

# HORSES FOR ALL



British   
Equestrian

A diversity and inclusion  
strategy for British Equestrian  
and our member bodies

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## FOREWORD

In June 2022, British Equestrian and our 19 member bodies collectively signed a unified pledge that made a commitment to making equity, diversity and inclusion fundamental to our organisations. While our community is largely representative of society in terms of gender, age and disability, there is a great deal of work to be done in making it truly inclusive.

We recognise that a welcoming, vibrant equestrian community comes from continuous engagement and listening. We acknowledge it will sometimes be difficult, but we are embracing the opportunity to make a difference, address barriers and give ourselves the strongest foundations possible for impactful, generational results.

We undertook a 12-month research process which involved reaching out to people who are underrepresented in our sport to understand the barriers they are facing, to listen to their perceptions and learn about their lived experiences. The criticisms, opinions and experiences helped us all to be honest and realistic about how our industry is viewed but equally gives confidence about building a more inclusive future.



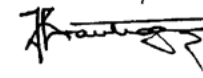
Our collective aim is to encourage more people to engage with horses – as a hobby, a sport, a career, a fan or simply wanting to spend time with and around horses. This strategy unites us in our desire, and outlines our inspirations to effect generational, lasting change.



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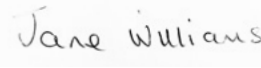
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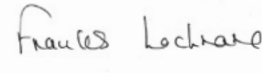
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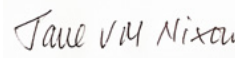
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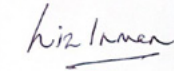
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## INTRODUCTION

Our response to the Horses for All research published in April 2023, included a commitment to create an overarching equality, diversity and inclusion (EDI) strategy for British Equestrian and our member bodies.

As a federation made up of 20 different organisations, we took the decision to co-create an all-embracing strategy that we could all align to when designing our own action plans. This strategy is therefore a 'blueprint' we will all follow as we strive to achieve greater diversity and inclusion in our sector.

We will review the strategy regularly, not only to measure and assess the impact of the actions we all implement but also to continue to listen and learn from each other. Sharing best practice, actively listening and evolving the culture of our shared community will help us become one where anyone regardless of their background can thrive.



## VISION

AN EQUESTRIAN COMMUNITY  
WHICH IS TRULY REPRESENTATIVE OF SOCIETY,  
WHERE EVERYONE FEELS VALUED, SAFE,  
AND A STRONG SENSE OF BELONGING.

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## MISSION

TO CREATE A CULTURE OF EVERYDAY INCLUSION,  
AT EVERY LEVEL, IN EVERYTHING WE DO,  
AND GIVING EVERY INDIVIDUAL,  
REGARDLESS OF BACKGROUND,  
THE OPPORTUNITY TO THRIVE.

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# ENABLERS

A close-up photograph of a white horse's head and neck, looking over a dark wooden stable railing. The horse's ears are perked up, and its dark eye is visible. The background is a warm, brownish-gold color, suggesting an indoor stable environment with soft lighting.

• IN OUR JOURNEY, WE WILL

**BE AMBITIOUS**

**PLAN GENERATIONALLY**

**PRACTICE ALLYSHIP**

**BE AUTHENTIC**

**LISTEN, LEARN AND EVOLVE**



## TURNING VISION INTO REALITY

We have developed our programme of actions based on the Horses for All recommendations. We have also used input received from further consultation we have undertaken with federation members, diversity specialists and all types of people with a stake in the future of equestrianism in Britain.

Our overarching strategy is based on six core objectives. Each member of the federation will develop action plans for each objective with timelines, allocated resources, responsibilities and measurement criteria.



STRATEGIC

# OBJECTIVES

- 01.— LEADERSHIP AND GOVERNANCE
- 02.— DATA AND DIVERSITY INDICATORS
- 03.— WORKFORCE
- 04.— PARTNERSHIP AND COLLABORATION
- 05.— EDUCATION AND ACCOUNTABILITY
- 06.— COMMUNICATION AND ENGAGEMENT



# 01. 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.



## 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.

### WE WILL:

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.

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.

Work towards greater diversity in our leadership teams so they are reflective of the UK population.

Actively seek out the views of underrepresented groups and hold ourselves accountable for the change we are striving to deliver.

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.

Have a harmonised well communicated shared zero tolerance anti-discrimination and harassment policy and operate an open access reporting system to enable people to quickly and easily report concerns. We will also regularly evaluate and modify the framework based on learning.



# 02. DATA AND DIVERSITY INDICATORS

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



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### WE WILL:

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.

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.

Ensure we collect usable qualitative and quantitative data that is actionable and commit to using this for the advancement and growth of our sport with a focus on diversity.

Harmonise and standardise our data collection to foster a collaborative approach towards diversity-focused progress and evolution.

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.



# 03. WORKFORCE

Create inclusive and diverse teams where people feel valued, respected and comfortable to be their authentic selves.



## WORKFORCE

Create inclusive and diverse teams where people feel valued, respected and comfortable to be their authentic selves

### WE WILL:

Ensure leadership takes accountability for wellbeing and belonging within workforces or teams.

Review and adapt our recruitment practices to engage and develop a truly diverse and inclusive workforce across the federation.

Empower our teams to advocate for equity, diversity and inclusion through building greater awareness and knowledge of differing perspectives and lived experiences.

Foster positive, collaborative and inclusive cultures within our organisations and across the sport celebrating diverse perspectives.

Broaden and develop a career and rider pathway that facilitates increased accessibility for candidates from underrepresented communities into equestrian sport and action initiatives that promote a more diverse representation across the sport.





# 04. 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.



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### WE WILL:

Foster a culture of collaborative working across the Federation to enable and drive the change.

Build partnerships with alternative structures and diverse spaces to further improve our understanding of the barriers faced by under-represented communities.

Encourage our stakeholder groups to bring new ideas and share best practice through facilitating networking and information sharing.

Implement targeted interventions that are grounded in data-driven strategies to accelerate diversity improvements that extend beyond our current inclusion efforts.

Look to learn from others, gaining insights from organisations and individuals recognised as pioneers in inclusive practices.



# 05. 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.

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### WE WILL:

Embed EDI training into all our learning and development programmes and to all human resources processes.

Look to create shared training materials and resources to develop consistent levels of knowledge, awareness and skills across the federation and its wider workforce and athletes.

Ensure our education programmes go beyond protected characteristic specifics and seek to educate and improve understanding of different lived experiences as well as to look through an intersectional lens.

Emphasise the importance of maintaining a continuous learning mindset and fostering curiosity towards inclusion.

Provide training and education initiatives to focus on adopting a person-centred approach to prevent the reinforcement of stereotypes.

Develop and deliver clear merit-based programmes that provide equal opportunities for all, facilitating progression regardless of background.



# 06. 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.



## EDUCATION 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.

### WE WILL:

Demonstrate our unwavering commitment to fostering an environment of equity, diversity, and inclusion through the content we create and share.

Celebrate, advocate and support equestrian EDI through storytelling, sharing lived experiences, and leveraging advocates' voices.

Focus on having accessible, representative, culturally sensitive and inclusive communication.

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.

Review the barriers that reduce engagement, and evaluate the actions and processes that we put in place to tackle them.



## TOWARDS HORSES FOR ALL

We believe that diversity and inclusion are essential for creating a vibrant and healthy community within the equestrian world. By embracing and celebrating our differences, we can learn from each other and work towards a more equitable and just future.

Every one of us has a part to play in ensuring that our community is welcoming and inclusive to anyone who wants to participate, whether that means speaking up, listening attentively, or questioning unjust practices. By embracing and appreciating each other's unique perspectives and contributions, we can create an inclusive community where all members of the equestrian world can thrive.



## ACKNOWLEDGEMENTS GLOSSARY OF TERMS

British Equestrian would like to acknowledge the key roles played by and contributions from the following:

- Our member bodies who have been, and continue to be, incredibly engaged and committed throughout the project, in particular the members of the working group for their extensive work on the content of the strategy.
- Our volunteer Equality Engagement Group for their continued expertise and valued input.
- The team at Inclusive Employers who has supported us throughout our EDI journey with advice and guidance.

### Equality

People receiving the same treatment (Cambridge dictionary definition).

### Equity

Being aware that not everyone starts from the same starting line in life and providing resources to improve inequality.

### Diversity

Recognising any and all aspects of individuals as well as group differences – visible or invisible.

### Inclusion

Ensuring all feel respected, valued, safe, trusted and have a sense of belonging. It's about affording individuals the opportunity to be themselves and do their best work, valuing difference and recognising equality.







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