EEF

Internal Regulations

Approved by the EEF Board on 8.9.2026

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Section 1 – Legal and statutory basis

The board of directors of the EEF decides with a 1/2 majority, based on article 22.3 of the Statutes, to adopt the present internal Regulations.

The present internal Regulations regulate the duties and powers of the following organs of the EEF:

- The board
- The secretary general
- The committees and working groups

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

Section 2 – board of directors

2.1. General

Articles 6.5, 16.3, and 21-25 of the EEF Statutes govern the composition, functions and powers, meetings, membership of and election to the EEF board, and provide for representation of the EEF. These Internal Regulations provide the way the above are implemented and exercised.

2.2. Elections

2.2.1. Applications for board positions (Art. 21.3 of the EEF Statutes)

Applications for EEF board of directors' positions should arrive at the latest 14 days before the General Assembly at the office of the secretary general of the EEF or by email to secretarygeneral@euroequestrian.eu

If a candidate wants to apply for more than one director position (President, vice-president, board member) his/her NF can indicate this on the same form.

Candidates for a board position (except the athletes' representative) need the support of their own NF (= the NF of his/her nationality) that must be a member of the EEF.

The NF must send a CV form of the candidate with mention of the EEF board position(s) for which he/she applies and validated the signature of the president or the secretary general of the NF. A standard form will be provided by the EEF.

2.3. Meetings, convening of meetings, agenda

2.3.1. Process of board meetings

Refer to Art. 23 of the EEF Statutes.

The president shall convene the board meetings in coordination with the secretary general.

Where directors participate in a board meeting by electronic means, directors are expected to keep their camera switched on throughout the meeting, save in exceptional circumstances.

2.3.2. Agenda of board meetings

The agenda of board meetings shall be set by the president upon proposal by the secretary general of the items to be included. Board members may request to add an item to the agenda.

2.4. Minutes of meetings

Minutes must be kept of the deliberations and resolutions of the board. The minutes shall contain a summary of the deliberations, the proposed resolutions, the declarations that a member requests to be recorded in the minutes, and the resolutions with the result of the vote.

The minutes are submitted to the board for review. The chair of the meeting and the secretary general then sign the minutes and make them available to all directors.

The resolutions approved by way of correspondence must be included in the minutes of the next meeting.

2.5. Right of information and inspection

Board members may request to review any EEF documents subject to reasonable notice given to the secretary general and subject to confidentiality restrictions, as determined by the president and secretary general.

Section 3 – Retained powers of the board of directors

The board has the functions and powers enumerated in Article 22 of the Statutes. Other than those delegated to management under Section 5 it specifically retains the power:

1. To issue policies and prepare the strategy for approval by the EEF General Assembly to be implemented by the EEF;
2. To appoint and to ultimately oversee the EEF Management (Secretary General, etc.);
3. To modify and approve these Internal Regulations;
4. To establish the principles of accounting, the principles of financial control, the financial plan as far as it is necessary for the management of the Federation;
5. The board retains the exclusive power to:
    - 5.1 Supervise the keeping of the list of members and associate members by management;
    - 5.2 Decide about any single financial commitment of the EEF which exceeds € 10'000;
    - 5.3 Approve any deviation from the approved budget for the current year, not to exceed 5 per cent of total annual expenditures, except extraordinary income and expenditure as result of sponsoring or commercial contracts or force majeure.
    - 5.4 Approve credit or loan agreements on behalf of the EEF, whether as lender or as borrower, other than lines of credit necessary for treasury cash management purposes not to exceed € 10'000;
    - 5.5 Enter into guarantee or security agreements in excess of € 10’000;
    - 5.6 Enter into contracts exceeding a value of € 10’000 or a duration of 2 years;
    - 5.7 Approve the EEF investment policy and approve any individual investments outside the scope of the policy;

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

Section 4 – Roles of the board members and executive board

4.1. Role of the president

The president will lead the EEF and chair general assembly and board meetings in accordance with the Statutes. The president may, from time to time, delegate presidential tasks and responsibilities to the 1st and 2nd vice president or other board members as required. Such delegation, in terms of scope and timeframe shall be set out in writing.

The president and the 1st vice president – or in case of absence their elected deputies – and the secretary general are solely responsible as the "official contacts" with the FEI Board and FEI Headquarters.

The term and the responsibilities of the president are described in the job description for the EEF president (Appendix I).

4.2. Roles of the vice presidents

1st Vice President:

The role of the 1st vice president is referred to in the Statutes. The 1st vice president will undertake tasks and responsibilities as directed by the president in writing. He will usually replace the president in case of impeachment.

The term and the responsibilities of the 1st vice president are described in the job description for the 1st vice president (Appendix II).

2nd vice president

The role of the 2nd vice president is referred to in the Statutes. The 2nd vice president will undertake tasks and responsibilities as directed by the president in writing.

The term and the responsibilities of the 2nd vice president are described in the job description for the 2nd vice president (Appendix III).

4.3. Role of the treasurer

The role of the treasurer is referred to in the Statutes

The term and the responsibilities are described in the job description for the treasurer (Appendix IV).

4.4. Roles of the board members

The board shall designate its members as chairs or board representatives for specific tasks.

Responsibilities of board members are:

1. To attend and be present throughout board meetings, general assemblies and all meetings related to their function;
2. To be aware of FEI and EEF activities (sport, development, legal, veterinary, etc.) in order to help the national federations to further develop;
3. Where directed by the board to drive, promote, communicate, co-ordinate and report on EEF initiatives to national federations, and thereby actively assist in development;

4.5. Role and composition of the executive board

Further to Article 22.4 of the Statutes, the board may establish a sub-committee, to be known as the executive board, to prepare and carry out its resolutions or to supervise certain matters. The executive board keeps the board duly informed on these matters.

4.5.1. The role of the executive board

The specific mandate of the executive board is decided by the board at its meetings.

In general, its role shall be to interface with the secretary general between meetings of the board to oversee and/or support the implementation of resolutions adopted by the board.

Specifically, the board may task the executive board to decide about staff-related matters, namely the salary.

4.5.2. The composition of the executive board shall be:

1. the president;
2. the vice presidents;
3. the treasurer;

The secretary general, without a vote.

The president and secretary general acting together may invite additional outside experts to present and/or contribute to meetings of the executive board.

The secretary general invites relevant members of the EEF or associated members to meetings.

4.5.3. Process of executive board meetings

At the request of the president of the EEF, on behalf of the board, the secretary general shall convene a meeting of the executive board.

Whenever possible, the agenda is sent to the board 2 weeks prior to the scheduled meeting by the secretary general. Unless commented on by a certain date communicated by the secretary general, the board gives its permission to the executive board to make decisions on behalf of the board on the agenda items communicated.

Subject to budgetary constraints and when relevant to a specific member of the board, that member may request to be present during a given meeting. Requests to attend shall be made to the secretary general.

Minutes of the meetings shall be kept under the supervision of the secretary general.

Section 5 – Secretary general

5.1. Delegation of responsibilities to the secretary general

The board delegates the following duties and responsibilities to the secretary general:

5.1.1. To propose and implement the general and commercial strategy as well as the framework of the EEFs activities, in accordance with the resolutions taken by the board and general assembly;

5.1.2. To establish with the treasurer the yearly budget of income and expenditure forecast of the EEF which it submits to the board at the beginning of each applicable annual cycle;

5.1.3. To establish with the treasurer the financial plan and to submit it to the board at the beginning of each year for approval;

5.1.4. To establish with the treasurer the yearly balance sheet and the profit and loss statement as well as to draft the business report in view of its approval by the board;

5.1.5. To propose and establish the policies relating to membership fees, organizational dues and other financial charges affecting EEF members, in accordance with the resolutions taken by the general assembly and the board;

5.1.6. To implement the resolutions of the general assembly and the board;

5.1.7. To manage the administrative issues of the EEF.

5.1.8 To maintain the list of affiliated members and associated members;

5.1.9. To report to the board in accordance with section 10 of these Internal Regulations;

5.1.10. To supervise in general the activities of the EEF, its debtors and the EEF's liabilities;

5.1.11. To submit to the board for approval any additional internal regulations or policies necessary to the smooth operation of the EEF, such as but not limited to a personnel handbook, evaluation processes, etc.

Section 6 – Signature rights

The individuals listed below shall have the authority to bind the EEF through their signature. Signature rights are conferred on such that two of the individuals listed must always sign collectively. None shall have an individual signature right.

The individuals listed below shall have the authority to bind the EEF through their signature

- president
- 1st vice president
- 2nd vice president
- secretary general

Two of the above-mentioned individuals must always sign collectively and none may sign individually. The 1st and/or 2nd vice president shall only sign in case of absence of the president and/or secretary general.

Section 7 – Committees and advisory bodies

7.1. Permanent committees

The general assembly can install permanent committees that are dealing with special topics relevant to all or a large part of the members NFs in accordance with article 27 of the statutes. The missions, the tasks and the composition of the permanent committees and their chair are decided by the general assembly. Permanent committees are composed of 5 to 7 members. The duration of the term of the chair and the members of the permanent committees is fixed in the respective EEF regulations.

7.2.1 The EU committee

The EU Committee shall analyse all issues related to work of the EEF in the European Union and make recommendations and/or provide advice to the EEF board.

7.2 Temporary committees

The Board may appoint temporary committees to advise it on matters of a strategic nature as necessary, or on specific topics determined by the board which must be explicitly defined in the nomination decision. Temporary committees shall report on all matters directly to the board in a manner set out in the respective EEF regulations.

Appendix V describes roles, responsibilities, and application process of the committees and working groups.

Section 8 – expenses policy for the EEF board members, staff and committee members

Refer to Appendix VI.

Section 9 – Remote participation in the General Assembly

1. Object

This section of the internal regulations regulates remote participation in the general assembly if the board of directors decides to offer the possibility to participate in the general assembly remotely by means of an electronic means of communication made available by the association as referred to in article 20 of the association's articles of association.

2. Determination of the electronic means of communication

1. The board of directors freely determines which electronic means of communication will be used for remote participation in the general assembly (e.g., without this being a limitative list, a video conference via Lumi, Teams, Zoom, or a similar system or a customised system).
   The board of directors will preferably opt for a system that is reliable, safe and user-friendly.
2. The electronic means of communication must in any case meet at least the following conditions:
   2.1. It must allow the association to verify the identity and capacity of the remote participants.
   2.2. It should enable the remote participants to take direct, simultaneous and uninterrupted cognizance of the discussions during the meeting.
   2.3. It must enable remote participants to participate in the deliberations and ask questions.
   2.4. It must enable the remote participants, if entitled, to exercise their voting rights regarding all agenda items on which the general assembly must decide.
3. The persons who wish to participate remotely must purchase, at their own expense, all current hardware (e.g., computer, tablet, telephone, camera, microphone…) necessary to allow them to participate remotely, if desired.

3. Formalities regarding the convocation

1. If remote participation in the general assembly is possible, the convocation for this meeting must contain a clear and precise description of the procedures relating to remote participation that apply to the general assembly in question.
2. The following information must be included in the convocation:
   2.1. the designation of the electronic means of communication;
   2.2. the exact (electronic) location of (the software for) the electronic means of communication (possibly via a hyperlink);

2.3. the exact (electronic) location of the electronic meeting and the possible access procedures/codes to access it (possibly via a hyperlink);

2.4. the exact (electronic) location of a (concise) manual regarding the operation of the electronic means of communication (possibly via a hyperlink), if such a manual exists;

2.5. a brief description of the procedure for verifying the identity and capacity of the remote participants;

2.6. a brief description of the way in which participants can vote remotely on the agenda items.

4. Formalities to be completed by the remote participants prior to the general assembly

The persons who wish to use the possibility to participate remotely must

1. preferably notify the secretary-general of the association of this prior to the general assembly at the e-mail address secretarygeneral@euroequestrian.eu .
2. preferably provide a telephone number and/or e-mail address where they can be reached in case of technical difficulties.
3. preferably test the proper functioning of the electronic means of communication before the general assembly, so that technical difficulties can be detected and resolved before the general assembly begins.
4. preferably register in the electronic meeting half an hour before the start of the general assembly, so that their identity and capacity can be verified.

5. Verification of the identity and capacity of the remote participants

1. A person can only participate remotely in the general assembly after his identity and capacity have been properly verified. This check is supervised by the bureau of the general assembly.

2. The identity and capacity of the remote participants may be verified by using a verification means/tool designated by the board of directors, whereby the entry of (unique) verification data may be required.

   If what is stipulated in the previous paragraph is not possible or desired, the participants can be asked remotely to show proof of identity (identity card or passport) via the camera of the electronic means of communication used. In doing so, the necessary discretion will

be observed to protect the personal data of the remote participants, if necessary, by using “break-out rooms”.

3. The remote participants give their consent for their identity and capacity to be mentioned on the attendance list after verification by the bureau.

6. Taking cognizance of the discussions, participation in the deliberations and exercise of the right to ask questions

1. The remote participants can take direct, simultaneous and uninterrupted cognizance of the discussions during the remote general meeting.
2. The remote participants may, if entitled, participate in the deliberations.
3. The remote participants may, if entitled, ask questions during the general assembly.
4. Remote participants request the floor by raising their hands, via a properly working camera, or via the indicated means/tool of the electronic means of communication.

The chairman of the General Assembly presides over the general assembly and decides who gets the floor.

7. Exercise of voting rights by remote participants

1. The remote participants may, if entitled, exercise their voting rights regarding all agenda items on which the general assembly must rule.
2. This voting right can be exercised via a means/tool that is made available to the participants remotely, either separately or integrated in the electronic means of communication used.

Section 10 – Conflict of interest

1. Introduction

The European Equestrian Federation (EEF) is committed to the highest standards of integrity, transparency, and good governance.

As a continental federation representing EU and other European National Federations (NFs), the EEF must ensure that all decisions are taken in the best interests of the organisation and the sport, free from undue influence.

This Policy establishes a framework to identify, disclose, and manage actual, potential, or perceived conflicts of interest and conflicts of loyalty. It applies to members of the board, committees, and any individual acting in an official EEF capacity.

All individuals subject to this Policy must act independently and in good faith, prioritising the interests of the EEF over any external affiliations or personal interests.

2. Definitions and National Federation / Stakeholder Relationships

Conflict of Interest

A conflict of interest arises where an individual's personal, financial, or other interests interfere, or could be perceived to interfere, with their ability to act in the best interests of the EEF.

Conflict of Loyalty

A conflict of loyalty arises where an individual's judgement may be influenced, or perceived to be influenced, by obligations, affiliations, or loyalties to external organisations, including National Federations, stakeholder groups, sponsors, or other bodies.

This includes situations where an individual has been nominated or appointed by a National Federation or stakeholder body.

Regardless of the method of appointment, all individuals must act solely in the interests of the EEF and not as representatives of any external body.

Active Involvement and Stakeholder Relationships

The EEF specifically seeks board, committee and working group members with proven knowledge and experience of equestrian sport. By nature, many members are, or have been, active as athletes,

officials, organisers, trainers, owners, grooms, or professionals providing services to equestrian sport, and/or hold a relationship with a National Federation, sponsor, organiser or other stakeholder body — whether through National Federation endorsement of their candidature (Annex I), National Federation employment or governance position, or another professional, contractual or commercial relationship. None of these, on its own, constitutes a Conflict of Interest or Conflict of Loyalty. Such involvement is a requirement of these roles and the source of the expertise the EEF needs and does not require recusal.

Standing Declarations

An ongoing and material relationship of this kind — National Federation employment, holding a governance position (e.g. president, board member, treasurer) within a National Federation, a comparable formal or financial role with another stakeholder body, or an ongoing professional, contractual or commercial relationship with an organiser, National Federation, sponsor or other party — shall be recorded in the Standing Declarations table of the EEF Conflicts and Loyalty Register (informed by the disclosure made in Annex III at candidature) for the duration of the individual's mandate, including any renewal, without requiring re-signature, provided the individual promptly notifies the EEF secretary general of any change. The EEF relies on the good faith and accuracy of self-reported declarations under this Policy. Standing Declarations are not proactively audited or independently verified, and the primary safeguard is each individual's ongoing duty to disclose promptly.

Routine National Federation endorsement of a candidature, and occasional or informal involvement (e.g. competing occasionally, past officiating, a one-off engagement), does not require a Standing Declaration but should be mentioned if directly relevant to a specific matter.

When does this become relevant?

Relevance for the purposes of this Policy arises only where a specific matter before the Board, a committee or a working group would individually and materially benefit or disadvantage the individual, their employer, their National Federation, the stakeholder body with which they are connected, or a counterparty with which they have such a relationship, in a manner distinct from its general effect on the sport or on National Federations as a whole. This is a specific application of the general Conflict Decision Test set out in Section 7 below.

3. Duty of Independence and Integrity

All board and committee (including working groups) members must:

• Act independently, objectively, and in good faith

• Exercise judgement solely in the interests of the EEF

• Not prioritise the interests of any nominating body, National Federation, or third party

• Avoid situations where competing loyalties may influence, or appear to influence, decision-making

• Recognise that perceived conflicts can be as damaging as actual conflicts

• Respect the confidentiality of EEF information and deliberations

4. Types of Conflicts

Conflicts of interest or loyalty may arise where an individual:

a. May obtain a financial gain or avoid a loss at the expense of the EEF

b. Has a personal advantage in the outcome of a decision, transaction, or activity involving the EEF

c. Has a financial, professional, or personal incentive to favour another organisation or individual over the EEF

d. Receives or may receive any benefit (financial or otherwise) connected to EEF activities

e. Is involved in decisions relating to contracts or arrangements with persons or entities connected to them (e.g. family members, business interests)

f. Is involved in transactions with another EEF decision-maker

g. Advocates or votes consistently in favour of a particular National Federation or connected party over the interests of the EEF, in matters where that National Federation or party is individually and materially concerned (see Section 2)

h. Has formal or informal obligations to another organisation with competing interests

i. Participates in decisions that disproportionately benefit a stakeholder group with which they are connected

j. Shares, or is perceived to share, confidential EEF information externally

All individuals must proactively identify and declare any actual, potential, or perceived conflict.

5. Disclosure of Conflicts

Where a conflict arises, the individual must:

• Declare the nature and extent of the conflict as soon as it becomes apparent

• Make a formal disclosure at the relevant meeting where the matter is considered

• Ensure the declaration is recorded in the minutes of the relevant meeting, which constitute the official record of per-matter conflicts Failure to disclose a relevant conflict may result in appropriate governance action, including removal from position.

6. Meeting Procedures

The following procedures apply when a conflict arises:

a. All individuals must declare conflicts at the outset of each meeting and as they arise

b. Any member may raise a concern regarding a potential undeclared conflict

c. The chair (or board / committee, where appropriate) shall determine whether a conflict exists. Where the individual concerned chairs the meeting, this determination shall instead be made as follows: (i) where the president is chairing a board meeting, in accordance with Section 8bis; (ii) where a committee or working group chair is concerned, the determination shall be made in the meeting by of the members of the committee present and shall be reported to the legal and compliance working group or the secretary general for record in the EEF Conflicts and Loyalty Register.d. If no conflict exists, the meeting proceeds as normal

e. If a conflict of loyalty is identified, the board or committee shall determine the appropriate level of participation

f. If a conflict of interest is identified, the individual must withdraw from discussion and decision-making

g. The individual may be required to leave the meeting for the relevant item

h. All decisions relating to conflicts must be formally recorded in the minutes

Where a restriction is applied under paragraph (f) or (g) above, this is recorded in the minutes of the relevant meeting; no separate contemporaneous entry is required. Once a year, the EEF secretary general shall complete the Annual Summary of Restrictions Applied table in the EEF Conflicts and Loyalty Register, drawing on that year's minutes, for review by the audit, compliance and governance

working group and presentation to the board ahead of the EEF's first board meeting of the following year

7. Conflict decision test

Before participating in any decision, individuals should consider:

• Am I influenced by who nominated or appointed me?

• Would an independent external observer perceive bias?

• Would I take the same position if this relationship did not exist?

• Should I declare this interest or step back from the discussion?

Where there is any doubt, the conflict should be declared.

A general policy, budgetary or regulatory matter that affects National Federations broadly does not, by itself, amount to a Conflict of Interest or Conflict of Loyalty merely because it also affects, in common with other National Federations, the National Federation with which an individual has a relationship (whether by endorsement or employment). This Policy is not intended to require recusal from ordinary board or committee business. (See also Section 2 above, which applies this same materiality test specifically to National Federation and other stakeholder relationships.)

8. Participation of National Federation personnel

The EEF acknowledges that individuals with a National Federation relationship (see Section 2 above) bring valuable expertise and sector knowledge. In particularly sensitive or material matters — including championship or funding allocation, regulatory decisions, disciplinary matters, or appointments — the board shall determine the appropriate level of participation, including restriction or withdrawal from discussions or decisions, and recusal shall normally be required for the individual concerned in relation to the specific matter. The EEF will not prohibit participation by individuals affiliated with National Federations, but will ensure that robust conflict management procedures are applied to safeguard the integrity of decision-making.

8bis. Conflicts Involving the president

Where a specific matter before the board individually and materially concerns the president, or a National Federation or other party with which the president has a relationship (see Section 2 above), the assessment of whether a Conflict of Interest or Conflict of Loyalty exists, and the determination

of the appropriate level of participation, shall be made by the vice-presidents or, where required, by the board members present other than the president, who shall not take part in that determination.

The legal and compliance working group may be consulted where practicable, but its availability is not required for the determination to be validly made. The president's relationship is recorded in the Standing Declarations table of the EEF Conflicts and Loyalty Register, in accordance with Section 2 above.

9. Scope

This Policy applies to:

• Members of the EEF board

• Members of EEF committees and working groups

• Any individual representing or acting on behalf of the EEF

Good Faith and Proportionality

A National Federation relationship or conflict that has been disclosed and appropriately managed in accordance with this Policy does not constitute misconduct and shall not be grounds for removal, exclusion from candidacy, or challenge to a decision of the Board, a committee or a working group. This Policy is to be applied proportionately and in good faith and is not intended to exclude individuals with relevant expertise and National Federation experience from serving the EEF.

10. Disclaimer

This Policy reflects good governance practice and is intended to support integrity in decision-making. It does not replace applicable legal or regulatory obligations in relevant jurisdictions.

11. Template Conflicts of Interest and Conflicts of Loyalty Register

Instructions: Per-matter conflicts of interest or loyalty are recorded in the minutes of the relevant board or committee meeting, in accordance with Sections 5 and 6 of the EEF Conflicts of Interest and Conflicts of Loyalty Policy; no separate per-matter register is maintained. This document records Standing Declarations only (see below).

Register No.	Date Declared	Name	Position	Type of Conflict (Interest/Loyalty/Both)	Description of Conflict	Agenda Item / Matter	Assessment (Actual/Potential/Perceived)	Restrictions Applied	Decision-Maker (Chair/Board)	Date Resolved / Reviewed	Comments
001											
002											
003											

Standing Declarations (National Federation and other stakeholder relationships)

The EEF maintains a Standing Declarations list recording each board and committee member's National Federation employment or governance position, and any other ongoing and material stakeholder involvement (e.g. a professional, contractual or commercial relationship with an organiser, sponsor, or other party). National Federation candidature endorsement is not separately tracked here, as it is already recorded in the candidature file (Annex I) and applies routinely to all members. Standing Declarations are not, in themselves, conflicts requiring restriction (see Conflicts of Interest and Conflicts of Loyalty Policy, Section 2). They are recorded once, at nomination or when the relationship arises, and remain valid for the duration of the mandate, including any renewal, without requiring re-signature. This Register is declarative: entries are based on self-reporting by the individual and are not proactively audited or independently verified by the EEF. Members must promptly notify the EEF secretary general of any change.

Standing Declarations Table

No.	Name	Relationship (NF employment/governance position and/or other material stakeholder involvement)	Date Declared / Last Updated
001			
002			
003			

Register Custodian

The Register should be maintained by the EEF secretary general (or designated governance officer), updated following each board or committee meeting, and retained as part of the EEF's official governance records.

Annual Summary of Restrictions Applied

In accordance with Section 6 of the EEF Conflicts of Interest and Conflicts of Loyalty Policy, the EEF secretary general compiles this summary once a year, from that year's meeting minutes, listing only cases where a restriction was actually applied (withdrawal from discussion, leaving the meeting, or abstention from a vote) – not every declared conflict. Simple declarations with no restriction remain recorded in the minutes only and are not listed here. This summary is reviewed by the audit, compliance and governance working group and presented to the board ahead of the first board meeting of the following year.

Year	No.	Date	Name	Matter	Restriction Applied (Withdrew / Left meeting / Abstained)	Meeting Reference
	001					
	002					
	003					

Section 11 – Final provisions

These Internal Regulations take effect upon approval by the EEF board of directors. They shall be reviewed as often as necessary by the board, and no less than once every two years.

President

Secretary General

APPENDIX I. EEF PRESIDENT JOB DESCRIPTION

STATUTORY POSITION

EEF president and thereby EEF board member and EEF representative in the FEI Board.

The EEF is a NF member organisation and as such is primarily representing its member NFs and their interests and concerns in all working groups and governing bodies. The president, both in his/her function in the EEF, as well as in the FEI Board representing the EEF as an FEI Continental Group, is institutionally empowered by and accountable to the EEF and its member NFs. The president is the voice of the EEF members in the FEI.

TERM

The term will begin at the close of the general assembly (GA) at which the president has been elected and remains in office for a period of four years until the fourth ordinary GA, except otherwise decided by the general assembly, unless he/she resigns, is dismissed by the general assembly or ceases to act as president for any other reason.

PRIMARY POLICY RESPONSIBILITY

- represents the EEF at competitions and in meetings;
- leads EEF Board meetings and the EEF general assembly
- represents the EEF in the FEI Board together with the 1st vice president
- develops policy plans and the strategic direction of the EEF.

KEY RESPONSIBILITIES

- oversees the general strategy, business and sport policy of the EEF as approved by the EEF board
- monitors the performance of the EEF office organisation.
- monitors the implementation of the resolutions of the general assembly through the EEF office organisation.
- considers and when appropriate approves proposals of committees and working groups;
- deals with matters of common interest of the NFs in the EEF and brings them, when agreed by the EEF board, to the attention of the FEI Board;
- leads the work of the EEF board

- guides the EEF office in advising and informing NFs on all FEI matters, including after board meetings and general assemblies;
- acts as a mediator in case of conflict within the EEF;
- directs the EEF office in the search for new sponsors;

DIVERSITY IN THE EEF

Diversity in terms of gender, geographic origin, equestrian discipline background, or any other characteristic is expected to strengthen the composition of the EEF board and applicants with such profiles are strongly encouraged to apply for vacant positions. Preference for specific knowledge can be addressed to the general assembly in cases where a specific need has been identified by the board. The vote remains the sole power of the general assembly delegates.

APPENDIX II. EEF 1st VICE PRESIDENT JOB DESCRIPTION

STATUTORY POSITION

EEF 1st vice president and thereby EEF board member and EEF representative in the FEI Board.

The EEF is a NF members-organisation and as such is primarily representing its member NFs and their interests and concerns in all working groups and governing bodies. The 1st vice president, both in his/her function in the EEF, as well as in the FEI Board representing the EEF as an FEI Continental Group, is institutionally empowered by and accountable to the EEF and its member NFs.

TERM

The term will begin at the close of the general assembly at which the 1st vice president has been elected and remain in office for a period of four years until the fourth general assembly, except otherwise is decided by the general assembly, unless he/she resigns, is dismissed by the general assembly or cease to act as 1st vice president for any other reason.

PRIMARY POLICY RESPONSIBILITY

- On instruction of the president to represent the president at competitions and meetings;
- In the permanent absence of the president to take on the presidential responsibilities until the following general assembly;
- In the temporary absence of the president, to take on the presidential responsibilities, as directed by the president;
- The president together with the 1st vice president are the representatives of the EEF in the FEI Board
- To attend EEF board meetings;
- To develop policy plans, when tasked by the president, for inclusion in board meetings.

KEY RESPONSIBILITIES

- Oversee the general strategy, business and sport policy of the EEF as approved by the EEF board
- Monitor the performance of the EEF office organisation.
- Monitor the implementation of the resolutions of the general assembly through the EEF office organisation.

- To deal with matters of common interest of the NFs in the EEF and to bring them, when agreed by the EEF board, to the attention of the FEI Board;
- Guide the EEF office in advising and informing NFs on all FEI matters, including after Board meetings and general assemblies;
- To act as mediator in case of conflict within the EEF;
- Direct the EEF office in the search for new sponsors;

APPENDIX III. EEF 2nd VICE PRESIDENT JOB DESCRIPTION

STATUTORY POSITION

EEF 2nd vice president and thereby EEF board member.

TERM

The term will begin at the close of the general assembly at which the 2nd vice president has been appointed and remain in office for a period of four years, except otherwise is decided by the general assembly unless he/she resigns, is dismissed by the general assembly or cease to act as 2nd vice president for any other reason.

PRIMARY POLICY RESPONSIBILITY

As 2nd vice president to support and represent the president in his or her duty, but only as directed by the president in writing.

To ensure that there is not duplication of effort between the president, 1st vice president and 2nd vice president. This will be directed by the president.

As a board member to support and actively endorse policies that arise from the board meetings.

KEY RESPONSIBILITIES AS 2nd VICE PRESIDENT

- On instruction of the president to represent the president at competitions and meetings;
- In the permanent absence of the president and 1st vice president to take on the presidential responsibilities until the following general assembly;
- In the temporary absence of the president and 1st vice president to take on the presidential responsibilities, as directed by the president;
- To attend board meetings;
- To participate in meetings with impartial advice on all policy matters;
- To develop policy plans, as tasked by the president, for inclusion in board meetings.

KEY RESPONSIBILITIES IN THE EEF BOARD

- Define the general strategy, business and sport policy of the EEF;
- Monitor the implementation of the Resolutions of the general assembly;
- Propose items for the agenda of the general assembly;

APPENDIX IV. EEF TREASURER JOB DESCRIPTION

STATUTORY POSITION

The EEF is a National Federation member organisation and, as such, primarily represents its member National Federations (NFs), their interests, and concerns. The treasurer is institutionally empowered by and accountable to the EEF and its member NFs. The treasurer is responsible for supporting the financial governance, transparency, and long-term sustainability of the EEF, ensuring that the Federation's financial resources are managed effectively and in accordance with its strategic objectives and statutory obligations.

TERM

Upon appointment the EEF board determines the duration of the term The board has the authority to dismiss the treasurer.

PRIMARY POLICY RESPONSIBILITY

- Chairs the Audit and Compliance working group;
- oversees the financial governance of the EEF;
- advises the EEF board on financial strategy, budgeting, and risk management;
- monitors the financial performance and sustainability of the EEF;
- supports the development of long-term financial plans aligned with the EEF strategic objectives;
- ensures financial transparency and accountability to the member National Federations.

KEY RESPONSIBILITIES

- oversees the preparation of annual budgets, financial forecasts, and financial reports in cooperation with the EEF office and EEF Audit and Compliance working group and external financial and legal advisors where applicable;
- presents financial reports and recommendations to the EEF board and general assembly;
- monitors the implementation of the approved budget and reviews the financial performance of the EEF against agreed objectives;
- advises the EEF board on financial risks, reserves, investments, and sustainability measures;
- ensures that appropriate financial controls, policies, and reporting procedures are in place and followed;
- oversees the preparation and presentation of audited annual accounts to the general assembly;
- supports the EEF office in maintaining sound financial management practices and compliance with statutory, legal, and regulatory requirements;
- contributes to the development of sponsorship, partnership, and revenue-generation strategies from a financial sustainability perspective;

- participates in the development of the EEF strategic plan and ensures that financial implications are appropriately considered;
- works closely with the president, board members, and EEF office on matters relating to financial planning and resource allocation;
- provides guidance to the board on the financial viability of new projects, initiatives, and programs;
- reports regularly to the board and general assembly on the financial health of the organisation.

APPENDIX V. EEF COMMITTEES AND WORKING GROUPS

1. Role of EEF committees and working groups

Committees and working groups are advisory bodies to the EEF board of directors on matters concerning their respective areas of competence. According to the EEF Statutes there are two types of committees and working groups:

a. Permanent committees, with mandate and composition decided by the general assembly, according to the EEF Statutes Art. 27.1-3., currently
    - EEF EU committee
b. Temporary working groups, with mandate and composition decided by the board of directors, according to the EEF Statutes Art. 27.4

2. EEF temporary working groups

The board establishes the following temporary working groups

Technical (by sport disciplines)

- Jumping
- Dressage / Para Dressage
- Eventing
- Endurance
- Driving / Para Driving
- Vaulting

Operational & regulatory working groups

- Veterinary
- Development
- Sustainability
- Audit and compliance
- Commercial and Communication
- Strategy
- Legal and Governance

Application, appointment and term of the chair and the members of the temporary working groups

Technical working groups (by sport disciplines)

- Jumping
- Dressage
- Eventing
- Endurance
- Driving/Para Driving
- Vaulting

Operational & regulatory working groups

- Veterinary
- Development
- Commercial and Communication
- Sustainability
- Audit and Compliance
- Strategy
- Legal and Governance

The members of working groups are proposed and supported by the EEF member NFs sending an application to the EEF Secretary General with Annex I: Application form and CV, Annex II and III, to be signed by the candidate.

The board decides the number of members in each working group.

From the candidates the board of directors appoints the working group chair and the other working group members.

When the board appoints the members and the chair it encourages the diverse composition of the working group. Applicants are required to meet the following criteria:

- To have proven knowledge and experience in the respective working group area
- For the technical (discipline) working groups - to have proven knowledge and experience, such as, but not limited to, official, athlete, organiser, Chef d'Equipe, trainer, owner, groom, NFs administrator, etc.;
- Have thorough knowledge of the respective Rules and Regulations;
- Be proficient in the English language;
- Be available to attend numerous (mostly online) meetings;
- Have analytical and evaluation skills;

- Have strong problem-solving skills;
- Be open-minded, innovative and forward-thinking as well as have the ability to work as part of a team;
- Be proactive with the ability to drive assignments to completion using creativity/innovation;
- Have a commitment to ethics, fair play and honesty;
- Have an understanding of the goals and remit of the working group and willingness to work toward promotion of the athletes safety and horse welfare and the growth and development of the Discipline globally, with no personal or national agenda;
- The members contribute to the collective consensus and represent the interests of European sport, rather than the interests of the national federations that nominated them or any specific stakeholder group.

For specific items, the board of directors has the right to invite external experts when necessary to support the working group members.

The term of office of the members of temporary committees is determined by the board of directors and is 1 (one) year with the possibility of renewable appointment.

All bylaws are set by the board of directors.

The term will begin at the close of the board meeting at which the temporary working group member (the “member”) has been appointed, unless the member resigns, is removed by the board or ceases to act as member for any other reason.

During the term of the working group the board of directors can remove and replace the chair or a member of the working group for the remainder of the term.

Some of the conditions for such removal are:

- Non-performance or disruptive behaviour that disrupts meetings or hinders the progress of the group
- Unethical behaviour: any form of unethical behaviour or horse welfare issues.
- Violating policies and breach of confidentiality, breaching the EEF codes or other relevant policies
- Absenteeism
- Health Issues

The replacement of a working group chair or member during the term of the working group follows the same procedures of selection as described above.

When the term of the working group has expired, the working group continues to act until the new working group has been established by the board.

The board can decide to dismiss a working group that is not working or is working against the interests of the EEF or the strategic priorities of the organisation.

Functions of the working groups

2.1.1. The EEF **technical (discipline) working groups** shall advise the EEF Board on the following matters:

- Development of the respective discipline;
- Amendments to the relevant EEF and FEI rules and regulations. The EEF board approves any proposals before they are sent to the FEI as official EEF statements;
- Conduct any other tasks assigned to the working group by the board;
- The allocation of EEF Series according to the procedure established by the board, and the allocation of events on the calendar;
- Youth and Para (where relevant) shall be within the scope of Discipline committees;
- Any other subject that is relevant to the respect discipline;

2.1.2. The EEF **Veterinary working group** shall advise the EEF board on the following matters:

- The most recent scientific publications and research projects relevant to equestrian activities and equine welfare;
- Epidemio vigilance among EEF members;
- Amendments to the relevant EEF and FEI rules and regulations contributing to clean sport and equine welfare in collaboration with the relevant discipline-specific EEF working groups. The EEF board approves any proposals before they are submitted to the FEI as official EEF statements;
- Any other tasks assigned to the working group by the board;
- To cooperate with the EEF EU committee on European related matters;
- Any other subject relevant to veterinary matters and equine welfare.

2.1.3. The EEF **Development Working Group:**

- Develop and propose the EEF's long-term development strategy for equestrian sport in Europe;
- Identify priorities for supporting emerging or smaller National Federations;
- Align development initiatives with EEF strategic objectives, EEF Academy, the FEI Solidarity Programme, and European sports frameworks;
- Monitor progress and propose new areas for development based on emerging needs.
- Integrate horse welfare, ethical sport principles, and sustainable sport practices into all development programs;
- Promote safe sport environments and compliance with welfare-related regulations;

- In cooperation with EEF Sport Development Officer/Manager to develop, coordinate, and oversee EEF-supported development projects from planning to evaluation;
- Provide regular updates to the EEF board on the status of development initiatives.

2.1.4. The EEF **Commercial & Communication working group**:

- Develop and propose the EEF's overall commercial strategy for approval by the board;
- Identify, evaluate, and secure sponsorships and partnership opportunities.
- Create commercial value propositions for corporate partners, events, and programs;
- Oversee the EEF's digital presence, including website, social media, newsletters, and multimedia content;
- Support the promotion of EEF-owned and EEF-endorsed series and events.
- Oversee activation plans for partners to ensure visibility and value delivery.
- Explore revenue-generating opportunities (merchandising, licensing, events, digital assets, etc.) ;
- Protect and strengthen the EEF brand across all communication channels.
- Present annual reports to the EEF board with KPIs, budget use, and impact evaluation;
- Recommend improvements and new strategic directions based on data and trends;

2.1.5. The EEF **Sustainability** working group:

- To support the EEF Sustainability manager in the implementation of the EEF Sustainability strategy and green policy;
- To work on operations to ensure that EEF is able to demonstrate best practice to it's membership, particularly at events;
- To work with the EEF members to understand their progress in developing an environmental sustainability strategy and the support they need to progress.
- Develop standards in environmental sustainability operations with accompanying accreditation to recognise best practice;
- To monitor the EEF sustainability manager report for series /events managed by EEF.

2.1.6. The EEF **Audit and Compliance** working group**:**

- Support the treasurer and the secretary general in the preparation of the annual EEF budget, including reviewing assumptions, financial forecasts, and resource allocations;
- Oversee the preparation, accuracy, and integrity of the EEF's financial statements;

- Liaise with external auditors, including reviewing audit scope, methodology, and findings;
- Monitor the implementation of audit recommendations and corrective actions;
- Ensure that financial reporting complies with applicable accounting standards and statutory requirements;
- Assess the adequacy of financial controls and internal financial procedures.
- Ensure that the budgeting process follows sound financial governance and complies with internal policies;
- Review the budget for financial risks, compliance issues, and alignment with strategic priorities;
- Evaluate the effectiveness of internal control systems across the EEF's operations;
- Identify major operational, financial, and reputational risks and assess mitigation measures;
- Advise the board on improvements to risk management processes;

2.1.7. The EEF **Legal and Governance** working group**:**

Provide legal advice to the EEF board, secretary general, committees and working groups upon request.

- Review legal questions, disputes, or regulatory issues referred to the working group by the board or the secretary general;
- Offer expert interpretation of EEF Statutes, bylaws, and internal regulations when needed;
- Support the EEF in addressing legal matters arising from operations, partnerships, or events;
- Review contracts, MoUs, partnership agreements, sponsorship agreements, or service contracts when referred to the working group;
- Identify legal risks related to strategic decisions, events, or commercial partnerships to assess;Oversee incident reporting structures, including follow-up actions.
- Advise the board and secretary general on mitigation measures and potential legal impacts.
-

2.1.8. The EEF **Strategy** working group:

- In cooperation to the EEF board to draft the full EEF Strategic Plan, including supporting documents and implementation roadmap;
- Define the strategic vision, mission, priorities, and long-term objectives of the organization;
- Ensure the strategy reflects current and future needs of European equestrian sport, member federations, and stakeholders;

- Integrate cross-cutting themes such as sustainability, welfare, digital transformation, governance, equality, and participation growth;
- Analyse risks, opportunities, and potential growth areas to guide strategic choices;
- Provide recommendations to support the EEF's leadership, structure, and decision-making processes;
- The mandate of this working group automatically concludes upon the approval of a new EEF Strategy by the EEF board or general assembly, whichever is required. The working group is dissolved after completing and delivering all assigned tasks.

2.2. Working group members

2.2.1. Temporary Working Group chair

A person can be chair of only one EEF temporary working group.

The chair is responsible for:

- Distribution of roles and responsibilities among the working group members;
- Communication with the working group members;
- Propose an annual plan and priorities;
- Establish meeting schedules;
- Establish agendas for meetings and assure that minutes are taken;
- Contact with board and secretary general;
- The chair can appoint one of the members as working group secretary to assist her/him in the administrative process.

The EEF board can invite the chair to take part in meetings when there are items which concern areas in the competence of the working group.

2.2.2. Temporary working group members

- To attend and actively participate in working group activities and to provide impartial advice on all policy matters;
- To undertake tasks as assigned by the chair;
- To support EEF development initiatives;
- One member of the technical/discipline working group should be responsible for Youth development;

3. Financial accountability:

The work for the EEF working groups is voluntarily and not remunerated. Expenses directly connected to the role as chair or member are reimbursed if approved in advance by the working group chair and the secretary general.

APPENDIX VI. EEF Expenses Policy

1. Purpose

The purpose of this policy is to establish guidelines for the approval of expenses incurred by the organization to ensure accountability, transparency, and proper use of funds. This policy applies to all expenses, whether operational, project-based, or administrative, including those incurred by board members, staff, or other representatives of the organization.

2. Scope

This policy applies to:

- Board, committee and working group members
- All employees of the organisation
- External parties working for or on behalf of the organisation

3. General Principles

- All expenses must be reasonable, necessary, and directly related to the business activities of the organisation.
- Expenses should be approved in accordance with the organisation's budget.
- Detailed documentation (such as receipts, invoices, or contracts) must be provided for all expenses.
- Conflict of interest must be avoided in all expense-related decisions.

Approval authority under this policy does not in itself constitute authority to incur expenditure outside an approved budget. Any unbudgeted expenditure shall require separate approval in accordance with the organisation's financial governance procedures.

4. Travel expenses

4.1. Air travel

4.1.1 All flights must be reserved in Economy class. For intercontinental flights with a minimum duration of 7 hours Business class can be booked upon prior approval by the president.

4.1.2 Extra luggage expenses when associated with attendance at an EEF Series event will be reimbursed.

4.1.3. The traveller cannot choose to fly with a particular airline because of his/her membership in a mileage program. The choice of the airline must be made based on the cheapest option on the dates requested.

4.2. Train

When travelling by train, the traveller is entitled to travel first class, within reasonable distance.

4.3. Car mileage

4.3.1 In case the traveller uses his/her private car for EEF business, he/she can claim EUR 0.50/km (such amount to be inclusive of any gas/petrol/electricity expenses incurred).

4.3.2 When travelling for the EEF, transport expenses (bus, train or private car) from home address to and from the airport of departure will also be covered by the EEF as per the present policy.

4.3.3 The EEF will not cover the cost of hired chauffeur driven cars.

4.4. Taxi

Taxi expenses will be reimbursed from the home to and from the airport or the train station of departure. Any other taxi expenses should be described by indicating the departure address as well as the destination on the receipt or the EEF Expenses Claim Form.

4.5. Rental cars

Whenever necessary, and subject to this policy, rental cars will be reimbursed. It is the traveller's responsibility to find competitive rates.

4.6. Hotel

4.6.1. The hotel arrangements are usually specified in the meeting/event documentation or in the OC/EEF's invitation in case of an official international event. Unless otherwise stated in this policy, the EEF or the host organisation pays for single room rates (from the evening preceding the meeting/event to the morning following the meeting/event).

4.6.2. Hotel expenses will be reimbursed based on an invoice. Where the cost of the hotel is not paid in advance by the EEF or the relevant OC the price level of the hotel should remain reasonable. Any other expenses (e.g. mini-bar, laundry, etc.) shall not be reimbursed by the EEF unless specifically stated otherwise in this policy.

4.7. Other Expenses

4.7.1. Meals

Meals when on official EEF business are reimbursed based on receipts.

4.7.2. Parking

Parking expenses will be reimbursed based on receipts.

5. Administration and Payment of expenses

5.1. Expenses documentation

5.1.1. All Expenses must be claimed on the official document provided for that effect by EEF Expenses Claim Form.

5.1.2. Following the return from a trip made for the EEF, each traveller must submit the EEF Expenses Claim Form within 30 days.

5.1.3. All the supporting documents and original receipts must be provided along with the EEF Expenses Claim Form. EEF Expenses Claim Form must be signed by the concerned traveller and sent to the secretary general.

5.2. Payment of Expense claims

The EEF processes claims every 2-3 weeks. Expenses will be reimbursed by bank transfer only. The bank account number and the complete bank address (including the traveller's IBAN number) should therefore be mentioned on the EEF Expenses Claim Form.

5.3. Exchange rates for conversion

5.3.1 The exchange rate applied on the expense claim should be either the exchange rate as applied on the day of the expense or, if that information is not available, the exchange rate applicable at the date of the submission of the expense claim report. Any other rates applied must be documented.

Whenever possible, expenses for all other items should be invoiced to the EEF.

Small expenses can be claimed by attaching the corresponding receipts to the EEF Expenses Claim Form.

Whenever possible, the traveller must ask for invoice with the following data included:

EUROPEAN EQUESTRIAN FEDERATION
VAT Nr BE 0828.245.287
930 Zaventem, Belgium
Belgicastraat 9, box 2

6. Approval Process

6.1. Thresholds for Approval

Thresholds apply to the total value of the relevant contract, project or related series of expenses, including the full contractual term, and not to each individual invoice. Artificial splitting of expenses is prohibited.

- Expenses up to and including Euro 5,000 may be approved by the secretary general without further authorisation.

- Expenses between Euro 5,001 and including Euro 10,000 require the approval of the president and a vice president
- Expenses exceeding Euro 10,000 must be presented to and approved by the full board (simple majority decision)

6.2. Authority for approval

- All travel and entertainment expenses incurred by staff must be approved by president or the secretary general.
- Expenses incurred by the president in the course of official board business must be approved by a vice president.
- Expenses incurred by the secretary general must be approved by the president.
- Expenses incurred by board members in the course of official board business must be approved by the president or the secretary general.
- Detailed receipts and justifications must accompany all requests for reimbursement.

No person may approve their own expense claim or any expense in respect of which they have an actual or perceived conflict of interest. In such circumstances, approval shall be obtained from the next appropriate level of authority in accordance with this policy.

6.3. Emergency Expenses

In cases of emergency where immediate action is required and expenses exceed pre-set limits or are not budgeted, the president may, after consulting two board members, approve expenditures up to, Euro 5,000, subject to post-approval by the board at the next scheduled meeting.

Any emergency expenditure approved under this section shall be reported to all Board members as soon as reasonably practicable and shall be presented for ratification at the next scheduled meeting of the Board.

6.4. Reimbursement Requests

- Reimbursement requests must be submitted within 30 days of incurring the expense.
- Requests should include the purpose of the expense, itemized receipts, and a completed reimbursement form.

6.5. Documentation and Reporting

- All approved expenses must be recorded in the organisation's accounting system within 30 days of approval.
- Quarterly financial reports must be presented to the board detailing all expenses over 5,000 EUR and any variances from the approved budget.

7. Monitoring and Auditing

- The Treasurer and the Audit and Compliance working group will periodically review expense reports to ensure compliance with this policy.

- An external audit of expenses will be conducted annually, with findings reported to the board.

8. Violations and Consequences

Failure to comply with this policy may result in disciplinary action, including but not limited to, revocation of approval authority, reimbursement denial, or other actions as deemed appropriate by the board.

Annex I – application form and CV

Application Form for EEF working group member

PERSONAL INFORMATION	
Name, Surname	
Phone	
Email	
Nationality	
National Federation (NF) of the candidate	

With this document I apply for the position(s) of member of the following working group(s):

1. .....
2. .....
3. .....
4. .....

MOTIVATION AND VISION
Motivation for serving at EEF working groups
Vision for the EEF working group:

PROFESSIONAL BACKGROUND
Sports Career / Equestrian Background

Professional career/Work experience

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: Signature:

APPROVAL & SUPPORT OF THE NF

Title (President or Secretary General):

Signature (stamp):

Annex II - nondisclosure of confidential information

Name: .....

National Federation.....

Working group(s).....

“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 and the committee or working group, 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 member 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 committee or working group. The member 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.

The member 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 member’s 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: Signature:

Annex III – 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”.

……

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 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: Signature: