



EUROPEAN EQUESTRIAN FEDERATION

EEF Strategy 2027–2030

Championing the horse. Strengthening our
federations. A stronger European voice.

Prepared by the EEF Strategy Working Group

In consultation with the EEF Board, member National Federations
and wider stakeholders.

FROM THE CHAIR OF THE STRATEGY WORKING GROUP

This is the Final Draft of the EEF Strategy through to 2030. It has been prepared by the EEF Strategy Working Group in close consultation with the Board, the National Federations (NFs), and wider stakeholders, with the intent for it to be endorsed at the General Assembly in Dublin in September.

The Working Group was very conscious that the EEF, as the Regional Continental Federation for Europe, represents 40 NFs, from North to South, and from East to West, including those who sit outside the European Union. The variance in the size, maturity, and priorities of the federations is enormous, and therefore it is critical that the work reflects the perspectives and needs of federations of all sizes, while positioning the EEF for collective success.

There were two overriding factors that shaped this work. The first is what the federations and Board told us in the spring, they were clear and broadly consistent: they want a stronger European voice, federations that hold together, a competition structure worth protecting and developing, and confidence about the place of the horse in society. They also asked us, almost without exception, not to over-promise.

The second is honesty about what the EEF can actually do. The EEF currently operates with a very small team and one significant sponsor. Ambition that ignores this fundamental point does not serve the members. So the Working Group has kept this plan deliberately disciplined. It recognises that the EEF is not a NF, it names the critical things the EEF does well, it puts the money and capacity question on the table rather than hiding it, and it is explicit about what the EEF will not take on.

We also think we should change the narrative and tone of our approach. As a continental federation, the EEF's purpose is to bring together the national federations across Europe, provide a collective voice for the sport, and champion the contribution that the horse makes to society. Rather than focusing on defending the EEF's right to exist, we should make a positive and confident case for the value of the horse and the role that the EEF can play in supporting and strengthening the federations it represents. We should be proud of the contribution the horse makes and speak from a position of strength. This approach is also reflected in the refreshed EEF core Values, set out in Annex D.

A key measure of the success of this plan will be the value it delivers to every federation, regardless of size. By 2030, each federation should be able to identify tangible ways in which the EEF has helped to strengthen its work, improve efficiency, reduce costs or increase its impact. Delivering meaningful value to all federations should therefore be a central measure of the strategy's success.

On behalf of the Strategy Working Group, I present this draft to the Board and the National Federations for approval.

 **European scale, national depth.**

Jim Eyre

Chair, EEF Strategy Working Group

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EXECUTIVE SUMMARY

WHERE THE EEF STANDS

The EEF enters 2027 stronger than at any point in its short history, and this strategy sets its direction for the next four years. It responds to the priorities identified by the National Federations and the Board: a stronger European voice, greater cohesion among federations, a competition structure that is sustainable and worth championing, and a confident narrative about the role of the horse in society. It also recognises the reality of what the EEF is today: a small team, supported largely by a major sponsor, where ambition must be matched by the funding and capacity needed to deliver it.

THE STRATEGY AT A GLANCE

VISION

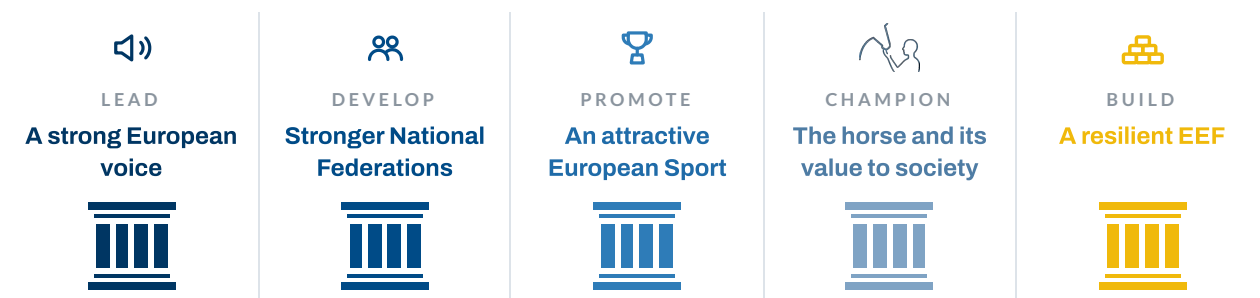
A united and thriving European equestrian community, where federations are stronger together than apart, where our partner the horse is valued in society, and Europe is the leading force in shaping the future of equestrian sport.

MISSION

The EEF exists to strengthen European equestrianism by providing a strong and credible European voice, empowering member federations, promoting excellent horsemanship and sustainable sport, and enabling cooperation that creates lasting value for its members, the horse and society.

FIVE STRATEGIC PILLARS, 2027-2030

Each pillar names an outcome; the action verb reflects how the EEF pursues it.



FIVE PRINCIPLES – EACH APPLIES ACROSS ALL FIVE PILLARS



FIVE PILLARS, ONE PLAN

The strategy is built around five pillars that reinforce one another. Together they strengthen Europe's voice, build the capability of its federations, promote an attractive sport, champion the horse, and ensure the EEF has the capacity to sustain that work.

- ◆ **A strong European voice (LEAD)** strengthens the collective influence of European federations by aligning around shared priorities, providing coordinated representation at the FEI and across Europe, and building strategic partnerships.
- ◆ **Stronger National Federations (DEVELOP)** helps federations build capabilities they could not efficiently develop alone through funding brokerage, the EEF Academy, governance support, and shared expertise through international knowledge transfer.
- ◆ **An attractive European Sport (PROMOTE)** strengthens Europe's competition structure by developing flagship events, improving athlete pathways and supporting fair, sustainable growth across the European calendar.
- ◆ **The horse and its value to society (CHAMPION)** strengthens public confidence in equestrian sport by promoting the positive contribution of the horse and supporting federations with credible welfare evidence, advocacy and practical tools.
- ◆ **A resilient EEF (BUILD)** provides the organisational capacity to deliver the strategy by diversifying income, growing capability and reducing dependence on a single source of funding.

DISCIPLINED AMBITION

This strategy is not a wish list. Every initiative must meet three clear criteria: it must deliver value that individual federations could not achieve on their own, it must be within the EEF's resources and capacity to deliver, and it must contribute to one of the five strategic pillars. Equally important is being clear about what the EEF will not do. The EEF will not seek to replicate the role of the FEI, compete with federations for commercial revenue, or commit to activities beyond the capacity and resources available to it.

WHAT SUCCESS LOOKS LIKE

By 2030, each federation should be able to identify tangible ways in which the EEF has helped to strengthen its work, improve efficiency, reduce costs or increase its impact. The FEI consults the EEF before decisions rather than informing it after. The EU institutions treat the EEF as the structured voice of European equestrian sport. And the case for the horse is made with confidence, not defensiveness, across Europe.

1. HOW TO READ THIS DOCUMENT

This strategy sets the direction of the EEF for the next four years. It is not a list of everything. It names the priorities the Board will be accountable for and the choices behind them, so members, the FEI, the EU institutions and our partners know what to expect from us and what not to.

This work deliberately separates enduring direction from time-bound priorities. The vision, mission and principles describe the long-term direction of the EEF. The strategic pillars describe where the EEF will concentrate its effort during the 2027–2030 period.

The strategy draws on:

- ◆ the Working Group’s own analysis and development work, which forms its backbone. The vision, mission, principles, objectives and values the Working Group set out are carried forward here;
- ◆ the EEF Statutes and the 2024/25 Annual Report, which set out what the EEF is for and what it has built;
- ◆ the “EEF Strategy 2027–2030: NFs & Board Consultation Questionnaire” in spring 2026, completed by National Federations and Board members;
- ◆ a sample of member national federation strategies and the FEI Strategy 2025–2029.

NATIONAL FEDERATIONS ENGAGEMENT – FROM SURVEY TO GENERAL ASSEMBLY



This strategy was prepared by the EEF Strategy Working Group, chaired by **Jim Eyre (GBR)**, NF Secretary General, whose members are:

Amichai Alperovich (ISR) NF Sport Director	Hedda Boman (SWE) NF Board Member & Youth Board President
Denis Duggan (IRL) NF Secretary General	Emil Flam (NOR) NF Vice President
Marilena Mladin (ROU) NF President	Teodor Sheytanov (BUL) EEF Secretary General
Quentin Simonet (FRA) EEF President	Michel Sorg (SUI) NF Secretary General

Each member was recommended by its national federation and appointed by the EEF Board for their profile and experience. The diversity they brought to the table shaped the quality and balance of this important work.



The EEF Strategy Working Group, Bucharest ROU, May 2026.

2. WHERE DOES THE EEF STAND TODAY?

The EEF enters this strategy period stronger than at any point in its history. Over recent years it has expanded its influence, strengthened its partnerships and established itself as a recognised European organisation with an increasingly important role. At the same time, the expectations placed upon the EEF have grown faster than its organisational capacity.

The challenge for the years ahead is therefore not simply to do more, but to build the capacity, resilience and focus needed to fulfil that role sustainably. This chapter describes the foundations already in place, the environment in which the EEF now operates, and the organisational realities that have shaped the strategy that follows.

WHAT HAS BEEN BUILT

That stronger position has been built over several years through the work of previous Boards, staff and volunteers. This strategy builds on those foundations.

- ◆ **A credible seat and growing reach.** Statutory seats for the President and First Vice-President on the FEI Board, an embedded Sport Development Officer with FEI Solidarity, and strong growth across the EEF's digital channels.
- ◆ **Strong Partnerships.** The National Federations, FEI, the EU, the key stakeholder bodies, and principal sponsor Longines, each essential to the EEF's ambition.
- ◆ **A flagship circuit.** Six seasons of the Longines EEF Series: 11 events per season, EUR 900,000 in prize money per season, team entries from 34 federations. Road management now runs in-house, delivery coordinated with the FEI on European Championships.
- ◆ **A first step in championship cooperation with the FEI.** Joint work on European Championships from bid review to follow-up and continuity between editions, the starting point for a broader EEF coordinating role over the upcoming four-year period.
- ◆ **Two EEF regional championships.** The Balkan championships, with a tradition of more than sixty years, and the Nordic-Baltic Championships, an established regional competition formally recognised by the EEF since 2024. They show the value of regional cooperation between neighbouring federations, which fills real needs at an intermediate level between national and higher international levels without duplicating either, and which the EEF supports where it adds this value.
- ◆ **Education and young leaders.** The EEF Academy, co-funded with FEI Solidarity, training officials and trainers across more and more federations per programme; and the EYLE young-leaders programme, now completed, whose pedagogical content and federation experience remain an asset to build on.
- ◆ **A policy and welfare presence.** Active engagement on the EU animal transport file, registration on the EU Transparency Register, a growing sustainability function, and welfare research projects with partners such as World Horse Welfare.

WHAT HAS CHANGED AROUND US

The EEF enters this strategy period in a different operating environment from the one in which many of its current strengths were established. Expectations of the organisation have grown, while the challenges facing European equestrianism have become broader and more interconnected. Together, these developments help explain the strategic choices that follow. The following four challenges are particularly significant.



Regulatory pressure is rising

Across Europe, rules on transport, identification, welfare and the environment are advancing at once, some apply uniformly across the EU, others are set nationally and differ from country to country, and non-EU countries often work to a different regulatory logic altogether. Additionally the European sport model is itself under challenge.



The place of the horse in public life is being questioned

Scrutiny of how horses are used is now a permanent feature, not a passing wave. It affects participation, sponsorship and the political space the sport is given, and it calls for a confident, positive answer.



Federations and their stakeholders' finances are tighter almost everywhere

The costs of horses, transport, feed, facilities and staff have risen faster than participation and national funding. Federations that were financially secure a few years ago are now under greater pressure.



The FEI is in transition

Format changes, attention shifting toward emerging regions, and the FEI presidential election ahead mean Europe must arrive with its own determined position rather than react after decisions are taken.

None of these developments represent only pressure; they also create opportunities for Europe to act collectively rather than react individually. The strategy that follows is built on that premise.

WHAT THE EEF'S ORGANISATIONAL REALITY LOOKS LIKE

As the EEF's role has grown, so too have expectations of what it can deliver. The organisation has responded by broadening its activities and influence, but its underlying capacity has grown more gradually. These organisational realities have been a central consideration throughout the development of this strategy.

- ◆ **A lean team.** Three employees and two part-time service providers carry a Nations Cup circuit, two regional championships, FEI European Championships coordination with the FEI, the Academy, sustainability, EU advocacy and engagement across fifteen working groups, leading some of this directly and coordinating or supporting the rest. Every new commitment draws on the same people.

- ♦ **A concentrated funding base.** More than 80% of commercial income comes from one partner, under an agreement secured through to the end of 2030. That gives the strategy period full cover; it also means the successor arrangement must be negotiated within it, not after it. That relationship is both a major strength and an endorsement of EEF value, but the concentration is a structural risk that has to be managed.
- ♦ **Limited organisational headroom.** The EEF is a well-managed organisation with sound finances, transparent governance and a committed team. However, there is limited capacity—financial or operational—to absorb significant new commitments without deliberate prioritisation or growth.

WHAT MEMBERS TOLD US

Against this backdrop, the EEF consulted its member federations and the Board on where the organisation should concentrate its efforts over the coming strategy period. The consultation revealed a strong core of shared priorities, alongside a smaller number of areas where perspectives differed. This strategy is built on that common ground while being explicit about the strategic choices that have been made.

- ♦ **The agreed core.** A unified European voice at the FEI, the cohesion of the federation network, the Longines EEF Series, viable European sport structures, and a confident answer on the value of the horse and the sport. The financial challenges of the sport were the single most flagged concern across the whole consultation.
- ♦ **Where federations pushed hardest.** A stronger EEF presence on EU regulation, the standing of the horse as a present-tense issue, and practical tools they can pick up and use.
- ♦ **Where the Board pushed hardest.** Education and athlete pathways, coordination of the network, and turning the EEF's formal FEI presence into real influence.
- ♦ **A request heard from many.** Emerging and developing federations, those in dense regulatory environments, and those facing particular external constraints all expect the EEF to engage with them individually, not through a single template, to understand and acknowledge their situation.



The EEF General Assembly, Republic of San Marino, October 2025.

3. STRATEGIC PHILOSOPHY — HOW DOES THE EEF MAKE ITS CHOICES?

In developing the EEF Strategy for 2027–2030, the Strategy Working Group was guided by three ideas. Together, they explain why this strategy contains these five strategic pillars, why other priorities have been deferred, and the strategic philosophy that underpins the recommendations that follow.

The context described in the previous chapter presents the EEF with greater opportunities and greater expectations than its current capacity allows. The Working Group therefore approached this strategy by asking not simply what the EEF could do, but where it could create the greatest European value. These three ideas shaped the selection of the strategic pillars and the recommendations that accompany them.

IDEA NO. 1 — THE ROLE OF THE EEF

The purpose of the EEF is to increase the collective capacity of European equestrian sport by doing together what federations cannot efficiently do alone.

The EEF does not exist to replicate the work of national federations or the FEI. Its role is to create value at European level by lowering costs, opening opportunities, strengthening capability or providing representation that individual federations could not achieve as effectively on their own.

This principle is the foundation of every strategic priority in this document.

IDEA NO. 2 — DISCIPLINE BEFORE AMBITION

Not every worthwhile idea belongs in the strategy. The EEF therefore applies a simple value test before taking on any significant new commitment.

Every significant initiative should satisfy three tests. Applying this framework consistently is also expected to help future Boards assess new opportunities in the same disciplined way.

a. **European value** — Does it create value federations could not efficiently create alone?

b. **Deliverability** — Can the EEF realistically resource and deliver it?

c. **Strategic fit** — Does it contribute to one or more strategic priorities?

Initiatives that do not meet these tests are not rejected. They are deferred until they satisfy the same standard as every other strategic priority. This discipline keeps the strategy focused while ensuring that worthwhile opportunities remain open for the future.

IDEA NO. 3 – AMBITION THROUGH CAPACITY

One of the Working Group's clearest conclusions was that the EEF's ambitions should be matched by an equally deliberate commitment to building the organisational capacity needed to deliver them.

A strategy is only as credible as the organisation's ability to turn ambition into results. Building financial resilience, organisational capability and strong governance is therefore not separate from the strategy; it is what makes the strategy possible. New commitments should follow confirmed resources, not the other way around.

This approach, which laid the foundation for the fifth pillar, allows the EEF to remain ambitious without becoming overcommitted.

4. STRATEGIC SCOPE — WHERE DOES THE EEF DRAW ITS LINES?

As set out in the strategic philosophy, every strategy leaves worthwhile ideas behind. Defining the scope of this strategy is therefore as important as defining its priorities. The choices that follow do not suggest that these areas lack merit. Rather, they reflect the Working Group's judgement about where the EEF can create the greatest European value during the 2027–2030 period, and where responsibility more appropriately rests elsewhere or should be revisited as capacity grows.

In this period the EEF will not:

- ✗ **Try to be a parallel FEI.** The EEF represents and serves European federations at the FEI, in Europe and in society. It does not set itself up as a rival governing body or duplicate the FEI's authority over the sport's rules, representation or projects.
- ✗ **Compete with its own members for commercial revenue.** National commercial territory belongs to the federations, and the EEF will not move into it.
- ✗ **Set welfare standards that duplicate the FEI's.** The FEI is the international sport's rule-making authority, including on welfare. The EEF's contribution is to provide credible European evidence, advocacy and the positive case for the horse, not a parallel rule book.
- ✗ **Adopt practices beyond the FEI disciplines as a lead priority.** Around a quarter of federations would make leisure, tourism and non-FEI disciplines the EEF's primary focus. This is not ignored, but for this strategy period it remains primarily a national federation responsibility, consistent with the EEF Statutes. The EEF will continue to facilitate knowledge sharing; whether and when to bring these into scope is taken up among the choices kept open below.
- ✗ **Promise anything it cannot resource.** Any commitment requiring capacity the EEF does not yet have must either be funded as part of the plan or be deferred openly until it can be delivered.

In order for the strategy to be successful we must be realistic about our capacity and therefore where we must focus. The EEF must concentrate its scarce capacity where it adds the greatest European value and deliberately stay out of work that belongs to the FEI, to national federations, or to areas it cannot yet resource.

THE EEF'S ROLE ALONGSIDE THE FEI

The EEF is an independent Belgian non-profit association representing Europe's national federations. That representation is its first purpose; among the other purposes set out in its own statutes is to assume the institutional role of the EEF Regional Group and represent it within the FEI, in accordance with the FEI's statutes.

In this relationship, the EEF respects that the FEI is the global governing body; it does not seek to duplicate or rival that role, but does seek to positively influence the rules and decisions that shape the sport.

The EEF also sets its own direction for Europe. Where that direction aligns with the FEI strategy, and it often will because we share, notably, a horse-first value and equestrian sport development, the alignment is a welcome consequence, not the goal. The EEF's job is to promote European interests, including defending them where they differ from the global view, and to represent them with weight, drawing on the scale, dynamism and needs of Europe's federations and equestrian actors, as the independent voice of its national federations within FEI structures, not as a default channel for FEI positions it has not itself assessed.

CHOICES KEPT OPEN BY DESIGN

Not every strategic decision needs to be taken at the outset. In several areas, the Working Group deliberately concluded that further evidence, organisational capacity or external developments should inform future decisions. Rather than settling these questions prematurely, the strategy establishes the annual review as the mechanism through which they can be considered. In this period they include:

- ◆ How fast to build a dedicated European public affairs capability, and how to fund it.
- ◆ How far to grow the team, and against which confirmed revenue milestones.
- ◆ How visibly the EEF leads the case for the horse, given that the centre of gravity for this work is the federations themselves.
- ◆ Whether, and when, to bring practices beyond the FEI disciplines into scope. The interested federations will be convened by the end of 2028 to define what a European contribution would consist of, at what cost, so the Board can decide on a sound basis.
- ◆ Whether to set up an EEF-linked foundation to diversify funding and deliver dedicated projects. A feasibility study, covering purpose, donor reach, governance separation and initial costs, will be completed by the end of 2027 so the Board can decide on a sound basis.

These questions are not left open indefinitely. They are taken up continuously, and formally at least once a year, through the annual review described in Chapter 8: each review considers the open questions in turn as capacity allows, and adjusts priorities, owners and measures – without reopening the five pillars.

5. WHERE IS THE EEF GOING?

The previous chapter explained how this strategy was shaped. This chapter explains what those strategic choices are intended to achieve over the long term through the EEF's vision, mission and principles.

VISION - THE FUTURE WE WANT TO CREATE

Throughout the strategy process, the Working Group repeatedly returned to one question: if the EEF succeeds, what will European equestrian sport look like? The answer is deliberately broader than the four-year strategy itself. It describes the future the EEF should help create over time, while the priorities in the next chapter describe where effort will be concentrated during the 2027–2030 strategy period.

OUR VISION

A united and thriving European equestrian community, where federations are stronger together than apart, where our partner the horse is valued in society, and Europe is the leading force in shaping the future of equestrian sport.

MISSION - THE ROLE THE EEF EXISTS TO PLAY

The strategy also required clarity about the EEF's role. The Working Group sought to define the organisation not by its activities, which will evolve over time, but by the enduring contribution it exists to make to European equestrian sport. The following mission reflects that role.

OUR MISSION

The EEF exists to strengthen European equestrianism by providing a strong and credible European voice, empowering member federations, promoting excellent horsemanship and sustainable sport, and enabling cooperation that creates lasting value for its members, the horse and society.

PRINCIPLES - HOW THE EEF CHOOSES TO OPERATE

The vision describes the future the EEF is working towards. The mission defines the role it exists to play. These principles describe the characteristics the EEF expects to demonstrate in everything it does, regardless of the strategic priority being pursued.

-  **We deliver value for our members.** Everything the EEF does should translate into something a federation can recognise: a cost it no longer carries, a revenue it would not otherwise see, or a capability it could not build alone.
-  **We hold ourselves to strong governance and integrity.** Accountable, transparent and professionally run: an effective Board, clear rules for who decides what, and the same standard of conduct the EEF asks of the sport itself.
-  **We secure economic viability.** Ambition only counts if it can be funded and sustained. The EEF diversifies its income, keeps its finances sound and transparent, and grows its commitments only once it has the means to sustain them. Ambition can grow ahead of its means, but the EEF only takes on new commitments once it has the capacity to deliver them.
-  **We act sustainably.** A good life for horses, responsibility for our people, and care for the environment run through every priority, not as a separate agenda but as part of how the EEF and its federations do business, and as a foundation of the sport's legitimacy. Horse welfare and human safeguarding go hand in hand; they are both about respecting, protecting and caring for others within the sport. See Annex E.
-  **We foster strong partnerships.** The EEF delivers through partnership rather than alone. By bringing together national federations, European institutions, the wider equestrian community and commercial partners, it achieves an impact beyond its own size and resources.

EUROPEAN SCALE, NATIONAL DEPTH



The EEF acts where European scale adds value and does not intervene in what belongs to national jurisdiction. Europe's federations differ in size, resources and circumstances, so the EEF will work pragmatically, mindful of the different needs of the NFs. This is how the EEF applies all five principles above, not a principle on its own.

6. STRATEGIC PILLARS — WHAT WILL THE EEF DO BETWEEN 2027 AND 2030?

The previous chapters explain the context for this strategy, the philosophy that shaped it, and the long-term direction it is intended to serve. The five strategic pillars that follow are the practical expression of that thinking. Together, they set out where the EEF should concentrate its efforts over the 2027–2030 period.

Each pillar defines the EEF's role, the strategic outcome it seeks to achieve, why that outcome matters, the actions required to deliver it, and how progress will be judged. Taken together, the five pillars form a coherent programme designed to strengthen European equestrianism by focusing the EEF on the areas where it can create the greatest European value.

FIVE STRATEGIC PILLARS, 2027–2030

Each pillar names an outcome; the action verb reflects how the EEF pursues it.



FIVE PRINCIPLES — EACH APPLIES ACROSS ALL FIVE PILLARS





EEF role: The EEF leads the development of common European positions, builds the alliances needed to carry them, and represents Europe's collective interests wherever federations can achieve more together than apart.

Strategic outcome. Europe arrives at the decisions that matter most with a coordinated position, and with the alliances to carry it.

Why this. Europe has greater influence when it acts together than when forty federations act alone. The EEF exists to turn national perspectives into coordinated European positions and represent them where they matter most. This was the single most named expectation in the consultation questionnaire, and the thing federations said they would miss most if the EEF ceased to exist. That representation runs toward both the FEI and EU policymakers. Where positions align with the FEI's, and they often will because both share a horse-first starting point, that alignment is a welcome consequence, not the objective. Influence is built through alliances as much as argument: Europe carries more weight when it works with the other continental groups to build majorities and grow the sport worldwide, rather than standing alone.

WHAT THE EEF WILL DO

Shape common European positions

Run a clear, predictable EEF-led process to build common European positions ahead of FEI General Assemblies and the decisions that matter most, so that, where federations can align, Europe arrives organised rather than improvising in the corridor.

Involve federations early in shaping those positions, including the EEF's public affairs positions, and back them in carrying those positions to their own politicians and institutions — turning Europe's national networks into political reach.

Strengthen EEF influence at the FEI

Convert the statutory FEI Board seats of the President and First Vice-President into real weight, turning that statutory presence into engagement where decisions actually concentrate, through better-argued positions and coalition-building. This includes a principled, coordinated European posture through the coming FEI presidential cycle, agreed through the same open, EEF-led coordination process as other major decisions. This is Europe being heard at the right level, not a challenge to the FEI's authority.

Promote strong European representation on FEI committees and task forces, with the right experts from across the EEF National Federations, and a succession plan that keeps that presence effective as mandates turn over, so European expertise helps to consistently shape the technical thinking and rules.

Lead European public affairs and advocacy

Lead European public affairs capacity from 2027, covering both EU legislation and its impact on EU and non-EU federations, funded so it pays for itself in regulatory traction and funding access.

Develop structured strategic relationships with the FEI, the European Olympic Committee (EOC) and relevant European stakeholder bodies as named relationships on a regular cadence, not occasional contact.

Lead European advocacy on the EU's most active dossiers, transport, identification, welfare and the environment among them. Each year, the EU Working Group proposes a short list of two or three political priorities from this wider set, an intended outcome, and the partners needed to build a majority, for the Board to confirm.

Extend alliances beyond Europe

Build working alliances with the other continental groups, to assemble majorities on shared positions at the FEI and to grow the sport worldwide in cooperation rather than competition.

Keep European equestrian sport open and attractive beyond Europe, welcoming stakeholders from other continents, so that exchange flows both ways and Europe remains not only the historical but also the future heart of the sport, connected to and in step with the wider world it works with.

| HOW WE WILL KNOW IT IS WORKING

- ◆ Europe arrives organised, not improvised ahead of key meetings and important decision making processes.
- ◆ Experts from EEF federations hold effective seats on the FEI committees and task forces, with potential successors identified before mandates end.
- ◆ Working alliances with the other continental groups are in place, and Europe builds shared understanding, and carries common positions and votes through informed coalition, not weight alone.
- ◆ The EEF is consulted by the FEI before decisions, not informed after them.
- ◆ EU programme funding reaching federations through EEF brokerage exceeds the cost of the EEF's EU work.



EEF role: The EEF develops federation capability by supporting, connecting and coordinating, while delivery remains with national federations.

Strategic outcome. Every federation experiences a tangible benefit from EEF membership each year and gains capabilities it could not build alone.

Why this. The EEF creates most value when it strengthens what federations do themselves rather than replacing it. Its role is to build capabilities that are difficult or inefficient for individual federations to develop alone, while leaving delivery and ownership with the federations themselves. This reflects the priorities identified through the “EEF Strategy 2027–2030: NFs & Board Consultation Questionnaire”, where federations consistently asked for stronger representation, greater access to funding and more opportunities to share knowledge and capability across Europe.

WHAT THE EEF WILL DO

Develop people and capability

Develop people and capability across the European network through education, leadership development and knowledge sharing. Deliver this primarily through the EEF Academy (NF Administrators, Officials, Trainers etc.), complemented by mentoring, exchanges and communities of practice that help knowledge move between federations, with horsemanship the common thread running through all EEF education.

Strengthen federation capability

Help federations become stronger organisations through governance support, shared frameworks, digital capability, procurement and practical services that are more effective when delivered collectively.

Unlock funding and shared opportunities

Position the EEF as Europe’s primary broker of development funding and collaborative projects, helping federations access opportunities they would struggle to secure alone while broadening the sources that support European development.

HOW WE WILL KNOW IT IS WORKING

- ◆ Federations report that EEF support has strengthened capabilities they could not have developed alone.
- ◆ Officials trained and federations positively impacted through the growth of the Academy across the period, including from emerging and developing federations.
- ◆ The number of federations adopting shared EEF frameworks, tools or services grows each year.
- ◆ Funding the EEF secures on federations' behalf grows each year, and from a broadening base of sources, not FEI Solidarity alone.



EEF role: The EEF promotes a strong, accessible and sustainable European competition structure, while influencing its long-term development within the FEI framework.

Strategic outcome. A European competition structure that is competitive, accessible and sustainable, creating opportunities for athletes, organisers and federations while putting the horse first.

Why this. The EEF creates the greatest sporting value where it can strengthen the European competition structure rather than independent competitions. When pathways are coherent, competitions are accessible and major events are well managed, the whole sport becomes stronger.

WHAT THE EEF WILL DO

Build and strengthen the European competition structure

Develop the Longines EEF Series, the EEF Regional Championships (e.g. Balkan, Nordic-Baltic) and the EEF's role in European Championship governance as one coherent competition structure from development to elite level. Ensure clear progression, transparent event allocation and effective support for organisers, while strengthening the EEF's influence within the FEI's championship and regulatory frameworks.

Create fair and accessible competitive pathways

Work with the NFs, FEI and other partners to remove structural barriers that prevent athletes, horses and federations from progressing through the European competition system. Improve accessibility and progression so that opportunity depends more on performance than geography or existing access to international competition.

Maximise the value created by European competitions

Advocate for long-established, spectator-driven venues, recognising their heritage and importance to the sport, and use the Series and championships to create additional lasting value (including sponsorship and broadcast) beyond the competitions themselves by strengthening cooperation between federations, supporting youth development, increasing accessibility and inclusion, and enhancing the sport's public and societal contribution.

Develop future competition formats responsibly

Assess and develop new European competition formats and projects where they strengthen the sport, improve access or create long-term value. New initiatives should complement the existing competition structure and be introduced only where they are operationally, financially and regulatorily sustainable.

HOW WE WILL KNOW IT IS WORKING

- ◆ The Longines EEF Series is renewed, successfully delivered and supported by a broader commercial base.
- ◆ Participation across the Longines EEF Series grows over the strategy period, measured by the number of federations and athletes.
- ◆ The EEF becomes an increasingly influential partner in European Championship governance and the development of the European competition calendar within the FEI framework.
- ◆ Regional championships continue and grow, with athletes from more federations competing and progressing, into these championships and up to the wider European competition structure.
- ◆ Structural barriers to progression identified by the EEF are reduced through agreed changes with the FEI and other partners.
- ◆ The European competition structure continues to evolve through new initiatives, formats and Series where they demonstrably improve access, value or long-term sustainability.



Gaëtan Joliat with Chelsea Z, member of the Swiss winning team at the 2025 Longines EEF Series Final in Avenches SUI.



EEF role: The EEF champions the positive European case for the horse, underpinned by credible evidence and shared positions. The FEI sets the standards; federations deliver on the ground.

Strategic outcome. The horse is recognised across Europe as creating lasting value for society, supported by confident, evidence-based advocacy and visible, trusted standards of horsemanship and welfare.

Why this. The place of the horse in society can no longer be taken for granted, and federations and stakeholders increasingly face questions about welfare, sustainability and the wider value equestrian sport creates. The FEI sets the standards. The EEF builds the European evidence and shared voice. Federations bring both to life nationally. Together, these roles strengthen public confidence in the horse and in equestrian sport across Europe.

WHAT THE EEF WILL DO

Champion the European case for the horse

Lead a positive European narrative on the value of the horse in society, supported by practical tools and shared messages that help federations communicate confidently in their own countries.

Develop the European evidence framework

Develop and maintain a European evidence framework that complements the FEI's standards with research, monitoring and transparent reporting on horse welfare and the wider contribution of equestrianism. Use this evidence to strengthen advocacy, public confidence and informed decision-making across Europe.

Strengthen federation advocacy

Support federations with shared positions, research and practical resources rather than centrally delivered campaigns. Coordinate European advocacy on issues such as welfare, transport and the environment while enabling federations to adapt and deliver messages nationally.

CHAMPION

The horse in society

Through equestrian activities, including sport, horses and people create lasting value for society.

HEALTH & WELLBEING

Physical and mental health, therapy and rehabilitation.

LIVELIHOODS

Jobs, skills and innovation across the equestrian sector.

RURAL ECONOMIES

Employment, tourism, local businesses and rural vitality.



HORSE AND HUMAN

A relationship built on horsemanship and welfare, whose benefits reach far beyond the equestrian community.

YOUTH & EDUCATION

Confidence, responsibility and lifelong learning.

LAND & CLIMATE

Grasslands storing carbon, habitats and open landscapes.

COMMUNITY & INCLUSION

Clubs, volunteers and opportunities open to everyone.

This is the case Europe can make with confidence: the horse is a source of value across every dimension shown above — provided the evidence behind it is credible, shared and kept current.

HOW WE WILL KNOW IT IS WORKING

- ◆ A European horsemanship and welfare evidence framework is established and recognised as a credible reference by federations, the FEI and relevant European institutions.
- ◆ Federations increasingly use EEF evidence, shared positions and communication resources to support national advocacy.
- ◆ The EEF is recognised as a trusted European voice on the horse's value in society and the evidence that underpins it.
- ◆ European and National advocacy contributes to stronger recognition of horse welfare and the wider societal value of equestrianism.



Members of the Equestrian Young Leaders programme in the Netherlands.



EEF role: The EEF builds a resilient organisation that enables the delivery of its strategy and creates lasting value for its member federations.

Strategic outcome. An EEF with the financial resilience, organisational capacity and governance needed to deliver lasting value for its member federations.

Why this. This is the pillar that makes the others possible, and the one that previous strategies left largely unspoken. Financial sustainability was the single most frequently raised concern in the “EEF Strategy 2027–2030: NFs & Board Consultation Questionnaire”. The EEF’s dependence on one partner for most of its income, together with its lean team, places real limits on its ambition. The EEF is not seeking to raise money for its own sake; it is building the financial resources and capacity needed to deliver greater value to federations. The benefits should flow both ways: federations should see tangible value through lower costs, new revenue opportunities or better services, while a sustainable EEF has the capacity to invest in and deliver the priorities that will create greater value in the future.

WHAT THE EEF WILL DO

Build a sustainable commercial model

Treat commercial viability as a strategic priority by strengthening the EEF’s ability to generate income through commercial partnerships, media and educational activities, and access to European funding. The objective is not growth for its own sake, but a stronger organisation that creates greater value for its member federations.

Diversify the EEF’s income

Reduce dependence on any single source of income by building new commercial partnerships, expanding access to grant funding and exploring additional funding mechanisms where they support the EEF’s mission and independence.

Build organisational capacity

Grow the organisation in line with confirmed funding, strengthening the people, skills and systems needed to deliver the strategy effectively and sustainably.

Strengthen governance and accountability

Maintain high standards of governance, financial management and transparency, supported by an effective and accountable Board, regular and meaningful dialogue with member federations and clear organisational accountability, with working groups operating under clear terms of reference and reviewed for the value they deliver against limited resources.

Communicate the EEF's value

Align communications with the strategic priorities so that members, partners and wider stakeholders better understand the EEF's contribution, the value it creates and the positive case for European equestrianism.

HOW WE WILL KNOW IT IS WORKING

- ◆ The EEF's exposure to a single partner reduces, as total commercial income grows and diversifies, even as the flagship partnership remains central.
- ◆ The EEF secures new commercial, institutional and funding partnerships that strengthen delivery of the strategy.
- ◆ The EEF runs an operating surplus in most years and publishes clean, transparent accounts.
- ◆ The organisation grows in line with confirmed funding and delivers consistently against the strategic priorities, with member federations experiencing the EEF as a reliable and professional partner.



Portuguese team winning the Longines EEF Series Lier BEL qualifier, 2025.

HOW THE STRATEGIC PILLARS DELIVER ON PRINCIPLES

Value for members, governance and integrity, economic viability, sustainability, and strong partnerships are not separate workstreams. They run through every pillar. The table below shows how each of the pillars delivers on the principles, so they are met through the strategy rather than alongside it.

PILLARS → ↓ PRINCIPLES	 LEAD A strong European voice	 DEVELOP Stronger National Federations	 PROMOTE An attractive European sport	 CHAMPION The horse and its value to society	 BUILD A resilient EEF
 Value for our members	One coordinated European voice gives every federation more weight than acting alone.	Turns EEF support into capabilities federations could not build alone.	Shared competitions and pathways no federation could run alone.	Ready evidence and arguments federations can use directly with their own public, media and politicians.	Income raised allows the EEF to deliver more for federations.
 Governance	Transparent, pre-coordinated European positions ahead of FEI meetings.	Helps federations strengthen governance, statutes and staff competence.	Consistent standards and transparent host selection across events.	Credible, transparent evidence the FEI and EU institutions trust.	An effective Board, clean audited accounts, transparent governance and regular dialogue with NFs.
 Economic viability	Concentrates advocacy where Europe can actually shape decisions, at low direct cost.	Brokers funding and grows what federations secure year on year.	Consolidates flagship events and broadens their commercial base; new competition projects are added where they are operationally and financially sustainable.	Federations can draw on evidence already funded at European level instead of commissioning it again on their own, at proportionate cost.	Diversifies income and reduces dependence on a predominant main partner.
 Sustainability	Carries a coordinated European position into EU environment and welfare files.	Shares sustainability tools and best practice so federations can act at home.	Annual event sustainability reporting and greener event practices.	A welfare and horsemanship evidence base kept current cycle after cycle, not built once and left to age.	A financially sustainable organisation, responsible to its people and to the footprint of its own operations.
 Partnerships	Builds alliances with the FEI, other continental groups and the recognised stakeholder bodies to carry shared positions.	Delivers with and through NFs, experts, providers and FEI Solidarity.	Works with riders, trainers, grooms, organisers, officials, owners and commercial partners.	Works with the FEI, vets, scientists, riders, trainers, welfare and industry networks and other stakeholders, drawing on their expertise rather than building it alone.	Grows alongside Longines, new partners and diversified income.

Read the other way round: whichever pillar a piece of work sits in, it has to satisfy all five principles, deliver recognisable value to members, hold to good governance, be funded, be sustainable, and be delivered and amplified with partners. Sustainability carries all three of its dimensions into every pillar; Annex E sets out what that means in practice.

7. HOW WILL THE EEF DELIVER THE STRATEGY?

The previous chapters explain the context for this strategy, the thinking that shaped it, and the strategic pillars the EEF has chosen to pursue. This chapter turns from strategy to delivery.

The strategy deliberately sets a long-term direction rather than a detailed implementation plan. Over the 2027–2030 period, opportunities, funding and external circumstances will change, and future Boards and the administration will need the flexibility to adapt. What should remain constant is the approach to strategic choices and to their delivery.

The following rules of delivery are intended to help successive Boards and the administration translate the strategy into annual priorities, make consistent decisions, allocate resources where they create the greatest European value, and deliver the strategy with discipline, consistency and transparency.

BE RESOURCEFUL BEFORE ASKING FOR MORE

The EEF should continuously look for ways to increase the value created by its existing people, partnerships, funding and capabilities before seeking additional resources. Better prioritisation, stronger partnerships and more effective ways of working should always be considered alongside requests for growth.

This principle encourages innovation as much as discipline. A lean organisation creates lasting advantage not by doing more with less indefinitely, but by continually finding better ways to create value from the resources it already has.

Where existing resources are genuinely not enough, the case for growth should rest on where new investment creates the greatest value for member federations, the sport and the horse.

BUILD CAPACITY BEFORE EXPANDING COMMITMENTS

The strategy deliberately balances ambition with realism. Building on the “capacity before growth” principle set out in Chapter 3, the EEF should not take on new commitments simply because opportunities arise, but because it has the capacity to deliver them well. Lasting impact depends on sequencing growth so that organisational capability, funding and partnerships develop alongside ambition.

Where additional capacity is required, the priority should be to secure the people, funding or partnerships needed before expanding delivery. This approach protects the quality of existing commitments, strengthens confidence among member federations and partners, and enables the EEF to grow sustainably over time.

Capacity should therefore not be viewed as an administrative constraint, but as a strategic asset that determines what the EEF can deliver successfully.

Building capacity is not separate from delivering the strategy. It is one of the strategic choices that enables the EEF to deliver lasting value for its member federations.

→ The kinds of initiative expected under each pillar are set out, for illustration, in **Annex C. Strategic initiatives 2027–2030**. They will be turned into the annual operating plans described in Chapter 8, and can evolve without reopening the strategy.

DELIVER THROUGH PARTNERSHIPS

The EEF achieves its greatest impact by working with and through others rather than by delivering everything itself. As a lean organisation, its strength lies in connecting people, aligning interests and creating value at European scale through partnerships.

Delivery should therefore build on the capabilities of member federations, the FEI, European institutions, commercial partners, representative groups of equestrian stakeholders and the wider equestrian community. Wherever possible, the EEF should enable, coordinate and support others to deliver, reserving direct delivery for activities where European leadership is essential or where no other organisation is better placed to act.

Working through partnerships is not a compromise on ambition. It is how the EEF extends its reach, builds ownership across the network and achieves an impact greater than its own size and resources would otherwise allow.

ONE STRATEGY, DIFFERENT PATHS

The strategy provides a common direction for European equestrianism, but it will not look the same in every federation. Member federations differ in size, maturity, resources, geography, regulatory context and priorities, and successful delivery depends on recognising those differences rather than applying a single model to all.

The EEF should therefore adapt its support to where it creates the greatest value, while maintaining a clear strategic direction for the organisation as a whole. Common purpose should not require identical delivery, and flexibility should strengthen, rather than dilute, the shared ambition of the strategy.

LEARN THROUGH DELIVERY

No strategy can anticipate every opportunity or challenge over a four-year period. Successful delivery therefore depends not only on careful planning, but on a willingness to learn from experience and adapt how the strategy is implemented.

Where uncertainty exists, the EEF should be prepared to test new approaches on an appropriate scale, evaluate the results honestly and build on what proves effective. Equally, initiatives that do not create the expected value should be refined, reshaped or concluded. Learning should come from delivery as much as from analysis.

Implementation should evolve throughout the strategy period; the strategic direction should remain consistent. The formal mechanism for reviewing delivery without reopening the direction is set out in Chapter 8.

8. STRATEGY GOVERNANCE — HOW WILL THE STRATEGY BE GOVERNED?

The strategy provides a stable direction for the EEF over the 2027–2030 period. Good strategy governance ensures that delivery remains aligned with that direction while allowing implementation to evolve as circumstances, opportunities and organisational capacity change.

This chapter describes how the strategy will be translated into annual priorities, how progress will be monitored and reviewed, and how responsibility for governing the strategy will be shared between the Board, the administration and the General Assembly.

STRATEGY OWNERSHIP

Once approved by the General Assembly, the strategy becomes the responsibility of the Board to deliver. Each year, the Board will translate the five Strategic Pillars into an annual operating plan, with clear priorities, named accountable leads and appropriate measures of progress. The administration is responsible for operational delivery in support of the Board.

STRATEGIC OVERSIGHT

Oversight works at two levels. The Board owns delivery, reviewing it through the annual operating plans described above. Alongside this, the EEF Strategy Working Group, or a successor group appointed by the Board, provides independent oversight: it monitors progress against the strategy, brings recommendations for the year ahead, and reports to the Board and the General Assembly continuously through the period and formally at least once a year. Its role is continuity and an independent perspective on delivery, not day-to-day management.

The 2027–2030 strategy and its reviews also build the evidence and continuity from which the EEF's next strategy, from 2031, will be developed.

Changes to the strategic direction itself should therefore only be made through a new strategy process. The annual review is also where the strategic choices deliberately left open (see Chapter 4) are taken up, at least once a year.

9. SUCCESS — WHAT DOES “GOOD” LOOK LIKE BY 2030?

Success will not be measured by the number of activities completed, but evaluated based on the difference the EEF makes to federations, the sport, horses and society. By 2030, progress should be visible across five connected areas.

For federations

Every federation, large or small, can point to something the EEF does that makes its job easier, cheaper or stronger. Emerging and developing federations see a steady flow of practical support; larger ones see a more credible European voice. All of them know what the EEF is for, and what it is not for.

At the FEI

Europe arrives with positions built in advance, and the EEF is a partner the FEI consults rather than an audience it informs — on the rules, and on the pathways and championships through which European athletes progress. Where European interests differ from the global view, the difference is put plainly and argued from a position of organised strength.

In Europe

The EU institutions treat the EEF as the structured voice of the European equestrian sector, and the EEF returns more in funding to federations than it costs them.

With sponsors

The Longines EEF Series and other EEF projects carry serious commercial weight with a broader base of partners, and the EEF is less dependent on any single sponsor. That weight is what allows the European competition structure to reach more federations, athletes and horses.

In society

The case for the horse is made positively across Europe, led by the federations that are better resourced and best placed to lead on it.

“To stop being defensive and start being proud, and for the wider world to come to understand why.”

Asked what success would look like in ten years, one federation put it better than any target could. That is the future this strategy seeks to create — and the period 2027–2030 is the first step towards it.

ANNEX A. PROCESS, MANDATE AND SOURCES

HOW THIS STRATEGY WAS MADE

This strategy is the work of the EEF Strategy Working Group, a group of leaders put forward by the National Federations in response to the EEF's call for applications at the end of 2025. Their professional backgrounds and countries of origin are deliberately diverse and complementary.

The group met first online to take stock of the previous Strategy Working Group's process and work, then in person for an initial briefing on the margins of the FEI Sports Forum, and then for a two-day working session in Bucharest in May 2026. Between those meetings, and through to the delivery of the final document, it worked through many collective video calls and exchanges by email and telephone, alongside individual research and drafting by its members, and intermediate consultations along the way with the EEF Board and staff and with external MoU stakeholders.

The result weaves together the messages the National Federations sent, through the spring "EEF Strategy 2027–2030: NFs & Board Consultation Questionnaire" and the consultations that followed, with the experience and expertise of the Working Group's members. That expertise shaped the work throughout, including the design of the survey questions, so consultation and judgement are woven together rather than sequential. The questionnaire captured the priorities members agreed on; the Working Group brought the multinational perspective and the conceptual work needed to turn them into a strategy.

GROUNDING IN THE STATUTES

The strategy delivers the statutory purpose of the EEF: to develop and promote equestrian sport in Europe with the federations, the FEI and stakeholders; to support the raising of the level of the sport; to improve communication; to promote a clean sport; to act as the EEF Regional Group within the FEI; and to represent the welfare interests of the horse. It respects the principle that federations keep full control of national matters, and it uses the statutes' allowance for commercial activity whose proceeds serve the non-profit purpose.

SOURCES

- ◆ "EEF Strategy 2027–2030: NFs & Board Consultation Questionnaire": insight report and deck, 23 National Federations and Board members, April to May 2026.
- ◆ EEF Strategy Working Group materials: stakeholder map, strategy development draft, and the 2027 position paper.
- ◆ EEF SWOT working board and Board strategy reflections, 2026.
- ◆ EEF Statutes approved by the General Assembly, 6 October 2025; and the EEF Annual Report 2024/25.
- ◆ FEI Strategy 2025–2029.
- ◆ A sample of member National Federation strategies, consulted for context.

ANNEX B. CONSULTATION QUESTIONNAIRE

This annex reproduces the questionnaire behind the survey referred to throughout this document. It was sent in spring 2026 to EEF member national federations and to EEF Board members. Its results, together with the follow-up exchanges it opened with national federations, the Board and other stakeholders, informed the mandate, scope and priorities set out in this document.

PURPOSE	RESPONDENTS	HORIZON
Clarify where the EEF should focus its role at European level.	Presidents and Secretaries General of the 40 member federations.	Unless stated otherwise, questions refer to the next four years.

THE TWELVE QUESTIONS

01 Mandate – where should the EEF play a major role?

SELECT TOP 3

International sport governance (FEI) · European regulatory and policy environment (EU) · European National Federation landscape · Stakeholder structures with European reach · European sport system, education and pathways · Equestrian practices beyond FEI disciplines · Societal value and public acceptance · Economic and commercial environment

02 Focus – what should the EEF prioritise?

RANK TEN AREAS, 5 (MOST) TO 1 (LEAST)

European influence in FEI decision-making · European influence in EU policy and regulation · Strength and cohesion of National Federations · European sport structures · Practices beyond FEI disciplines · Welfare, sustainability and public perception · Attractiveness and accessibility of the sport · Education, training and development pathways · Access to funding · Economic sustainability of the sector

03 Boundaries – how far should the EEF be involved?

LEAD / COORDINATE / SUPPORT / NO ROLE, ACROSS EIGHT AREAS

Lead – drives the agenda and owns delivery at European level. **Coordinate** – aligns and connects federations and stakeholders without owning delivery. **Support** – enables federations to act, providing tools, guidance or targeted actions. **No role** – the EEF should not be involved.

3b. Where the EEF supports, which mode should come first: strengthening NF-led activity, or delivering at European level on behalf of federations where scale or coordination makes that more effective?

04 Strategic trade-off – if only one priority, which?

CHOOSE ONE

Stronger European voice and influence (FEI and EU) · Stronger coordination and support to National Federations · Development of the sport and equestrian practices · Strengthening the attractiveness and societal value of the sector

05 Value today

OPEN, UP TO 3 POINTS

If the EEF did not exist tomorrow, what would you miss most?

06 Focus and efficiency

OPEN

Where could the EEF better prioritise, adjust or, where relevant, stop certain activities?

07 Key challenges

SELECT UP TO 3

Horse welfare and public acceptance · Regulatory pressure (welfare, environment, transport) · Inclusion and accessibility · Attractiveness of the sport and recruitment · Financial sustainability and funding constraints · Alignment of international frameworks with European realities · Lack of coordination across Europe · Environmental sustainability and climate constraints

08 Support needs

SELECT UP TO 3

Best-practice sharing and peer exchange · Access to expertise and advisory support · Tools, templates and common frameworks · Representation and advocacy · Access to funding opportunities · Coordination of joint initiatives · Data, research and insights

09 European diversity

OPEN

Where is your federation's or region's context not sufficiently reflected at European level, and how could the EEF take that diversity into account within a common approach?

10 Long-term outlook

OPEN, UP TO 3 POINTS

Which challenges for the European equestrian sector over the next ten years are most underestimated?

11 Strategic outcome

OPEN, TWO HORIZONS

In four years, and in ten years, what would make you say the EEF has been successful?

12 Additional comments

OPEN

Any further thoughts, suggestions or comments.

ANNEX C. STRATEGIC INITIATIVES 2027–2030 (ILLUSTRATIVE)

The strategy deliberately focuses on the EEF's strategic choices rather than an exhaustive programme of work. Individual initiatives will evolve during the 2027–2030 period as opportunities, funding and external circumstances change.

This annex illustrates the types of initiatives expected under each strategic pillar. It is intended to help translate the strategy into practical activity, while allowing the Board and General Assembly to adapt delivery without reopening the strategy itself.

01 LEAD **A strong European voice**

- ◆ A structured process for developing common European positions ahead of FEI General Assemblies and other major decisions.
- ◆ Strengthened European advocacy with the FEI, EU institutions and relevant European stakeholders.
- ◆ Development of a European public affairs capability.
- ◆ Coordinated European positions on priority topics such as welfare, transport, identification and environmental regulation.
- ◆ Stronger cooperation with the other continental groups on issues of shared interest.
- ◆ Regular engagement with member federations to inform and shape European positions.

02 DEVELOP **Stronger National Federations**

- ◆ Development of the EEF Academy as the shared European platform for education and leadership.
- ◆ Expansion of education for officials, coaches, riding school teachers, volunteers and future leaders.
- ◆ NextGen knowledge-sharing activities and mentoring programmes.
- ◆ Governance, digitalisation and organisational support for member federations.
- ◆ Shared procurement and common frameworks where European scale creates value.
- ◆ Brokerage of Erasmus+, FEI Solidarity and other European funding opportunities.
- ◆ Support for Secretaries General and federation leadership networks.

03 PROMOTE **An attractive European Sport**

- ◆ Continued development of the Longines EEF Series.
- ◆ Growth and strengthening of the Regional Championships.
- ◆ Increased EEF involvement in European Championship governance within the FEI framework.
- ◆ Work with the FEI and partners to improve fairness and progression through European competition pathways.
- ◆ Development of future competition formats where they improve access, participation or long-term sustainability.
- ◆ Support for organisers and host federations to strengthen the quality and consistency of European competitions.

04 CHAMPION **The horse and its value to society**

- ◆ Development of a European welfare evidence framework.
- ◆ Shared European communication resources supporting the positive case for the horse.
- ◆ Coordinated European advocacy on welfare, transport and environmental issues.
- ◆ Shared research and evidence gathering to support welfare, sustainability and public confidence.
- ◆ Support for federations through common positions, communication resources and practical guidance.
- ◆ Sustainability reporting and sharing of good practice across the European network.

05 BUILD **A resilient EEF**

- ◆ Development of a long-term commercial strategy.
- ◆ Diversification of sponsorship, grant income and other revenue sources.
- ◆ Assessment of new funding mechanisms, including an EEF-linked foundation.
- ◆ Growth of organisational capacity in line with confirmed funding.
- ◆ Continued strengthening of governance, transparency and accountability.
- ◆ Alignment of communications with the five Strategic Pillars.
- ◆ Development of partnerships that strengthen delivery across the strategy.

ANNEX D. VALUES

How the EEF works, and how members and partners should expect it to behave.



01 Respect

For horses, for people – whatever their role, background or ability – for the diversity of our federations, and for the values of our sport.

03 Integrity

To stay accountable, responsible and transparent; this goes for delivering our strategy as well as governing our organisation.

05 Relevance

Through being innovative, pragmatic and proactive in addressing the evolving realities federations face.

02 Excellence

In knowledge, in horsemanship, in sustainability, and in professionalism.

04 Collaboration

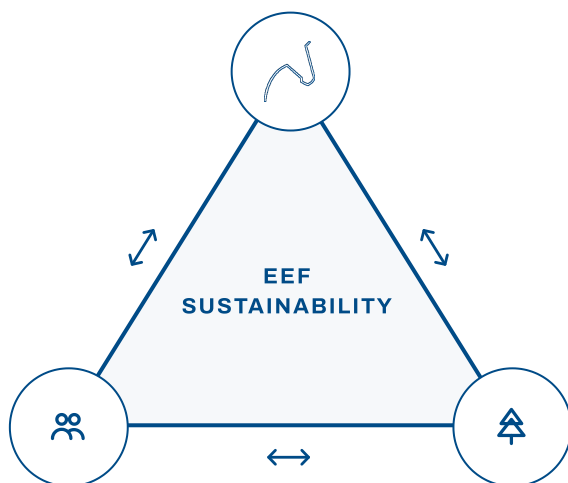
In working together across the equestrian community, aiming to leverage each other and promote our shared interests.

06 Commitment

And dedication to serving our federations and stakeholders, and to creating a sustainable future for the sport and the horse.

ANNEX E. SUSTAINABILITY — THREE DIMENSIONS

What the principle “we act sustainably” means in practice, and how the EEF supports its federations in delivering it.



SUSTAINABILITY AS STRATEGY

Three dimensions, one forward agenda

Equestrian sport has a genuine story to tell about the horse, the people around it and the land it uses. These three dimensions hold each other up, and taken together they are what makes the sport worth growing. The EEF’s role is strategic: to set a clear direction, to turn it into practical tools and knowledge for National Federations, and to support them in their way forward.



WE BELIEVE IN

A GOOD LIFE FOR HORSES

The horse is the reason our sport exists and its greatest asset. The EEF champions excellent horsemanship, honest training and lifelong care, turns the best of that practice into workable guidance, and shares between federations what demonstrably works — so the quality of European horsemanship is seen, not assumed.



WE BELIEVE IN

SOCIAL RESPONSIBILITY

Behind every horse stands a community: riders, grooms, trainers, breeders, owners, officials and volunteers. Their skills, safety and opportunities are what allow the sport to grow. The EEF makes safeguarding, professional training and inclusion resources accessible to its members, and supports federations building them at home.



WE BELIEVE IN

CARE FOR THE ENVIRONMENT

Equestrian sport is one of the few sports practised in close contact with land, water and open space — a real advantage when it is managed well. The EEF leads by example on its own events, provides credible ways to measure the footprint of venues and travel, and helps federations turn that work into recognition.



Take one side away and the other two fall. Acting early on all three is how the sport is maintained sustainably, valued by its participants, and grown — **the EEF promotes, equips and supports National Federations in their way forward.**

ANNEX F. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

This SWOT combines the themes covered earlier in this document with the results of the National Federation survey. Strengths and weaknesses are largely within the EEF's control. Opportunities and threats mostly come from outside.

STRENGTHS

- ◆ Expertise and services delivered to members
- ◆ European expertise and leadership in the sport
- ◆ Influence and coordination across the NF network
- ◆ A strong team-sport culture and the EEF Series
- ◆ Growing welfare awareness and engagement
- ◆ Agile, able to act faster than larger bodies
- ◆ Established working groups and education programmes

WEAKNESSES

- ◆ Small structure, limited staff and resources
- ◆ A coordination role without direct authority over NFs
- ◆ Risk of being seen as a forum, not a delivery body
- ◆ Narrow revenue base, few partners and funding sources
- ◆ Fragmented, reactive communication
- ◆ Wide disparities between large and small federations

OPPORTUNITIES

- ◆ Wider use of the European network to extend reach and coordination
- ◆ Digitalisation, better use of data and storytelling
- ◆ Stronger commercial and strategic partnerships
- ◆ Growing EEF initiatives into European reference environments
- ◆ A stronger EU role and access to EU funding
- ◆ Sport development, talent pathways and recreational practice
- ◆ Positioning around wellbeing, nature and rural life

THREATS

- ◆ Pressure on public trust and the standing of the horse
- ◆ Rising costs and accessibility, weaker funding
- ◆ More regulation on welfare, transport and environment
- ◆ Fragmentation weakening European influence
- ◆ Falling volunteering and an elite-grassroots gap
- ◆ Competition from other sports for younger generations
- ◆ Risk of irrelevance without tangible value

This SWOT was one of the building blocks behind the strategy set out in this document. Strengths and weaknesses shaped where the EEF should focus its own effort; opportunities and threats shaped where it needs to lead on the external agenda, particularly the standing of the horse, cost, and regulation. The pillars and priorities in this document reflect that work.



European scale, national depth.

Championing the horse.
Strengthening our federations.
A stronger European voice.

EUROPEAN EQUESTRIAN FEDERATION

EEF Strategy 2027–2030 · Final draft for approval · Prepared by the EEF Strategy Working Group
Confidential — for the EEF Board, National Federations and associate members, and the FEI.