



Annual Ordinary EEF General Assembly 2026
Application Form for the position of
EEF President and/or EEF Ordinary Director (Board member)

PERSONAL INFORMATION	
Name, Surname	Karolina Madry
Phone	+48 512 255 589
Email	Karolina.madry@pzj.pl
Nationality	polish
Date of birth	27.03.1976
National Federation (NF) of the candidate	Polish Equestrian Federation

With this document I apply for the position(s) of:

☐

EEF President
for term 2026-2030

☒

EEF Ordinary Director (Board member)
for term 2026-2030

The candidate can mark more than one position.

MOTIVATION AND VISION
Motivation for serving at EEF
I represent a federation with a tradition spanning nearly a century. I come from a country where equestrian sports are rapidly growing, and I recognize the immense opportunities that collaborative action among all members of the European Equestrian Federation can unlock. I would like to offer the unique perspective of nations undergoing rapid modernization—countries that actively face growth barriers and solve them with dynamic approaches. Concurrently, I aim to bring back and implement the best practices and institutional knowledge from Europe's most experienced and highly decorated equestrian nations. Currently, as the Vice President of the Polish Equestrian Federation, I am deeply committed to driving sustainable development in our country, blending deep respect for our heritage with modern management practices. This experience has made me realize how powerful the synergy and collective strength of all EEF members can be. My goal within the EEF is to build a functional, effective bridge between Europe's established equestrian powerhouses and nations on a path of intensive modernization.
Vision for the EEF:



To effectively address the evolution of modern equestrian sports, my strategic commitment and future actions within the EEF will be anchored by three fundamental pillars:

I: Two-Way Value Transfer

I aim to foster a seamless synergy between heritage and innovation. My goal is to facilitate the transfer of proven, gold-standard practices from Europe's established equestrian powerhouses into rapidly modernizing nations. Concurrently, I want to enrich the EEF with the agility, drive, and innovative problem-solving inherent to regions that dynamically overcome growth barriers every day.

II: Uncompromising Protection of the "Social License to Operate"

In an era of intensifying public scrutiny, safeguarding societal trust in our sport is our collective, defining responsibility. The welfare of the horse, as our ultimate partner, must stand transparently at the core of every decision. We must proactively step forward to lead the narrative, demonstrating ethical leadership and reinforcing the legitimacy of equestrianism to the wider public.

III: Countering Economic Barriers and Polarization

Equestrian sports must not evolve into an exclusive privilege. Rising financial demands and disparities in access to elite infrastructure and knowledge threaten to alienate smaller or developing federations. I am dedicated to championing inclusion and solidarity mechanisms that level the playing field, ensuring that the entire European equestrian community thrives together, sustainably.

PROFESSIONAL BACKGROUND

Sports Career / Equestrian Background

I have been involved in equestrianism since childhood. It is not only my passion but, above all, a lifelong calling that I pursue across multiple dimensions—as an active rider, an amateur carriage driver, and, since 2014, as an official. My judging path in jumping, dressage, and eventing has led me to my current status as an FEI Level 2 International Jumping Judge. For over a decade, I have been actively contributing to the success of Melloni Horses sports club, whose rider has claimed the National Champion title three times and secured Olympic qualification twice.

My experience in sports management was built from the ground up, starting with the board of a regional federation, followed by two terms on the Audit Committee, and culminating in my election as Vice President of the Polish Equestrian Federation in April 2025, and receiving a renewed, strong mandate of trust for the current term this past November.

Professional career/Work experience

An economist by education, I earned my PhD in Economics in 2012, which provided me with a professional foundation for market analysis and strategic planning. For over two decades (1999–2020), I was associated with the West Pomeranian Business School, where, as an academic lecturer, I shared knowledge in the fields of management, quality management, and effective interpersonal and business communication.

However, my career path is, above all, a synthesis of academical and practical business experience. From 2015 to 2020, I successfully served as the President of a property management, managing a complex operational and financial structure. Since 2019, I have also been successfully running my own business. This versatile experience—combining the academic world, strategic management,



and entrepreneurship—allows me to introduce modern standards and effective managerial tools into sports organizations.

REFERENCES AND ADDITIONAL DOCUMENTS

List of references and the additional document provided by the candidate:

1. T. SIERGIEJ
2.
3.
4.

DECLARATION

I, the undersigned, hereby declare that the information provided in this application form is true and accurate to the best of my knowledge. I understand that providing false information may result in disqualification from the selection process.

I acknowledge and accept the terms, requirements and job description of the EEF for the open positions and I am committed to upholding the principles and values of the European Equestrian Federation.

Date and signature of the candidate:

06.09.2026 Karolina Męcel

APPROVAL & SUPPORT OF THE NF

Name of the National Federation:

Polish Equestrian Federation

Name of the person signing on behalf of the NF:

Tomasz Siergiej

Title (President or Secretary General): President

Signature / stamp:

POLSKI ZWIĄZEK JEŹDZIECKI
PREZES
Tomasz Siergiej

Please submit the completed application form, along with any supporting documents, to the EEF Secretary General on secretarygeneral@euroequestrian.eu by 7th of September 2026 at 23:59 CET.



ANNEX I - NONDISCLOSURE OF CONFIDENTIAL INFORMATION

Name: Karolina Mądry

National Federation Polish Equestrian Federation

"Confidential Information" shall include but not be limited to any and all specifications, commercial and technical or non-technical data, contracts or other agreements, financials, business plans and analysis, drawings, product and service concepts and configurations, marketing proposals, documentation, or other technical or business information in relation to the EEF business, which is marked with an indicator such as "Confidential" or identified as such by the president and/or secretary general, but excluding information which:

- is or comes into the public domain otherwise than by disclosure or default by the member;
- was or is lawfully obtained or available from a third party who was lawfully in possession of the same and free to disclose it; or
- was already known to the member as evidenced by written record pre-dating such disclosure.

The EEF Director will not disclose any confidential information to third-parties other than persons under appropriate burden of confidentiality and who are required to have the information in order to carry out the discussions regarding the EEF. The Director will take all reasonable measures and such measures shall include the highest degree of care to protect the secrecy of and avoid disclosure or use of confidential information in order to prevent it from falling into the public or the possession of persons other than those persons authorised to have any such information.

I will notify the president and the secretary general in writing of any misuse or request of disclosure of confidential information, which may come to the my attention.

I have read and understood this responsibility acceptance and accept the responsibilities and constraints listed above. I recognise that I might be removed or suspended from the position for which I was elected if I do not comply with these responsibilities and constraints.

Date:

06.10.2020

Signature:

Karolina Mądry



ANNEX II – POTENTIAL CONFLICT OF INTEREST DISCLOSURE STATEMENT

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

I recognise that my current position as Vice President of Polish Equestrian Federation could give a potential conflict of interest in specific and isolated circumstances when matters exclusive to my National Federation are discussed. I do not see this regarding concurrent roles as creating an inherent or general conflict of interest.

In the rare event that a specific matter directly involving my National Federation arises before the EEF Board, I would disclose the relevant interest and follow the EEF's applicable procedures regarding participation or recusal.

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

I recognise that my current position as Vice President of Polish Equestrian Federation could give a potential conflict of interest in specific and isolated circumstances when matters exclusive to my National Federation are discussed. I do not see this regarding concurrent roles as creating an inherent or general conflict of interest.

In the rare event that a specific matter directly involving my National Federation arises before the EEF Board, I would disclose the relevant interest and follow the EEF's applicable procedures regarding participation or recusal.

I understand that during my term I am required to update this disclosure promptly if my circumstances change. Failure to provide complete and accurate information, or failure to update this disclosure when required, may result in my removal from the relevant EEF body.

Date:

09.09.26

Signature:

Wioletta Kozłowska

Warsaw, 5 September 2026

OFFICIAL LETTER OF RECOMMENDATION

As the President of the Polish Equestrian Federation, with full conviction and a strong sense of responsibility, I hereby grant my official recommendation and full support to Dr. Karolina Mądry for her candidature for the position of Ordinary Director of the European Equestrian Federation (EEF Ordinary Director) for the term 2026–2030.

Dr. Karolina Mądry has been one of the pillars of our national federation structure for several years, currently holding the key position of Vice-President of the Polish Equestrian Federation. Her re-election to this position in November of last year, backed by a strong mandate of trust from the equestrian community, is the best proof of her effectiveness, professionalism, and reliability.

Her professional and personal profile perfectly aligns with the challenges facing modern European equestrian sport:

1. **A Unique Synthesis of Science and Business:** Holding a Ph.D. in Economic Sciences and boasting over twenty years of academic experience in the fields of quality management and communication, Dr. Karolina brings a fresh, analytical perspective to sports organizations. Her practical successes in managing complex economic structures as a company president and entrepreneur guarantee that her contribution to the financial and strategic management of the EEF will be modern and up to European standards.
2. **Equestrian Experience "From the Ground Up":** Dr. Karolina built her position within sports structures organically—from a regional board, through two terms on the PEF Audit Committee, to the national board. Equally important, she is an active official: as an FEI Level 2 International Jumping Judge, she thoroughly understands the realities of high-performance sport, the needs of athletes, organizers, and horse welfare. Her multi-year contribution to the success of the Melloni Horses club, which under her wing produced a Polish Champion and secured Olympic qualifications, demonstrates her operational agency.
3. **Strategic Vision for European Development:** The Polish Equestrian Federation fully identifies with Dr. Karolina's programme assumptions. Her concept of a "Two-Way Transfer of Value" will allow for a seamless drawing upon the traditions of Western equestrian powerhouses while simultaneously implementing the flexibility, dynamics, and innovation characteristic of countries on the path of intensive modernization into the EEF structures. Furthermore, her uncompromising approach to protecting the "Social Licence to Operate" by unconditionally putting horse welfare first guarantees the safeguarding of our sport's reputation in public debate.

Dr. Dr. Karolina Mądry combines a deep respect for equestrian heritage with modern managerial tools. I am deeply convinced that her presence on the Board of the European Equestrian Federation will bring real value to the entire European community, contributing to the building of an inclusive, strong, and economically sustainable sport.

The Polish Equestrian Federation fully recommends her candidature and guarantees its complete institutional support for the goals she pursues.

Tomasz Siergiej
President of the Polish Equestrian Federation