

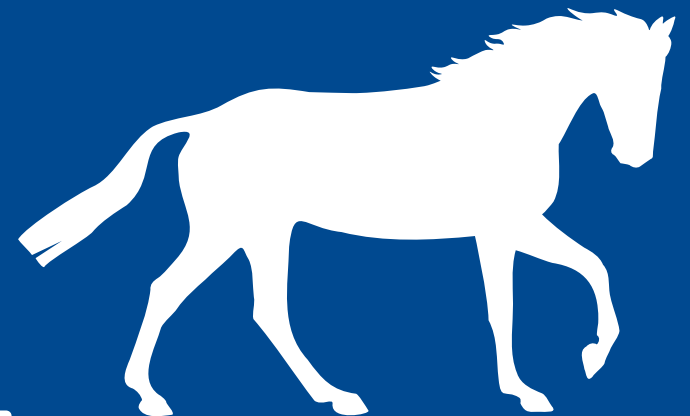


# Diversity and Inclusion Action Plan

2024–2028

*Working to build an equestrian community which is truly representative of society, where everyone feels valued, safe and has a strong sense of belonging*

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# INTRODUCTION

## ABOUT US

British Equestrian is the National Federation for horse sports in the UK, affiliated to the Federation Equestre Internationale (FEI), the international governing body of equestrian sports. It exists to provide leadership, vision and purpose in steering the direction of equestrianism.

We are an umbrella organisation representing the interests of 3 million riders, vaulters and carriage drivers in Great Britain via 19 independent member bodies (14 members and five associates). Established in 1972, we are the largest representative body within the equestrian industry.

British Equestrian works with the FEI to coordinate the British calendar of international events, disciplinary procedures and doping control, and oversees the training of British international judges, stewards, vets and course designers.



## OUR JOURNEY

In 2023, British Equestrian made huge strides on a transformative journey towards fostering inclusivity and equity in the equestrian industry, with the release of the ground-breaking [Horses For All research](#) in April. This 12-month research process, which began in 2022, involved reaching out to underrepresented individuals in our sport, seeking to understand the barriers they face and learn from their lived experiences. The candid criticisms, opinions and experiences have enabled us to be honest and realistic about how our industry is perceived, instilling confidence in building a more inclusive future.

[Six months on](#) from the release of the report and accompanying response document, there were already advances being made with tangible, short-term outcomes.

In 2022 British Equestrian also conducted an independent Culture Healthcheck. We instructed Sports Structures to undertake an independent evaluation of how EDI feels and looks like within British Equestrian to understand where we are in terms of our current workplace equality and diversity, as well as our inclusive culture. These reviews involved surveys and extensive interviewing of the board, key stakeholders as well as all staff. Cleartrack Performance (a leadership development consultancy) was also engaged

to review the culture of the organisation as a whole and develop a programme of culture change. The results of this are reflected in our People Plan.

Alongside these two areas of work, the British Equestrian Strategy is currently being refreshed for 2025–2030, where EDI will continue to be a focus, embedded throughout the strategy.





## THE STRATEGY

The federation-wide commitment to advancing diversity and inclusion is evident through the initiation of a comprehensive EDI strategy ([Horses for All](#)), launched in November 2022. Headlining our response to the Horses for All research was a commitment to creating an overarching equality, diversity, and inclusion (EDI) strategy for British Equestrian and our member bodies. As a federation comprising 20 different organisations, we decided to co-create an all-encompassing strategy that we could all align with while designing individual action plans.

The strategy outlines a vision of:

**“An equestrian community which is truly representative of society, where everyone feels valued, safe and a strong sense of belonging.”**

This is backed up with the mission statement:

**“To create a culture of everyday inclusion, at every level, in everything we do, and give every individual, regardless of background, the opportunity to thrive.”**



This strategy serves as a ‘blueprint’ for achieving greater diversity and inclusion in our sector. Its release marked a significant milestone, outlining six key strategic objectives that are the basis of our key areas in this Diversity and Inclusion Action Plan (DIAP).

The six strategic objectives are:

1. Leadership and governance
2. Data and diversity indicators
3. Workforce
4. Partnership and collaboration
5. Education and accountability
6. Communication and engagement.

Regular reviews of the strategy will not only measure and assess the impact of implemented actions, but also facilitate continuous listening and learning from each other. Sharing best practices and actively evolving the culture of British Equestrian will help us to meet our mission statement. British Equestrian rulebook revisions and policy development actively address conduct and integrity matters, ensuring consistency across the federation. Simultaneously, an extensive education program, starting at the leadership level, has been rolled out since April 2023 to ensure influential positions lead by example, fostering an inclusive organisational culture.

Our commitment to EDI is further shown through collaborations with initiatives linked to the [Sport England Together Fund](#), where we've provided financial support, guidance on organisational development, governance, and fundraising support. Research projects focusing on [urban equestrian centres](#) aim to share best practices and address disparities. Moreover, a comprehensive approach to data collection and metrics is being explored for adoption, with the integration of new diversity and inclusion data planned with member bodies in the coming months.

This marks the inaugural effort where the entire equestrian community under the federation umbrella unites to address inequalities within our sport and foster

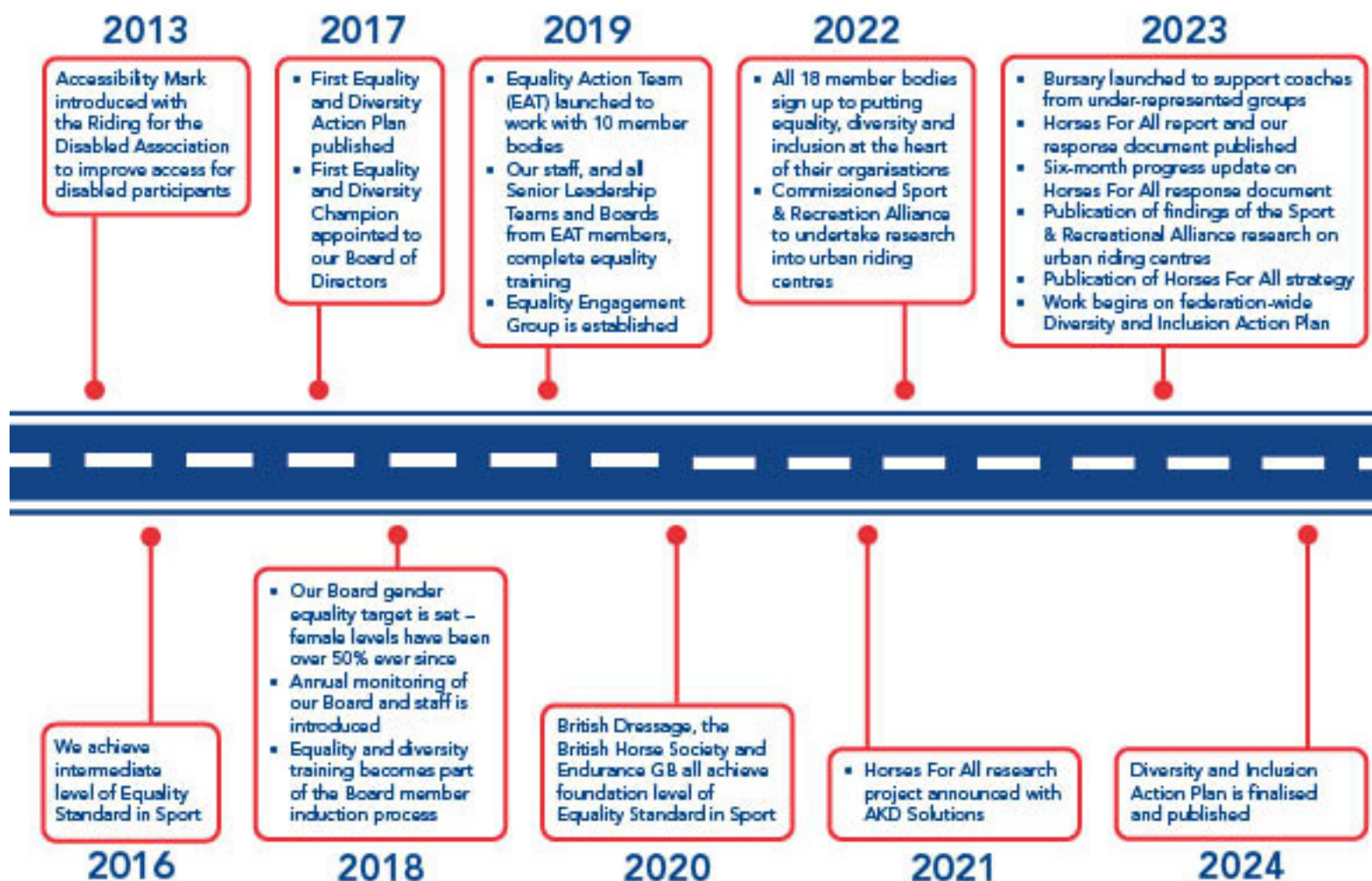
a more inclusive environment for all who wish to join our community, with a strong focus on creating a sense of belonging. This Diversity, Inclusion, Action Plan is a collective initiative involving all federation members, and progress will be systematically measured and reported every 12 months.

British Equestrian has developed this DIAP 2024-2028 to implement the objectives outlined in the EDI strategy with actions, initiatives and programmes to help bring the strategic mission to reality. We will measure and assess the impact of the actions we implement but also to continue to listen and learn from each other.



# ROADMAP

The summary roadmap for the work leading up to the EDI Strategy launch and DIAP is as follows:





# DIVERSITY IN EQUESTRIAN SPORT

## THE NATIONAL EQUESTRIAN SURVEY

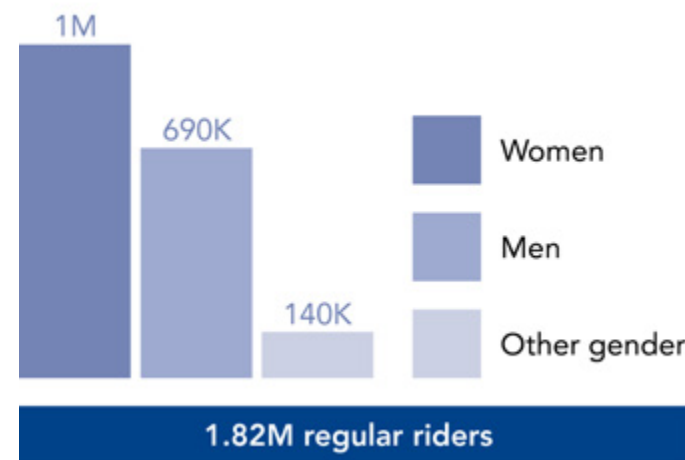
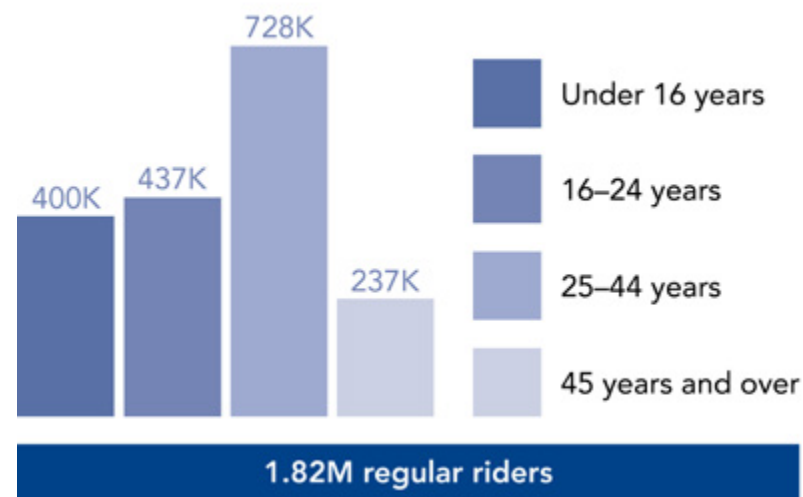
The National Equestrian Survey 2023 produced by the British Equestrian Trade Association in collaboration with JDA Research estimated 1.82 million regular riders in Great Britain (those who ride at least once a month).

Of these 1.82 million riders...

- 1 million are female
- 690,000 are men
- 140,000 are a gender other than male or female.

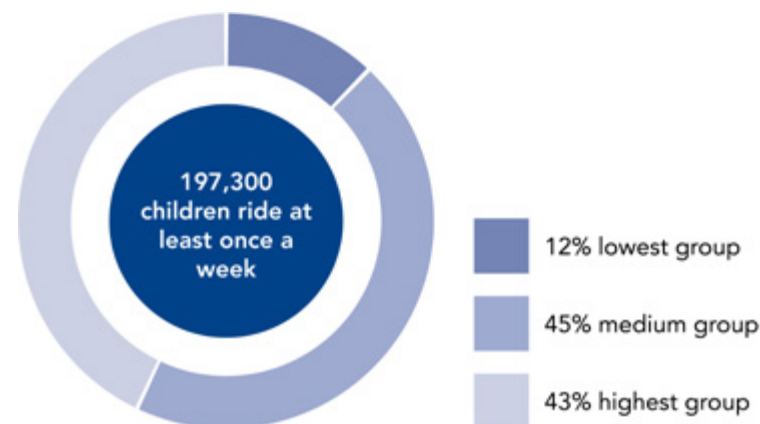
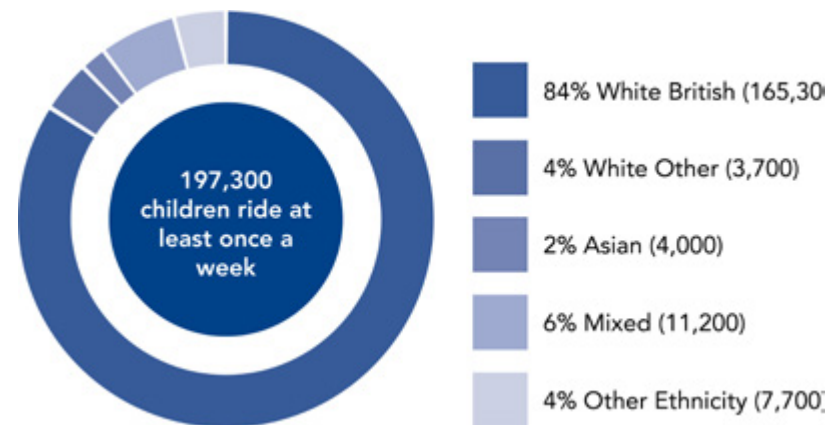
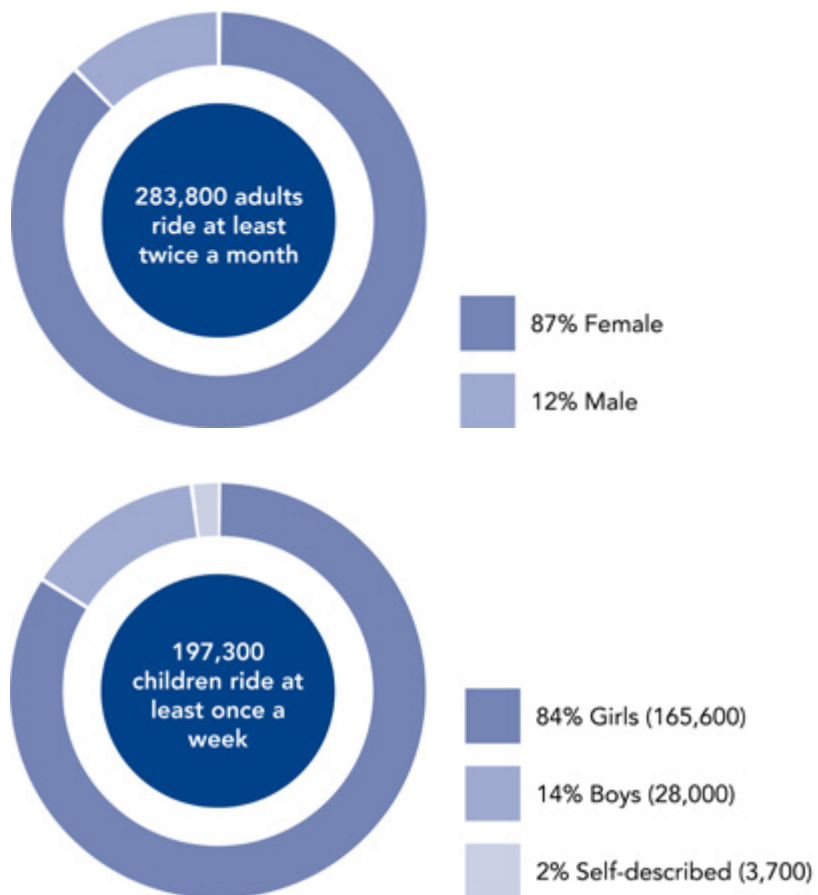
These regular riders are also spread across four age group categories...

- 400,000 riders are under the age of 16
- 437,000 riders aged 16–24 years
- 728,000 riders aged 25–44 years
- 237,000 riders over the age of 45.



# SPORT ENGLAND ACTIVE LIVES

Sport England’s Active Lives data 2021/2022 estimated there being 283,800 adult riders who ride at least twice a month, while their Children and Young People dataset from the same period estimated that 197,300 children ride at least once a week.



In addition:

- 15,100 (8%) disabled children ride regularly
- 17,100 (9%) of regular riders receive free school meals



# BOARD AND SENIOR LEADERSHIP

British Equestrian is comprised of 19 Member bodies, with four Founder Member bodies, 10 Member bodies and five Associate Member bodies.

We have 12 Board Directors, and this includes:

- One Chair
- Three Independent Directors, including the Senior Independent Director (SID),
- Four Nominated Directors, nominated by each of the Founder Member bodies (British Horse Society, British Dressage, British Eventing and British Showjumping)
- Four Elected Directors elected by British Equestrian's Member bodies

In November 2023, a survey was carried out to identify the demographics of our Board and Senior Leadership Team:

- There was an even split of 50% female and 50% male on our Board, which has evened out since 2020 – previously, it was 58% female and 42% male.
- In 2020, all Board Directors identified as white. Currently, the majority identify as white, with nine 'White British/Irish/Scottish/Welsh' directors, two

'White Other' and one 'Black/Black British – African' director.

- We have no Directors with a disability, which has decreased since 2020, and two members of the Senior Leadership Team with a disability, reflecting an 89% non-disabled and 11% disabled split.
- We have continued to have some diversity in sexuality in both our Board and Senior Leadership team, with 10% identifying as a member of the LGBTQIA+ community (not including allies).

There have been some changes to our Board since 2020, allowing some increase in diversity, most notably in ethnicity, and we have continued to maintain an equal gender balance between male and female Directors. However, there has been a decrease in diversity in disability on our Board.

# ACTIONS

## STRATEGIC OBJECTIVES

All the short, medium and long-term actions included in this DIAP demonstrate how we will achieve the six strategic objectives within the strategy ([Horses for All](#)):

- 1. Leadership and governance** – Leading by example to foster the correct governance structures and behaviours, we will promote and demonstrate a diverse and inclusive culture, challenging and addressing discriminatory behaviours.
- 2. Data and diversity indicators** – Develop a data rich approach to evidence and support our decision making and track delivery of our ambitions.
- 3. Workforce** – Create inclusive and diverse teams where people feel valued, respected and comfortable to be their authentic selves.
- 4. Partnership and collaboration** – Build strong partnerships across our landscape including with alternative structures and other sports to enhance and promote a full range of opportunities for everyone to be able to access and enjoy our sport.

- 5. Education and accountability** – Build the knowledge, capability and understanding of our boards, teams, athletes and wider workforce to empower them to be more confident to discuss and meet the needs of others in an inclusive way.
- 6. Communication and engagement** – Ensure clear and consistent messaging through our engagement and content that equestrian is for everyone to welcome and value audiences from all backgrounds.



# ACTION PLAN – SHORT-TERM PRIORITIES (APRIL 2024 – MARCH 2025)

This action plan addresses the immediate steps required to advance the federation’s overarching ambitions. These actions will typically focus on reporting improvements and progress across the federation, including both British Equestrian and our 19 member bodies.

## 1. Leadership and governance

Objective	Action	Lead	Timeline	Success measures
Lead the drive for systemic change, champion equity and embed inclusion in all that we do by establishing inclusive cultures which are underpinned by a clear framework of policies and processes across all areas of our sport/industry that will drive our day-to-day operations.	Develop and implement a new British Equestrian Rulebook which establishes minimum governance standards for all our member bodies, including a commitment to diversify our sport and make our equestrian community inclusive.	Integrity	Q4	British Equestrian rulebook in place and agreed by January 2025.
	Review and, where appropriate, amend all policies to ensure they are inclusive in design and language.	Integrity	Q4	Stakeholder survey on EDI plans/ strategies and for member surveys across Federation where possible.
	Adopt a clear disciplinary process for managing discriminatory behaviours to ensure we have a trusted and robust process for dealing with poor behaviours.	Integrity	Q4	Disciplinary process to be incorporated into the British Equestrian Rulebook and agreed by January 2025.
Work towards greater diversity in our leadership teams so they are reflective of the UK population	Through our workforce development actions, we will collect and track our leadership and staff EDI data and publish elements of this analysed data for transparency. We will use Race Representation Index – part of standard KPI data collection. This will be measured against population data and our ‘audience’ demographics through members EDI data to ensure we are representative of the society and the communities we serve.  This data will also be collected from the Boards of all member bodies and will be published as a federation wider Board composition in December 2024 as part of progress against Horses for All strategy.	Chair/CEO/ Governance /Integrity	Ongoing	An organisation that is more representative of the national population and our audience within five years, focusing on groups which are underrepresented in our sport, namely ethnic and religious minorities and low-socio economic backgrounds, as well as the LGBTQ+ community and disabled people.



## 1. Leadership and governance

(continued)

Objective	Action	Lead	Timeline	Success measures
Ensure our Boards lead by example, taking concrete actions and steps to address systemic barriers to involvement in equestrianism and create an inclusive environment for everyone.	Deliver an education programme to support our leaders and staff (Boards and employed staff federation-wide) to challenge poor behaviours and to encourage a truly inclusive culture. This will take time to embed properly and will be an ongoing process of raising awareness and an understanding of others' perspectives.	Board/SLT	Q3 / Ongoing	The current EDI Training programme is completed by the end of Q2.  We ensure to EDI and welfare regular agenda items on Board meetings.
Establish clear structures, responsibilities, and transparent processes to ensure the consistent implementation, and measuring impact of initiatives that foster a more inclusive and equitable organisational culture.	The Executive Team will adopt and share an individual SMART EDI objective as part of their PDPs; inspire best practice EDI activity; and support bespoke inclusion initiatives.	Integrity/SLT	Q2	Smart EDI objectives in place for 2024.  Track the success of inclusive culture through staff survey.
	The Board and Executive Team will be responsible for championing a shared set of diversity metrics, promoting the value of sharing data.	Board/SLT	Ongoing	There is an agreed set of diversity metrics being used across the federation. These will set the benchmarks and will be used to track development.
Have a harmonised and well-communicated shared zero-tolerance anti-discrimination and harassment policy. Operate an open access reporting system to enable people to quickly and easily report concerns.	Develop a new anti-discrimination policy, which will sit within the British Equestrian Rulebook and be mandatory for all member bodies.  Consultation with member bodies to ensure harmonisation of the policy across the federation.	Integrity	Q3	75% of member bodies adopt the policy and agree and adopt the sanctioning process.
	Globocol discrimination case management tool to be adopted and managed by British Equestrian with all cases being reported to ensure oversight and identification of trends.  Revise the British Equestrian website to allow for an easy reporting mechanism.	Integrity/Comms	Q4	Track case numbers, how many open and closed reports. For those closed measure how long, it takes to take action.  Facilitating an open-door feedback policy and feedback from use in practice, as well as running interim feedback/pulse surveys.

## 2. Data and diversity indicators

Objective	Action	Lead	Timeline	Success measures
Enhance, standardise and broaden our capture of diversity indicators so that we can benchmark and then track the impact of the changes we are making.	Identify the key diversity indicators that are relevant to us and agree with federation members (gender, ethnicity, age, disability status, sexual orientation, etc).	Insight Lead/EDI Working Group	Q4	Diversity questions agreed by all federation members.  10% of member bodies to have included diversity data into their membership.
	After the two to three years of data collection from the federation memberships, we can then establish clear benchmarks against which our progress can be measured.			
	All member bodies share the diversity data of their Board with British Equestrian, which will be published in December 2024.	Insight/ Integrity	Q3	100% of our larger member bodies and 50% of the smaller member bodies sharing the diversity data with us.
Establish a reliable, secure and safe data governance framework that ensures the careful and GDPR-compliant handling of data, while also safeguarding individuals through de-identification measures.	Establish protocols to communicate the importance of diversity data collection and protect the privacy and security of the collected diversity data to ensure careful and GDPR-compliant handling of data and de-identification of individuals.	Insight/ Integrity	Q4	Have a transparent federation approach to communicating the importance of diversity data collection.  All member bodies to have systems in place to collect, share and report on data safely.
Harmonise and standardise our data collection to foster a collaborative approach towards diversity-focused progress and evolution.	Develop a standardised approach to collecting diversity data across the federation, based upon government diversity questions to ensure accuracy and relevance in the data collection process.	Insight	Q4	Have an agreement across the federation on the core diversity survey questions on age, gender, sexuality, disability, ethnicity, religion and socio-economic status.
Focus on and deliver enhanced diversity provision through: <ul style="list-style-type: none"> <li>improved inclusive and accessible resources</li> <li>best use of technology, data strategy, infrastructure and capability.</li> </ul>	Conduct a full audit (including accessibility of existing resources, identify gaps and requirements and areas of enhancement.	Comms/ Insight Lead	Q4	Completion of full audit with resulting improvement plan.
	Produce an improvement plan with clear and actionable recommendations.  Develop, update and release resources based on the plan with review system in place.	Comms/ Insight Lead	Q1	Updated existing and new resources released as identified.  Ongoing review system established and implemented.

### 3. Workforce

Objective	Action	Lead	Timeline	Success measures
Ensure leadership take accountability for wellbeing and belonging within the workforce and their teams.	Develop initiatives that support employees from diverse backgrounds to have access to mental health support they may need, including information resources, counselling services and mental health screening tools.	HR	Q4	Essential support services with culturally competent providers are in place for employees from diverse backgrounds.
	Tailor our approach to individual needs in pursuit of authentic EDI ambitions, recognising and addressing unique support requirements while actively understanding diverse perspectives.	Board/CEO/HR	Q3	Essential support services with culturally competent providers are in place for employees from diverse backgrounds by 2025.
Review and adapt our recruitment practices to engage and develop a truly diverse and inclusive workforce across the federation.	Continue to refine our recruitment process to identify and remove potential barriers and maximise opportunities to increase diversity within our team and on the Board, including for nominated and elected roles.	Chair/CEO/Integrity	Ongoing	Track the applicant pool, interviewees and new hires to ensure equal access and run feedback surveys on their experiences. New employed staff diversity tracked over the year.
	Provide resources and support to member bodies to promote diverse recruitment practices.	HR/EDI Working Group	Q4 / Ongoing	Adopt and encourage inclusive recruitment practices and track how many member bodies also adopt and commit to these, targeting 50% by the end of 2025.
Foster positive, collaborative and inclusive cultures within our organisations and across the sport celebrating diverse perspectives.	Build capability to challenge any poor behaviours.	HR	Ongoing	80% of staff have completed the conflict management course
	Ensure new members receive a formal and tailored induction, bespoke to their needs, skills and experience, on joining the workforce to ensure new employees feel supported and their needs acknowledged.	HR/Co Sec	Q4	All new employees receive a full, tailored induction around EDI. Use feedback surveys for on satisfaction of induction for new staff, with a target of 80% new staff satisfied.
Empower our teams to advocate for EDI through building greater awareness and knowledge of differing perspectives and lived experiences.	Deliver EDI training to all staff through a range of mediums and continue to change the programme and workshops given. Ensure they foster a greater understanding of individual needs and that diversity is greater than just race and ethnicity (LGBTQ+, religion, neurodiversity etc).	HR/EDI Working Group	Q4	100% staff completed EDI training by September 2024. Feedback is that 90% of staff now have a greater understanding of individual needs measured.



## 4. Partnership and collaboration

Objective	Action	Lead	Timeline	Success measures
Foster a culture of collaborative working across the federation to enable and drive the change.	Support and enable member bodies to develop their own Diversity Inclusion Action Plan (DIAP).	Integrity/ Participation	Q2	Action plans in place with 75% of MBs by end of Q2.
	Formalise federation-wide EDI Working Group (replacing the old Equality Action Team with the EDI Working Group) to enable cross-federation collaboration with a specific focus on activating Horses for All strategy.	Integrity/ Participation	Q2	Federation-wide EDI working group meets at least twice a year to implement and monitor the key actions in this strategy.  ToR agreed by the Board in Q2.
Build partnerships with alternative structures and diverse spaces to further improve our understanding of the barriers faced by underrepresented communities	Identify and build partnerships with alternative structures focused on diversity and inclusion in all aspects to further improve our understanding of barriers faced by underrepresented communities.	Participation /EDI Working Group	Ongoing	At least two urban equestrian centres/alternative structures receiving support and/or funding from British Equestrian.
	Establish an Urban Equestrian Group with the objective of gaining a comprehensive understanding of challenges and successes, focusing on both the group itself and its target audience.	Participation	Q2	Feedback system in place to monitor the impact of our support.  Urban Group set up by July 2024.
	Undertake a review of the Equality Engagement Group (EEG) against the current strategy strand. Focus on adaptability, purpose-driven actions, and alignment with the overarching strategy. Evolve the current group focusing on fostering growth, collaboration and effectiveness.	Participation /Board EDI Champion	Q3	Review of EEG complete by Q3.
Encourage our stakeholder groups to bring new ideas and share best practice through facilitating networking and information sharing.	Host regular forums and events that bring together stakeholders from different backgrounds to enable idea and best practice sharing and drive new initiatives.	Participation /EDI Working Group	Ongoing	At least one forum/event held each year.  Ensure external stakeholders from under-represented groups invited to seek their views and include their voices

## 4. Partnership and collaboration

(continued)

Objective	Action	Lead	Timeline	Success measures
Implement targeted interventions that are grounded in data-driven strategies to accelerate diversity improvements that extend beyond our current inclusion efforts.	Continue and expand a number of successful initiatives from the Together Fund delivered to expand the reach of equestrian in areas of underrepresentation.	Participation	Q4	Design at least three projects with particular audiences in mind or with national representation samples
	Develop EDI projects with member bodies focused on organisational improvement and sport delivery designed to address barriers to involvement in equestrianism.	Participation/ Integrity	Ongoing	Same as above with Member bodies (aimed at three projects initiated and led by Member bodies)
Look to learn from others to gain insights from organisations and individuals recognised as pioneers in inclusive practices.	Encourage participation in conferences, workshops or mentorship programs to facilitate knowledge exchange and continuous learning.	Integrity/ EDI Working Group	Ongoing	Appropriate conferences identified and relevant stakeholders invited.  Attend the Include Summit in October 2024.

## 5. Education and accountability

Objective	Action	Lead	Timeline	Success measures
Embed EDI training into all our learning and development programmes and to all HR processes.	All staff and Board members to complete the Inclusive Employers EDI training programme to take the first step in building awareness and understanding of issues and opportunities.	HR	Q4	Measures mentioned above in the leadership and governance section.

## 6. Communication and engagement

Objective	Action	Lead	Timeline	Success measures
Demonstrate our unwavering commitment to fostering an environment of equality, diversity, and inclusion through the content we create and share.	Develop content that informs the audience about the importance of equality, diversity and inclusion within the equestrian community. Provide resources that promote understanding and allyship.	Comms	Q4	Scope appropriate resources and make recommendations to be agreed by the end of Q4.
Celebrate, advocate and support equestrian EDI through storytelling, sharing lived experiences and leveraging advocates' voices.	Share stories and lived experiences that celebrate diversity and inclusion in the equestrian world. Highlight diverse voices within the equestrian community through advocacy campaigns.	Comms/ Participation	Ongoing	10 case studies completed by 2025.  Five videos completed by 2025.  Launch a 'Tell us your story' to gather lived experiences to share.
Ensure our communication is made relatable and impactful through active engagement with diverse stakeholders and new audiences, ensuring their representation and involvement in the development of an inclusive communication process.	Undertake an audit of communication channels and materials to identify barriers and ensure that content creation teams are diverse and representative of the broader community.	Comms/ EDI Working Group	Q4	Review the current content to assess the gaps in knowledge by an EDI consultant.  Co-create content with individuals from diverse background. This could be through an existing group, such as the Urban Equestrian Group, and/or members of EEG.
	Review the language and messaging used in communication materials.			
	Identify the preferred communication channels of diverse groups within the community.	Comms	Q4	
	Identify a consultant to come and help us with diversifying our communication.	Participation	Q3	Maintain open channels of feedback or allow personable stories. This can be done on a pulse survey section on the website only visible to British Equestrian comms team.





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