to comply with, and be bound by, the Statutes, General Regulations, Sport Rules and any Decision issued by the authorized bodies of the FEI in relation to the conduct of international equestrian Events, all of which shall also bind Organizing Committees, Officials, horse Owners, Persons Responsible, Athletes, team officials and other individuals and bodies involved in FEI Events. National Federations are granted an exclusive license to use, modify, print and distribute as appropriate the documents referred to in this Article, which are FEI property, for the purpose of regulating horse sport within their national territory.
- 2.7** Only those Athletes who belong to a National Federation may take part in FEI Events organized or supervised by another National Federation. All Officials listed as such by the FEI must be members of their respective National Federations.

- 2.8 Candidates for membership to the Board and all Standing Committees must be supported by their respective National Federations, with the exception of Athletes who must be supported by the Athletes' organizations recognized by the FEI.

Article 3. Organization

3.1 The FEI is constituted as follows:

- (i) General Assembly;
- (ii) Board;
- (iii) ~~Headquarters~~ Management, and staff;
- (iv) Regional Groups;
- (v) Committees; and
- (vi) FEI Tribunal.

Article 4. Name and ~~Headquarters~~ Management

The International Equestrian Federation (“**Fédération Equestre Internationale**” or “**FEI**”) is an Association established and organized in accordance with Articles 60 et seq. of the Swiss civil code. FEI ~~headquarters~~ Management are located in Lausanne, Switzerland and may only be transferred to another location following a resolution of the General Assembly.

CHAPTER II MEMBERSHIP

Article 5. Membership

- 5.1** Membership in the FEI is open to the one national governing body from any country which is effectively in control of or is in a position to effectively control at least the Olympic Equestrian Disciplines and preferably recognized by its National Olympic Committee.
- 5.2** FEI Membership confers upon a National Federation the right to host international equestrian Events under and according to the FEI Statutes, General Regulations and Sport Rules, and the right to attend and vote at the General Assembly.
- 5.3** The General Assembly may grant associate membership status to additional stakeholders of international equestrian sport. The rights and obligations of any such associate members shall be approved by the General Assembly upon proposal by the Board. Associate members may not be granted voting rights at the General Assembly.

Article 6. Application for Membership

- 6.1** Application for membership must be sent to the Secretary General by the National Federation according to a process established by the Secretary General and approved by the Board.
- 6.2** If the Board is satisfied that the applicant meets all requirements to become a member of the FEI, it will submit the application for decision to the next General Assembly.
- 6.3** In exceptional circumstances, the Board may grant membership to an applicant but only on a provisional basis until the next General Assembly and without the right to vote.

Article 7. Financial Charges

- 7.1** Upon being accepted as a member of the FEI, a National Federation will be charged an Annual Membership Subscription Fee and any other dues determined by the General Assembly.
- 7.2** National Federations are required to pay their Annual Membership Subscription Fee for the considered Financial Year no later than on the day preceding the General Assembly held in the same Financial Year.

Article 8. Suspension and Exclusion from Membership

- 8.1** Any National Federation which has not paid its Annual Membership Subscription Fee by the due date shall be automatically suspended until such fee is paid in full, unless the Board decides otherwise.
- 8.2** The Board may suspend any National Federation that has failed to pay in full any amount due to the FEI or in connection with FEI activities under the Statutes, a Decision of the General Assembly or any other Sport Rules or General Regulations of the FEI.
- 8.3** The Board may suspend a National Federation that has acted in breach of the principles in Article 2, provided it is afforded a right to be heard. The Suspension may be immediate and provisional in the event of material breach.
- 8.4** During a period of Suspension, a suspended National Federation may not attend or be represented at any session or meeting of any body of the FEI. A suspended National Federation may not organize International Events and its members may not take part in International Events organized by the FEI or any other National Federation.
- 8.5** Upon expiry of any defined period of Suspension or upon full payment of any outstanding Financial Charges (including late payment penalties and interest), the suspended National Federation is automatically restored to full membership rights.
- 8.6** The Suspension of a National Federation will be notified to the other National Federations.
- 8.7** A National Federation, which has been suspended for failure to pay its Financial Charges, shall be automatically excluded from the FEI on the first anniversary of its suspension.

- 8.8** The Board may suspend or exclude a National Federation for persistent violations of the Statutes, a Decision of the General Assembly, or other Sport Rules or General Regulations of the FEI. In cases other than Suspensions for non-payment of Financial Charges, an opportunity to be heard by the FEI Tribunal shall be afforded to the relevant National Federation, and any Exclusion shall only become effective upon ratification by the General Assembly.
- 8.9** A National Federation which has been excluded ceases to be a member of the FEI. To regain its membership rights, the excluded National Federation must file a new membership application and may only do so once any past dues have been paid in full.
- 8.10** The Exclusion of a National Federation will be notified to the other National Federations.

CHAPTER III GENERAL ASSEMBLY

Article 9. Composition

- 9.1** The General Assembly of the National Federations is the supreme authority of the FEI.
- 9.2** Each National Federation has a right to participate in the General Assembly and to cast a vote on the Resolutions of the General Assembly. Each National Federation may be represented at the General Assembly by another National Federation. A National Federation may not represent more than two other National Federations at the General Assembly.
- 9.3** To the extent permitted in its Internal Regulations, the Board has the right to invite third parties to attend the General Assembly as observers or presenters, without a vote.

Article 10. Functions and Powers

10.1 The General Assembly has the following functions and powers:

- (i) To approve a Chair of the General Assembly, if required according to Article 15;
- (ii) To elect the Scrutineers proposed by the Chair of the General Assembly;
- (iii) To approve the Annual Report of the Board;
- (iv) To approve the annual financial report and accounts and to receive the Auditor's report;
- (v) To approve the membership of any prospective National Federation, or any associate membership;
- (vi) To allocate any National Federation to any Regional Group;
- (vii) To exclude a National Federation from membership or to ratify the Exclusion of a National Federation decided by the Board;
- (viii) To recognize Associations of National Federations;

- (ix) To approve the long-term and annual plans;
- (x) To approve or change the Financial Charges of the National Federations;
- (xi) To approve the budget for one or more financial years;
- (xii) To appoint the Auditors;
- (xiii) To approve Equestrian Disciplines;
- (xiv) To approve the Statutes and any amendment thereto;
- (xv) To approve the General Regulations and any amendment thereto;
- (xvi) To approve the Internal Regulations of the FEI and any amendment thereto;
- (xvii) To approve the Procedural Regulations of the General Assembly and any amendment thereto;
- (xviii) To approve the Sport Rules and any amendment thereto, subject to Article 20.1. (vii);
- (xix) To approve the Internal Regulations of the Audit and Compliance Committee and any amendment thereto;
- (xx) To decide on any item put on the Agenda of the General Assembly;
- (xxi) To elect, when appropriate:
 - (a) The President;
 - (b) The members of the Board;
 - ~~(b)~~(c) The Chairs of the Technical Committees;
 - ~~(c)~~(d) The Group Chairs;
 - ~~(d)~~(e) The members of the Nomination Committee;
 - ~~(e)~~(f) The Chair and members of the Audit and Compliance Committee;
 - ~~(f)~~(g) The Chair and members of the FEI Tribunal.
- (xxii) To remove, when appropriate,
 - (a) Members of the Board;
 - (b) The Chair and members of the Nomination Committee;

~~(xxii)~~(xxiii) To nominate arbitrators to the Court of Arbitration for Sport (CAS);

~~(xxiii)~~(xxiv) To discharge the Board and Secretary General of liability for their acts or omissions on an annual basis;

~~(xxiv)~~(xxv) To decide on the Dissolution of the FEI.

Article 11. Meetings

11.1 The FEI shall hold one ordinary General Assembly every year.

11.2 The FEI shall hold an additional extraordinary General Assembly at any time:

- (i) At the request of the Board;
- (ii) At the written request of at least three Group Chairs acting together; or
- (iii) At the written request of one-fifth of the National Federations acting together.

11.3 The date and place of all General Assemblies shall be decided by the Board.

11.4 Procedural Regulations of the General Assembly shall be established by the Board further to a proposal by the Secretary General for the approval of the General Assembly.

~~11.4~~**11.5** The Chairs of Technical Committees and Regional Groups shall have the opportunity to meet annually at the General Assembly.

Article 12. Quorum

12.1 For any General Assembly to be validly convened and pass Resolutions, an Absolute Majority of all the National Federations must be present or represented. If such Quorum is not reached, the Board may convene another General Assembly with the same Agenda within 30 days, in the same location or in Lausanne, Switzerland. Such General Assembly will be validly convened even if no Quorum is then reached.

Article 13. Agenda

13.1 The Board shall establish the Agenda. The Agenda for the annual ordinary General Assembly must include all relevant items listed in Article 10 and items submitted by any National Federation according to the Procedural Regulations of the General Assembly.

Article 14. Voting Rights

14.1 Each National Federation shall have one vote. Each National Federation may also represent other National Federations within the limits set forth at Article 9.2 through Power of Attorney.

14.2 A Secret Ballot shall be compulsory for all contested Elections and for the Dissolution of the FEI.

14.3 All other Decisions shall be taken by a show of hands, unless the Chair of the General Assembly or at least one quarter of the National Federations present or represented requests a Secret Ballot.

14.4 All Resolutions of the General Assembly shall require the Simple Majority of the cast votes, unless these Statutes provide for a Qualified Majority. Abstentions are not counted as cast votes.

14.5 Voting by Proxy is not permitted except as provided under Article 9.2.

14.6 The President shall have a Casting Vote in the event of a Deadlock.

Article 15. Chair

15.1 The Chair of the General Assembly shall be the President of the FEI or any other FEI officer or representative of a National Federation as nominated by the President and approved by the General Assembly.

15.2 If the President is not present and has not delegated chairmanship, the General Assembly shall elect one of the Members of the Board to act as Chair of the General Assembly.

Article 16. Minutes

- 16.1** Minutes of the General Assembly shall be supervised by the Secretary General and approved by the Chair.
- 16.2** The Minutes must record all Resolutions passed at the General Assembly and where applicable the dates on which they are to come into effect.
- 16.3** Copies of the Minutes shall be made available to the National Federations no later than ten weeks after the General Assembly.

Article 17. Amendments to the Statutes ~~and~~, General Regulations, and Sport Rules

- 17.1** A Revision of the Statutes or the General Regulations shall occur:
- (i) At the request of the Board;
 - (ii) At the written request of at least three Group Chairs acting together; or
 - (iii) At the written request of one-fifth of the National Federations acting together.
- 17.2** Amendments to the Statutes or General Regulations requested by National Federations outside of the scope of a Revision must be supported by the Board.
- 17.3** Amendments to the Statutes must be approved by a two-third majority of all cast votes. Abstentions are not counted as cast votes.
- 17.4** Amendments to the Sport Rules are proposed by:
- (i) The FEI ~~Headquarters~~ Management in cooperation with the relevant Technical Committee; and/or
 - (ii) A National Federation.

Article 18. Dissolution of the FEI

- 18.1** A Resolution to dissolve the FEI must be approved by a three-quarter majority of all cast votes. Abstentions are not counted as cast votes.
- 18.2** Should the FEI be dissolved, its assets shall be distributed among the National Federations after payment of all debts, as decided by the General Assembly.

CHAPTER IV BOARD

Article 19. Composition of the Board

19.1 The Board is composed of:

- (i) The President;
- (ii) Six members elected by the General Assembly, including one active Athlete from one of the Olympic Disciplines;

19.2 Excluding the President ~~and the Athlete representative~~, there may not be more than ~~two one~~ members from the same National Federation and not more than two Board members from the same Ceontinent.

19.3 The General Assembly shall strive to have the Board composed of a minimum of ~~two one~~ female Board members ~~other than the President~~.

19.4 The President shall begin his/her Term at the close of the General Aassembly at which he/she is elected and remains in office for a period of four years to conclude at the end of his/her fourth annual ordinary General Assembly, unless he/she resigns, is dismissed by the General Assembly or ceases to be President for any other reason.

19.5 The President may serve no more than two consecutive full Terms in the same function.

19.419.6 Members shall begin their Terms at the close of the General Assembly at which they are elected and remain in office for a period of two years to conclude at the end of their second annual ordinary General Assembly, unless they resign, are dismissed by the General Assembly or cease to be members for any other reason.

19.519.7 No Board member may serve more than four consecutive full Terms in the same function. A Board member does not represent the interests of a National Federation.

19.8 In the case of a vacancy arising for any reason other than the normal ending of a Term of office, the person elected to fill the vacancy shall serve for the remainder of the original Term. Filling a vacancy for any period of less than one year, respectively three years for the President, does not count as a full Term.

19.9 In the event a Board member is unable to complete a Term, the Board seat will remain vacant until the next ordinary General Assembly at which elections can be held. In the event the President is unable to complete a Term, the Board elects an interim Chair of the Board until the next ordinary General Assembly at which elections can be held.

19.10 Membership of the Board is honorary and carries no remuneration. Reasonable Expenses incurred while fulfilling the functions of a Board member shall be reimbursed by the FEI.

19.11 Job descriptions for Board members shall be made available to all National Federations.

Article 20. Functions and Powers

20.1 The Board shall decide on all matters not otherwise reserved to another body of the FEI. Without limitation to the generality of the foregoing, the Board shall have the following functions and powers:

- (i) To define the general strategy, business and sport policy of the FEI;
- (ii) To monitor and assess the performance of Management ~~of the FEI Headquarters~~Management— against goals established together with Management and the President;
- (iii) To recommend the budget for the approval by the General Assembly;
- (iv) To monitor the implementation of the Resolutions of the General Assembly;
- (v) To propose items for the Agenda of the General Assembly according to Article 13 and propose items for the Agendas of Technical Committees;

- (vi) To propose amendments to the Statutes and General Regulations;
- (vii) To approve the Sport Rules (a) that cannot await the next General Assembly and are required by the IOC and (b) Sport Rules for Series;
- (viii) To consider and, when appropriate, approve proposals of the Standing Committees, including but not limited to the grant of organization rights to International FEI Events;
- (ix) To establish the Regulations governing the internal organization and functioning of the Board, Headquarters Management and Committees further to Article 20.2, and any amendment thereto;
- (x) To appoint eligible Candidates as members (excluding Chairs) of the Technical Committees further to recommendation by the Nomination Committee;
- (xi) To remove Chairs ~~of Technical Committees~~ and members of Standing Committees (except Nomination Committee) further to the recommendations of the Nomination Committee, including but not limited further to Article 28.13.
- ~~(xii)~~ To approve the appointment of, and appraise, the Secretary General further to Article 22.4;
- ~~(xiii)(xii)~~ To set deadlines for submission of candidacies to positions on the Board and Committees.

20.2 The Board can delegate its function and powers to internal Committees of the Board, individual members of the Board or third parties, including the Secretary General. To this effect, the Board will establish Internal Regulations of the FEI delineating any such Delegation. Such Internal Regulations shall also reflect the structure, composition, and responsibilities of ~~the professional FEI Management at Headquarters~~ based upon a proposal of the Secretary General. These Internal Regulations are effective once adopted by the Board, and whenever amended are submitted at the next ordinary General Assembly for approval.

20.3 In an Emergency Situation, the Board may, by a two-thirds majority of votes cast, pass Resolutions which are normally the prerogatives of the General Assembly. In such cases, the National Federations shall be notified promptly of these measures. If a majority of the National Federations eligible to vote, responding within thirty

days of the date of the notice, signifies its disapproval, the measure shall be rescinded if possible.

Article 21. Meetings

- 21.1** The Board shall meet ~~in person at least twice a year and shall endeavour to meet four additional times either in person, via videoconference, or via conference call~~not less than six times a year. Additional meetings of the Board may be convened at the request of the President or two-thirds of its members. The Internal Regulations of the FEI will set out the procedures for convening and holding the meetings of the Board.
- 21.2** The President shall chair the meetings of the Board, or may delegate chairmanship to another Board member. If the President is not present and has not delegated chairmanship, Article 15 shall be applied to establish the Board meeting Chair in the same manner as it would be applied to the General Assembly.
- 21.3** Each member of the Board shall have one vote. Members of the Board cannot vote by Proxy. All matters shall be decided by a show of hands unless two members request a Secret Ballot. The President shall have a Casting Vote in the event of a Deadlock.
- 21.4** The passing of Resolutions by the Board shall require the approval of a Simple Majority of the members of the Board who are present. Members who abstain from voting will not be counted.
- 21.5** Resolutions of the Board may also be passed by correspondence provided that a majority of the members of the Board accept such Resolutions and provided that three or more of them do not require a formal Board meeting to discuss.
- 21.6** Minutes of all meetings shall be supervised by the Secretary General.
- 21.7** The President may invite to the Board one or more experts in a consultative capacity, without a vote. The Chairs of the Standing Committees, the Chair of the FEI Tribunal, and the Group Chairs may be invited to attend meetings, without a vote.
- 21.8** Board meetings may validly be held via videoconference or conference call when appropriate. Those attending a videoconference or conference call are deemed to be present.

Article 22. President

- 22.1** The President is responsible for ensuring that the purposes and principles of the FEI are observed and for the general supervision of its activities.
- 22.2** The President represents the FEI, chairs the General Assembly and the Board according to Articles 15 and 21, and decides on the timing and Agendas of Board meetings.
- 22.3** The President shall maintain close contact with the National Federations and with the various constituencies of the FEI in its relationship with other sports, the IOC and other organizations and individuals as appropriate. The President is the ultimate head of the FEI.
- 22.4** The President appoints the Secretary General with the approval of the Board according to Article 20.1.
- 22.5** The President may attend meetings of all Standing Committees, without a vote.

Article 23. Election of Board Members

- 23.1** All Candidates for Board membership must have the support of their respective National Federations (with the exception of the active Athlete who must be supported by the relevant Athletes' organization recognized by the FEI) and may be proposed by their National Federations, the Nomination Committee, the FEI-recognized Athletes' associations, and/or FEI-recognized international Associations. All Candidates shall be evaluated by the Nomination Committee.
- 23.2** The President shall be elected by a two-thirds majority of votes cast. Abstentions are not counted as cast votes. In the event multiple Ballots are necessary under Article 23.4, a Simple Majority shall be sufficient for Election on the third Ballot, or on the second if only two Candidates remain.
- 23.3** All other Board members shall be elected by a Simple Majority. Abstentions are not counted as cast votes.
- 23.4** When there are multiple Candidates and none receives the necessary majority, the Candidate with the least number of votes received shall be removed from the list of Candidates and another Ballot shall be held. This procedure shall be repeated until a Candidate receives the necessary majority.

- 23.5** If no Candidate receives the necessary majority for a given position, the Board shall nominate one or more alternative Candidates for that position prior to the close of the relevant General Assembly session, unless the position is for Group chairmanship and concerns a Candidate nominated by the applicable Group under Article 27.5, in which case the National Federations in that Group will nominate one or more alternative Candidates through their delegates before the close of the session.

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Article 24. Representation of the FEI

- 24.1** The President shall represent the FEI on all appropriate official occasions. In the absence of the President, a Member of the Board or the Secretary General may represent the FEI. The President may further authorize any other qualified person to officially represent the FEI.

~~CHAPTER V~~

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CHAPTER V HEADQUARTERS MANAGEMENT

Article 25. Secretary General

25.1 The Secretary General is the chief executive officer of the FEI and reports to the President, and through the President to the Board and the General Assembly. The Secretary General is appointed by the President with the approval of the Board, and attends meetings of the Board without a vote. The Secretary General may attend any meeting of any FEI body *ex officio*, without a vote.

25.2 The Secretary General is responsible for the following:

- (i) The management of the general business of the FEI, including financial and commercial issues within the scope of the FEI Budget, in compliance with the Internal Regulations;
- (ii) The leadership of the FEI ~~M~~management and its staff;
- (iii) The implementation of the Policies and Decisions of the Board and General Assembly;
- (iv) The preparation and presentation of the long-term and annual plans;
- (v) The preparation and presentation of the budget;
- (vi) The approval of the Calendar of Events;
- (vii) The promotion of good communications and relations between the ~~Headquarters~~Management, the National Federations and other relevant organizations;
- (viii) The development of Horsesport with the aim of meeting the requirements of the IOC and of National Federations;
- (ix) The observance of the Statutes, General Regulations, ~~-~~Sport Rules and Procedural Regulations of the General Assembly;
- (x) The preparation of the Annual Report and other publications, and the distribution of all relevant material to National Federations and other appropriate parties;

- (xi) The correspondence of the FEI and the execution of formal documents other than those that need to be executed by the President according to the Internal Regulations;
- (xii) The arrangements for taking the Minutes of all sessions and meetings of the Board; and
- (xiii) Other duties as delegated by the Board.

Article 26. Management and Staff

26.1 The structure and organization of the ~~Headquarters~~Management and the composition and tasks of the Management shall be provided for in the Internal Regulations of the FEI further to a proposal of the Secretary General.

26.2 The Secretary General, Management and staff shall abide by the Internal Regulations.

~~CHAPTER VII~~ CHAPTER VI REGIONAL GROUPS

Article 27. Composition and Functions

27.1 Regional Groups are established for the following purposes:

- (i) To promote and coordinate the development and the activities of equestrian sport within the Group area;
- (ii) To deal with matters of common interest of the National Federations in their Group and to bring them to the attention of the ~~Headquarters~~Management, the Board, and General Assembly; and
- (iii) Through their National Federations, to present the Nomination Committee with Candidates for eligibility to serve on Standing Committees.

27.2 The General Assembly shall be responsible to decide on any change to the Group composition or the number of Groups based on recommendations of the Board.

27.3 The grouping of National Federations does not affect in any other way their membership of the FEI according to these Statutes.

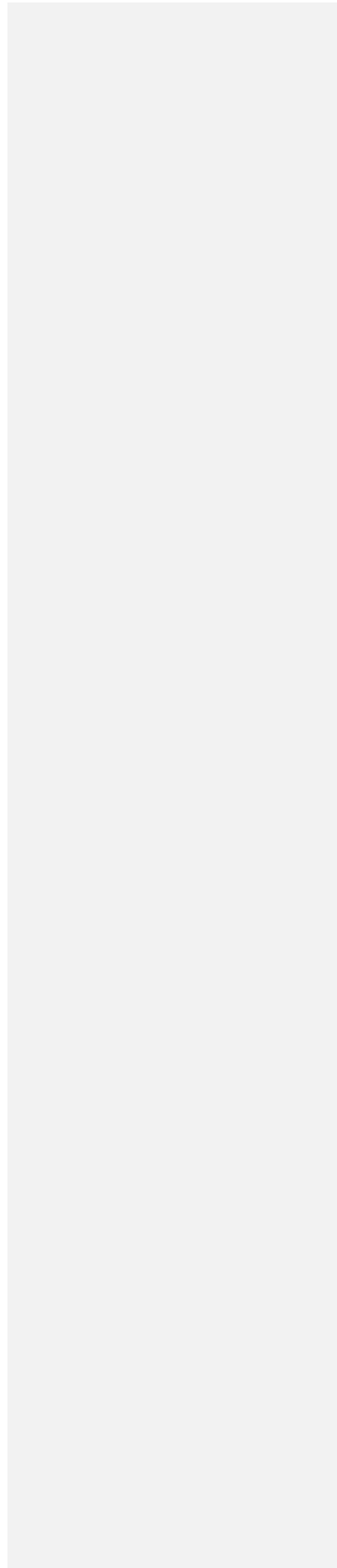
27.4 Group Chairs represent their respective Regional Groups and thereby the interests of the National Federations within their Groups.

27.5 Candidates for positions as Group Chairs shall come from a National Federation within their respective Group and shall be evaluated by the Nomination Committee. Thereafter, if a Candidate for chairmanship is nominated by a two-thirds majority of the National Federations within the Group, that Candidate shall be the sole Candidate presented to the General Assembly for Election.

27.6 No person may simultaneously hold the positions of Group Chair and Technical Chair.

27.7 A Group Chair may be removed from chairmanship on the proposal of a National Federation from the respective Group supported by two-thirds of the National Federations in the Group.

27.8 The Group Chairs will interface with the Board according to the Internal Regulations of the FEI and shall abide by the Internal Regulations of the FEI.



~~CHAPTER VIII~~CHAPTER VII COMMITTEES

Article 28. Standing Committees

28.1 Standing Committees are the following:

- (i) Audit and Compliance Committee;
- (ii) Nomination Committee;
- (iii) Technical Committees for:
 - (a) Veterinary
 - (b) Dressage
 - (c) Jumping
 - (d) Eventing
 - (e) Driving
 - (f) Endurance
 - (g) Vaulting
 - ~~(h) Youth~~
 - ~~(+)(h)~~ Reining
 - ~~(+)(i)~~ Para-Equestrian
 - ~~(+)(j)~~ Medical
- (iv) Athletes' Committee.

28.2 The Board may establish Competition Committees for specific Event Series or Competitions.

28.3 Standing Committees shall include a minimum of three members including the Chair of the Committee and shall be composed as set forth in the Internal Regulations of the FEI, to include individuals with appropriate skills and experience.

28.4 The Standing Committees shall report to the FEI ~~Headquarters~~Management through their Chair, with the exception of the Nominations and Audit and Compliance Committees who shall report to the Board through their Chair.

- 28.5** No person, except members of the Athletes' Committee, may serve on more than one Standing Committee at the same time. No person may simultaneously hold the positions of Technical Chair and Group Chair. Members of the Athletes' Committee may not serve on more than two Committees at the same time.
- 28.6** The Appointment to any Standing Committee is for a Term of four years, is honorary and carries no remuneration. Reasonable Expenses incurred while fulfilling the functions of a member of such Standing Committee shall be met by the FEI.
- 28.7** Unless otherwise specified, any member of a Technical Committee who has served one Term may not serve another Term in the same Committee without a break of at least ~~two-one~~ years, unless a member becomes Chair. -Filling a vacancy for any period of less than three years does not count as a full Term. Any Chair of a Technical Committee who has served two Terms may not serve another Term in the same Committee without a break of at least ~~two-one~~ years.
- 28.8** Standing Committees shall meet at least once a year. Any further meeting shall be approved by the Secretary General.
- 28.9** The Technical Chairs represent their Committees and thereby the interests of their given Discipline.
- 28.10** The Minutes of all Standing Committee meetings shall be made available to the Board and National Federations.
- 28.11** Candidates to any Standing Committee can be proposed by such Standing Committee, the Board or National Federations, or, in the case of representatives of Athletes and Organizers, by the relevant FEI-recognized international Association and shall be evaluated by the Nomination Committee.
- 28.12** All Candidates must have the Support of their National Federation.
- 28.13** A Technical Committee member may be removed by the Board on the proposal of two-thirds of the members of the given Committee further to Article 20.1 (xi).
- 28.14** The Technical Chairs shall abide by the Internal Regulations of the FEI.

Article 29. Nomination Committee

29.1 The Nomination Committee shall seek and receive nominations from National Federations, respectively from Athletes' organizations where appropriate, for all positions on the Board, Committees, and the FEI Tribunal, and make recommendations to the Board and/or General Assembly, as appropriate based on objective eligibility criteria for each position provided by the Secretary General. It shall report to the Board.

The President and the Secretary General or their delegates may attend meetings of the Nomination Committee.

The Nomination Committee meets at least once annually to evaluate eCandidates. Minutes of all meetings shall be kept under the supervision of the Chair. The Nomination Committee shall duly consider regional representation, experience, and occupation of each eCandidate for any given position.

Meetings may validly be held via videoconference or conference call when appropriate.

29.2 The Nomination Committee is composed of nine members:

(i) Each Group shall select one representative from a National Federation in its Group who is not Group Chair or Deputy Chair and who does not hold a position on a Committee or on the Board. If a eCandidate is nominated by a two-thirds majority of the National Federations within the Group, that eCandidate shall be the sole eCandidate presented to the General Assembly for election, unless such eCandidate does not receive the necessary majority at the General Assembly;

(ii) On the proposal of the Board, the General Assembly shall elect a Chair for a Term of two years. A given Chair may serve a maximum of two consecutive two-year Terms.

(iii) The election to the Nomination Committee is for a Term of two years, is honorary and carries no remuneration. Reasonable Expenses incurred while fulfilling duties as a member of the Nomination Committee shall be met by the FEI.

(iv) Any member of the Nomination Committee who has served two Terms may not serve another Term in the Nomination Committee without a break of at least one year, unless a member becomes Chair. Filling a vacancy for any period of less than one year does not count as a full Term. The Chair of the Nomination Committee who has served two Terms may not serve another Term in the same Committee without a break of at least one year.

~~29.2~~—The ~~composition and~~ procedures of the Nomination Committee are set forth in the Internal Regulations of the FEI.

29.3

Article 30. Audit and Compliance Committee

30.1 The Audit and Compliance Committee shall have direct oversight responsibilities for internal control, internal audit, external Auditors and compliance with Statutes, Internal Regulations, Policies and procedures. It shall report to the General Assembly, and to the Board through its Chair.

30.2 The Audit and Compliance Committee shall be composed of three members including its Chair, who collectively shall have appropriate experience in audit, compliance, finance, management and administration.

30.3 Members of the Audit and Compliance Committee shall not serve on other Committees or hold another position within the Board or ~~Headquarters~~Management, and shall not serve more than two consecutive Terms without a break of two years. Filling a vacancy for any period of less than three years does not count as a full Term.

30.4 The Audit and Compliance Committee shall issue Internal Regulations setting forth its organization and processes compatible with established auditing principles and standards, for approval by the General Assembly according to Article 10.1 (xix). These Internal Regulations are effective once adopted by the Audit and Compliance Committee, and whenever amended are submitted at the next ordinary General Assembly for approval.

Article 31. Technical Committees

31.1 The Technical Committees shall advise ~~Headquarters~~Management on the following matters:

- (i) Amendments to the relevant Sport Rules;
- (ii) Management of International Events in their respective Discipline(s);
- (iii) Development of their respective Discipline(s);
- (iv) Appointment, promotion and education of FEI Officials;
- (v) For Olympic Disciplines, the development of Olympic Solidarity programs;
- (vi) Any advice requested by ~~Headquarters~~Management.

31.2 Technical Committees shall include individuals with skills and experience in the following, as appropriate: competition, judging, Event organization, training, and course designing.

31.3 The Technical Committees shall in cooperation with the ~~Headquarters~~Management prepare every year an annual activity plan to be submitted to the Board, and shall report to it annually on progress.

31.4 The Technical Committees shall conduct any other tasks assigned to them by the Board, as reflected in the Internal Regulations of the FEI.

31.4**31.5** Technical Chairs shall meet annually at the General Assembly.

Article 32. Other Committees and Sub-Committees

32.1 The Board may establish temporary Committees for particular purposes. The Board shall appoint the Chair and members, define the terms of reference and decide the date when any such Committee shall make its report. Any such Committee shall consist of not more than five and not less than three members, including the Chair. A Board member who is appointed to any such Committee shall automatically become the Chair of such Committee.

32.2 The Board may appoint Sub-Committees for the purpose of assisting any of the Standing Committees. Sub-Committees shall be composed of a Chair and two to four other members.

32.3 The appointment to any Committee or Sub-Committee is honorary and carries no remuneration. Reasonable expenses incurred while fulfilling the functions of a member of such Committee or Sub-Committee shall be met by the FEI.

**~~CHAPTER IX~~ CHAPTER VIII FEI TRIBUNAL, COURT OF ARBITRATION
FOR SPORT, ETHICS PANEL AND ARBITRATION**

Article 33. FEI Tribunal

33.1 Subject to Articles 34.2, 34.3, and 34.4, the FEI Tribunal shall decide all cases submitted to it by or through the Secretary General, whether Appeals from or matters not otherwise under the jurisdiction of the Ground Jury or Appeal Committee. These cases may be:

- (i) Any infringement of the Statutes, General Regulations, Sport Rules, or Procedural Regulations of the General Assembly or of violation of the common principles of behavior, fairness, and accepted standards of sportsmanship, whether or not arising during a FEI meeting or Event;
- (ii) Any issue of interpretation of the Statutes, General Regulations, and Sport Rules;
- (iii) Notwithstanding anything to the contrary in this Article, the FEI Tribunal may review and decide upon any matter involving abuse of horses.

33.2 Civil actions against the FEI shall be brought before the courts of competent jurisdiction in Lausanne, Switzerland, subject to the matters which shall be referred to arbitration under the Statutes.

33.3 All disputes shall be settled in accordance with Swiss law.

33.4 Minor cases as determined from time to time by the FEI Tribunal may be administratively processed by the ~~Headquarters~~Management as set forth in the FEI Tribunal's Internal Regulations further to Article ~~34~~33.5. Any person subject to such a process may elect not to accept its resulting measures and may require a Decision on the matter by the FEI Tribunal. Once accepted, ~~a~~AAdministrative Measures are final and not subject to Appeal.

33.5 The FEI Tribunal shall issue Internal Regulations setting forth its organization and processes compatible with established principles of procedural fairness.

33.6 The FEI Tribunal shall be composed of a Chair and a minimum of six other members, each with legal expertise and appropriate knowledge and experience of equestrian sport.

33.7 The Chair and members of the FEI Tribunal are elected for Terms of four years and are re-eligible, but may not serve more than two consecutive full Terms. Any member who leaves the FEI Tribunal further to an election may remain on the Tribunal for a maximum of three months from the election for the sole purpose of finalizing the decisions in cases being heard by panels on which he or she sits.

33.8 Candidates for the Chair and membership must have the Support of their National Federation.

33.9 The Chair of the FEI Tribunal may advise the Board and other bodies of the FEI to the extent it does not represent a conflict of interest.

Article 34. Arbitration, Court of Arbitration for Sport (CAS)

34.1 The Court of Arbitration for Sport (CAS) shall judge all Appeals properly submitted to it against Decisions of the FEI Tribunal, as provided in the Statutes and General Regulations.

34.2 Any dispute between National Federations or between any National Federation and the FEI, which falls outside the jurisdiction of the FEI Tribunal shall be settled definitively by the CAS in accordance with the CAS Code of Sports-related Arbitration.

34.234.3 Subject to the Board's approval and provided both the FEI and the other party or parties agree, a dispute (excluding violations of the FEI Equine Anti-Doping and Controlled Medication Regulations) may bypass the FEI Tribunal and be submitted directly to CAS and settled definitively by the CAS in accordance with the CAS Code of Sports-related Arbitration.

34.334.4 The parties concerned acknowledge and agree that the seat of the CAS is in Lausanne, Switzerland, and that proceedings before the CAS are governed by Swiss Law.

34.434.5 Notwithstanding anything to the contrary in the CAS Code of Sports-related Arbitration, no evidence discoverable by due diligence during proceedings before the FEI Tribunal may be brought before the CAS on Appeal. If any such evidence is produced after a Decision is issued by the FEI Tribunal, it must first be produced to the FEI Secretary General before all legal remedies are exhausted

within the meaning of the CAS Code of Sports-related Arbitration. Any such additional evidence produced post-Decision may be the subject of additional proceedings and penalties.

34.534.6 The General Assembly may propose Candidates to the CAS to be included on the CAS list of Arbitrators in accordance with the CAS Code of Sports-related Arbitration.

Article 35. Reprieve

35.1 The President may reduce or remit any Suspension of more than one year upon any person or organization, upon a written request of the interested parties and after consultation with the relevant body of the FEI, if at least half of the period of Suspension has been completed, or five years in case of Suspension for life.

Article 36. Penalties and Enforcement

36.1 The regime of penalties is set forth in the General Regulations and/or applicable Sport Rules.

36.2 All penalties imposed by a competent body of the FEI or the CAS shall be accepted by all National Federations and enforced by the FEI and all National Federations concerned.

36.3 All penalties validly imposed by National Federations which relate to participation in International Events and activities under the jurisdiction of the FEI shall be recognized and enforced by the FEI and all National Federations.

Article 37. Ethics Panel

37.1 Without limitation to the jurisdiction of the FEI Tribunal, Ground Jury, or Appeal Committee, an Ethics Panel may be convened *ad hoc* to deal with breaches of the FEI Code of Ethics or any other matter that may bring the sport into disrepute.

37.2 An Ethics Panel is selected by the President or by the Secretary General and consists of a minimum of three members, to include whenever appropriate one member of the FEI Tribunal.

- 37.3** An Ethics Panel investigates and assesses the given situation and recommends a course of action to the President, or other relevant individual in Article 38.2, to include a hearing by an appropriate body if necessary.

CHAPTER X

GENERAL

Article 38. Official Languages

- 38.1** English and French shall be the official languages of the FEI.
- 38.2** Official documents, Minutes, Agendas, and publications may be in one or both languages.
- 38.3** The English text of all documents shall be the authoritative version for legal purposes.

Article 39. Correspondence

- 39.1** All correspondence to the FEI should be addressed to the FEI ~~Headquarters~~Management and always whenever appropriate through the relevant National Federation. When appropriate, correspondence from the FEI ~~Headquarters~~Management must be addressed or copied to the relevant National Federations.
- 39.2** All correspondence to or from the ~~Headquarters~~Management must be in one of the official languages of the FEI or be accompanied by a translation into one of the official languages upon request.

Article 40. Official Communications, Deadlines

- 40.1** Decisions rendered or notices given by a body of the FEI or its members may be communicated by any appropriate mode of communication, including but not limited to the use of electronic networks, and shall be binding upon delivery.
- 40.2** Deadlines for notification of dates, submissions of Agenda items, candidacies, Proxies and other relevant items are set forth in the Procedural Regulations of the General Assembly.

Article 41. Financial Year

The financial year shall be from 1 January to 31 December.

Article 42. Scope, Conflicts of Rules and Omissions

42.1 These Statutes, the General Regulations and any Sport Rules or Internal Regulations or Procedural Regulations of the General Assembly promulgated thereunder shall apply to all persons and bodies involved in the activities of the FEI by virtue of their involvement, including without limitation National Federations, Organizing Committees, horse Owners, Athletes, Persons Responsible, FEI Officials and team officials.

42.2 Should there be any conflict between the Statutes and the General Regulations, Internal Regulations or Procedural Regulations of the General Assembly, the Statutes shall prevail.

42.3 Should there be any conflict between the General Regulations and other Sport Rules, the General Regulations shall prevail, unless specified otherwise in the Sport Rules.

Should there remain any omission in the Statutes, General Regulations, Internal Regulations or Procedural Regulations of the General Assembly, they shall be interpreted in a manner compatible to the fullest extent with Articles 1 and 2 of these Statutes, and any other relevant provisions of the applicable documents.

Article 43. Transitory Provisions

43.1 These Statutes shall come into force immediately following the General Assembly session at which they are adopted.

43.2 The terms of members of Committees in existence upon adoption of these Statutes continue unchanged.

43.3 The Nomination Committee, having consulted the President, will nominate the members of the first Board from those candidacies received, for election at the 2009 General Assembly. The first Board shall be composed of three members serving an initial Term of two years, and the remaining three members serving an initial Term of ~~four~~three years. The Nomination Committee shall establish a process for determining the allocation of the different Terms for the first Board.

43.4 The former Bureau is dissolved and replaced by the Board.

43.5 The members of the Nomination Committee from Groups II, IV, VI, and VIII, who have been elected at the 2007 General Assembly for a Term of four years may not serve another Term in the Nomination Committee without a break of at least ~~two~~ one years, unless a member becomes Chair. The members of the Nomination Committee from Groups I, III, V, VII, and IX, and the Chair serving at the time of adoption of these Statutes may serve no more than two more consecutive two-year Terms, unless a member becomes Chair.

DEFINITIONS

Absolute Majority: Majority (one-half plus one) of the total number of parties entitled to vote, including those absent and those present but not voting.

Abstention: Participant in a vote who does not cast a Ballot, casts a blank Ballot or casts a Ballot marked with an intent to abstain.

Administrative Measures: Measures taken by the FEI ~~Headquarters~~ Management and staff further to Policy approved by the relevant FEI body, such as but not limited to sanctions on minor judicial cases administered in accordance to the FEI Tribunal's Internal Regulations.

Agenda: A document containing all relevant items to be discussed at a meeting.

Annual Membership Subscription Fee: A mandatory financial charge to be paid each year by National Federations to be entitled to full FEI membership rights.

Annual Report: A yearly publication depicting the FEI's activities, development and financial statement.

Appeal: A proceeding in which a case is brought before a higher body for review of a lower body's judgment for the purpose of convincing the higher body that the lower body's judgment was incorrect.

Appeal Committee: Appeal body dealing with Appeals against Decisions of the Ground Jury, protests addressed or referred to it by the Ground Jury, and all cases which are beyond the competence of the Ground Jury.

Appointment: The act of designating someone for an office or position.

Approval: The formal act of accepting.

Association: An organized body of people (or other bodies) who have an interest, activity, or purpose in common.

Athlete: Any person taking part in an FEI Event. Such person may be, including but not limited to a rider, a lunger, or a vaulter.

Auditor: Qualified accountant who inspects the accounting records and practices of an organization.

Ballot: The voting process by which a choice is made between Candidates in an Election.

Board: A Group of persons officially elected by the General Assembly to perform functions within the FEI as stated in the Statutes.

Calendar: The official FEI Calendar specifying all FEI Events and dates and approved by the Secretary General, as stated in the General Regulations.

Candidate: A person who stands for Election or Appointment.

Casting Vote: A vote given to the President in order to break a Deadlock.

Chair: A person who holds a position of authority within a Committee or at the General Assembly.

Committee: A group of persons officially appointed or elected to perform a function within the FEI.

Competition: A competition as defined in the General Regulations.

Continent: A grouping of countries as defined by the International Olympic Committee corresponding to each of the five following continents: Africa, America, Asia, Europe and Oceania.

Court of Arbitration for Sport (CAS): Impartial and independent arbitration body who shall be the final authority for Appeals against Decisions of the FEI Tribunal or for any dispute between National Federations or between any National Federation and the FEI, which falls outside the jurisdiction of the FEI Tribunal.

Deadlock: An equality of votes.

Decision: An authoritative determination reached or pronounced after consideration of facts and/or law.

Delegation: Assignment of authority and responsibility to another person or body to carry out specific activities.

Discipline: The term “Discipline” refers to any Equestrian Discipline approved by the General Assembly, such as Dressage, Jumping, Eventing, Driving, Endurance, Vaulting, Reining, and Para-Equestrian.

Dissolution: Termination of existence as a legal entity.

Election: Formal process by which voters make their choice on a Candidate for office.

Eligibility: Qualified or entitled to be chosen.

Emergency Situation: A serious situation or occurrence that happens unexpectedly and clearly requires immediate action.

Ethics Panel: A group of persons that may be convened *ad hoc* and selected by the President or by the Secretary General to deal with breaches of the FEI Code of Ethics or any other matter that may bring the sport into disrepute.

Event Series: A number of competitions held successively at different Events and the results of which lead to a final classification or qualify horses and/or Athletes for a final Event or Competition or prize.

Event: An event as defined in the General Regulations.

Ex officio: By virtue of an office or position.

Exclusion: The act of forcing out someone or a body.

Expenses: Charges and attendant Expenses such as but not limited to meals, lodging or transportation Expenses incurred while fulfilling a function for the FEI.

FEI Budget: An itemized forecast of the FEI's income and expenses expected for one or more financial years.

FEI Tribunal: Highest judicial body within the FEI to decide on cases whether appeals from or matters not otherwise under the jurisdiction of the Ground Jury or Appeal Committee.

Financial Year: A 12-month period from 1 January until 31 December used for accounting purposes.

General Assembly: The supreme authority of the FEI in which each National Federation is represented and has one vote.

General Regulations: The General Regulations govern the conduct of all International equestrian Events organized by National Federations or by or on behalf of the FEI.

Ground Jury: Competent authority to deal with all protests and reports which relate to anything occurring during or in direct connection with an Event and are presented within the period of jurisdiction the Ground Jury as defined in the General Regulations.

~~**Headquarters:** Seat of the FEI where FEI Management and staff are located.~~

Horsesport: All Equestrian Disciplines governed and approved by the FEI.

Internal Regulations: Written document setting out the delegation of the functions and powers of a body of the FEI.

International Event: An Event defined as such in the General Regulations.

International Olympic Committee (IOC): International non-governmental and non-profit organization responsible to supervise the organization of the Olympic Games.

Management: The professional management team including the Secretary General and those appointed by the Secretary General to lead the FEI staff.

Minutes: Official record of the proceedings of a meeting.

National Event: An Event defined as such in the General Regulations.

National Federation: The one national governing body from any country which is effectively in control of or is in a position to effectively control at least the Olympic Equestrian Disciplines and preferably recognized by its National Olympic Committee and approved by the General Assembly of the FEI.

Official: A person appointed by the FEI or by an Organizing Committee and/or National Federation to perform a specifically defined officiating duty at an FEI Event.

Organizer, Organizing Committee: Any organization, group, society, body, or person which is recognized by the applicable National Federation and held to be responsible for the management of any Event.

Owner: Person or entity having a property interest in whole or in part of one or more horses.

Person Responsible: Person who has legal responsibility for a horse as defined in the General Regulations.

Policy: A required process or procedure within the FEI.

Power of Attorney (or Proxy): A written instrument containing the authorization to act for another.

~~**President:** A person elected by the General Assembly who is responsible for ensuring that the purposes and principles of the FEI are observed and for the general supervision of its activities, and who represents the FEI, chairs the General Assembly and the Board according to the Statutes.~~

Procedural Regulations of the General Assembly: Regulations governing the practical aspects of convening and holding a General Assembly and of voting on resolutions brought before it.

Qualified Majority: two-thirds majority of those taking part in the vote, not counting abstentions.

Quorum: Minimum number of parties to be present or represented for any assembly to be validly convened and pass Resolutions.

Regional Group (or Group): Any number of National Federations considered as a regional unit in an identifiable geographic area and duly approved by the General Assembly.

Resolution: A formal expression of opinion, will, or intention voted either by a relevant body such as but not limited to the General Assembly or by the Board.

Revision: The process of comprehensive review of a document which includes consultation with stakeholders through circulation of a draft of the entire document for comment.

Scrutineer: A Person proposed by the Chair of the General Assembly and elected by the General Assembly to observe the voting and counting of the votes to ensure that the process is conducted properly.

Secret Ballot: A voting process that ensures the anonymity of the voting parties.

Secretary General: Chief executive of the FEI who reports to the President and through the President to the Board and the General Assembly.

Simple Majority: Majority (one-half plus one) of those taking part in the vote, not counting abstentions.

Sport Rules: Principles and set of norms including but not limited to Rules for the Equestrian Disciplines, Veterinary Regulations, Equine Anti-Doping and Medication Control Rules, Anti-Doping Rules for Human Athletes, Olympic Regulations.

Standing Committee: A Committee specifically established under these Statutes.

Statutes: Written document forming the legal constitution of the FEI by defining its purpose(s), principles, and core governance structure through attribution of rights and responsibilities among its organs.

Sub-Committee: A Committee forming a subdivision of a primary body from which its responsibility and authority derive.

Support: An affirmative expression of endorsement or approval, such as for a candidature or a regulatory change.

Suspension: A temporary removal of rights otherwise granted to a given entity or person.

Technical Committee: A group of persons officially appointed or elected to perform a function for a Committee responsible for an Equestrian Discipline.

Term: The length of time a given individual may hold a certain office or position.

ANNEX I**PROCEDURAL REGULATIONS OF THE GENERAL ASSEMBLY****1. Meetings**

- 1.1 The notice convening a General Assembly shall be provided to all National Federations at least sixteen weeks before the contemplated date of the General Assembly.

2. Agenda

- 2.1 Items which a National Federation wish to put on the agenda for the annual General Assembly must be provided to the Secretary General at least twelve weeks before the date of the General Assembly, unless a later date is specified in writing by the Secretary General. The Secretary General shall inform all National Federations of such proposed items submitted by any National Federations and shall provide all National Federations with an opportunity to comment on such proposals within two weeks.
- 2.2 The agenda and available supporting documents shall be provided to all National Federations no later than four weeks before the General Assembly.

3. Composition of the General Assembly

- 3.1 Each National Federation may be represented by two delegates, but each delegation has only one vote.
- 3.2 A National Federation which is unable to send delegates may nominate the delegation from another National Federation to act as its Proxy. No delegation may hold more than two Proxy votes.
- 3.3 In order to exercise its right to vote, each National Federation must notify the Secretary General of the names of its delegates or the National Federation and person nominated as its Proxy, in a written declaration signed by its President or Secretary General, not later than 48 hours before the start of a General Assembly.
- 3.4 No delegation may exercise, in any event, more than three voting rights.

4. Amendments to the Statutes and General Regulations

- 4.1 Proposals for amendments from National Federations must reach the Secretary General by 15 September of the year preceding the year in which the Statutes and/or General Regulations are to be revised, unless a later date is specified in writing by the Secretary General.
- 4.2 All National Federations must be given at least six weeks to review a draft of the revised Statutes and/or General Regulations and propose any amendments thereto. The final draft must be provided to the National Federations no later than four weeks before the General Assembly.

5. Amendments to the Sport Rules

- 5.1 Proposals for amendments from National Federations must reach the Secretary General before the meeting of the relevant Technical Committee prior to the General Assembly at which such proposals shall be presented for approval, unless a different date is specified in writing by the Secretary General. The dates of Technical Committee meetings shall be made available to National Federations at least four weeks in advance of a given meeting.
- 5.2 All National Federations must be given at least six weeks to review a draft of the revised Sport Rules or proposed modifications and propose any amendments thereto. The final draft must be sent to the National Federations no later than four weeks before the General Assembly.

6. Election of Board Members

- 6.1 Candidacies for positions on the Board must reach the Secretary General by a date communicated by the Secretary General. National Federations shall be notified of the list of Candidates at least four weeks prior to the relevant General Assembly session. Any unforeseen changes to the list thereafter must be immediately notified to National Federations.

7. Standing Committees

- 7.1 Candidates must be proposed during the election year by a date set by the Secretary General but not later than 6 months prior the General Assembly. At the beginning of the year, the Secretary General will inform the National Federations and the relevant FEI-recognized associations of the positions on the Standing Committees that are up for election or appointment.

Matter concerned	Article(s) *	Comments/suggestions	NF(s)
Board	19.2 19 19 19 43.3	<ul style="list-style-type: none"> Not more than one Board member from one NF, except the President Not more than two Board members from the same continent, except the President Detailed job description for the Board as a whole and for each Board member Knowledge of the sport shall be required Debate about election/appointment of 1st Board. To be further discussed by Groups I & II in Copenhagen 	Groups I & II
	19 21.1 22.2 22.5	<ul style="list-style-type: none"> Apart from the active Athlete, no requirements of neither in-depth knowledge of the sport nor of particular regions (and both had large representation on the Bureau and should have direct or indirect representation on the new Board). Maybe TC should be able to appoint/nominate two Board members (1 for Olympic Discipline & 1 for non-Olympic Discipline) 2 meetings in person is not enough, 3 to 4 meetings should be mandatory Agenda: It should not be solely the right of the President to determine the agenda Right to all Board members to attend Standing Committee meetings (and not only the right of President) 	AUS NF
	23.1 43.3	<ul style="list-style-type: none"> Only NFs should put forward candidates for the Board and no alternative candidates should be accepted as an additional choice Number of candidates to the Board put forward for GA election shall be more than 6 candidates, allowing NFs to exercise their democratic rights 	GRE NF
	19.4	<ul style="list-style-type: none"> Terms of office should be 2 Terms of 4 years 	Groups IV, V, VI
	19.4 43.3	<ul style="list-style-type: none"> Terms of office should be 2 Terms of 4 years Concern that the democratic process was being devolved due to the proposal of the acceptance of a slate 	Group IX Chair Group IX
	19 19 19.2 19 43.3 10	<ul style="list-style-type: none"> The Board should include someone with thorough understanding & knowledge of the problems in developing countries Not more than three Board members per continent Not more than one Board member from one NF, except the President To include in the Statutes the Term of the President Proper checks and balance policy to be available to all NFs Mechanism to be included to ensure that half of the members have a 3-year Term in the 1st Term to ensure continuity of policies To include mechanism for the dismissal of Board members at GA 	Group VIII
	19, 23 43.3	<ul style="list-style-type: none"> To define that members of the Board will be designed and removed only by the President, not by the GA To specify how to decide which members will be proposed for two years and which ones for four years 	ESP NF
	22	<ul style="list-style-type: none"> President should have a Vice-President (in case President is not able to act for any reason). Or we could have one President and 6 Vice-Presidents, the oldest Vice-President could be the one acting if needed 	SUI NF
	20	<ul style="list-style-type: none"> The Board (or the President) should appoint the Chair of the R&D Board (who shall be one of the existing Board member) 	Gerardo Werthein
	14.6 & 21.3 19.6 21.4 2.3 IR 2.9 IR Various	<ul style="list-style-type: none"> The President shall not retain a casting vote. In the absence of consensus a resolution should fail Proposal of a 3 years Term for Board members adopted for all terms following the initial term the word "present" needs to be defined since meetings by conference call and video conference are now permitted The same point re "presence" as made above is relevant in respect to quorum. The reference to "telephone" should be to conference calls Need to clarify that Honorary Members do not have the right to vote A detailed review of Board functions is needed due to its substantial change in composition To avoid conflicts of interest Board directors should not be able to hold any other paid or voluntary role within the FEI other than on Board related activities 	GBR NF
Regional & Development Board (R&D Board)	3	<ul style="list-style-type: none"> Should there not be a mention of the proposed R&D Board in the Statutes? 	AUS NF
	2.2.1; 2.2.2 IR	<ul style="list-style-type: none"> To add in the Statutes a right to appeal to the Board for the Chair of the R&D Board To add in the Statutes a direct interface between TC and R&D Board and/or Regional Groups 	GRE NF
	4.2.3 IR	<ul style="list-style-type: none"> Concern about the necessity and financial implications of professional regional Officers. To be included in IR or just accomplished where and when necessary? R&D Board and the Technical Committees must have direct linkage with the proposed Board 	Chair Group IX Group IX
	4.2.3 IR	<ul style="list-style-type: none"> To seek clarifications on the roles and responsibilities of the regional Officers and to define accountability of such Officers. What are the selection or appointment process/criteria? 	Group VIII
	4.2.2 IR	<ul style="list-style-type: none"> R&D Board should be chaired by a member of the Board to be appointed by the President or chaired by the President 	Gerardo Werthein
	4.2.3 IR	<ul style="list-style-type: none"> Request to have more details regarding the Professional Regional Officers and their term of reference/job description 	GBR NF
	27.2 27.2	<ul style="list-style-type: none"> A new composition of the Regional Groups should be included Continental organisational structures need to be developed 	Groups I & II

Regional Groups	27.5	• Group Chairs to be elected by the Group and not by the GA	
	27.4	• Should there not be a requirement for the Chair to carry out his duties effectively and inclusively of all NFs within his Group?	AUS NF
	27.5	• Group Chairs to be elected by the Group and not by the GA	
	4.1.14 IR	• Should the Deputy Chair not be elected by the members of the Group? The Deputy Chair should be required to keep himself informed of matters involving the Group Chair	
	27	• To add in the Statutes that Groups "have the power to elect representatives (Chairs / NC members / etc) and basic guidelines on how NF's relate to their Group	Group IX
Standing Committees		• To add in the Statutes a right to appeal to the Board for Regional Groups	GRE NF
	11.5	• To add in the Statutes a direct interface between TC, R&D Board, and/or Regional Groups	
	27.5	• group Chairs to be elected by the Group (simple majority)	Group VIII
	6.4 IR	• Sports decisions need the approval of the Sports Directors <u>and</u> the Chair of the relevant TC	Groups I & II
	20.1 (x)	• TC Chair should be elected by GA	
Standing Committees	28.7	• Terms should be two Terms of four years	
	20.1 (xxi)	• Before removing members of TC, the Board need recommendations of the NC	
	11.5	• An advisory Committee of Group Chairs and TC Chairs should meet each year to assist in understanding the position of each others	
	31.5	• TC Chairs should meet at least once a year to consider matters of interest of all of the sports	
	6.5 IR	• Youth should be the competence of TC of each Discipline and each TC should have "Youth issues" as a mandatory agenda item	
	28.5	• To ensure that Athletes' Committee members do not hold more than one other Committee	AUS NF
	28.7	• A Chair who has served two Terms may not serve another Term in the same Committee without a break of 2 years: Would a 1 year break not be sufficient?	
	6.4.2 (iii) IR	• It is not clear whether the requirement to include one member of Athletes' and/or Organizers' association is additional to or are included in (i) & (ii). Shouldn't they be "preferably" included (rather than as a matter of course). They must meet the requirements	
	6.4.3 (vi) IR	• To add in the Statutes a direct interface between TC, R&D Board, and/or Regional Groups	
	20.1 (x)	• Concerns about appointment of Technical Chairs by the Board. Maybe NC to propose slate for GA approval?	Group IX
	20.1 (x)	• Debate within Group: TC appointed by NC with a 2 year Term or election by GA	Group VIII
	10.1 (c)	• TC Chairs should be elected by relevant Committees and then ratified by GA.	GBR NF
	28.4	• Key Standing Committees such as the Audit and Compliance Committee and the Nominations Committee should not be reporting to FEI HQ but to the Board	
	28.6	• Clarification is required re the Term of Standing Committees. In the slides it is stated as 2 years. It would be appear to be 4 years in Art. 28.6	
	2.6 IR	• Chairs of Committees right to express an opinion directly to the Board	
	6.1.3 IR	• Clarify whether the Nominations Committee can recommend its own candidates that have not been nominated by NFs	
	6.3.1 IR	• This should also refer to doping	
	Various	• All proposals to the Board emanating from a TC should be formally "signed" by each of the Chairman of the TC and the relevant FEI department Directors	
Nomination Committee	6.1 IR	• Composition and procedure to be included in a fuller way in the Statutes	Groups I & II
	10.1 (xii)	• NC to be independent and members should only be removed by the GA and not by the Board	
		• No candidate for election by the GA that has been accepted by NC can be rejected by any other body	
FEI Headquarters	6.1.1 IR	• Members to be elected by Group	Group VIII
	6.1 IR	• One of the delegate from Group meeting IV, V, VI suggested that perhaps Groups should re-elect in 2009 all members of NC as the Committee's remit had substantially changed since its creation in 2007	
	5.2 IR	• To enforce the faculties and independence of FEI executives once they are sufficiently qualified and the general guidelines are given by the president and the Board, with the assessment of TC and Regional representatives	ESP NF
	Definitions	• For the sake of clarity change "Headquarters" for "FEI Management" e.g. So that reporting is made to personnel and not to a location	GBR NF
Tribunal	34	• to include a provision allowing both parties to go directly to CAS, if both parties agree	AUS NF
Official language	38	• NFs may request an English version if the original has been produced only in French	AUS NF
Agenda	Annex 1: 2.1	• Should there not be a disclosure to all NFs at this stage of the items proposed for the agenda and NFs have one further opportunity, such as a 14-day response time?	AUS NF

* The articles refer to the Statutes, unless it is specified "IR", meaning a reference to the Internal Regulations of the FEI

INTERNAL REGULATIONS

OF THE FEI

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Section 1 - LEGAL AND STATUTORY BASIS

The Board decides unanimously, based on article 69 of the Swiss Civil Code, and on Article 20.1 of the Statutes, to adopt the present Internal Regulations.

The present Internal Regulations regulate the duties and powers of the following organs of the FEI:

- The Board
- The ~~Headquarters~~Management
- The Committees
- The Regional Groups, including Regional and Development Board

Capitalised terms not defined in these Internal Regulations shall have the meanings defined in the Statutes.

Section 2 - BOARD

2.1 General

Articles 19-24 of the FEI Statutes govern the composition, functions and powers, meetings, membership of and election to the FEI Board, and provide for representation of the FEI.

These Internal Regulations provide for the manner in which the above are implemented and exercised.

Board proceedings, whether in-person meetings, telephone or video conferences, via emails, or on intra-/extra-net sites are confidential. Communication of any information resulting from Board proceedings shall be according to 2.6 below or according to an official process agreed by the President and Secretary General.

2.2 Meetings, convening of meetings, ~~a~~Agenda

2.2.1 Process of Board meetings:

There shall be no fewer than ~~two~~six Board meetings per year, ~~one of which shall be held immediately preceding the General Assembly and at the same location. The second meeting~~

~~shall be held ideally six months thereafter. In addition, the Board will endeavour to meet four additional times either in person, via videoconference, or via conference call.~~

The President shall convene the Board meetings in coordination with the Secretary General.

The Board may invite through the Secretary General any person, including but not limited to any Chair of a Committee, to attend any Board meeting.

Any Chair of a Committee may send an application to the Board through the Secretary General for attending a Board meeting for specific items on the Agenda. The Board may allow such attendance on a case by case basis as necessary and appropriate.

2.2.2 Agenda of Board meetings:

The ~~a~~Agenda of Board meetings shall be set by the President upon proposal by the Secretary General of the items to be included in accordance with Article 20 of the Statutes. An item may be added to the Agenda by any two Board members acting together.

Technical Chairs and Group Chairs can propose items to be added to the Agenda by submitting a request to the Secretary General no later than ten days prior to the meeting. Any item relevant for the General Assembly must be provided at least twelve weeks before the date of the meeting, unless a later date is specified in writing by the Secretary General.

2.2.3 Publication of Agenda:

The Agenda of the Board meeting held immediately preceding the General Assembly shall be made available to National Federations no later than 4 weeks preceding the meeting through publication on the FEI website. The Agenda for any other Board meetings shall be made available to National Federations prior to the meetings.

2.3 Quorum of attendance

For any Board meeting to be validly convened and to pass resolutions, an absolute majority of all Board members with a right to vote must be present. If such quorum is not reached the Board meeting may still take place. Any resolutions proposed and voted upon at such meeting must be circulated to absent Board members with a request to cast their vote within one week

of the date of the Board meeting. If the total number of votes cast in person and by correspondence exceeds the number required to form a quorum, the vote will be regarded as having been validly cast at the Board meeting.

The use of telephone, conference calls and videoconferencing is permissible where appropriate.

2.4 Vote, majority required

According to Article 21.4 of the Statutes, the passing of resolutions by the Board shall require the approval of a ~~s~~Simple ~~m~~Majority of the members of the Board who are present.

Resolutions take effect immediately upon approval unless otherwise specified.

2.5 Resolutions by way of correspondence

Resolutions may be passed by correspondence. In such cases, a simple majority of all Board members with the right to vote shall be required. The use of email and other generally accepted electronic communications means is permissible where appropriate.

2.6 Minutes of meetings

Minutes must be kept of the deliberations and resolutions of the Board. The ~~m~~Minutes shall contain a summary of the deliberations, the proposed resolutions, the declarations which a member requests to be recorded in the ~~m~~Minutes, and the resolutions with the result of the vote.

The ~~m~~Minutes are submitted to the Board for review. The ~~m~~Minutes are then signed by the Chair of the meeting and the Secretary General.

The resolutions approved by way of correspondence must be included in the ~~m~~Minutes of the next meeting.

Minutes of Board meetings shall be made available to all Board members and NFs via an FEI website and/or email no later than two weeks following the meeting. Minutes must not contain any confidential information.

Any Chair of a Committee may, at any time, express an opinion and/or position to the Board through the Secretary General.

2.7 Right of information and inspection

Board members may request to review any FEI documents subject to reasonable notice given to the Secretary General and subject to confidentiality restrictions, as determined by the President and Secretary General.

2.8 Expenses of the members of the Board

The reasonable expenses of Board members in connection with FEI matters shall be covered by the FEI in accordance with a policy set by the Secretary General and approved by the Board.

2.9 Honorary Membership

The President, upon the approval of a majority of the Bureau may appoint former Presidents to be Honorary Presidents, former Vice Presidents to be Honorary Vice Presidents, and other former Members of the Bureau who have given special service to the FEI to be Honorary Members of the Bureau. Any such appointment may be put to the General Assembly for approval.

The President, upon the approval of a majority of the Board may appoint former Presidents to be Honorary Presidents, and other former Members of the Board who have given special service to the FEI to be Honorary Members of the Board. Any such appointment may be put to the General Assembly for approval.

Honorary membership carries no voting rights.

Section 3 - ROLE OF THE PRESIDENT AND RETAINED POWERS OF THE BOARD

3.1 The President will lead the FEI and chair General Assembly and Board meetings in accordance with Articles 15 and 22 of the Statutes. The President may, from time to time, delegate Presidential tasks and responsibilities to Board members and/or Secretary General as required. Such delegation, in terms of scope and timeframe shall be set out in writing and/or officially minuted.

3.2 The Board has the functions and powers enumerated in Article 20 of the Statutes. Other than those delegated to Management under Section 5, it specifically retains the power:

3.2.1. To issue policies to and ~~approve~~ create in partnership with HQ Management the strategy to be implemented by ~~FEI Headquarters~~ Management;

3.2.2. To ultimately oversee the FEI Management;

3.2.3. To issue and modify these Internal Regulations.

3.3 The Board retains the exclusive power to:

3.3.1 Examine, if required, the professional qualifications of the specially qualified auditor;

3.3.2 Employ and to dismiss, upon proposal of the Secretary General, all employees ~~having the position of Executive Director or a higher position in the FEI's hierarchy~~ (“Senior Management”) in key managerial positions, provided such positions are identified in advance to the Secretary General;

3.3.3 Supervise the keeping of the list of members and associate members by the Management;

3.3.4 Decide about any single financial commitment of the FEI which exceeds ~~one million~~ five hundred thousand Swiss francs;

3.3.5 Create, acquire, sell or dissolve subsidiary companies or divisions of the FEI, real estate, intellectual property or other substantial assets;

- 3.3.6 Approve credit or loan agreements on behalf of the FEI, whether as lender or as borrower, other than lines of credit necessary for treasury cash management purposes not to exceed two million Swiss francs;
- 3.3.7 Enter into guarantee or security agreements in excess of 200,000 Swiss francs;
- 3.3.8 Enter into contracts exceeding a period of three years;
- 3.3.9 Enter into contracts of an amount exceeding ~~one million~~ five hundred thousand Swiss francs;
- 3.3.10 ~~Approve~~ Define the FEI investment policy and to approve any individual investments outside the scope of the policy;
- 3.3.11 Exercise the right to vote in shareholders' meetings of companies in which the FEI holds shares, other than for voting rights arising from FEI asset management further to the approved investment policy;
- 3.3.12 Make recommendations to those persons who represent the FEI in the Board or in any other organ of an entity in which the FEI holds shares;
- 3.3.13 Approve any deviation from the approved budget for the current year, not to exceed 5 per cent of total annual expenditures.

The Board has the power to adopt resolutions in all matters which do not fall within the powers of the General Assembly or any other organ by virtue of law, of the Statutes or of applicable regulations.

Section 4 - REGIONAL GROUPS AND REGIONAL AND DEVELOPMENT BOARD

4.1 Roles of the Group Chairs

The Group Chairs represent their respective Regional Groups and thereby the interests of the National Federations within their Groups according to Article 27 of the Statutes. Their tasks and responsibilities shall be:

- 4.1.1. To attend and be present throughout Regional and Development Board Meetings, General Assemblies and all meetings related to their function;
- 4.1.2. To be aware of all FEI activities (Sport, Development, Legal, Veterinary, etc.) in order to help the National Federations in their Group to further develop;
- 4.1.3. To drive, promote, co-ordinate and report on FEI initiatives through the National Federations in their groups, and thereby actively assist in development;
- 4.1.4. To communicate as necessary with National Federations, ~~FEI~~ Headquarters Management and other Group Chairs and Technical Committee Chairs;
- 4.1.5. To advise and inform National Federations on all FEI matters, including after Regional and Development Board meetings and General Assemblies;
- 4.1.6. To know the needs of their Group;
- 4.1.7. To act as mediator in case of conflict within their Group;
- 4.1.8. To appoint coordinators within the Group if necessary;
- 4.1.9. To cooperate with regional FEI Development Officers appointed by the FEI, including but not limited to those for specific Disciplines;
- 4.1.10. To organise regular Group meetings and to provide ~~FEI-Headquarters Management~~ with (i) the ~~a~~Agenda at least two weeks beforehand, and (ii) the ~~m~~Minutes of their meetings within three weeks thereof;
- 4.1.11. To organise, in close proximity prior to the General Assembly, a meeting with the National Federations in their group and produce a report, and to present said report to the Regional and Development Board;
- 4.1.12. To attend and participate actively in applicable development forums, workshops, and other such meetings in the context of the FEI General Assembly or other functions;
- 4.1.13. To facilitate the publication of a Group newsletter, Annual Report and/or Bulletin; and
- 4.1.14. To appoint a Deputy Chair (having the support of his/her National Federation), with whom they shall work closely and cooperate in furtherance of the tasks and

responsibilities above. The Deputy Chair shall not be from the same National Federation as the Chair, and shall attend Regional and Development Board meetings solely in the event of unavoidable absence of the Group Chair. The Deputy Chair may vote at Regional and Development Board meetings. The Deputy Chair shall keep himself informed of tasks and responsibilities of the Group Chair.

4.2.4.2 Regional and Development Board

4.2.1 The Group Chairs shall form the Regional and Development Board.

4.2.2 The ~~Board-President~~ shall either appoint a Regional and Development Board Chair from among the ~~Group Chairs~~Board members or act as Regional and Development Board Chair.

4.2.3 In its initial year, the Regional and Development Board shall have the following tasks and responsibilities:

- ~~(i)~~ (i) To propose a strategic plan for the establishment and management of the implementation of Professional Regional Officers on each continent.
- ~~(ii)~~ (ii) To propose customized development for the regions, in co-operation with the relevant Group Chair and in consultation with ~~the FEI Headquarters~~Management and Professional Regional Officers.
- ~~(iii)~~ (iii) To conduct a feasibility study on FEI continental structures for regional governance and representation within the FEI to potentially replace the current regional group structure.
- ~~(iv)~~ (iv) To address quarantine and transportation issues within their Group further to a mandate given by the Board.

4.2.4 The Regional and Development Board shall report to the Board through its Chair. ~~The Chair shall attend in person at least one Board meeting per year.~~

Section 5 - HEADQUARTERSMANAGEMENT

5.1 Delegation of Responsibilities to the Secretary General

The Board delegates the following duties and responsibilities to the Secretary General:

- 5.1.1 To propose and implement the general and commercial strategy as well as the framework of the FEI's activities, in accordance with the resolutions taken by the Board and General Assembly;
- 5.1.2 To establish general conditions of commercialization of the FEI properties in line with the core values of the FEI;
- 5.1.3 To propose and establish the policies relating to membership fees, organizational dues and other financial charges affecting FEI members, in accordance with the resolutions taken by the General Assembly and the Board;
- 5.1.4 To negotiate and to sign contracts regarding the commercialization of FEI properties, including but not limited to licensing arrangements, and to supervise the performance of these contracts;
- 5.1.5 To fix the employment conditions of the staff, to take all decisions regarding its employment or dismissal (the power of the Board according to Section 3 being reserved concerning ~~Senior Management~~key positions);
- 5.1.6 To establish the yearly budget of income and expenditure forecast of the FEI which it submits to the Board at the beginning of each applicable annual cycle;
- 5.1.7 To establish the financial plan and to submit it to the Board at the beginning of each year for approval;
- 5.1.8 To propose and implement the strategy of management of the FEI's funds and liabilities in accordance with resolutions taken by the General Assembly and the Board;

- 5.1.9 To establish the yearly balance sheet and the profit and loss statement as well as to draft the business report in view of its approval by the Board;
- 5.1.10 To implement the resolutions of the General Assembly and the Board;
- 5.1.11 To maintain the list of affiliated members;
- 5.1.12 To report to the Board in accordance with section 7 of these Internal Regulations;
- 5.1.13 To supervise in general the activities of the FEI, its debtors and the FEI's liabilities;
- 5.1.14 To establish any additional internal regulations or policies necessary to a smooth operation of the FEI, such as but not limited to a personnel handbook, evaluation processes, etc.;
- 5.1.15 To inform the Board of any employment or dismissal of employees having the position of Department Director or a higher position in the FEI's hierarchy;
- 5.1.16 To manage the FEI staff in line with the objectives approved by the Board.

Any other responsibilities of the Board which are not listed here are exclusively retained by the Board.

5.2 Internal Organization of the Management

5.2.1. Senior Management

The Secretary General is responsible for the management of the staff. He may form, as appropriate, a management committee to include at least the most senior heads of the sports, commercial and finance functions. This group will meet as often necessary as directed by the Secretary General.

~~The Management consists of the Secretary General, the Executive Directors and the Directors identified on the Organization Chart attached as Appendix 1 to these Internal Regulations, which governs reporting and subordination relationships.~~

5.2.1 Management Board

~~The Secretary General chairs the Management Board composed of the Executive Directors. The Management Board meets as often as necessary, at a minimum on a monthly basis, at the~~

~~direction of the Secretary General to address the responsibilities in section 5.1 above. It receives monthly reports from the Department Directors.~~

~~The composition of Management may be modified by the Secretary General as responsibilities dictate. The Secretary General shall inform the Board of any such modification.~~

5.2.2 Department Directors for Technical Disciplines

The Department Directors for Technical Disciplines shall manage, in close cooperation with the relevant Technical Committee Chair:

- (i) Amendments to the relevant Sport Rules or Regulations;
- (ii) Management of international events in their respective Discipline(s);
- (iii) Development of their respective Discipline(s); and,
- (iv) Appointment, promotion, suspension, revocation and education of FEI officials.

The Department Directors shall consider, review and act upon, as applicable, any proposals presented by the relevant Technical Committee members. Any proposals for rule changes or regulations proposed by the Department Director shall have the support of the Technical Committee Chair, else alternative views should be presented to the Board for decision.

The Department Directors shall oversee and manage the day to day work of their respective Departments.

The Department Directors shall produce for the Secretary General a yearly management plan for their respective Departments and further provide quarterly updates in terms of achievement within this plan. This plan shall integrate the relevant Technical Committee's advice and proposals.

5.3 Signature rights

The individuals listed in Appendix 12 to the present Internal Regulations shall have the authority to bind the FEI through their signature. Signature rights are conferred such that two of the individuals listed must always sign collectively. None shall have an individual signature right.

The signature rights listed in Appendix 12 shall be reflected in the Swiss Commercial Register. If

the power to sign is conferred upon employees or agents other than Management, they shall have no power to sign between themselves.

Section 6 - COMMITTEES AND ADVISORY BODIES

6.1 Nomination Committee

6.1.1 Role ~~and Composition~~

The Nomination Committee shall seek and receive nominations from National Federations for all positions on the Board, Committees, and the FEI Tribunal, and make recommendations to the Board and/or General Assembly, as appropriate based on objective eligibility criteria for each position provided by the Secretary General. It shall report to the Board.

~~The Nomination Committee is composed of nine members:~~

- ~~(i) Each Group shall select one representative from a National Federation in its Group who is not Group Chair or Deputy Chair and who does not hold a position on a Committee or on the Board. If a candidate is nominated by a two-thirds majority of the National Federations within the Group, that candidate shall be the sole candidate presented to the General Assembly for election, unless such candidate does not receive the necessary majority at the General Assembly;~~
- ~~(ii) The members of the Committee shall elect a Chair for a term of two years. A given Chair may serve a maximum of two consecutive two-year terms.~~
- ~~(iii) The election to the Nomination Committee is for a Term of two years, is honorary and carries no remuneration. Reasonable Expenses incurred while fulfilling the functions of a member of the Nomination Committee shall be met by the FEI.~~
- ~~(iv) Any member of the Nomination Committee who has served two Terms may not serve another Term in the Nomination Committee without a break of at least two years, unless a member becomes Chair. Filling a vacancy for any period of less than one year does not count as a full Term. The Chair of the Nomination~~

~~Committee who has served two Terms may not serve another Term in the same Committee without a break of at least two years.~~

The President and the Secretary General or their delegates may attend meetings of the Nomination Committee.

The Nomination Committee meets at least once annually to evaluate candidates. Minutes of all meetings shall be kept under the supervision of the Chair. The Nomination Committee shall duly consider regional representation, ~~and including~~ experience, and occupation of each candidate for any given position.

Meetings may validly be held via videoconference or conference call when appropriate.

6.1.2 Nomination Committee Procedure

The Secretary General shall establish and communicate as relevant the processes for the Nomination Committee to fulfil its role, which will include the following concepts:

- (i) For all positions, HeadquartersManagement informs all National Federations of the final date for submission of nominations;
- (ii) Nominations received by the HeadquartersManagement should be circulated to the members of the Nomination Committee and relevant Standing Committees, and Tribunal where applicable;
- (iii) As soon as is practicable following the annual Standing Committees' meetings, each Standing Committee will communicate their comments and considerations for each individual candidate and may if they so wish specify which candidate has the unanimous support of that Committee and the reasons why;
- (iv) For all applications, the Nomination Committee then screens each candidate to ensure their compliance with the objective eligibility criteria for each position as provided by the Secretary General;
- (v) The Nomination Committee will then make a recommendation to the Board in terms of those candidates who meet the criteria and comment with regard to any candidate that may have received the unanimous support of a particular Standing Committee. In addition, the Nomination Committee may recommend a candidate that, in its view, is best qualified to take a position.

(vi) The Nomination Committee may, as appropriate, make recommendation as to candidates for General Assembly elections.

~~(vi)~~(vii) The Nomination Committee may itself seek eCandidates for open positions but may only recommend them if they have the support of their National Federation.

6.1.3 Role of the Nomination Committee Chair

- (i) To liaise with the Secretary General and Standing Committee Chairs to clearly establish the vacancies existing and receive instruction on the detailed criteria which should apply to each such position;
- (ii) To ensure that all members of the Nomination Committee receive full documentation in terms of applications and criteria applicable for each position sufficient time prior to meeting of the Nomination Committee;
- (iii) To Chair the Nomination Committee meeting, to be held at a time indicated by the Secretary General;
- (iv) On behalf of the Nomination Committee members to communicate the recommendations to the Board and/or General Assembly.

Minutes of the meetings shall be kept under the supervision of the Chair of the Nomination Committee.

6.2 Audit and Compliance Committee

The Audit and Compliance Committee issues its own internal regulations setting forth its organization and processes according to Article 30~~4~~ of the Statutes.

6.3 Veterinary Committee

6.3.1 The Veterinary Committee, having consulted the relevant Technical Committees, shall advise the ~~Headquarters~~Management on the following:

- (i) Establishing and amending the Veterinary Regulations and any special veterinary conditions for Olympic Games and Championships;
- (ii) The appointment, suspension and revocation of Contact Veterinarians and Event Veterinarians;

- (iii) The list of approved Analytical Laboratories for medication control testing of horses;
- (iv) The procedures for doping and medication control and authorization and maintenance of the list of prohibited substances for horses;
- (v) The management of Horse Inspections and Veterinary Examinations, including pony measurement, at international events as required by the Regulations and Rules;
- (vi) The monitoring of horse diseases, quarantine and isolation requirements, transportation solutions and all other matters concerning the health of horses and horse welfare at international events;
- (vii) Relations with organizations concerned with the international movement of horses, Horse identification and Passports, Veterinary Health Certificates and customs control of the movement of competition horses;
- (viii) The education of relevant personnel on matters of stable security and horse welfare.

6.3.2 The Veterinary Committee is responsible for making proposals to ~~Headquarters~~Management and the Board for approval on the following matters:

- (i) Maintaining communications with Contact Veterinarians and advising National Federations on all veterinary matters affecting horses;
- (ii) Research into horse diseases, drugs and medications and the factors affecting the fitness and welfare of competition horses and the detection of abnormal sensitization and desensitization of horses' limbs;
- (iii) Methods for the identification of horses;
- (iv) The organization of courses and seminars for Event Veterinarians and for Testing Veterinarians involved with Medication Control of horses, within a budget approved by the Finance Committee;

- (v) Establishing and maintaining contacts with other International Veterinary Organizations.

6.3.3 The Veterinary Committee shall be composed of six members including the Chair. At least four of these shall be from the FEI list of Event Veterinarians as current upon appointment or election, and at least one shall be a specialist on medication matters.

6.4 Technical Committees for Dressage, Jumping, Eventing, Driving, Endurance, Vaulting, Reining, Para-Equestrian (“Discipline Committees”)

6.4.1 The Discipline Committees shall be responsible for making proposals to the ~~Headquarters~~Management and Board on the following matters:

- (i) Establishing and amending Rules for Events and, where relevant, Olympic Regulations and programmes at Olympic Games, Championships and World Cup and/or other Series, including Rules specific to Young Riders, Juniors and Pony and Children Riders, and any particular category of horses;
- (ii) The appointment, monitoring, suspension, and revocation of Officials and other relevant representatives of the FEI, including status of Judges, Stewards, Technical Delegates, and Course Designers; and
- (iii) The allocation of Championships according to the procedure established in the General Regulations, and the allocation of Events on the Calendar.

6.4.2 The Discipline Committees shall be composed of the Chair and other members selected as follows:

- (i) In Dressage, Eventing and Jumping, five members with proven knowledge and experience in the relevant Discipline, whether as Officials, trainers, Organizers, Chefs d’Equipe or Athletes;
- (ii) In all other Disciplines, four members with the qualifications listed in (i) above;
- (iii) Where an applicable international Athletes’ and/or Organizers’ association is recognized by the FEI for the given Discipline, these shall include one member (provided there is a qualified Candidate) from each such association, though

s/he may not serve as Chair or Deputy Chair during his/her term in this capacity.

6.4.3 The Technical Chairs represent their Committees and thereby the interests of their given Discipline. Their tasks and responsibilities shall be:

- (i) To chair and oversee the applicable Technical Committee in order to comply with its responsibilities under Article 31 of the Statutes, including coordinating the Committee's activities to provide input;
- (ii) To maintain continuous contact with the Department Director for their Discipline ~~at FEI Headquarters~~, and through them with the other FEI Departments;
- (iii) To chair at least one Committee meeting per year unless otherwise specified by the Secretary General through the head of department for the relevant Discipline;
- (iv) To attend and be present throughout General Assemblies and all meetings related to their function;
- (v) To be aware of all FEI activities (Sport, Development, Legal, Veterinary, etc.) in order to help their Discipline to further develop;
- (vi) To communicate with ~~FEI the Headquarters~~ Management, Board, Group Chairs and other Technical Committee Chairs;
- (vii) To act as mediator in case of conflict within their Committee;
- (viii) To attend and participate actively in applicable development forums, workshops, and other such meetings in the context of the FEI General Assembly or other functions; and
- (ix) To appoint a Deputy Chair, with whom they shall work closely and cooperate in furtherance of the tasks and responsibilities above. The Deputy Chair shall attend meetings solely in the event of unavoidable absence of the Technical Chair.

6.5 Youth

~~The FEI Headquarters in consultation with relevant Committees shall establish the composition and role of Committee members to be involved with Youth. Youth shall be the competence of Discipline Committees and each Discipline Committee shall have Youth as a mandatory Agenda item for each meeting.~~

6.6 Medical Committee

The Medical Committee shall be responsible for the following matters:

- (i) Acting as the Therapeutic Use Exemption (“TUE”) Panel of the FEI according to the *FEI Anti-Doping Rules for Human Athletes*, and thereby evaluating and deciding on the approval or denial of TUE requests;
- (ii) Advising ~~Headquarters~~Management on matters relating to the health of athletes and on matters related to drug testing.

The Medical Committee shall be composed of the Chair and three other members. Three members, including the Chair, shall be medical doctors with significant experience in sports medicine, and preferably equestrian sport. One shall be a representative of the riders’ community. The three medical doctors shall constitute the TUE Panel.

6.7 ~~6.7~~ Athletes’ Committee

6.7.1 Role

- (i) The Athletes Committee is a consultative body of the FEI and a link between the active Athletes and the FEI.¹
- (ii) It ensures that the Athletes’ points of view are taken into account in FEI decisions.

¹ The Athletes’ Committee is established in accordance with the IOC 2000 Commission’s recommendation that “[t]he Athletes’ Commission must be represented on the IOC Executive Board, and the same is recommended for IFs, NOCs and NFs”. RECOMMENDATION 19, *Report by the IOC 2000 Commission to the 110th IOC Session*, Lausanne, 11 and 12 December 1999.

- (iii) It ensures respect of the rights of the Athletes within Equestrian sport and draws up recommendations to that effect.
- (iv) During FEI Championships, FEI World Equestrian Games and the Olympic Games a representative of the Athletes Committee from each relevant participating Discipline may be present to be at the Athletes' disposal.
- (v) The Athletes Committee forwards its recommendations/proposals to the ~~Headquarters~~Management subject to the approval, after discussion within the Athletes Committee, of the majority of the members present.

6.7.2 Composition

The Athletes Committee is composed of 8 members who are active Athletes, to include one from each of the FEI Disciplines. A Chair is elected by and from the Athletes' Committee members.

6.7.3 Meetings

The Athletes Committee shall meet at least once annually. The meetings are convened by the Chair of the Committee through the FEI ~~Headquarters~~Management.

The ~~a~~Agenda and the working documents as well as the ~~m~~Minutes of the meeting are prepared by the ~~Headquarters~~Management at the request of the Chair.

6.7.4 Election

The Secretary General shall establish and communicate as relevant the processes for the Athletes' Committee to fulfil its role.

-As of the 2010 General Assembly, the Athletes representatives of the Standing Committees shall form the Athletes Committee.

6.8 Competition Committees

- 6.8.1 On the request of ~~Headquarters~~Management, the Board may establish Competition Committees, which shall advise ~~Headquarters~~Management on the programme and conduct of World Cups and other named FEI events or competitions as established by the Board.

6.8.2 The composition and duties of Competition Committees are defined in the relevant Special Regulations established by ~~Headquarters~~Management and approved by the Board, to include, where appropriate, relevant members of FEI staff, Board, Committees and Commissions.

6.9 Reporting

6.8.2 Committees that report to the Board per the Statutes report directly to the Board through their Chair. -If the Chair is not in attendance at Board meetings, reports are submitted to the Board through the Secretary General. -Committees that report to Management per the Statutes may place items on the Board's agenda by notifying the Secretary General. -Recommendations made to the Board from Standing Committees that report to Management are made through Management, but must have the approval of the relevant Committee Chair.

Section 7—

Section 7- DUTY TO REPORT

The Management reports through the Secretary General to the Board at each Board meeting about the evolution of the business and the most important events regarding the FEI.

Apart from the meetings, each member of the Management reports immediately any extraordinary event and any change within the FEI to the Secretary General who shall immediately inform the President.

The Secretary General has the general duty to inform the Board about the evolution of the results compared with the annual plan including the budget, sport and development targets. The Secretary General provides the Board as necessary with regular reports and information, which shall include at least one quarterly report.

Whenever relevant, the Secretary General must further report to the Board on any of the following matters:

- (i) General strategy of the FEI from the Management's point of view (as a basis for discussion and decision-making by the Board);
- (ii) Short-term forecasts and measures considered by the Management;
- (iii) General financial situation of the FEI including key figures;

- (iv) Extraordinary and material investments and disinvestments;
- (v) Financial planning and control;
- (vi) Personnel policy and planning.

Committee Chairs shall report to the Department Directors within the guidelines of the annual management plan.

~~Section 8--~~ **Section 8- ABSTENTION IN CASE OF CONFLICT OF INTEREST**

The members of the Board, of the Management and all Committee, Sub-Committee and Working Group members must refrain from dealing or voting on objects in which their own interests or the interests of persons or corporate bodies related to them are involved, and shall agree to be bound by the FEI Code of Ethics and Conflict of Interest Policy (Appendix ~~23~~ to these Internal Regulations) and any other applicable FEI code of conduct.

Board and Committee members shall abide by the specific Sport Rules on officiating when fulfilling any technical duties at FEI events. Where such a role might be or appear to be in conflict of interest with their responsibilities as members of the Board, it should be specifically disclosed to other Board members sufficiently prior to the event to allow for comment and recusal if requested.

~~Section 9--~~ **Section 9- FINAL PROVISIONS**

9.1 Entry into force

These Internal Regulations shall take effect on 1~~7~~⁹ November 2009 subject to the prior approval of the General Assembly.

9.2 Implementing regulations

The Management of the FEI shall establish the necessary regulations to carry out its duties.

The Management has no authority to delegate to lower-level instances those powers and duties which these Internal Regulations have conferred upon organs of the FEI.

9.3 Revision and modifications

These Internal Regulations shall be reviewed as often as necessary by the Board, and no less than once every two years. They are effective upon adoption by the Board and submitted to the General Assembly for approval according to Art. 10.1 (xvi) Statutes.

Proposals for modification must be received by the Secretary General within deadlines set by his/her office prior to Board meetings.

Copenhagen (DEN)

17~~9~~ November 2009

President

Secretary General

Appendices:

1. ~~Organization chart~~

~~2.9.3.1.1.1.1.1~~ Signature rights

~~3.9.3.1.1.1.1.2~~ Code of Ethics and Conflict of
Interest Policy with Disclosure
Statement

~~Appendix 1—Organization chart~~

Appendix 12 – Signature rights

The individuals ~~of the Management Board~~ listed below and reflected in the Swiss Commercial Register shall have the authority to bind the FEI through their signature:

- **Alexander McLin**, Secretary General
- ~~Harald Müller~~**Lisa Lazarus**, ~~Executive Director, Education & Standards~~**General Counsel**
- **Neerja Tannan**, Executive Director, Finance, Human Ressources and Administration
- **David Holmes**, Executive Director, Sports
- **Carsten Couchouron**, Executive Director, Commercial

1. Two of the above-mentioned individuals must always sign collectively and none may sign individually, and one of the two signatures must be that of the Secretary General or that of his/~~her~~ deputy if necessary.
2. All contracts must be reviewed by and have the approval of the Finance and Legal departments prior to signature, and such approval must be written (initialled). Where the contract is signed by the Executive Director for Finance and/or ~~Legal~~**General Counsel**, the signature indicates approval of the respective (financial or legal) terms.

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Appendix 23 – Code of Ethics and Conflict of Interest Policy with Disclosure Statement

Introduction, Purpose, Code of Ethics

“To recognize the interests of all the constituencies of equestrianism including National Federations, Athletes, Owners, Organizers, Officials and sponsors, and to foster their harmonious collaboration.” (Purpose of the FEI, FEI Statutes Article 1.6).

The achievement of this goal and the image of equestrian sport are dependent on the respect of the following ethical principles that are compatible with maintenance of the values, spirit and ideals of the sport and its part in the Olympic Movement:

1. All dealings are to be conducted honestly and fairly;
2. International, national and local laws and regulations governing employees, volunteers, competitions and business are to be known, understood and complied with;
3. All transactions are to be recorded accurately;
4. Information belonging to the FEI and/or entrusted to the FEI by third parties is to be protected;
5. Conflicts of interest, whether real or perceived, are to be avoided;
6. FEI resources or information are not to be used for personal gain;
7. Even the appearance of misconduct or impropriety should be recognized as damaging to the FEI’s reputation, and should therefore be avoided.

The principles listed above form the *FEI Code of Ethics* which all volunteers and staff must comply with when representing or participating in FEI activities.

Conflicts of Interest

The appearance of impropriety can be as damaging as actual impropriety to the FEI’s reputation. As a result, this policy is designed in such a way that compliance therewith will avoid, to the fullest practicable extent, both the perception and incidence of improper situations. A substantial appearance of a conflict of interest exists whenever others may reasonably infer from the given circumstances that a conflict exists.

A conflict of interest is defined as any personal or financial relationship, including relationships of family members, that could influence or be perceived to influence objectivity when representing or conducting business or other dealings for or on behalf of the FEI.

Family members include a spouse, parent, child or spouse of a child, sibling, spouse of a sibling, cohabitating companion or any other individual with a significant familial or familial-like relationship.

On an annual basis and more often as necessary, each FEI Board Member, Member of a Technical or Standing Committee or Sub-Committee thereof, other member of a body or group designated by any of the former to act on behalf of or advise the FEI (including but not limited to working groups and task forces), and senior FEI employees (“FEI Representatives”) must disclose any conflict by submitting the appropriate form to the FEI Secretary General. Senior FEI employees are department heads or anyone exercising substantially similar decision-making discretion. The FEI Secretary General must submit a copy of the appropriate form to the President.

In keeping with the intent of this Code of Ethics, Board members may not hold a role other than one associated with Board-related activities and, other than competing, may not participate in a competition or event in a manner that might affect the outcome of the competition, namely by officiating.

Procedure

Any FEI Representative with a conflict of interest with respect to a given person or concern must:

1. Disclose the interest to the FEI Secretary General, who shall have the authority to either:
 - a. approve or disapprove the relationship if with respect to an employee other than the Secretary General himself;
 - b. refer the matter to the FEI Tribunal.
2. Not be present during or participate in any formal or informal discussions related to the relationship between the FEI and the person or concern unless and until notified by the FEI Secretary General or the FEI Tribunal; and
- ~~2.3.~~ Not be present during any discussion and abstain from voting and from influencing the vote on any matter related to the person or concern.

The Secretary General may disclose decisions taken under 1(a) or 1(b) above in the interest of transparency.

If a conflict of interest involves the Secretary General, the matter shall be referred to the FEI Tribunal by the President.

Enforcement

Any person who violates or condones a violation of this policy is subject to disciplinary measures which may include termination of employment and/or expulsion from the Board, Committee, Subcommittee, or other relevant body including but not limited to working groups or task forces. The FEI Secretary General shall review all violations of this policy and, if appropriate:

1. As to volunteers, refer the matter to the FEI Tribunal for determination of what, if any disciplinary action should be taken; or
- ~~1.2.~~ As to staff, sanction the individual in accordance with the Federation's standard employment practices.

CONFLICT OF INTEREST DISCLOSURE STATEMENT

1. Do you or a member of your immediate family transact business with or provide services to the FEI, one of its National Federations, an organiser of FEI events, and/or a sponsor of FEI events? Please list the relevant entities or persons below and describe the dealings. If none, please state “none”.

2.

Are you or a member of your immediate family an officer, partner, director, trustee, owner (in the case of public companies, of at least 5% of total equity), beneficial owner, consultant or employee of any person or entity that does business with or provides services to the FEI, one of its National Federations, an organiser of FEI events, and/or a sponsor of FEI events? Please list the relevant entities or persons below and describe the dealings. If none, please state “none”.

3. Is there any other relationship or matter not disclosed above that might be perceived to compromise your obligations to the FEI or its National Federations, competitors, owners, organisers, officials and/or sponsors? If none, please state “none”.

I have read and understood the FEI Conflict of Interest Policy and certify that the answers to the questions above are complete and fully reflect any conflicts of interest as defined in this policy. I understand that this document must be submitted annually to the FEI Secretary General and that I have a responsibility to update it as often as necessary in the interim should my circumstances change. Refusal to provide the requested information, failure to timely update such information or provision of incomplete information is a violation of the policy and may result in removal from the Board, Committee, Subcommittee, or other relevant body including but not limited to working groups or task forces or employment.

Place, Date

Name

FEI Position

Signature