



EQUESTRIAN  
AUSTRALIA



EFFECTIVE FROM  
13 February 2026

# CONFLICTS OF INTEREST POLICY

Prepared by: Company Secretary  
Next Review date: February 2027

## Document Review

This Conflict of Interest Policy forms part of Equestrian Australia's governance policies and procedures. It will be reviewed on a regular basis by Equestrian Australia.

Version	Commencement Date	Date Endorsed	Endorsed By	Revision Date
1	15 May 2013	14 May 2013	EA Board	
2	13 February 2026	12 February 2026	EA Board	February 2027

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## 1. Policy Intent

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Equestrian Australia is committed to ensuring that all EA Representatives act with integrity and in the best interests of EA and equestrian sport. This Policy establishes clear requirements for identifying, disclosing, and managing conflicts of interest to maintain public trust and ensure transparent decision-making.

This Policy seeks to ensure that everyone involved with EA understands their obligations regarding conflicts of interest and sets out the standards expected when actual, potential, or perceived conflicts arise.

## 2. Definitions

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The following words have the corresponding meaning in this Policy. Definitions must be read in the context of Appendix A: Examples of Conflicts of Interest.

**Associate** means in relation to an EA Representative:

- Spouse, domestic partner, or immediate family members
- Close personal or business associates
- Companies, partnerships, or other entities where the EA Representative is a shareholder, employee, director, partner, or otherwise derives a benefit

**Conflict of Interest** means a situation where an EA Representative has an actual, potential, or perceived interest that may conflict with their duties and responsibilities to EA, including where they may directly or indirectly derive a benefit from a decision or action of EA.

**EA Representative** means any person who holds a position or role with EA or acts on behalf of EA, as outlined in clause 3.1.

**General Disclosure** means a disclosure covering ongoing interests in firms, companies, or activities made prior to specific matters arising.

**Specific Disclosure** means a disclosure made in relation to a particular matter, contract, or decision being considered by EA.

Any capitalised term not defined in this Policy has the meaning given to it in the EA Constitution.

## 3. Jurisdiction

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### 3.1 Who the Policy applies to?

This Policy applies to all EA Representatives, including:

- Directors of EA
- Chief Executive Officer of EA
- Officers and employees of EA
- Members of committees and panels established by EA, including:
  - National Sport/Discipline Committees
  - Nominations Committee
  - Audit and Risk Committee
  - Fees & Levies Committee

Delegates and appointees of the Board, including:

- National Selectors
- Head Veterinary
- Chef de Mission
- Chef d'Equip
- Other individual delegates and appointees

### 3.2 When the Policy applies

This Policy applies:

- In relation to all EA business, decisions, and activities
- When EA Representatives are acting in their capacity as such
- In relation to contracts, agreements, or arrangements involving EA
- During participation in EA meetings, committees, or decision-making processes
- In relation to selection matters, disciplinary matters, and financial matters involving EA
- Other individual delegates and appointees

## 4. Definition of conflicts of interests

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A conflict of interest occurs when a person's personal interests conflict with their responsibility to act in the best interests of the organisation.

Personal interests include direct interests, as well as those of family, friends, or other organisations a person may be involved with or have an interest in (for example, as a shareholder).

It also includes a conflict between a Board member's duty and another duty that the Board member has. A conflict of interest may be actual, potential or perceived and may be financial or non-financial.

- **Actual conflicts** occur where the individual is being influenced by a conflicting interest. For example, you are a Board member voting on appointments to a National Discipline Committee, and your spouse or business partner is one of the candidates being considered, making it impossible for you to make the decision impartially.
- **Potential conflicts** occur where the individual could be influenced by a conflicting interest. For example, you have a business relationship with a major sponsor or service provider to Equestrian Australia, and you may, at some point, be involved in decisions about renewing contracts or funding arrangements that could affect that relationship. You could be influenced by a conflicting interest.
- **Perceived conflicts** occur where the individual could appear to be influenced by a conflicting interest. For example, you are making a decision about selecting officials or judges for a state championship, and one of the candidates is a close personal friend. While you believe you can make an impartial decision in the best interests of Equestrian Australia, it could be perceived as favouring your personal relationships rather than the organisation.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the organisation.

Therefore, these situations must be managed accordingly.

## 5. Conflict of Interest Requirements

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### 5.1 Duty to Avoid Conflicts

EA Representatives must not knowingly place themselves in positions where there is a real and sensible possibility of a conflict of interest arising between their personal interests and their duties to EA.

## 5.2 Duty to Disclose

All EA Representatives have a mandatory duty to disclose any actual, potential, or perceived conflicts of interest, including:

- Any interest in contracts or proposed contracts with EA
- Any interest in selection matters
- Any interest in disciplinary matters
- Any interest in financial matters, including loans, gifts, grants, or underwriting
- Any other matter where a conflict may exist

## 5.3 Automatic Disqualification (Directors)

Under Section 27.1 of the EA Constitution, a Director must cease to be a Director if they:

- Hold any place of profit or position of paid employment in EA, any Branch, or any company where EA is a majority shareholder
- Hold any official position with another organisation that provides an actual or perceived conflict of interest
- Fail to declare an interest as required by the Constitution or this Policy

## 6. Disclosure and Management Procedures

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### 6.1 To Whom Disclosure Must Be Made

Directors and Chief Executive Officer:

- Directors must disclose to the Chairman and the Company Secretary
- The Chairman must disclose to the Chief Executive Officer and the Company Secretary
- The Chief Executive Officer must disclose to the Chairman and the Company Secretary

All Other EA Representatives:

- Must disclose to their immediate supervisor or Committee Chair (if applicable)
- Must also disclose to the Chief Executive Officer

### 6.2 When Disclosure Must Be Made

Specific Disclosure must be made:

- At the first meeting where a matter is considered (if the interest exists and the person is aware of it)
- At the first meeting after becoming interested in a matter
- At the first meeting after becoming aware of an existing interest

**General Disclosure** may be made covering ongoing interests in firms, companies, or equestrian sport activities.

### 6.3 Management of Conflicts

Upon disclosure, appropriate management measures will be implemented, which may include:

- Abstention from voting on the matter
- Absence from discussions and deliberations
- Exclusion from quorum for decisions on the matter
- Complete recusal from involvement in the matter
- In severe cases, resignation from the position

## 7. Register of Conflicts

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EA will maintain a register of all conflicts disclosed under this Policy. The register will include:

- Date and nature of disclosure
- Details of the disclosed interest
- Management measures implemented
- Whether disclosure was specific or general

Members and Participating Members may apply in writing to inspect the register, subject to the Chairman's discretion to refuse frivolous or vexatious applications.

## 8. Other Matters

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### 8.1 Compliance and Enforcement

Failure to comply with this Policy may result in:

- Disciplinary action in accordance with EA policies
- Removal from committees or positions
- Termination of employment or engagement
- Legal action where appropriate

### 8.2 Education and Training

EA is responsible for ensuring EA Representatives understand their obligations under this Policy through appropriate education and training programs.

## 9. Review and Amendment

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This Policy will be reviewed annually by the Board to ensure it remains current and effective. Any amendments must be approved by the Board and be consistent with the EA Constitution and applicable law.

## 10. Appendix A: Examples of Conflicts of Interest

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### 1. **Financial Interests**, including, but not limited to:

- Shareholdings in companies contracting with EA
- Business partnerships with EA suppliers or contractors
- Personal loans involving EA or its representatives
- Property transactions involving EA

### 2. **Professional Relationships**, including, but not limited to:

- Employment with EA contractors or suppliers
- Consultancy arrangements with competing organisations
- Board positions with conflicting organisations
- Professional services provided to EA stakeholders

### 3. **Personal Relationships**, including, but not limited to:

- Family members employed by EA or its contractors
- Close friends in business relationships with EA
- Romantic relationships affecting professional judgment
- Social obligations creating undue influence

### 4. **Competitive Interests** including, but not limited to:

- Horse ownership in competitions where EA makes decisions
- Coaching relationships affecting selection decisions
- Judging appointments creating conflicts with other roles
- Sponsorship arrangements affecting decision-making

### 5. What Does NOT Constitute a Conflict:

- General involvement in equestrian sport as a competitor, official, administrator, volunteer, sponsor, or horse owner
- Family member involvement in equestrian sport in similar capacities
- Employment as Chief Executive Officer (for the CEO position)
- Routine business dealings conducted at arm's length on normal commercial terms
- Athlete up for squad who also hold other position
- Personal/organisational sponsors

## 11. Appendix B: EA Representative Conflict of Interest Declaration Form

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Equestrian Australia

EA Representative Conflict of Interest Declaration Form

**Purpose:** This form is to be completed by all EA Representatives upon appointment and reviewed annually or whenever their circumstances change. It ensures compliance with the Organisation's Conflict of Interest Policy and supports transparent governance in line with international standards.

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### A. Personal Information

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Date:** \_\_\_\_\_

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### B. Declarations

Please declare any actual, potential, or perceived conflicts of interest, including but not limited to:

- Directorships, employment, or consultancy roles in other organisations
- Financial interests in companies that do business with Equestrian Australia
- Familial or personal relationships that may influence decision-making
- Interests in equestrian sport that may create conflicts

### Directorships or Board Memberships

List any organisations where you currently hold or have recently held directorships, trustee positions, or equivalent governance roles:

Organisation Name	Role	Dates of Involvement	Potential Conflict?

### Financial or Contractual Interests

Include shareholdings, contracts, or business relationships involving you or close family members:

Entity	Nature of Interest	Relationship to Organisation	Conflict Description

### Equestrian Sport Interests

List any involvement in equestrian sport that may be relevant:

Activity/Organisation	Nature of Involvement	Potential Conflict

### Other Interests or Affiliations

List memberships, political involvements, or other affiliations that may be relevant:

Organisation/Group	Nature of Affiliation	Conflict Description

### C. Confirmation

I declare that the above information is complete and accurate to the best of my knowledge. I agree to:

- Promptly update this declaration if my circumstances change

- Comply with EA's Conflict of Interest Policy
- Recuse myself from decisions where a conflict exists
- Absent myself from discussions where a conflict of interest exists

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Reviewed by: [Name]

Date of Review: \_\_\_\_\_