



INGMAR DE VOS

FEI Presidential Candidate

2014

MY VISION

For the FEI

I have dared to imagine a future in which we are the very best that we can be. That vision is the fuel driving my candidacy and this programme is the roadmap I have designed, with your input, to make it a reality.

I see, within ten years, the FEI enabling a transition for horse sport to the very pinnacle of top sport. I see horse sport bearing all the hallmarks of excellence and professionalism, populated by athletes, organisers and officials of the highest standards, and supported by an International Federation that is, quite simply, the best of the best.

I see an FEI that is universally upheld as a clear leader in good governance. I see a future in which our International Federation is such a strong example of how to preserve the integrity in sport and the welfare of athletes that we are looked to as a best practice leader by other International Federations.

I see a future in which modern equestrian sport is widely broadcast on global television channels and our beautiful, noble sport captures the hearts and imaginations of diverse audiences all over the world.

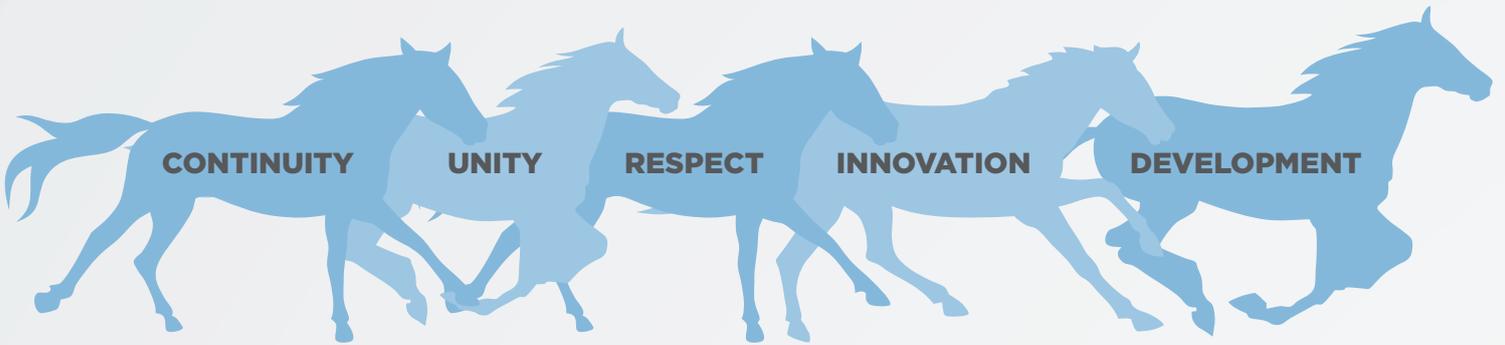
I see a time in which equestrian sport's unequivocal success, reach and appeal make our place in the Olympic programme an absolute certainty.

I see a future in which the FEI is able to choose from large numbers of prospective commercial partners and build a financially sustainable model that allows further investment in development and the sharing of revenue with stakeholders.

I see a future in which my vision for horse sport and for the FEI is our shared reality. I hope you will dare to dream with me.

PRINCIPALS

Underpinning my Candidacy



CONTINUITY	Maintaining the FEI at the highest standards; preserving the legacy of HRH Princess Haya
UNITY	Preserving of unity within our FEI community
RESPECT	Promoting respect for the horse and respect between all NFs and Stakeholders
INNOVATION	Embracing new technologies and new ideas to develop and promote our sport and organisation
DEVELOPMENT	Developing our sport in all regions

INTRODUCTION

Ingmar De Vos



Writing this programme, I've looked back over 25 years of working within governing bodies and organising committees active in equestrian sport. Over that period, I have seen big changes both in our sport and in our world. As I look to the future, it is humbling and instructive to reflect on how far we have come, even in the relative blink of an eye that is the past quarter century.

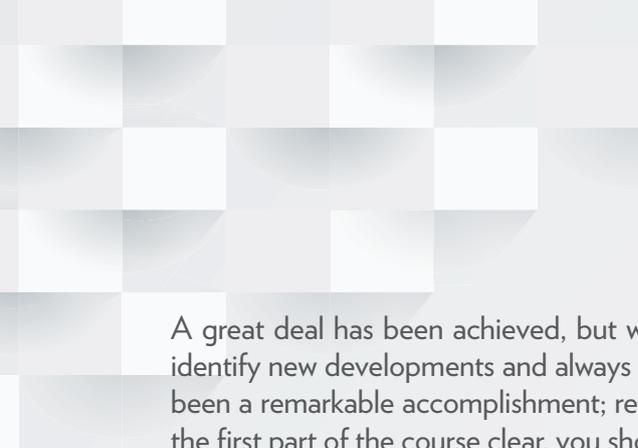
25 years ago, our international sport was almost exclusively concentrated in Europe and Northern America. When 30 National Federations attended the FEI General Assembly, it was considered a huge success. Horse welfare and rider safety were not high on the agenda. Horses performed on almost any footing, and all events could easily find a place in the FEI Calendar. The majority of organising committees were groups of friends who relied on their personal networks to find mainly local sponsors for their yearly show.

I remember when communications between National Federations, the FEI and Organising Committees were conducted almost exclusively by mail, the only exception being the noisy telex machine used to make entries for international competitions. Although I hold dear the memories of those "good old days", and I believe that we should fiercely protect the values and heritage that set our sport aside, I gladly embrace development and progress.

Our sport is more popular, more inclusive, more vibrant and stronger than ever before. Thanks to development, our sport has been able to keep up with other sports and consolidate its position in the Olympic programme. The growth of our sport across the world, both quantitatively and qualitatively, has made competitions more interesting and universal. Horses now travel as first class passengers in aeroplanes and trucks and the training methods and preparation of these top athletes are more sophisticated than ever before.

Horse welfare is paramount in 2014 and is monitored by FEI veterinarians throughout all competitions, while strong anti-doping programmes must preserve the health of the horses and a fair field of play. Television and other digital media have become some of the most important parameters by which success is measured, and it's good to see how much the FEI and organisers invest in getting equestrian competitions broadcasted across the globe.

The modernisation of our society and our sport has brought many upsides, but it has also increased the need to manage things in a proper way, preserving good governance and the integrity of our sport. During her eight years as FEI President, HRH Princess Haya has undertaken many necessary steps to modernise the FEI as an organisation in order to lead the sport into this new era. I have been a witness of this, and I know that it took a lot of courage to push through this modernisation in what, historically, was a very conservative community. I believe that HRH Princess Haya's legacy is not only one of a changed organisation, but also one of changed minds. She brought an entirely new way of thinking to the FEI. We should be very proud that many other international federations now see the FEI as an example of what a modern international sports federation should be.



A great deal has been achieved, but we cannot rest. We must keep alert, dare to challenge ourselves, identify new developments and always look for new opportunities. Becoming a modern organisation has been a remarkable accomplishment; remaining one may be an even greater challenge: Even if you jump the first part of the course clear, you should remain alert for what is coming.

My candidacy is inspired by a balance. On the one hand, I stand for preserving and continuing the legacy of HRH Princess Haya and working further in the direction that She has forged, pursuing the highest standards of good governance and integrity. On the other hand, I stand for overcoming new challenges and finding new opportunities that will drive our organisation further. You, our National Federations, alongside our other stakeholders such as Athletes, Organisers, Sponsors, Owners and Officials, will play a pivotal role in creating a future that is great and beneficial for all parties involved. It is the responsibility of the FEI to listen to all and, as a governing body, to find the best balance between all interests - even if they are sometimes controversial.

Over the years I have had the opportunity to gain a lot of experience in our sport. I enjoyed many years as a Secretary General of a National Federation and, more recently, of the FEI. As Chef de Mission, I organised the logistics for my National Federation from the first World Equestrian Games in Stockholm in 1990 until the 2010 WEG in Lexington. I was happy to be the Chef d'Equipe of the Belgian Jumping Team at several CSIOs, but my best memory will always remain our victory in Dublin in 2001. I have organised national and international jumping events, and was also active for a couple of years as show director.

With this experience and background, I put myself forward for election as President of the FEI as a candidate who is truly one of you. I know how important it is that all voices are heard. You, our National Federations, remain the cornerstones of our organisation and, as I stated in my recent letter to all National Federations, I believe in the absolute sanctity of our one nation, one vote system. We are a global FEI, but we must never lose sight of the fact that we represent local National Federations.

A chapter in FEI history will close in December, but we will carry many elements of that chapter forward with us. If you give me the honour of serving as your next President, I pledge to honour, preserve and build upon HRH Princess Haya's legacy. I will do this not only by maintaining the momentum of the many valuable initiatives which she spearheaded, but also by confidently opening a new chapter which looks forward and ensures that the FEI continues to grow, develop and improve as an organisation, breaking new ground while also nurturing that which has already been so carefully sown.

My Programme has five pillars. These are:

- Serving our Community
- Sport: Our Core Business
- Equestrian Sport in the Olympics
- Solidarity: The Engine of Development
- Horses as our Partners

I am a straight forward person with straight forward ideas and ethics. I believe in uncompromising integrity. In good leadership. In fair play. In a service-oriented approach. And in hard work.

I see the FEI as a service organisation, and this belief has informed everything that I have done as your Secretary General. I am very clear that this is your FEI - you are the FEI. I am dedicated to serving you well, and to leading a Headquarters Staff that is more service-oriented than ever before.

National Federations are the heart of the FEI. You are the representatives, guardians and custodians of our sport in countries all around the world. You are our emissaries and, in turn, we exist to serve you.

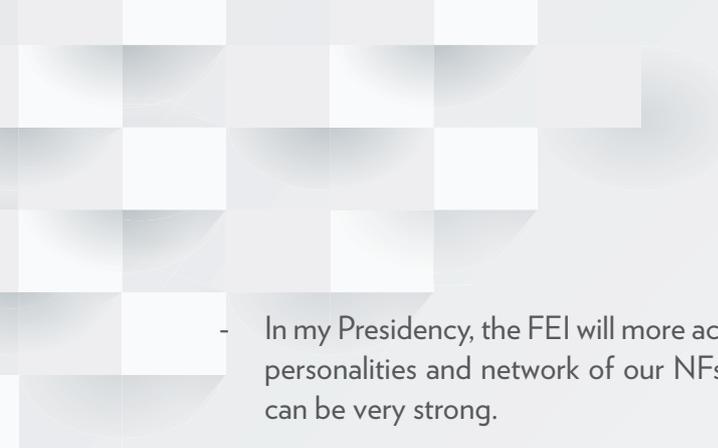
I have been determined to act as a bridge and a connector, bringing National Federations closer to the FEI. This is a key mission that I will carry forward as your President. I am very proud that, in recent years, we have seen perhaps unprecedented unity amongst National Federations as we have strived together towards common dreams and goals, and as we have worked together to collectively overcome obstacles. We know that we are stronger together. We have many times tasted the sweetness of synergy in recent years - it is crucial that this unity, which makes the whole stronger than the sum of its parts, is nurtured and protected.

Not only have National Federations pulled together and collaborated, you have also participated in a far more meaningful way in making important decisions affecting our sport. The Sports Forum has become a crucial vehicle for inclusivity and strength for the FEI and for you, our National Federations. We need to protect and build on it and, where possible, use it as inspiration to empower National Federations to participate in and guide decisions right across the organisation.

In recent years, the FEI has taken a number of practical steps to improve communications with you. These improvements, which I am proud to have been involved with, have come in the form of FEI Updates, improvements in the FEI website, creation of the National Federation Liaison Office, and improvements in our IT system, which have helped to empower National Federations in multiple ways (although I am very much aware that there is still room for improvement in this challenging area!). We have, together, developed FEI Solidarity to help you, our National Federations, develop the sport in your own countries, and we have created tools to help promote and protect clean sport. As your President, I will work with you to continue to build upon the progress in all of these areas in keeping with these commitments.

KEY COMMITMENTS:

- The Sports Forum plays an important role in guaranteeing a transparent decision-making process that allows the whole of our community to participate. I will, therefore, maintain and further develop the Sports Forum as a platform to discuss the future of the sport and to provide input to the Technical Committees before finalising decisions during the FEI GA.
- Mutual respect between NFs is crucial. The Sports Forum allows those that are directly concerned to voice their opinions about specific matters, but at the FEI General Assembly, all NFs are equal. I will honour and preserve the principle of 1 nation, 1 vote.
- In my Presidency, the FEI will stand shoulder-to-shoulder with its NFs to promote them and to support them where necessary in discussions with national governments and bodies.

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- In my Presidency, the FEI will more actively recognise, respect and use the power, knowledge, personalities and network of our NFs and stakeholders to promote our sport. Together, we can be very strong.
 - I will protect the rights of NFs as the sole authority able to enter events into the FEI calendar and register and enter athletes and horses in events. Principles of territoriality and nationality will be respected.
 - The FEI needs to provide the NFs and stakeholders with IT platforms and solutions to improve the exchange of data such as registrations, entries, results, etc. I will ensure that we always look for solutions that improve efficiency and reduce workloads. For this reason, NFs and stakeholders will always be involved in developing such tools.
 - The FEI needs to work on education programmes for a wide range of people in our community, and this will be a key priority in my Presidency. These can vary from programmes about horse welfare accessible for all, to programmes for NF/OC administrators to work with FEI IT. FEI Campus, the online education programme of the FEI, should provide these programmes as well as the programmes for education of NF and FEI officials.
 - In my Presidency, the FEI will work to create orientation programmes for new NF officials to create a better understanding of what the FEI is doing and what the FEI can do for them. This would be an addition to the book 'How to work with the FEI'.
 - Continental Associations have been recognized by the FEI, but their role is not clear. I will create a Working Group with representatives of Continental Associations and Regional Group Chairs to better understand the future role of Regional Groups and Continental Associations within the FEI.
 - FEI Solidarity as a motor of development is very important. That's the reason a separate chapter is dedicated to this.

We can only serve our Community if we have the resources to do this. Financial health and sustainable revenues are paramount. I believe that taxation of National Federations and Organising Committees should not be increased. Additional revenues should come from commercial partners, sales of television rights and commercialisation of our own products.

I am very proud to have contributed to the conclusion of the partnership with Longines, which will probably be remembered as “the” partnership of this decade. But there are many other opportunities to attract other top partners and if we use the network of our community, I am sure we can achieve this. In return to our partners, we must focus on our flagships such as WEG, WC and NC Finals and, where we enter into existing events, our commercial strategy should respect Organising Committees and National Federations.

I also believe that there are possibilities to generate more revenue from licencing and merchandising FEI products, especially as we continue to reserve an important part of this revenue for FEI Solidarity.

SPORT

Our Core Business



SPORT IS THE CORE BUSINESS OF OUR ORGANISATION.

The good news is that our sport is growing. We find ourselves at this moment in time in the midst of a virtuous circle. The growth of our sport is fuelling the development of the FEI, which, in turn, is transforming to better support the growth of the sport. But there is no room for complacency – growth brings many challenges. Maintaining a fair, level playing field and preserving the integrity of the sport is an ongoing mission. Our sport is not yet as accessible as we would like it to be. There is a great deal of work to be done in this area, and I am excited to share with you the details of my proposals for our sport.

My commitments to you in this category have been inspired by extensive experience not only as an administrator but also as an organiser, chef d'équipe and chef de mission. I believe this background has helped me tremendously to understand our sport from many different angles - horse sport is part of who I am.

KEY COMMITMENTS:

GENERAL

- If we want to promote our sport in the best way possible, we need to make the sport accessible, exciting and easy to understand for a larger audience. This means that our competition formats need to be adapted for modern television and digital media. We need to have the courage to look at our competition formats with unbiased, open minds. I pledge to work with our Technical Committees to bring proposals for new exciting formats - especially for Games and Championships - to the Sports Forum. At the same time, I will ensure that everything possible is done to further promote the sport through new technologies, graphics and applications that are exciting for spectators.
- Closely related to the review of competition formats is our ambition to keep the World Equestrian Games within feasible proportions, while at the same time maintaining the World Equestrian Games as universal as possible and as a qualifier for Olympic Games. We need to look at the qualification and minimum eligibility. I will ensure that this happens.

- The growth of our sport has also increased the number of events in the FEI Calendar. In my view, this increase is not a real problem as the growth in the number of events goes hand-in-hand with the growth of our sport and, at the same time, answers to market demands. If there is a problem, this is more situated at the very high level competitions that also play an important role in the promotion of our sport. We need to identify the real high level events that showcase our sport, and we need to have a better structured approach to inserting them in the calendar to avoid date clashes. The Event Categorisation System needs to be further developed and should also serve as a tool to identify the 'real' high level competitions that may come to compose a new additional layer on top of the existing structure. I am committed to addressing these needs. We may also need to consider a new category of exhibition events where professionals and amateurs can compete together, with no or a very limited impact on rankings. The calculation of FEI rankings should always take into consideration the level of the event and the quality of the participants.
- The best protection is guaranteeing the highest quality. I will ensure that we help the organisers of FEI named events such as the Nations Cup and World Cups meet the highest standards in order to further promote and develop these series according to the highest ECS standards.
- Invitation systems must guarantee participation based upon sports results. Although we cannot deny that, for organisers, a limited number of personal invitations are necessary to preserve the event, these personal invitations need to be strictly controlled, and I will ensure that this happens. The online entry system will enable supervision of the strict application of invitation rules, and we need to develop applications that help NFs, organisers and athletes apply the invitation systems in practice.
- I pledge to work to develop existing (and create new) FEI series on borrowed horses. I believe this could be exciting and also allow developing countries and/or countries that are struggling with transport and quarantine issues to be more involved on an international level.
- In everything we do, we need to ensure that the integrity of our sport is preserved. I will lead the fight against match fixing in a proactive way by ensuring that we further promote clean sport while also ensuring that new regulations are fraud-proof.
- We need to promote all of our disciplines in all regions of the world. To develop a strategy to do this in an efficient way, I will ensure that we appropriately analyse (or audit) each discipline's specific situation in the different regions of the world.

ATHLETES

- Without athletes, there is no sport. I will ensure that, as governing body, the FEI continues to play a key role in creating the right framework to allow the athletes - whether professional or amateur, and without regard to the level - to practice their sport.

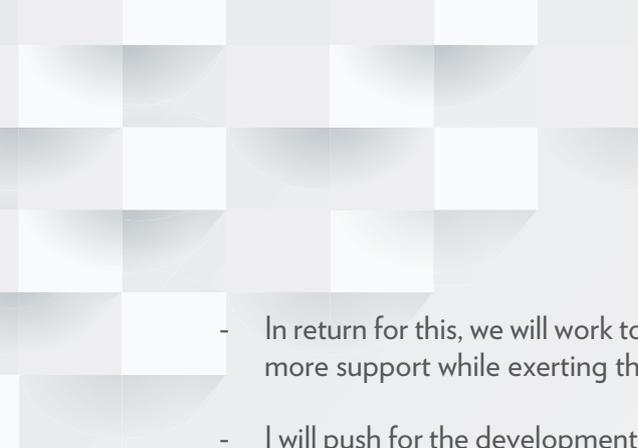
- Offering fair participation possibilities and a fair field of play are key. I will ensure that the FEI further develops campaigns to make athletes aware and keep them informed on changes in all fields that concern them, such as clean sport, horse welfare, new rules, etc. I am also committed to further encouraging athletes to participate more actively in the decision making process by promoting the athlete elections and by activating the Athletes Committee.
- The FEI has an important responsibility to protect the rights of athletes. In case of infractions against the rules, the athlete (like all other parties) has an absolute right to a fair trial and must be able to exercise in full his rights of defence. Everyone is innocent until found guilty, and I will not accept any deviation from these principles not even for reasons of time pressure (or time constraints).

ORGANISERS

- Without organisers, there is no sport. As governing body, the FEI plays a key role as a regulator in many fields that concern organisers. The FEI establishes requirements and rules that define the framework in which organisers operate. Any changes to these requirements and rules can have a very significant impact on organisers. For this reason, I will ensure that the FEI checks the impact of its decisions on organisers, while encouraging organisers to fully participate in the decision-making process.
- I believe that the standard organising dues are reasonable and should not be increased. However, I am committed to a review of the financing of the anti-doping programme, which I believe should not have an impact on organisers.
- A fair evaluation and classification system of events will allow more structure in the calendar. I am committed to ensuring that we provide organisers with the tools to allow them to apply invitation systems in an easy and efficient way.
- I will ensure that further improvements to the online entry system are made hand-in-hand with organisers. NFs and the FEI need to work together to further educate the people who work with the entry system.

SPORT OFFICIALS

- Officials play a crucial role in our sport by guaranteeing a fair field of play. In order to consolidate this role, I believe we need to establish a specific statute for officials which includes a clear definition of their role, rights and obligations. The statute should include a code of conduct that clearly defines our ethical standards and offers guidance on avoiding conflicts of interest. This statute should also include guidelines and rules for a fair per diem system. However, we must be very careful that such a system is adapted to the needs of the sport. I am committed to ensuring that such a system is developed hand-in-hand with those it will impact the most.
- Under my Presidency, the FEI will evaluate and, where necessary, review the education system for officials, offering them a clear career planning structure with clear promotion and demotion rules.

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- In return for this, we will work to promote more respect for the officials and provide them with more support while exerting their functions.
 - I will push for the development of online reports for all officials, which should create a win-win situation in which officials get a more efficient reporting method and the FEI can direct the information from the reports in an automated way to the relevant departments and people.
 - I will open a debate on age limit rules for officials. These are not harmonised across the different disciplines, but, more importantly in my view, officials should be judged on their quality and ability and not on their age.
 - In order to guarantee independent officials and a fair field of play, I will work to help ensure that more appointments to officiate at events can be made by the FEI and, during events, there is a scope for evaluation by independent supervisors.
 - Key in the development of our sport is to have enough qualified officials. Together with NFs, I will ensure that we develop a programme to attract new officials.

OTHER MEMBERS OF OUR COMMUNITY

- Besides athletes, organisers and officials, there are, of course, other members of our community that play an important role in our sport. I will, where possible, work to establish and maintain good relations without allowing them to interfere in the fair field of play.
- I strongly believe that we must reach out more to a group that often has been neglected, namely, the grooms. As they take care of our horses, day in and day out, and travel with them from event to event, we should make more effort to better understand them. Moreover, I will drive the creation of specific (online) education programmes for them and look at ways to assist them in finding opportunities when they want to re-orientate their careers.
- Sponsors and commercial partners make it possible to develop and promote our sport, which we greatly appreciate. It is, of course, our responsibility to see that they fit into a clear and consistent commercial strategy. I will ensure that we further develop our commercial portfolio with a variety of commercial partners.
- Furthermore, it's important to maintain good relationships and to listen to other stakeholders such as owners, breeders, trainers, coaches, etc., and I will, throughout my Presidency, ensure that these relationships are nurtured and respected.

OUR SPORT AS THE MOTOR OF AN INDUSTRY

- We all realise that there is an important industry behind our sport and that the synergy between this industry and the sport plays an important role in the development of both. For this reason, I will ensure that the communications with Industry are developed and improved. important role in the development of both. For this reason the communications with Industry

EQUESTRIAN

Sport in the Olympics



One of our key priorities as an International Federation is to preserve our place in the Olympic Programme. The Olympic Council was an inspired initiative to help do this; we need to make full use of this body, while also ensuring that we properly utilise our networks of Members and friends who are sympathetic to our sport.

As FEI President, I will lead the efforts to help preserve and protect our place in the Olympic programme, partly by staying ahead of any challenges that may arise, and partly by developing and increasing the global reach and popularity of our sport. Below are some key commitments to you that will help me to do that.

KEY COMMITMENTS:

- The Olympic Sports and Disciplines are evaluated by the IOC based upon a wide range of parameters. The popularity of any given sport on television, internet and social media has become more and more important, not least because this evaluation decides the distribution of television revenue to the Olympic Federations. For this reason, I will work to increase the popularity of our Sport.
 - It is important to showcase our sport on television and on platforms unrelated to the Olympics as much as possible. To achieve this, we need to promote our sport in general on global networks and use our flagship events more effectively for this purpose.
 - We need to make our sport more accessible for a larger audience by reviewing our competition formats (not only for the Olympics but in general across the disciplines) to make them exciting, easy to understand and suitable for television formats that are easy to distribute (60-90 minutes formats).
 - We also need to use modern technology and graphics to better explain our sport, and we should develop them with our official timekeeping partner, Longines. Modern apps can be developed to encourage our audience to participate in a more active way when enjoying our sport.

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- As popularity is also linked with the image and reputation of a sport, we need to investigate and better understand what the image of our sport is and what initiatives we can undertake to improve this image where possible.
 - While reviewing the Olympic competition formats, I will work to ensure that we keep our sport universal and include as many flags as possible from all continents.
 - Maintaining a solid record of integrity and clean sport is the best promotion for the fact that our sport deserves its place in the Olympic Program. I will ensure that Clean Sport campaigns continue and that we look at how we can involve all parties directly, even more so than before.
 - A criticism we hear regularly is that organising our sport at the Olympics is expensive. I don't believe that our sport is more expensive than other sports - I would be interested to see a comparison between the different Olympic Sports. Nevertheless, I will ensure that we properly investigate how costs can be kept under control and that we work more closely with the IOC and the Games Organising Committees to effectively reduce costs.
 - As preserving our sport in the Olympics is the responsibility of our whole community, I will ensure that we identify and proactively use the whole existing network to promote our sport.
 - The promotion of our sport among young people is key. For that reason, I will support the idea of opening the Youth Olympic Games to equestrian athletes aged 14 – 18 years old (instead of 16-18).

On 8 and 9 December 2014, the IOC will discuss the Olympic Agenda 2020 in Monaco. We are very interested to see what the conclusions of the discussions will be and what their potential impact will be on our position in the Olympic Programme. Further to these conclusions, we will need to look at what actions we can - and need to - undertake to strengthen our position.

FEI SOLIDARITY

The Engine of Development



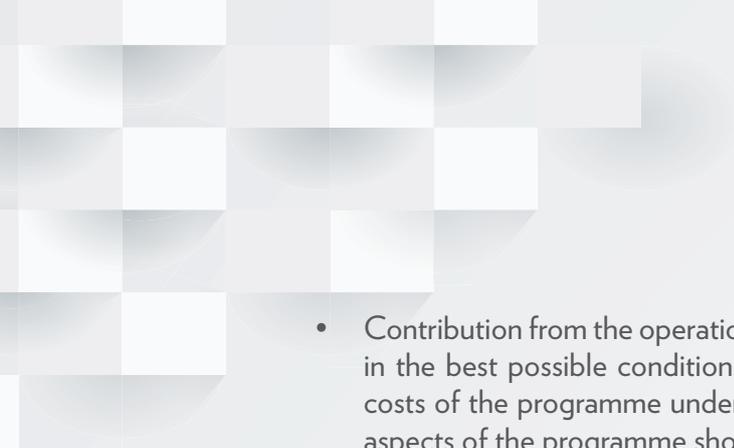
FEI Solidarity is only a couple of years old, but it has already shown clear results; it is one of the most important legacies that we need to preserve. We need to build on past success and realise that development is not a finite process - it's an essential, permanent part of the organisation. In my Presidency, development will remain at the heart of everything we do.

Coming from one of the smallest countries in Europe, I understand what development challenges look like on the ground. I can relate to the issues faced by National Federations around the world. Every National Federation, no matter how “developed” it already is, has the right to a dignified future. National Federations should be actively encouraged to ask for assistance and the FEI, through Solidarity, should be well-placed to offer it in various forms. The FEI Solidarity Programme, based on Olympic Solidarity, has a matrix that covers all aspects of a modern development programme.

I am committed to ensuring that FEI Solidarity remains at the very core of our organisation and that it has the resources to grow and develop as a vehicle that is accessible – and helpful – to all National Federations who may require assistance. There are a number of specific ways in which I will do this:

KEY COMMITMENTS:

- In order to fulfil the true vision of FEI Solidarity, we need to guarantee that the necessary resources are available. I will work on a long term sustainable revenue programme based upon three pillars:

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- Contribution from the operational budget of the FEI to allow the department to work in the best possible conditions, while at the same time keeping the administration costs of the programme under control. Additionally, the coaching and educational aspects of the programme should be covered by the operational budget.
 - A part of FEI commercial revenues should be reserved for FEI Solidarity. An important part of the revenue of licensing and merchandising should go to FEI Solidarity, and we should further develop these programmes to increase the revenue coming from them. A fixed percentage commercial partnership with sponsors should constitute revenue.
 - Fundraising programmes should be established for specific projects.
- I will involve the Group Chairs and Liaison Office to better identify needs in the different countries and regions.
 - I will ensure that we identify the initiatives and possibilities that exist with other organisations, incorporate them in our development strategy and work collaboratively to obtain the best possible results.
 - I will continue working with the OIE in the fields of Transport and Quarantine. This is absolutely necessary as opening the borders is one of the important motors to stimulate development.
 - Together with the Solidarity Department and Committee, I will ensure that we constantly evaluate the projects and programme to make FEI Solidarity as efficient as possible.
 - I will ensure that we further develop FEI Campus as the online education tool, thereby reducing costs as it limits the need for travel and accommodation.

HORSES

As Our Partners

Last but not least is our concern for the Welfare of the Horse. This is the responsibility of the whole community, but the FEI must clearly take the lead in this. Awareness of the importance of horse welfare must be present in all that we do and must inform all decisions the FEI makes.

KEY COMMITMENTS:

- With the globalisation of our sport, we have an important challenge to promote FEI values and standards with regards to horse welfare across the world. For this reason, I will lead the charge in the creation of horse welfare awareness through education in all regions. When developing FEI Campus, we must give priority to the establishment of online programmes about horse welfare for all categories of our community (athletes, grooms, owners, officials, etc.). I believe an online education tool: “How to care for your horse” should be available in many languages.
- When establishing and reviewing rules, I will ensure that we always consider the impact on horse welfare and that we are also proactive in identifying new practices that could have an impact.
- I will help to ensure that rules related to horse welfare are properly enforced by establishing better education and supervision of officials.
- In order to better understand the causes of injuries and fatalities, we need to continue developing more sophisticated reporting tools to generate better statistics. But identifying potential issues and reporting about them in statistics is not enough. I will establish a multi-disciplinary working group to evaluate this data and to propose specific actions where necessary.
- Our Clean Sport Programme needs to be applied consistently across the whole world. For this reason, the EADCM Programme applied in Europe must be evaluated and adapted for application in all regions, and I will help to ensure that this happens. The Clean Sport Programme approved in 2010 was a great step forward, but it is now time to re-evaluate it. I will make sure this happens through an audit to determine if the programme is keeping up with new developments in our sport.
- To improve our communication regarding horse welfare and Clean Sport, I will drive the development of a strategy that better explains in a proactive way what the FEI does for horse welfare and clean sport and how important this is in everything our organisation undertakes.

CONCLUSION

My Candidacy

My Programme outlines the key Principles that will underpin my approach as President of the FEI, as well as detailing a number of specific commitments that I will fulfill as FEI President. It is by no means exhaustive, but I hope it has given you a sense of my qualifications and background, as well as my passion for the position and my vision for the organisation and the sport. I warmly invite your feedback, and I look forward to a constructive election focused on the future of the sport.

Lest there be any doubt, I would like to reaffirm that I stand clearly and unconditionally for the Presidency of the FEI and that I will not combine this role with the position of Secretary General. If elected, I will immediately take up the position as President in all its aspects and appoint an interim SG until a suitable permanent candidate is found to avoid any overlap in the two roles. I will propose that the FEI Bureau calls for an EGA during the 2015 Sports Forum to allow the position of President to be remunerated. I believe in transparency, hence I am communicating this intention at this time.

However, I also want to be clear that remuneration is not a condition of my Presidency. If elected, I am committed to serving a full term as FEI President regardless of the outcome of the EGA.

I am proud to serve a great sport and a fantastic organisation and I would be honoured if you would support me as the next President of the FEI.



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