

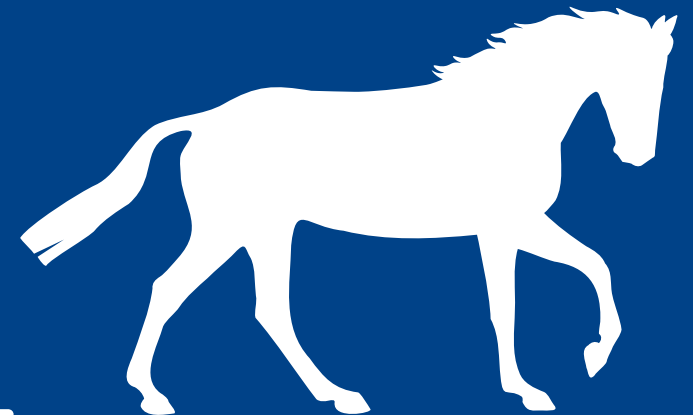
British  
Equestrian



# HORSES FOR ALL

## ONE YEAR ON

*A 12-month update from British Equestrian  
and our member bodies*



# INTRODUCTION



Launched in December 2023, the [Horses For All strategy](#) represents the commitment of British Equestrian and its member bodies to foster a more inclusive and accessible sport, where people from all backgrounds can participate and feel valued. Building on the progress of previous years, the strategy outlines key actions to address equity, diversity and inclusion (EDI) across all levels of the equestrian community, with a focus on education, policy development and community engagement.

The release of the Horses For All research in April 2023 was a pivotal moment for British Equestrian and its member bodies, shedding light on the barriers faced by underrepresented individuals in equestrian sport and offering candid insights into how our industry is perceived. This research, in conjunction with an independent culture health check and an organisational review, has shaped our vision of an equestrian community that is truly representative of society, where everyone feels valued, safe and has a sense of belonging.

In the 12 months since the strategy's launch, significant progress has been made. This includes the finalisation of our [Diversity and Inclusion Action Plan \(DIAP\)](#) to underpin the strategy and the development of a new British Equestrian rulebook, set to be implemented in across the federation in due course, which incorporates enhanced anti-discrimination policies. The successful launch of the [Safe to Play safeguarding platform](#) has ensured a streamlined, inclusive reporting process – one of the key recommendations from the Horses For All research was to harmonise our policies and reporting systems.

Additionally, an 18-month training program has been completed for Board members, leadership teams and staff across the federation, laying a strong foundation for an industry-wide EDI initiative. Data collection efforts are also well underway, with ongoing work to integrate diversity indicators into membership systems across the federation.

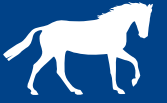




This report showcases the breadth of work undertaken across the federation to deliver the short-term actions outlined in the Horses For All strategy and our DIAP. It highlights the federation-wide commitment to embedding inclusion into every facet of our sport. From policy revisions and workforce education to collaborative initiatives and community outreach, our efforts are guided by our vision and mission statements. We're grateful to our member bodies, who share our aspirations and have worked alongside us over the last 12 months on a range of projects, initiatives and implementation towards meeting our ambitious goals.

This progress update demonstrates the tangible actions already taken and reaffirms our dedication to continuous learning, sharing best practices and evolving our culture to achieve the ambitious goals outlined in our EDI strategy. Looking ahead, our focus in the coming year will be on further embedding diversity and inclusion, expanding partnerships with underrepresented communities and strengthening our data collection efforts to ensure sustained impact.

# KEY COMPONENTS



## VISION

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

## MISSION

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

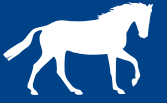
## ENABLERS

In our journey, we will...

- be ambitious
- plan generationally
- practice allyship
- be authentic
- listen, learn and evolve



# HIGHLIGHTS FROM 2024



## INSPIRED BY HORSES

As part of our commitment to EDI, we've launched a new area on our website entitled 'Inspired by horses.' It features a collection of stories that highlight how different equestrian centres across the country are making horses more accessible for everyone.

Following the findings of the Horses For All report, which highlighted a lack of visibility of diversity and inclusion across the equestrian sector, we commissioned a series of videos with the aim of showcasing real-life examples of how equestrian centres have enabled different people to connect with horses, fostering a sense of wellbeing and personal growth. They highlight the diversity within our sport, as well as the powerful impact that horses can have on someone's life. By celebrating these stories, we aim to inspire and encourage more people to see themselves as part of the equestrian community. Looking ahead, we'll continue to showcase incredible stories and thereby promote EDI in equestrianism.

## GREENSVILLE TRUST ENGAGEMENT EVENT

During National Inclusion Week 2024, Swim England, England Athletics, British Equestrian, British Wrestling and Archery GB [announced a collaboration with charity Greensville Trust](#). This grassroots initiative explores engagement with Muslim communities through activities and sports historically practiced by the Prophet Mohammed, which are known as Sunnah sports.

The collaboration among these five National Governing Bodies (NGBs) has created opportunities to share best practices and insights, while fostering connections with local groups. Through engagement with Greensville Trust, the initiative emphasises integrating activities, coaching, and community cohesion.

To kickstart the partnership, representatives from each organisation came together for a pilot weekend retreat at the charity's hub in Bradford. The two-day event provided an opportunity to share insight, knowledge and experience in tackling inequalities and barriers to participating in their sports for Muslim communities.

The effort culminated in a 'Try It' session featuring presentations from each NGB to community leaders and Greensville Trust alumni. In partnership with The Pony Club, British Equestrian ran an activity zone where participants learned about horses and horse riding through a range of interactive activities.

This ongoing work aims to strengthen relationships with community groups and promote sports participation, coaching, leadership and unity, highlighting the power of sport to bring people together.





## EVERYONE WELCOME STRATEGY

The British Horse Society (BHS) has launched its Diversity, Equity and Inclusion Strategy, entitled [Everyone Welcome](#), to ensure equestrianism is inclusive and welcoming for all, regardless of background, ability, or lived experience. The initiative focuses on key areas such as participation, employment, volunteering, and governance.

The programme includes tailored support for underrepresented communities, training for coaches and volunteers on inclusive practices and improved access to equestrian facilities. It also provides mentorship opportunities and educational resources to help individuals engage with and navigate the equestrian world.

To ensure Everyone Welcome is introduced effectively and authentically, BHS is piloting BHS Everyone Welcome Centres in diverse regions across the UK. These centres will serve as test sites to gather feedback and refine best practices before a national rollout. This structured approach aims to drive meaningful and lasting change across the equestrian sector.

## DRESSAGE FOR ALL WEEK

British Dressage hosted their first [Dressage For All Week](#) in November, which they used to raise awareness of the different development pathways available within dressage. A key focus was a spotlight on their first ever [BD Urban Equestrian Centre Programme](#), a pilot project developed in collaboration with Summerfield Stables and the [Urban Equestrian Centre Initiative](#).

The project aimed to remove barriers to accessing dressage and create opportunities for rider development. The six-week course, led by a British Dressage-accredited coach, helped participants develop their skills with the goal of riding a dressage test in a competition setting. Additionally, riders enhanced their equine knowledge by completing the first two levels of the BD Horse Care programme.

The scheme proved popular and received an overwhelming number of applications, leading to a second cohort at Summerfield Stables. The success of the programme has sparked further projects at other centres identified within the British Equestrian Urban Equestrian Centre Network, expanding its reach across the country.





# FEDERATION BOARD DATA



In the past, we have reported on British Equestrian's Board data. However, with the launch of our Horses For All strategy, we raised the bar by committing to a groundbreaking initiative of collecting and reporting EDI data from the Boards of all of our 19 member bodies. By collecting and reporting the data in this comprehensive way, we can now report on all diversity indicators in an aggregated format while increasing the protection of the individual and reducing identifiability. This collective effort demonstrates our dedication to transparency and representation across the federation's governance teams.

Achieving a 91% response rate from Board members across the federation – representing member bodies, horsescotland and British Equestrian – is an extraordinary milestone. It reflects the collective commitment of our community to driving equity, diversity and inclusion in governance.

This initiative sets a strong foundation for our future ambitions, including our 2025 goal to collect and analyse EDI data for

all staff within the federation. This marks a significant step forward in ensuring accountability and representation at every level of the equestrian community.

This section details the breakdown of the responses to some of the diversity questions in comparison to the national averages provided by the Office for National Statistics, predominantly through the 2021 Census.



## DATA COMPARISONS TO NATIONAL AVERAGES (%)

DIVERSITY INDICATOR	FEDERATION BOARD MEMBERS	NATIONAL AVERAGE
<b>GENDER</b>		
Female	66%	51%
Male	30%	49%
Non-binary	1%	N/A
Prefer not to say	3%	N/A
<b>DISABILITY AND/OR LONG-TERM HEALTH CONDITIONS</b>		
Yes	9%	18%
No	89%	82%
Prefer not to say	2%	N/A
<b>SEXUAL ORIENTATION</b>		
Straight/heterosexual	88%	89%
Gay/lesbian	6%	2%
Bisexual	1%	1%
Other	0%	0%
Prefer not to say	5%	8%

Area for improvement
  Close to our target
  Meeting our target

Note: National average is based on data provided by the Office for National Statistics, predominantly through the 2021 Census. N/A signifies where national datasets do not currently collect this data.

DIVERSITY INDICATOR	FEDERATION BOARD MEMBERS	NATIONAL AVERAGE
<b>RELIGION</b>		
Atheist	8%	N/A
Buddhist	1%	0%
Christian	64%	46%
Hindu	0%	2%
Jewish	0%	1%
Muslim	0%	6%
Sikh	0%	1%
Other religion	0%	1%
No religion	23%	37%
Prefer not to say	4%	6%
<b>ETHNICITY</b>		
White	95%	82%
Asian	1%	9%
Black	1%	4%
Mixed/multiple ethnicity	1%	3%
Other	0%	2%
Prefer not to say	2%	0%



In comparison to the national averages our federation has a significantly higher female representation (66%) on its collective Boards. This could be a positive representation because the participation demographics is 85% female (*Sport England, Active Lives*), suggesting we are at a midpoint between representing our current audience and the national average. We are also demonstrating good representation in terms of sexual orientation – the proportion of gay/lesbian federation board members (6%) exceeds the national average (2%), while bisexual representation aligns with the national figure (1%).

However, we are less representative in disability and long-term health conditions, religion and ethnicity. Only 9% of Board members identify as having a disability or long-term health condition, which is below the national average of 18%. Religious affiliation shows a higher representation of Christians (64% versus 46%) and lower representation of individuals with no religion (23% vs. 37%) than the national average, with minority religions largely unrepresented. Ethnic diversity is also limited, with 95% of Board members identifying as white, compared to 82%

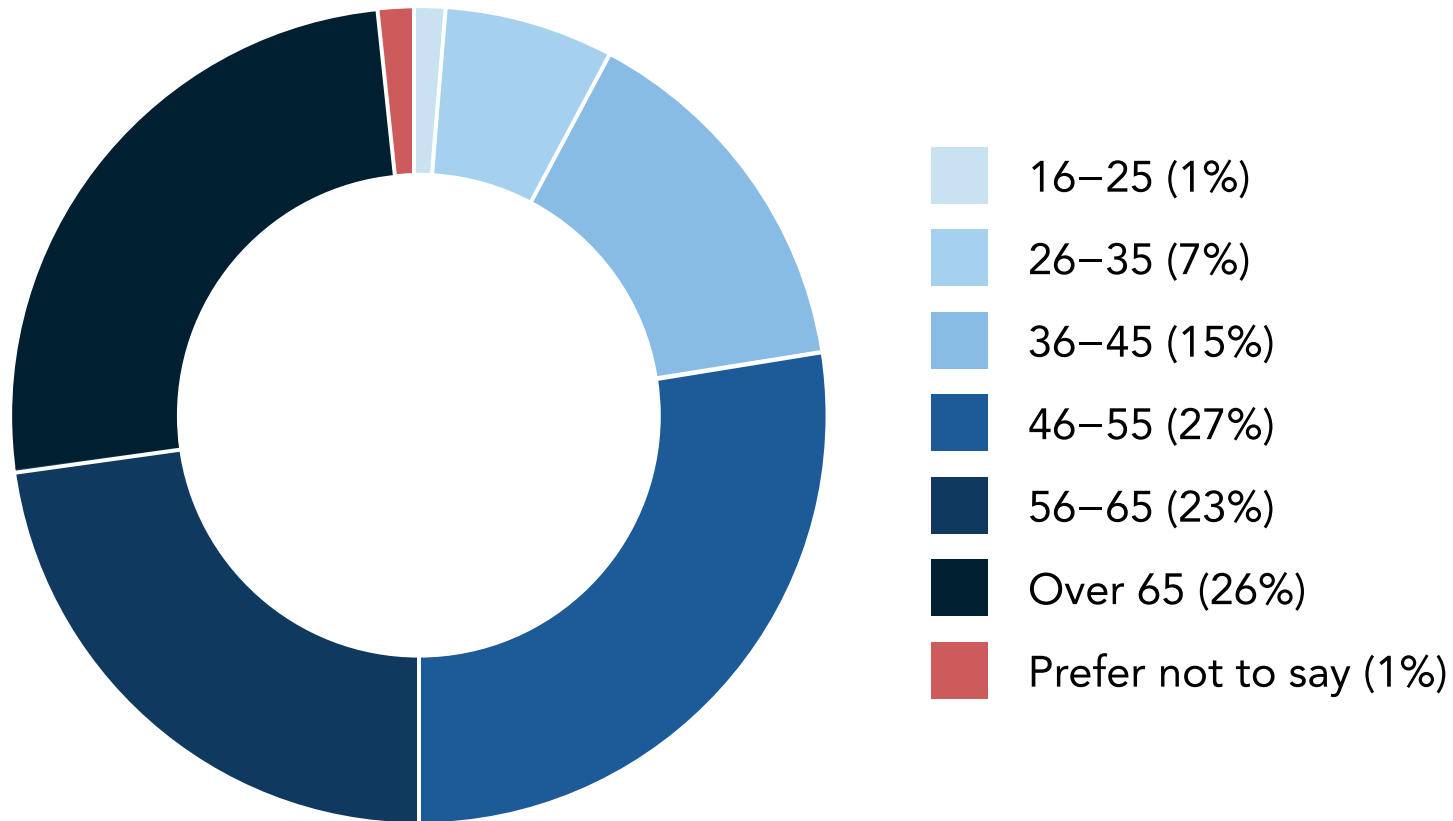
nationally, and a significantly lower representation of Asian (1% versus 9%), Black (1% versus 4%), and mixed/multiple ethnicities (1% versus 3%).

Overall, this data highlights areas we demonstrate overrepresentation – such as females and Christians – and underrepresentation, particularly in ethnic diversity and disability or long-term health conditions.

## AGE

As the national average in ages would incorporate children, we have chosen to solely focus on ensuring the age demographics of our Boards are more equally split across the adult categories.

The data shows that the majority of federation Board members (76%) are aged 46 and over, with limited representation from younger age groups. However, several member bodies have youth Boards to counteract this and enable the younger audiences to have their say.

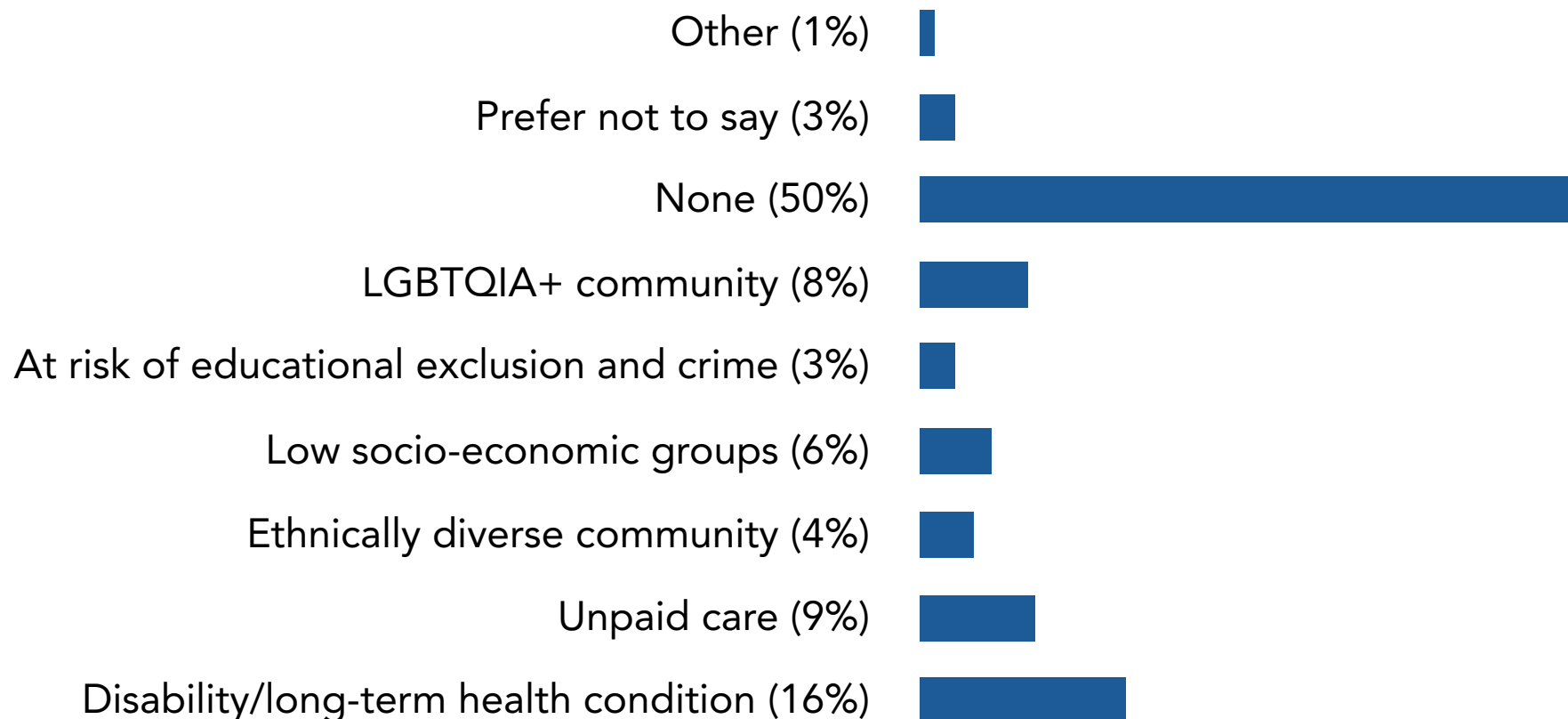


## LIVED EXPERIENCES

We also asked the federation's Boards whether they have had any lived experience of several protected characteristics – this could be direct first-hand experience, current or previous,

or through their immediate family/household. Our data shows that 50% of our collective Boards have had some level of lived experience, the majority being with disability/long-term health conditions and unpaid care. Therefore, although our federation Boards may

be under-representative of the national demographics in terms of disability and/or a long-term health condition, their lived experiences suggest a more representative awareness of the different challenges individuals face in society.



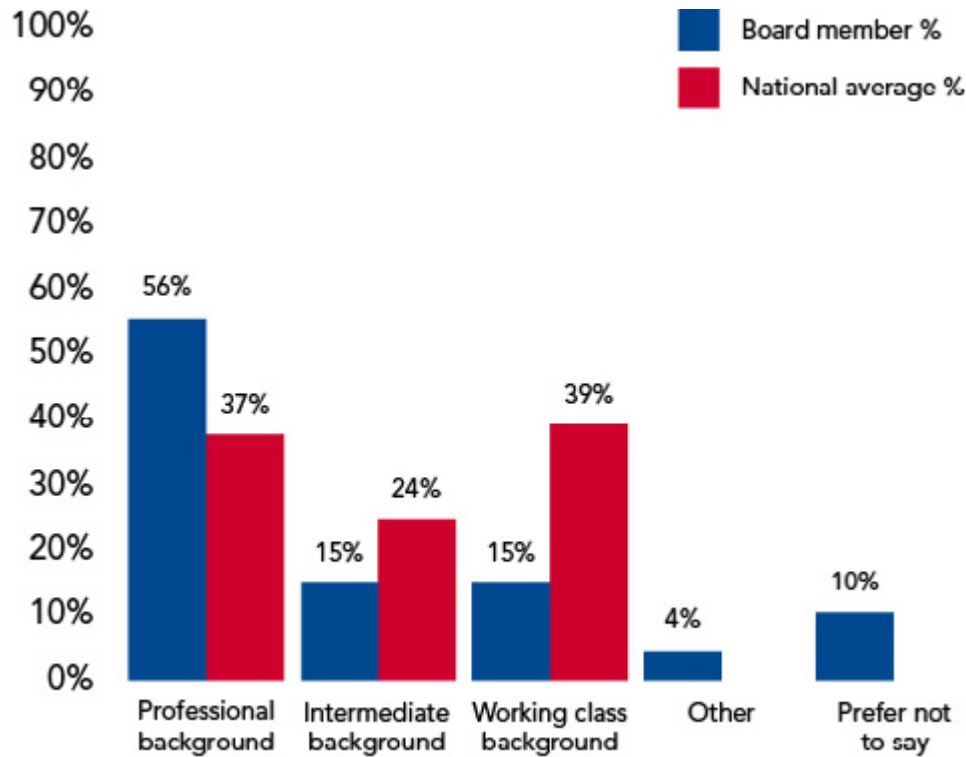
## SOCIO-ECONOMIC BACKGROUND

To better understand the socio-economic background of the federation's collective Board members, we used questions

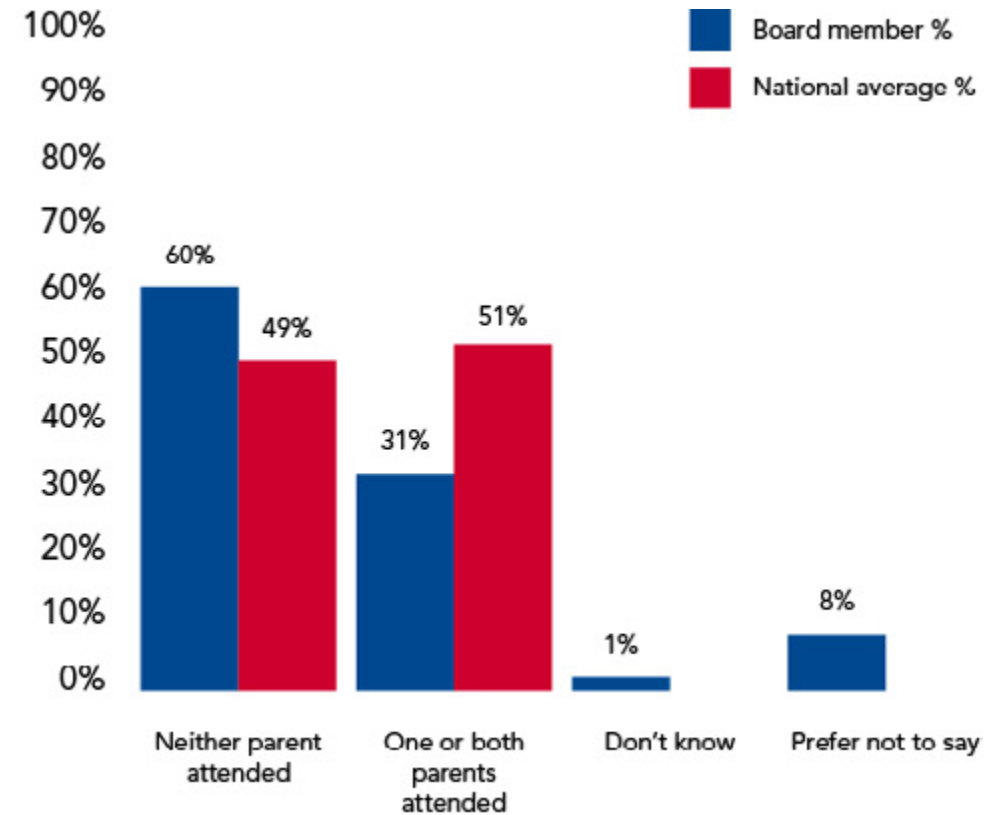
recommended by the Social Mobility Commission. The questions relate to the profession of their main household earner at the age of 14, their parents higher education status, the school they attended and whether they were eligible

for free school meals. In comparison to the national averages, we demonstrate overrepresentation in the higher socio-economic backgrounds.

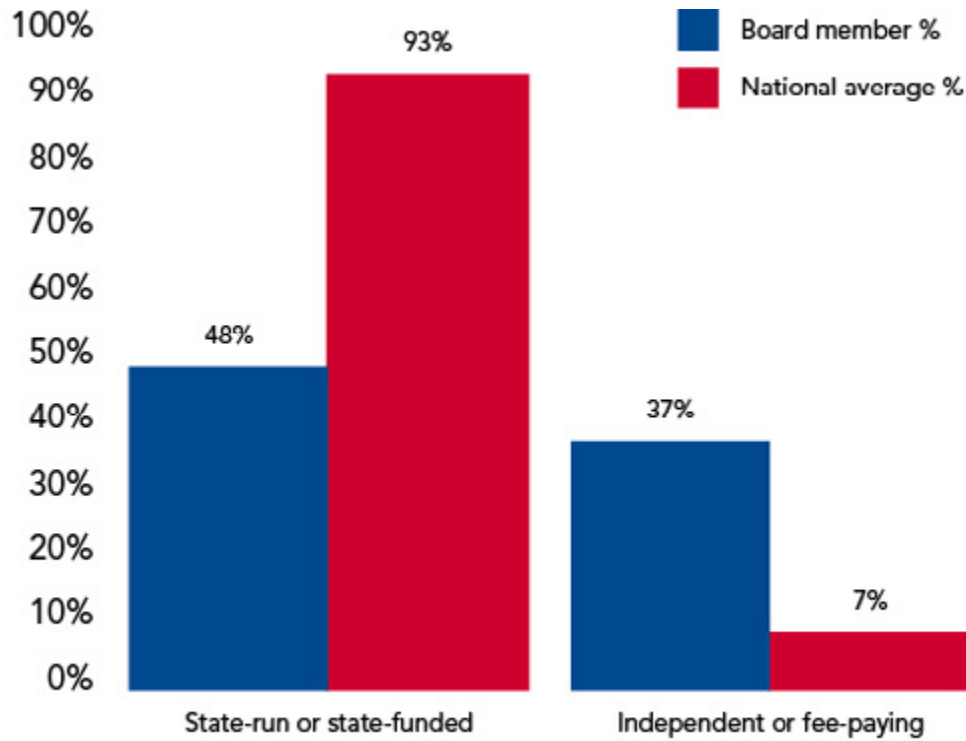
### SOCIO-ECONOMIC BACKGROUND



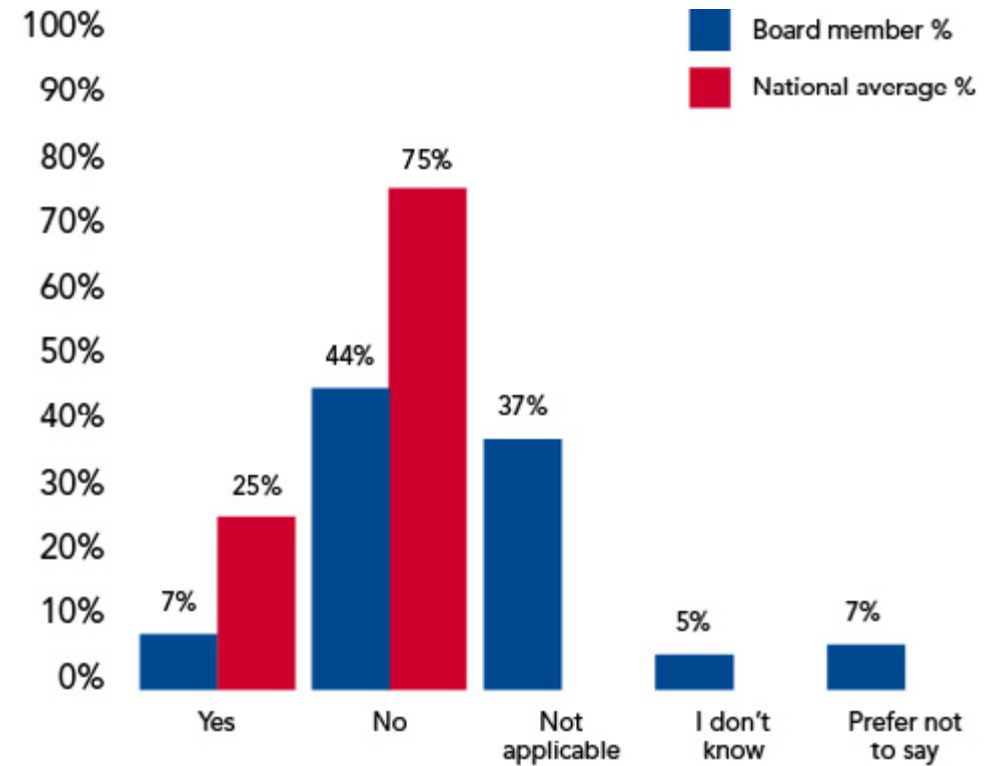
### PARENTS ATTENDING UNIVERSITY



### TYPE OF SCHOOL ATTENDED



### ELIGIBILITY FOR FREE SCHOOL MEALS



*Note: Eligibility for free school meals is a good socio-economic indicator, but is only applicable to those who attended/finished school in the UK after 1980.*

# UPDATE ON OBJECTIVES



Over the past year, significant work has been made in advancing equity, diversity and inclusion (EDI) within equestrianism, guided by the six strategic objectives of the Horses For All strategy. The following table report summarises actions taken across the federation, highlighting both the British Equestrian and its member bodies' contributions.

A key objective during this period has been fostering a culture of collaborative working, which led to the formalisation of the federation-wide EDI Working Group (EDIWG). This group serves as a cross-federation steering body for activating the Horses For All strategy and overseeing the British Equestrian Diversity and Inclusion Action Plan (DIAP). Its purpose includes driving collaboration, championing EDI across the federation, promoting consistent communication and encouraging knowledge-sharing to align efforts at all levels. The EDIWG has been instrumental in uniting the federation to embed inclusion as a strategic priority, ensuring actions are cascaded effectively across the network.

Notably, all member bodies now have bespoke DIAPs. Those with fewer resources are focusing on federation-wide actions, such as adopting a zero-tolerance policy and implementing robust disciplinary processes to address discriminatory behaviour, which was one of the recommendations of the [Horses For All report](#) (1. A universal commitment to anti-racist and anti-classist equestrian environments and 2. Open door complaints and grievance practices). EDI is also a standing agenda item at Council meetings, with CEOs and Chairs of all member bodies in attendance. All federation members have shared the diversity data of their Board with us and many member bodies now have designated EDI Board champions to oversee action plan delivery. This collective commitment reflects the federation's shared ambition to create a more inclusive and welcoming environment.

On the next page, you will find detailed updates against Year 1 of the DIAP, including British Equestrian-led actions and notable achievements by member bodies.





## LEADERSHIP AND GOVERNANCE

Leading by example to foster the right governance structures and behaviours, we will promote and demonstrate a diverse and inclusive culture, challenging and addressing discriminatory behaviours.

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>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.</p>	<p>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.</p>	<p>The new rulebook, which will include more on anti-discrimination, has been agreed by the Council and formally approved and adopted by the British Equestrian Board. It will be published shortly. This will include a requirement for all member bodies to adopt our integrity policies, which outline the zero-tolerance approach.</p>
	<p>Review and, where appropriate, amend all policies to ensure they are inclusive in design and language.</p>	<p>Consultation with the member bodies started in February 2024, with an initial outline being delivered to the Council on 20 March 2024. Over the final six months of the year, all member bodies had the chance to review the content, and a final version of the rule book will be published shortly.</p>
	<p>Adopt a clear disciplinary process for managing discriminatory behaviours to ensure we have a trusted and robust process for dealing with poor behaviours.</p>	<p>EDI remains a standing agenda item at Board and Council meetings, with some executives and staff incorporating EDI goals into their objectives.</p> <p>Additionally, the Safe to Play platform, launched in August, provides an inclusive and open reporting system for safeguarding concerns.</p>

## LEADERSHIP AND GOVERNANCE (CONTINUED)

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p><b>Work towards greater diversity in our leadership teams so they are reflective of the UK population.</b></p>	<p>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 the Race Representation Index as 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.</p> <p>This data has also been collected from the Boards of all member bodies and was included earlier in this document.</p>	<p>Leadership diversity data was discussed and agreed at the member body EDI Working Group meeting. The federation-wide Board data (c. 179 Board members) has been gathered and is highlighted earlier in this report.</p> <p>Membership diversity questions have been finalised through federation-wide collaboration with the EDI and Insight Working Groups – many of these are already being adopted by member bodies and integrated into membership sign-up processes and we will continue to work towards implementation across the federation. The annual federation membership KPIs, collected each December, will form benchmarks over the coming years as consistent data accumulates to track our progress. A resource to support member communication on data collection has been developed, shared, updated and circulated internally, with plans for ongoing updates as new needs arise. Discussions are ongoing with member bodies about challenges such as technology and cost, and British Equestrian is engaging with EDI data collection leads to address these issues while ensuring compliance with GDPR and identifying further support needs.</p> <p>Next year the focus will be on federation staff data collection.</p>
<p><b>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.</b></p>	<p>Deliver an education programme to support our leaders and staff (federation-wide Boards and employed staff) 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 understanding others' perspectives.</p>	<p>An 18-month training programme was delivered by Inclusive Employers to British Equestrian and member body staff, leadership teams and Boards. This training covered the following educational areas – bias, microaggressions, allyship, cultural competence, intergenerational inclusion, LGBTQ+ inclusion, inclusivity, neurodiversity, banter and bullying, anti-racism and socio-economic groups. The programme concluded in September, and a review is currently underway to determine the next steps. This initiative will form the foundation of the industry-wide programme we are developing in collaboration with the EDI Working Group.</p> <p>EDI is a standing agenda item on all Board, Council, and staff meetings.</p>

## LEADERSHIP AND GOVERNANCE (CONTINUED)

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p><b>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.</b></p>	<p>The Executive team will adopt and share an individual SMART EDI objective as part of their personal development plans, inspire best practice EDI activity and support bespoke inclusion initiatives.</p>	<p>Currently, some members of the executive team and staff have adopted an EDI objective as part of their personal development plans. As we revisit objectives for the upcoming cycle, we aim to expand this practice by encouraging more staff to include an EDI-focused goal, further embedding inclusivity across the organization.</p>
	<p>The Board and Executive team will be responsible for championing a shared set of diversity metrics, promoting the value of sharing data.</p>	<p>Diversity indicators are being discussed with all member bodies to find out challenges for implementation.</p>
<p><b>Have a harmonised, well-communicated and shared zero tolerance anti-discrimination and harassment policy. Operate an open access reporting system to enable people to quickly and easily report concerns.</b></p>	<p>Develop a new anti-discrimination policy which will sit within the British Equestrian Rulebook and will be mandatory for all member bodies.</p>	<p>The new Rulebook, which will include more on anti-discrimination, is on track to be implemented shortly. This will include a requirement for all member bodies to adopt our integrity policies, which outline the zero-tolerance approach.</p>
	<p>Consult with member bodies to ensure harmonisation of the policy across the federation.</p>	
	<p>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.</p> <p>Revise the British Equestrian website to allow for an easy reporting mechanism.</p>	<p>The Safe to Play platform was launched in August. It includes an easy, inclusive and open reporting system that's currently in use for safeguarding concerns.</p>

**LEADERSHIP AND GOVERNANCE – MEMBER BODY PROGRESS**

<b>BRITISH DRESSAGE</b>	<b>THE BRITISH HORSE SOCIETY</b>	<b>THE PONY CLUB</b>	<b>RIDING FOR THE DISABLED ASSOCIATION</b>	<b>ENDURANCE GB</b>
<p>Alongside the British Equestrian EDI training, their leadership team has taken further training in mental health first aid and hidden disabilities.</p>	<p>Developed their new Everyone Welcome policy as their EDI policy, along with producing templates for their stakeholders to use. To ensure the successful delivery of their Everyone Welcome strategy, they have a clear project management process in place.</p>	<p>While focusing on developing their new strategy, they are ensuring the major challenges highlighted in their DIAP are central to any new strategy produced. They also plan to review all their policies in early 2025.</p>	<p>Have reviewed several policies that are awaiting approval before coming into effect. Their EDI coordinator and comms team have diversified their trustee recruitment adverts and where they are placed. They have also reviewed the disability confidence level, with a number of changes coming into place by HR, including some language changes in the staff handbook. Their revised draft EDI policy now includes a trans-inclusive policy and a bullying and harassment policy, with updates to other areas such as safeguarding policy. In collaboration with their coaches, they have developed an RDA Epilepsy policy and a weight inclusive guidance piece</p>	<p>Conducted a review of their policies to ensure compliance with diversity and inclusion.</p>

## DATA AND DIVERSITY INDICATORS

Develop a data-rich approach to evidence and support our decision-making and track delivery of our ambitions.

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>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.</p>	<p>Identify the key diversity indicators that are relevant to us – gender, ethnicity, age, disability status, sexual orientation, etc. – and agree with federation members.</p>	<p>Diversity questions have been finalised through federation-wide working groups (EDI Working Group and Insight Working Group). British Equestrian is working with member bodies to agree on a timeframe for the adoption and implementation of the data for each organisation.</p> <p>Developing an accurate benchmark will take a few years of regular and harmonised data collection. However, in the meantime, we are hoping to see some common trends to identify the demographics of our audience.</p>
	<p>After the first couple years of data collection from the federation memberships, we can then establish clear benchmarks against which our progress can be measured.</p>	
	<p>All member bodies share the diversity data of their Board with British Equestrian, with the intention to be published in December 2024.</p>	<p>All member bodies agreed to share their Board data. We had 163 responses out of 179 board members, which is a 91% response rate. The full breakdown is detailed at the beginning of the report.</p>
<p>Establish a reliable, secure, and safe data heritage that ensures the careful and GDPR-compliant handling of data, while also safeguarding individuals through de-identification measures.</p>	<p>Establish protocols to communicate the importance of diversity data collection and protect the privacy and security of the collected diversity data. Ensure careful, GDPR-compliant handling of data and de-identification of individuals.</p>	<p>Data collection has been discussed and agreed by the majority that British Equestrian ensures compliance of member bodies.</p> <p>We have developed a resource which was first shared with the EDI Working Group and the Insights Working Group to assist with messaging to members around data collection. This resource has been updated and circulated internally. We are aware that, as we progress with our EDI journey, there might be additional areas that the frequently asked questions may need to cover. Therefore, we intend to update and recirculate with new information periodically.</p>

**DATA AND DIVERSITY INDICATORS (CONTINUED)**

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>Harmonise and standardise our data collection to foster a collaborative approach towards diversity-focused progress and evolution.</p>	<p>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</p>	<p>The 12 diversity indicator questions have been agreed upon by the EDI Working Group and shared with member bodies, some of whom have already integrated them into their sign-up forms and other areas.</p> <p>We are currently in the process of collecting KPIs, broken down by diversity indicators. This should provide a more accurate picture of how member bodies have incorporated diversity indicators into their membership datasets and at which layers.</p> <p>This analysis will enable us to determine whether a federation-wide standard agreement and implementation timeline is necessary.</p>
<p>Develop inclusive and accessible resources, and maintain the technology and data strategy, infrastructure, and capability to facilitate the execution of our strategic plan with a specific focus on enhancing diversity efforts.</p>	<p>Conduct an audit (including accessibility) of existing resources, identifying areas for improvement.</p> <p>Where we have gaps, develop resources to empower our organisation in making tangible progress in diversity.</p>	<p>We have started conversations with member bodies about the challenges around implementing diversity indicators into their systems, both in terms of technology gaps and cost implications. We are looking at bringing those across the federation who have responsibility for collecting EDI data to discuss how teams are doing this and how we can all ensure we are working within GDPR or what further support is required.</p>

**DATA AND DIVERSITY INDICATORS – MEMBER BODY PROGRESS**

<b>BRITISH DRESSAGE</b>	<b>THE BRITISH HORSE SOCIETY</b>	<b>THE PONY CLUB</b>	<b>RIDING FOR THE DISABLED ASSOCIATION</b>	<b>ENDURANCE GB</b>
<p>Discussions have been had around implementing data collection, including with British Showjumping to learn from their experience around best practice.</p>	<p>Successfully gathered EDI data from their staff using their new HR system.</p>	<p>New joiners are requested to complete their EDI data and there is a plan in place to roll this out more widely, in line with developments to their IT system.</p>	<p>A new EDI questionnaire has been designed, which will be used for new participants and volunteers. This questionnaire has also gone out to senior volunteers, staff and their Board, and elements will be included in future annual return surveys.</p>	<p>Confident that there is no barrier in their data collection methods to be able to collect EDI data and will start collecting once launched federation-wide.</p>

## WORKFORCE

Create inclusive and diverse teams where people feel valued and respected and comfortable to be their authentic selves.  
(To be read in conjunction with the British Equestrian People Plan)

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>Ensure leadership takes accountability for wellbeing and belonging within workforces or teams</p>	<p>Develop initiatives that support employees from diverse backgrounds to have access to mental health support they may need, from mental health information resources to counselling services and mental health screening tools.</p>	<p>We are working to develop essential support services to our staff around mental health and have two MHFA England-trained staff members.</p>
	<p>Tailor our approach to individual needs in pursuit of authentic EDI ambitions, recognising and addressing unique support requirements while actively understanding diverse perspectives.</p>	
<p>Review and adapt our recruitment practices to engage and develop a truly diverse and inclusive workforce across the federation.</p>	<p>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.</p>	<p>We constantly review our recruitment policies and procedures.</p> <p>We use Be Applied as a recruitment platform to track metrics as well as removing unconscious bias, both in terms of the language of the job description and the selection processes</p>
	<p>Provide resources and support to member bodies to promote diverse recruitment practices.</p>	<p>Plans are underway to include the inclusive recruitment resources that we develop in a centralised hub for member bodies to access. We have also embedded EDI training as part of the induction process for all new staff.</p>



**WORKFORCE (CONTINUED)**

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>Foster positive, collaborative and inclusive cultures within our organisations and across the sport celebrating diverse perspectives.</p>	<p>Build capability to challenge any poor behaviours.</p>	<p>We delivered training to ensure people are comfortable and confident to call out bad behaviour and feedback will be taken to measure effectiveness.</p>
	<p>Ensure new members receive a full, formal and tailored induction that's bespoke to their needs, skills, and experience on joining the workforce, to ensure new employees feel supported and their needs acknowledged in the workplace.</p>	<p>We have embedded EDI training as part of the induction process for all new staff.</p>
<p>Empower our teams to advocate for equity, diversity and inclusion through building greater awareness and knowledge of differing perspectives and lived experiences.</p>	<p>Deliver EDI training to all staff through a range of mediums and continue to change the programme and workshops given to the staff. Ensure they foster a greater understanding of individual needs. Understand that diversity is greater than just race and ethnicity (LGBTQ+, religion, neurodiversity etc).</p>	<p>The 18 months of training is completed and we will ensure we are embedding the learnings through ongoing educational support. A review meeting with the provider, Inclusive Employers, happened in November to review the outcomes from the training. By April 2025 we will look to outline the next steps in this process.</p>

## WORKFORCE – MEMBER BODY PROGRESS

BRITISH DRESSAGE	THE BRITISH HORSE SOCIETY	THE PONY CLUB	RIDING FOR THE DISABLED ASSOCIATION	ENDURANCE GB
<p>Reviewed the type of information collected during their recruitment process, while also giving further consideration to the format of job descriptions to ensure they are accessible to all. They are utilising a wider range of recruitment and job search platforms to reach more people.</p>	<p>Their new HR information system assists recruitment by screening candidates without prejudice. They have also updated their interview process by sharing interview questions in advance to ensure all candidates have a fair chance to prepare.</p>	<p>By utilising a wider range of platforms to advertise jobs, they have seen a noticeable difference in the diversity of candidates. They have also restructured and strengthened the HR role in line with their new strategy to ensure it is more people-focused to improve the recruitment and retention processes.</p>	<p>More staff members have taken up mental health first aid. They have also reviewed their way of approaching interviews to make them more accessible, enabling candidates' equal opportunities to perform at their best.</p>	<p>Although they only have one employee, their recruitment process for this role was compliant with diversity and inclusion policies.</p>

## PARTNERSHIPS 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.

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
Foster a culture of collaborative working across the federation to enable and drive the change.	Support and enable member bodies to develop a Diversity and Inclusion Action Plan (DIAP).	Over 75% of federation members have their DIAPs in place and approved by British Equestrian. These plans are reviewed at least once a year (twice a year where relevant).
	Formalise federation-wide EDI Working Group (replacing the old Equality Action Team with the EDI WG) to enable cross federation collaboration with a specific focus on activating Horses For All strategy.	A federation-wide EDI Working Group is in place and the Terms of Reference (TOR) have been agreed upon with them and the British Equestrian Board. The group meets four times a year and its remit is to ensure the delivery of the Horses For All strategy and to champion EDI across the federation.
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	<a href="#">Nature Warriors</a> , community organisation <a href="#">Bhaja Initiative</a> and <a href="#">Sport in Mind</a> are examples of projects funded by British Equestrian in 2024.  <a href="#">Sunnah Sport projects</a> and the BHS Sikh project are additional examples.
	Develop EDI projects with member bodies that are focused on organisational improvement and sport delivery and designed to address barriers to involvement in equestrianism.	<a href="#">A formal partnership was established</a> with <a href="#">Sport in Mind</a> , a leading mental health charity, to expand work in this area. This initiative aims to raise awareness of our social impact and engage individuals with severe mental health challenges who might not otherwise participate in our sport. The project is underway, with sessions having started in October 2024.

**PARTNERSHIPS AND COLLABORATION (CONTINUED)**

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p><b>Build partnerships with alternative structures and diverse spaces to further improve our understanding of the barriers faced by underrepresented communities.</b></p>	<p>Identify and build partnerships with alternative structures focused on diversity and inclusion in all aspects to further improve our understanding of barriers faces by underrepresented communities.</p>	<p>Our collaboration with <a href="#">Sunnah Sports</a> (Muslim faith) and <a href="#">Greensville Trust</a> resulted in a successful weekend of taster sessions and informational lectures, engaging over 150 participants from the local Bradford community and Greensville Trust alumni. Both British Equestrian and The Pony Club played a key role in delivering well-received sessions.</p>
	<p>Establish an Urban Group, with the objective of gaining a comprehensive understanding of challenges and successes, focusing on both the group itself and its target audience.</p>	<p>KRIMMZ Project is another example of working with Muslim communities – <a href="#">The KRIMMZ Girls Group</a> collaboration has progressed, with successful initial meetings with The British Horse Society and The Pony Club, focusing on facilitating riding projects for young girls from culturally diverse communities in Bolton.</p>
	<p>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.</p>	<p>We have submitted an application to become a National Governing Body (NGB) partner with <a href="#">Street Games</a>. This partnership seeks to integrate equestrian activities into their core offerings, particularly in urban centres, enhancing support and funding opportunities for riding schools aimed at narrowing inequalities and ensuring access to equestrian sports in underserved communities.</p> <p>Support given to the <a href="#">British Ethnic Riders Federation CIC</a>, <a href="#">The Urban Equestrian Academy</a> and <a href="#">St James City Farm</a>.</p> <p>A British Equestrian Urban Equestrian Centre Network has been established and has met multiple times. Ongoing communication with the group is taking place, along with a series of webinars designed to support this layer of our industry in growing and contributing to the federation’s broader diversity ambitions.</p> <p>The Equality Engagement Group has been reviewed and the Chair has written to the group to outline how this area of working will be covered across the federation going forward.</p>

**PARTNERSHIPS AND COLLABORATION (CONTINUED)**

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
<p>Encourage our stakeholder groups to bring new ideas and share best practice through facilitating networking and information sharing.</p>	<p>Host regular forums and events that bring together stakeholders from different backgrounds to enable idea sharing, best practices and drive new initiatives.</p>	<p>British Equestrian has supported member bodies to run events. Nothing overarching has been done but The British Horse Society, alongside the Coaching Development and Action Team, might run an event aimed at the wider workforce.</p>
<p>Look to learn from others, gaining insights from organisations and individuals recognised as pioneers in inclusive practices.</p>	<p>Encourage participation in conferences, workshops, or mentorship programs to facilitate knowledge exchange and continuous learning.</p>	<p>British Equestrian has had representation and speaker spots at:</p> <ul style="list-style-type: none"> <li>• Include Summit, focusing on the work British Equestrian has done to bring 19 member bodies together to agree on a strategy and an approach.</li> <li>• The Westminster Insight Sport for All conference, focusing on improving disability and neurodivergent inclusion in sport.</li> <li>• FEI Sport Forum, focusing on the British Equestrian EDI journey</li> <li>• Tackling Racism and Racial Inequality in Sport, as part of a group comprising of UK Sport, Sport England, Sport Northern Ireland, sportscotland and Sport Wales.</li> </ul>

**PARTNERSHIPS AND COLLABORATION – MEMBER BODY PROGRESS**

<b>BRITISH DRESSAGE</b>	<b>THE BRITISH HORSE SOCIETY</b>	<b>THE PONY CLUB</b>	<b>RIDING FOR THE DISABLED ASSOCIATION</b>	<b>ENDURANCE GB</b>
<p>Collaborated on a number of projects, including the <a href="#">Urban Equestrian Network</a>, <a href="#">Virtus competitions</a> and partnerships and on RDA’s CPD activities.</p> <p>Further collaboration with horsescotland on developing para dressage officials and coaches to grow para dressage participation in Scotland.</p> <p>Worked with the Side Saddle Association to promote side saddle riding within culturally diverse communities, in particular its relevance to helping Muslim women wanting to ride.</p> <p>They are also a hidden disability charity member, launching their <a href="#">Hidden Disabilities Sunflower</a> in June 2024.</p>	<p>Developed targeted community outreach projects with <a href="#">Sikh community project</a> and <a href="#">KRIMMZ Girls Group</a>, with plans for many more funded projects spread out throughout the UK, aimed at increasing diversity and inclusion from an even wider range of communities.</p>	<p>Continued their work with external communities, including a targeted project with Muslim communities, as well as Brownies and school networks. There has also been a place-based focus with partnerships with the Black Country, Birmingham, London, Wales and Lancashire, which has resulted in plans to create five new movement-focused roles to better serve the communities situated in these areas.</p>	<p>Developed more networking with inner-city and faith-based riding schools, which has led to a potential development of a new accessibility mark centre in an urban setting.</p>	<p>Continue to work with RDA to offer their groups and members opportunities to participate in endurance.</p>

### 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.

OBJECTIVE	ACTION	BRITISH EQUESTRIAN SUCCESS MEASURE
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 and take the first step in building awareness and understanding of issues and opportunities.	An 18-month training programme by Inclusive Employers, covering topics such as bias, microaggressions, cultural competence and anti-racism, concluded in September. A review is underway to guide its evolution into an industry-wide initiative in collaboration with the EDI Working Group.

### EDUCATION AND ACCOUNTABILITY – MEMBER BODY PROGRESS

BRITISH DRESSAGE	THE BRITISH HORSE SOCIETY	THE PONY CLUB	RIDING FOR THE DISABLED ASSOCIATION
In addition to the education courses mentioned above, they have also started a workforce education project with Inclusive Employers, which covers generational differences and unconscious bias training. They have championed the research of coach Steph Bradley on menopause awareness, along with podcasts on female health and para activities. They have also hosted two wellbeing conferences, providing education to stakeholders and members on topics such as mental health and wellbeing.	Staff have attended the British Equestrian EDI training. They have created a monthly diversity calendar which includes sharing lived experiences of colleagues through their lunch and learn sessions. They also have allies' group, which has received training from Inclusive Employers on how to be a better ally. A new youth panel/advisory group is also being looked into.	Staff have completed the British Equestrian EDI/Inclusive Employers training and two staff members have also completed the Level 7 Strategic Approaches to EDI course.	EDI training has been designed for staff and the network, with taster sessions delivered at the National Induction Day. The Disability Equalities Lead and National Championships Event Manager have also visited Hartpury – the location of their championships – to work with the centre to make changes and accommodations for future events.

## 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.

OBJECTIVE	ACTION	BRITISH EQUESTRIAN PROGRESS
Demonstrate our unwavering commitment to fostering an environment of equity, diversity, and inclusion through the content we create and share.	Develop content that informs the audience about the importance of equity, diversity and inclusion within the equestrian community. Provide resources that promote understanding and allyship.	There is a new area on our website to showcase the power of Horses For All under the banner <a href="#">‘Inspired by horses’</a> , to tell the stories of centres making horses more accessible and inclusive for everyone.
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.	Ten videos have been created to highlight the diversity within equestrian sports, featuring visits to Summerfield Stables in Birmingham and Park Lane Stables in South West London and backed by a communications plan to guide the release and use of these videos. <a href="#">Six have been released in 2024</a> , with the remaining four live by end Q1 2025.
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.	A brief has been developed and a consultant has been appointed to review our comms and report back on how inclusive we are in our communications, complemented by an independent analysis to ensure transparency.
	Review the language and messaging used in communication materials.	
	Identify the preferred communication channels of diverse groups within the community.	
	Identify a consultant to come and help us to diversify our comms.	



**COMMUNICATION AND ENGAGEMENT – MEMBER BODY PROGRESS**

<b>BRITISH DRESSAGE</b>	<b>THE BRITISH HORSE SOCIETY</b>	<b>THE PONY CLUB</b>	<b>RIDING FOR THE DISABLED ASSOCIATION</b>	<b>ENDURANCE GB</b>
<p>They are reviewing and improving the accessibility features of the website and have produced an inclusion campaign 'Dressage For All', which is a week of social media posts focusing on showcasing inclusion within dressage. There are a few spotlight features such as the work on menopause, neurodiversity, disability, working mothers and women in sport, and a promotion of their urban equestrian project.</p>	<p>Working towards embedding more inclusive language and imagery throughout all communications.</p> <p>They have had their website assessed for accessibility and are incorporating lots of news items in their <i>Rider</i> and <i>British Horse</i> magazines to celebrate diversity.</p>	<p>There are plans to review publications, but this has not been carried out yet. They have developed a new child friendly character called 'Biscuit' to engage young people and promote the opportunities and benefits of being around horses, as well as deliver some education in a child-friendly way.</p>	<p>Across their network, they are circulating information packs on diversity and delivered a Neurodiversity Week campaign, which included several social media posts with information and resources.</p> <p>The EDI coordinator has also developed an inclusive language glossary that has been circulated to staff and will be accessible to the network through the new MY RDA website. The Disability Equalities lead has also created a disability glossary.</p>	<p>Having reviewed the imagery in their magazine and handbook, they have ensured pictures and photos promote the diversity of their membership while being representative and inclusive.</p>

# CONCLUSION



Looking ahead, the Horses For All strategy will continue to guide our efforts toward creating a more inclusive and diverse equestrian community. While significant progress has been made in the past year, there is still much work to be done to ensure that inclusion becomes embedded in every aspect of our sport.

Our progress so far demonstrates our unwavering commitment to advancing diversity and inclusion throughout the equestrian community. The collective efforts of our member bodies – supported by strategic partnerships, robust training programmes, and impactful initiatives – highlight a shared dedication to creating a sport that is truly representative of society and welcoming to all.

As we continue to implement the actions outlined in the strategy, we remain committed to listening, learning, and evolving. The work shared in this report is a foundation that we will build on in the years to come, ensuring that the values of inclusion and equity are deeply embedded at every level. By fostering collaboration,

sharing best practices and embracing transparency, we aim to empower everyone in the equestrian community to contribute to a more inclusive and sustainable future.

In the coming year, our focus will be on deepening our commitment to EDI through continued education and embedding a culture of everyday inclusion in our ways of working. Strengthening partnerships with underrepresented communities will be a priority, ensuring that we create spaces where individuals from all backgrounds feel welcomed and supported in their equestrian pursuits.

Our data collection efforts will also continue as we work to integrate diversity indicators into membership systems and measure the impact of our initiatives. This will provide valuable insights, helping us refine our strategies and ensuring tangible progress toward our long-term goals.

By fostering ongoing collaboration, transparent communication and a commitment to continuous learning, we will strive to create an equestrian community

that is truly representative of society. We are dedicated to fostering an environment where everyone has the opportunity to thrive, ensuring that Horses For All remains not just a strategy, but a lived reality for the future of British Equestrian.





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