

# British Equestrian

# Annual Report 2020–2021



# Introduction

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## Company information

### Company information

**Honorary Patron**  
HRH The Duchess of Cornwall

**Company number**  
3174767

**Chairman**  
Malcolm Wharton CBE

**Registered office**  
Equestrian House  
Abbey Park  
Stareton  
Warwickshire  
CV8 2RH

**Chief Executive**  
Jim Eyre

**Company Secretary**  
Lynne Bailey

### Equestrian audience in numbers

<b>19m</b>	equestrian consumers	<b>0.4m</b>	participant members	<b>7th</b>	most popular disability sport
<b>6.8m</b>	television viewers	<b>£4.7</b>	billion industry	<b>4th</b>	most popular female sport
<b>1.8m</b>	regular riders	<b>2.1m</b>	social media followers	<b>74%</b>	female participation

### Purpose

To enrich the lives of horses and people together.

### Vision

Together we will be the voice of, and provide leadership for, all who are inspired by and engaged with horses

### Values

- Excellence
- Integrity
- Respect
- Communication
- Fairness and transparency

# Chair's report

The equestrian community has been through two extremely tough years, with an array of challenges threatening our sector. Through difficult times, however, we learn our true strengths and power of working together.

I'm extremely proud of the achievements we've collectively delivered over the past two years. Our member bodies have shown resilience, the wider equestrian sector has demonstrated their ability to adapt under the most difficult of circumstances and, if anything, it's fostered better, stronger relationships across equestrianism.



We are grateful once again to the support we receive from UK Sport and Sport England. This funding, which totals nearly £9.5m over the two years this report covers, enables us to support equestrianism at every level – from the elite athletes who shone so brightly at Tokyo, bringing home a staggering 13 medals across the four disciplines, to those sitting in a saddle for the first time. Additional grants from Sport England through the Covid pandemic have provided a vital lifeline for a number of riding centres, making the difference between survival and closure.

The British Equestrian Board has seen some new key additions, all of whom bring a great deal of knowledge and expertise to the leadership of the federation alongside a number of staff appointments in the senior leadership team including a new Chief Executive in Jim Eyre. Jim brought a wealth of knowledge and leadership expertise from his previous experience in the military and commercial sport.

With nearly 12 months behind him, Jim has taken time to get an overview of our stakeholders, nurtured strong relationships and can now begin to work with our team to deliver some of the crucial projects around welfare, participation, social licence, equality, diversity and inclusion and sustainability.

## Chair's report

We were delighted when HRH The Duchess of Cornwall accepted our invitation to continue as our patron. Having held the position for nearly 20 years, her enthusiasm for equestrianism is unwavering and we're grateful for her continued support.

There's little doubt we will continue to have challenges ahead – the concept of a social license to operate and the welfare of our equine and human athletes are key, and we must take action to safeguard our sport for future generations, as well as ensuring our industry is sustainable, viable and inclusive. However, having seen what we've achieved over the last 18 months, I very much look forward to our next exciting chapter – Paris is only two and a half years away, after all.

A handwritten signature in blue ink that reads "Malcolm Wharton".

*Malcolm Wharton CBE | Chair*



# CEO's report

The last two years, which this report covers, have been remarkably challenging for the equestrian sector and the country as a whole. I joined British Equestrian in April 2021, taking over from Iain Graham, who had overseen our federation – as Interim CEO since July 2019 – through an extremely difficult period with the start of the pandemic in 2020 and its associated lockdowns, followed by managing the British response to the EHV-1 outbreak in early 2021. We thank Iain for his leadership through this period alongside our Chair, Malcolm Wharton CBE, and for the support Iain provided to the World Class Programme in their preparations for Tokyo.



Thankfully, as we move out of the pandemic, we're seeing recovery across many areas of equestrianism and a growing demand to participate in our sport.

Brexit continues to pose issues for our sector, and lobbying with the relevant government departments is on-going, supported by UK Sport, Sport England and members of the British Horse Council, which represents equestrians in leisure, sport, racing, breeding and welfare organisations. Since January 2021, we have been gathering case studies of people's experiences of transporting horses to and from Europe. We'll continue to collect these to support our case that processes need to improve, as a minimum on the grounds of animal welfare.

While the lockdowns of 2020 saw a significant impact on activity for our sport, the second half of 2021 proved to be a resounding success for our World Class Programme at the delayed Olympic and Paralympic Games. The teams met and indeed exceeded the medal targets set by UK Sport and the depth and talent across the programme bodes well for preparations for Paris 2024. Success in Tokyo was followed by more medals at the European Championships, which followed in the autumn. Huge credit goes to Richard Waygood and his team for the dedication and resilience they showed in ensuring that the teams across the

competitions were in the best possible frame of mind to challenge for podium spaces, which is no mean feat given the delays to competition, cancellation of prep events and transport challenges.

Over the last nine months, I've also had the opportunity to meet with representatives across the member bodies and to get to know our wider sector. Our federation is diverse, both in the disciplines we represent and in the membership of those disciplines and this is something that should be recognised. In 2022, the federation will mark its 50th year and we hope to be able to show the best of what equestrian has to offer to a wider audience to celebrate our successes at this milestone.

I look forward to continuing the engagement with our member bodies through 2022 and beyond, and to work together on key projects that will be our focus over the next few years, particularly equine welfare and the social licence to use horses for sport, increasing participation with a focus on equality, diversity and inclusion, improving rider and groom wellbeing – including guidance on concussion at all levels – and working to deliver a more environmentally sustainable future for our sector.

A handwritten signature in blue ink, which appears to read 'Jim Eyre'.

Jim Eyre | CEO



# Championship teams

## Pre-Games preparation

Once the Olympic and Paralympic team selections were completed, all riders and horses travelled to the pre-export quarantine (PEQ) facility at the British Showjumping National Training Centre near Lutterworth. We also supported British riders based in Europe at the PEQ facility at Aachen and Valkenswaard. The PEQ set-up and experience proved a valuable learning curve around major championship planning because it allowed those going to focus on their preparations without external distractions, and similar versions of pre-event camps will be considered as part of routine preparation in the future.

Covid testing requirements and protocols for travelling to Tokyo were challenging but successful within the equestrian programme because we had no positive cases during the Games period. All attending the Games were required to self-isolate for three days on arrival in Tokyo. Due to our vaccination status and pre-departure testing, the British Olympic Association negotiated that athletes and staff could still travel to venues and train during this period.

The World Class Programme Operations Team went to Japan ahead of the horses and riders, and set up the stables and hotel venue so they were ready for the arrival of athletes and staff.



## Championship teams

# Olympic and Paralympic Games success

Tokyo 2020 was both hugely challenging and hugely successful for our equestrian athletes. Here's a summary of what happened...



## Dressage

First to compete in Tokyo was the dressage team of Charlotte Dujardin and Gio, Carl Hester and En Vogue, and Lottie Fry and Everdale. With three young horses on the team and one rider making their Olympic debut, a medal was always going to be a big ask but, in a triumph of talent overcoming inexperience, our trio secured bronze ahead of close rivals Denmark. Charlotte and her 'little pocket rocket', Gio, went on to take individual bronze after the freestyle, making Charlotte the most decorated female British Olympian in history – a feat equalled (but not surpassed!) by cycling's Laura Kenny later that week.

## Eventing

With only three to a team and no drop score, the eventing competition in Tokyo was more high-stakes than ever before. However, the British team would not be intimidated – in convincing style, Laura Collett and London 52, Oliver Townend and Ballaghmor Class, and Tom McEwen and Toledo de Kerker led from start to finish, breaking the record for the lowest ever finishing score in the history of the modern Games. Perhaps most notably, all three finished clear inside the time on cross-country day – the only team to do so. Tom and Toledo also took individual silver, adding just 0.4 time penalties to their dressage score on the final day.





### Showjumping

Ben Maher and Explosion W were undoubtedly one of the favourites for an individual medal going into the Games, and they certainly didn't disappoint – the pair were foot-perfect across two days of competition to take the top spot on the podium ahead of Germany and the Netherlands. This saw Britain retain the gold medal won by Nick Skelton and Big Star in Rio – only the second time that a nation has won back-to-back individual jumping titles. Team mates Harry Charles and Romeo 88, Holly Smith and Denver, and Scott Brash and Hello Jefferson all showed their quality across the team and individual competitions, too.



### Para Dressage

Great Britain has never lost the Paralympic team title, so the pressure was on for Natasha Baker, Sir Lee Pearson and Sophie Wells. While they might have had a wealth of experience to call upon, the same couldn't be said for Keystone Dawn Chorus, Breezer and Don Cara M, who were all making their championship debuts. The Dutch team pushed them to the wire, but our trio managed to pull ahead by 0.656% to retain the title. Lee added another two golds to his collection, bringing his Paralympic career total to 14, while Sophie picked up individual silver and Natasha took double silver. The squad was completed by debutants Georgia Wilson and Sakura, following a last-minute call-up. Coached and mentored by Sophie, they put in two polished performances to take double bronze in elite company.



## FEI European Championships

FEI European Championships took place for dressage, showjumping and eventing in 2021 across three venues in Germany and Switzerland.



### Showjumping

It was a young team that headed to Riesenbeck, with the primary goal being to nurture talent for the future. Although there were to be no medals, William Whitaker, Georgia Tame, Emily Moffitt and Joe Stockdale showed all their promise and the team finished eighth, while Emily qualified for the individual final but chose to save her horse for another day.

### Dressage

Carl Hester, Charlotte Dujardin and Lottie Fry reunited with their Tokyo mounts in Hagen, joined on the team by Olympic travelling reserve Gareth Hughes. All four combinations were on fine form, despite their travels, and took silver behind favourites Germany. Charlotte also took bronze in the freestyle, equaling the placing she achieved in Tokyo.



### Eventing

It was a historic clean sweep for the all-girl squad in Avenches. Nicola Wilson, Piggy March, Kitty King and Ros Canter took team gold in emphatic style, finishing over 13 penalties ahead of Germany, while the individual podium saw Nicola (gold) and Piggy (silver) joined by compatriot Sarah Bullimore for bronze. Kitty finished ninth individually, with Izzy Taylor in 10th.

## Post-Games review

A World Class Programme Review took place on 12–13 October at St George's Park. The outcomes of this review are currently being assessed so they can be added into our strategic plans for 2022 and beyond.

The review also included sessions appraising the team and staff performances at the Olympic and Paralympic Games. This provided an opportunity for honest discussion about what went well and what could be done better as we now look towards Paris 2024.



## World Championships 2022 and Paris 2024

Recces have taken place in Herning, Denmark – venue for the 2022 World Championships for dressage, jumping, para dressage and vaulting. More detailed planning for these championships – plus the World Championships for eventing and driving in Pratoni del Vivaro, Italy, and endurance in Verona, Italy – will now begin in earnest. These championships represent the first opportunity for our Olympic and Paralympic disciplines to qualify for Paris 2024.

The first Paris 2024 recce has also taken place, accompanied by our Sport Engagement Manager at the British Olympic Association.

# World Class Programme

## Talent

Recruitment and induction of a new cohort of athletes on to the 2021–2023 Sport England and UK Sport funded Podium Potential Pathway (P3) programme was completed in March last year. The cohort currently has 27 Olympic discipline athletes and eight para dressage athletes.

A programme review of Podium Potential Pathway was completed at the end of May, with all P3 staff, practitioners and coaches taking part. This meeting reviewed and updated the four-year World Class Programme athlete development framework and planned the delivery of squad training for 2021–2022.

Winter squad training sessions resumed in October 2021 for all disciplines. These sessions focused on the follow-up of the 360 degree rider and horse performance profiling that had been carried out previously, which will now inform the athlete development plans for all P3 athletes for the 2022 spring and summer competition seasons.



## World Class Programme

P3 athletes continued to compete successfully as Covid restrictions lifted in 2021. Notable results include:



### Eventing

Three P3 event riders were on the long-list for the FEI Senior European Championship, including Mollie Summerland – the youngest rider to win Luhmühlen Horse Trials CCI5\* in the modern format of the sport. Fellow P3 athlete Yasmin Ingham won the CCI4\*-L at Blenheim Horse Trials in September 2021.

### Para dressage

The athletes had a great showing at Hartpury CPEDI, then the British Dressage National Championships, with Gabriella Blake taking the Grade 1 title and Jamie Windruss a close second. Jemima Green was second in the Grade 2, while Katie Radzik, Rachel Collins and Alicia Griffiths were top-10 finishers in the Grade 4.



### Showjumping

Joe Stockdale and Jodie Hall-McAteer achieved good results at CSI5\* and Global Championship level. Joe Stockdale was also selected to compete at the FEI Senior European Showjumping Championships in Riesenbeck. Other



members of the showjumping programme were in-line for European Junior and Young rider selection, with Ava Vernon winning the Junior individual gold medal, and Oliver Fletcher and Claudia Moore winning Junior team bronze. Jodie Hall-McAteer and Joe Stockdale finished first and second respectively in the Under-25 British Championship at the London International Horse Show in December 2021. Fellow P3 riders Oliver Fletcher and Carmen Edwards also finished in the top 10 placings.



## Dressage

Annabella Pidgley won a silver medal in the individual and freestyle at the FEI Junior European Dressage Championship – the first British athlete to win a medal at this level. Meanwhile, Lewis Carrier, Ellie McCarthy and Lucy Amy were selected to compete on the U25 team at the European Championship in Hagen. Lewis finished highest of the British competitors in 12th place individually.



## Olympic Ambition Programme



Lewis Carrier and Ellie McCarthy (dressage), Mollie Summerland and Yaz Ingham (eventing), and Joe Stockdale (showjumping) attended the Team GB Olympic Ambition Programme, which was held at the Olympic Park, London, on 3–4 August 2021. They got to meet other Paris Potential athletes from both the established sports and a diverse range of new Olympic sports, including skateboarding and sport climbing.

## Performance Pathway

As a result of our success at the Games and a submission to UK Sport for a review in our funding, we had an uplift in athlete-funded places in the Olympic disciplines from 36 to 42 athletes and in para dressage from 12 to 13 places. This has enabled the World Class Programme to offer UK Sport-funded places to more athletes on the P3 programme, supporting their development as potential medallists of the future. The UK Sport Selection and Nomination Process for the World Class Programme has now been completed.

## Youth Pathway

### Young Professionals Programme

The induction day for the 24 riders selected onto the British Equestrian Young Professional Programme took place in November 2021. The programme supports the transition of young riders from the youth pathways into the equestrian workplace. It consists of expert-led workshops on topics essential for running a business – from business insurance and staff contracts, to transport law and communication skills – and culminates in a visit to a professional yard. For this cycle, the programme has selected three riders from showjumping, eight from eventing and 13 from dressage.



### Youth Pathway Coaching

The Youth Pathway Coaching Programme concluded its second cohort of coaches in June 2021. Funded by Sport England, the programme has provided coach development to 30 coaches working within the youth pathways for the Olympic disciplines of dressage, eventing and showjumping. Funded by Sport England and developed in collaboration with British Dressage, British Eventing and British Showjumping, the Youth Pathway Coaching Programme provided the coaches with greater insight and understanding about the development effect of training environments on young people, and helping them to adapt their coaching to suit the key stages of cognitive and physical development of youth riders. The final session included a presentation from professional football coach Natalie Henderson, who works for Newcastle United Men's Academy (YDP Lead Phase Coach), as well as England Women's Youth Development Phase.

British Equestrian is now planning to hold annual seminars to further support coaches working within the Olympic Discipline Youth Pathways.

# Coaching

## Coaching strategy

Our 2020 coaching year got off to a great start when we were able to publish and launch our coaching strategy, 'Equestrian Coaching: Culture, Clarity, Profile and Value'. This was the result of 15 months of collaboration, consultation and discussion with our member bodies through the Coaching Development Action Team (CDAT).

Our coaching strategy is available to read [here](#).

We followed on in 2021 with the development of an operational plan outlining the delivery of the strategy, which offered clarity to the areas where British Equestrian can become involved and support, and those where the member bodies can develop activities themselves. Using a reporting template, we're able to capture progress against the strategy objectives.

The initial mapping of the pre-requisites for coaching qualifications is now complete. This will also contribute to further actions on qualification and CPD-related items in the strategy.

To support our coaches, we have plans to create a dedicated coaching research area on our website where coaches can engage with users. A review of coaching frequently asked questions is ongoing and will be released on our website in a much improved and user-friendly format.

## Coaching Development Action Team

The Coaching Development Action Team has continued to meet online throughout the two years of lockdowns, with secretariat support provided by British Equestrian. Nicky Fuller completed her three-year tenure as Chair to the group in 2021 and we're grateful for her leadership. Charlotte Osborne (British Dressage) takes on the role of Chair and is joined by Cindy Russell (Endurance GB) as Vice Chair, with the support from our own staff.

## Coaching

We also instigated a number of informal opportunities for CDAT members to discuss the challenges the member bodies and the coaches were having during lockdown in order to support and find solutions. This was of particular benefit to CDAT members that were facing the challenges of a change in working arrangements and the isolation of working from home.

## UK Coaching

Through our relationship with UK Coaching, we were able to provide 34 coaches in working in the talent and performance pathway with free access to UK Coaching's paid subscription content in their learning and development platform. The nine coaches on our Equi-Youth Coaching programme have also received access at a discounted rate.

## Sport England Coaching Plan

British Equestrian has been engaged for input into the new Sport England plan for coaching, headed by consultants Sporting People, due to be published later this year.



## National Development Programme for Coaching Excellence

Taking part in the National Development Plan for Coaching Excellence (NDPCE) programme 19/20 were 22 coaches from seven member bodies:

- British Dressage
- British Showjumping
- British Eventing
- The British Horse Society
- Pony Club
- Riding for the Disabled Association
- Endurance GB

Covid restrictions and capacity challenges prevented a 20/21 course from happening, and during this time the programme was transferred to British Dressage to oversee. For 21/22, there are 25 coaches from five member bodies taking part in the programme:

- British Dressage
- British Showjumping
- British Eventing
- The British Horse Society
- Pony Club

Those who take part in this programme have had a resoundingly positive experience – here's some of the feedback we've had:

*"This course has helped me to take care of myself as a person and professional, and readjust my work-life balance so I'm able to give my best to those I coach."*

*"The rapport and support from the group has been an essential part of the learning programme."*

*"As a result of this programme, I've nurtured my identity and what I want from the future of my coaching career – it's helped me to identify the values true to me that I can now share."*

*"The diversity of coaches on the programme was really helpful in helping to get a broad perspective on coaching, the time taken out to reflect and consider my future as a coach has been invaluable."*

## Coaching certificate

Over 2020-21, a total of 263 coaches gained new Coaching Certificate (formerly UKCC) qualifications across eight member bodies, plus the National Horseracing College, Equestrian Training Ltd and the British Racing School.

In that same period, 387 coaches have been registered for Coaching Certificate qualifications across seven member bodies, plus the National Horseracing College, Warwickshire College, Equestrian Training Ltd and the British Racing School.

Our awarding body for the coaching certificate qualifications, 1st4Sport, is reviewing all their qualifications in line with current regulatory requirements, and British Equestrian is helping to facilitate in our sector for the benefit of all parties.

horsescotland continues to transition their qualifications to the new framework in Scotland and the new online system. This has been a considerable undertaking, but the feedback has been very positive with progress reported directly and through CDAT.

## Level 4

We awarded our Level 4 qualification to five coaches in December 2019 and a further five in 2020. In September 2021, nine new coaches joined the programme – our largest intake to date – and we've recruited an additional Coach Developer Consultant to support their learnings. That same year, three coaches successfully graduated, with two further candidates choosing to continue with their studies.

Our current higher education partner for Level 4 is the University of Gloucestershire. Our agreement with the university ends in August 2022, so we are in the process of reviewing this agreement and the associated fees.

We launched a comprehensive review of the Level 4 programme to ensure it meets, and continues to meet, expectations and remains an important qualification in our sport. The review was completed by Spring 2021, with a dedicated Level 4 guide published.



## Equi-Youth Coaching

Great coaches produce great athletes and British Equestrian has a commitment to work with our member bodies and the wider industry to ensure everyone has access to qualified coaching. As part of this pledge, it was with great pride that we launched a new initiative in Equi-Youth Coaching. Funded by Sport England to support their vision of transforming lives and communities through sport, and run in partnership with the Pony Club, the programme aims to help those who work and volunteer at urban riding schools to develop their skills so that in the future they can inspire and coach young people, putting themselves on a pathway to a career in the equestrian industry.



In June 2021, we announced that nine ambitious coaches had been selected for a place on the 18-month programme. Places are fully funded and candidates are being given a complete coaching education, as well as being mentored towards achieving the Pony Club's Level 1 Award in Equestrian Coaching. During their time on the programme, candidates are receiving guidance on building skills in teaching equitation, getting the best out of pupils, working with young people, and providing a safe coaching environment. The opportunity to take qualifications in emergency first aid and safeguarding is also offered.

Our first cohort includes coaches from a range of urban centres, including Ebony Horse Club in Brixton, Park Palace Ponies in Liverpool, St James City Farm in Gloucester and the Urban Equestrian Academy in Leicester.

Lead mentors for the Equi-Youth Coaching initiative are Darrell Scaife FBHS and Sarah MacDonald FBHS. Both have decades of experience as coaches and coach educators across the levels, from grassroots riders to the elite.

Mum-of-three Shantelle Griffith worked for the NHS for 15 years before having to stop due to health reasons. Having ridden as a child, she wanted to get back

into horses and discovered the Urban Equestrian Academy, where she now volunteers. Joining the Equi-Youth Coaching cohort means she can inspire a new generation of young equestrians in the Leicester area.

"I jumped at the chance to take part in the programme. It's really interesting – Sarah and Darrell are guiding us in the right direction, making us feel really comfortable and welcome, and it's really exciting," she explained at her first in-person session, held at Brampton Stables in Northamptonshire.

"I feel as though I've gone full circle – the course is building my confidence and confirming that I'm doing the right thing. I'm able to apply what I learn to the kids back at the Urban Equestrian Academy, who inspire me as much as I'd like to inspire them.

"Horses have always been my passion and it's a dream for me to be able to be a coach and mentor to the young kids. It's everything, and I feel proud to be picked to be on the programme."

Plans are underway for the next phase, Equi-Youth Rider Development which is aimed at breaking down barriers to participation through working with our urban riding centres, and will be launched in 2022.



# Covid and the equestrian industry

The coronavirus pandemic hit our sector hard in a number of ways as we collectively navigated the various government updates across the four home nations over the course of 18 months. Working with our member bodies, we've compiled a detailed picture of how our industry has been impacted.

## Equine welfare

The sudden cessation of riding activities and reduced exercise posed difficulties for many owners and organisations, particularly riding centres and schools. To keep horses exercised and give them time out of the stable was a challenge with closures and limits on numbers, which impacted mental and physical health and resulted in reports of a number of overweight horses. Some areas were slow to recover due to time taken to get horses fit for a return to work or competition, and some riders just took time to return to being 'competition-ready' after their enforced layoff.

## Finances

Income for all in the industry was widely impacted, with no one avoiding a reduction in earnings. The loss of competition, training and exams, alongside decrease in membership income, has had a large impact. Ability to recover has also been varied, with many different reasons from participant types, size of organisation, model of delivery, all being just part of the story. There doesn't seem to be any 'one size fits all' predictor of sustainability.

Various member bodies made grants available to centres and groups that were struggling. Bounce-back grants, Hardship Funds, Emergency Grants, and individual grants to events were among the funds made available through the member bodies who responded to this survey. As well as this, there were other sources of funding available, such as the Tackling Inequalities Fund from Sport England, administered by British Equestrian.

## Events

Events have been hit hard by the pandemic, with reduction in numbers across the board. This has led to reduced income as a direct result of the lack of events, but also a reduction in income from membership fees, with many previous members choosing not to renew until the picture is clearer. The threat from the unaffiliated market has also been looming large, with these events having the potential not to have to adhere to Covid guidance put in place by the governing bodies, so offering lower-cost alternatives.

Some member bodies held virtual alternatives and, in many cases, this allowed more people to take part than would usually. Online competitions offered opportunities for a wider range of people to compete, such as those riding taking part in a riding school environment, those without their own horses or those with no transport. This has the potential to open up the sport to a more diverse range of participants.

Some changes to events were seen as a positive step, with many going 'paperless' and using more technology to help run the day – for example, dressage judging via tablet and using electronic scoring.



## Workforce

Cuts in headcount were seen for most member bodies who responded to this survey. For those member bodies reporting a reduction in headcount, there was no intention of returning to pre-Covid levels, at least in the short term.

Most member bodies have moved to a hybrid working model for their office-based staff, which has proved beneficial, and this working pattern will remain into the foreseeable future. It was seen as a positive because it allowed staff to be more flexible. It was easier to schedule and attend meetings virtually, and was accompanied by a reduction in costs.

Also proving a challenge is the current trend of high horse prices. Whether this is purely Covid-related, or partly because of Brexit, many riding centres are struggling to recruit new equines to their business. Over successive lockdowns, centres have loaned their horses out, rationalised their herd or retired horses and there is a need to build their levels back up again. However, with the challenges around sourcing suitable replacements, centres are struggling. This is especially crucial because riding schools are seeing unprecedented demand from customers, and horse availability is limiting the activity they can offer.

## Trade and retail

The British Equestrian Trade Association surveyed nearly 200 equestrian businesses to identify key concerns and the impact of the pandemic on their livelihoods. Many experienced an early up-turn in sales due to panic buying, followed by increased demand for online services.

Overall, businesses experienced a fall in turn-over between 20–100%, with those at maximum levels in areas such as saddle fitting, where social distancing rule made roles challenging.

For suppliers, disruption of global supply chains – obtaining raw materials and delays to air and sea freight – were major issues, alongside controlling fixed overheads and managing the health and safety of staff.

Although 15% of retailers saw increased turnover linked to feed and bedding stockpiling, three-quarters experienced decreases in turnover ranging from 20–100%. On average, there was a 63% drop across all types of equestrian retail outlet.

## Membership

With a suspension of many equestrian activities for a prolonged period, membership levels significantly reduced for the majority of member bodies, with some reporting a typical drop of 15–20%, particularly those with a competitive element to their membership offering. As restrictions were eased and many areas built back to pre-pandemic calendars, there has been a bounce back for a number of member bodies, with some even exceeding their membership numbers from before the first lockdown.



There has been a move of members between organisations based on the activities on offer, or some have 'downgraded' their membership rather than leaving in a bid to support their sport, and many member bodies have reported an upturn in enquiries/registrations – one even as high as 124%. The key is to look at how to convert these people back to, or for the first time, into full competing memberships.

## Volunteering

Most member bodies reported an initial reluctance to return to activity. However, those organisations with clear guidance around ensuring the safety of their volunteers helped with confidence to take part and saw a relatively swift return to near pre-pandemic levels. Some volunteering capacity has been lost though, with volunteers seeing the break from activity as an opportunity to re-evaluate either the time they were spending, or the type of volunteering they were doing. This has led to some volunteers cutting back, changing their role for one with less responsibility or stopping entirely. Some volunteers were simply not able to take part, with one member body quoting that around 30% of members coming from households who were shielding during the pandemic.

For smaller member bodies with few paid staff, strain on the volunteer resource was great during the pandemic, with reducing the paid staff and contractors shifting the emphasis onto the volunteers supporting the running of sport.

# Tackling Inequalities Fund

The Tackling Inequalities Fund (TIF) was set up by Sport England in April 2020 as part of a support package to help the sport and physical activity sector through the coronavirus pandemic.

The fund was committed to help the groups that were disproportionately affected by the pandemic, in that it was significantly impacting their ability to be physically active. The key audiences for the fund were:

- Lower socio-economic groups
- Culturally diverse communities
- Disabled people
- People with long-term health conditions

In the first round of TIF, British Equestrian was awarded £150,000, which provided support to 21 riding centres and charities. The aim for this round was to support centres and groups working with disabled people. With disabled riders more likely to be clinically vulnerable and shielding, Riding for the Disabled groups and centres were seen to be most likely to be subject to prolonged closure, and more at risk of folding. Centres and groups were able to apply for up to £10,000 of support. In the first round the average application was for £6,775.

In summer of 2021, we received an additional £150,000 of TIF money, which enabled us to help a further 21 eligible centres and groups who work with the key audiences.

TIF has now been renamed the 'Together Fund'. This is a continuation of the previous fund, working with the same target audiences, and is intended to help further growth and recovery of community organisations. We are anticipating an award of £195,000 from this new funding, which is aimed at those from lower socio-economic groups, culturally diverse communities, disabled people and those with long-term health conditions.



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# Future focus

In the last quarter of 2021, we started work on a number of exciting projects and commitments alongside some inspiring initiatives in our member bodies.

**Equality, diversity and inclusion** – our aim is to ‘harness a culture of everyday inclusion and accessibility’ to enable us to make real headway towards tackling inequalities within our sector. We’ll be looking at ourselves internally as an organisation, then we’ll research the perception of our sport to the general public. This research will help us to grow participation by opening up opportunities and making riding more accessible to people from non-traditional backgrounds, in particular for those from ethnically diverse communities and lower socio-economic groups or areas of higher deprivation. In addition, work is ongoing to renew our Equality Standard for Sport because a new system has been introduced.

**Riding centre health check** – in a bid to help safeguard the long-term sustainability of our sport, we’ll be launching an ambitious survey for all riding centres across the UK. In conjunction with the BHS, RDA, PC and ABRS+, we aim to gain insight into their current operations in a post-Covid, economically challenging industry. We’ll be looking at capacity, current challenges and what support would help. The resulting insight will be vital in the promotion of the sport going forward, but will also help us in our work with DCMS and Defra around viability, participation, facilities and getting people active.



**Urban riding centres** – we’re seeking to undertake a piece of research to enhance our understanding of the business models, participant profile and social value contribution of equestrian centres operating in an urban environment. The purpose of the project is to help us to achieve our goals of improving representation and diversity of the sport and pastime of equestrian. The strategic outcomes of the project include growing participation in grassroots horse riding by opening up opportunities to take part, and making it more accessible to people from non-traditional backgrounds through the growth of urban equestrian in cities across the UK, as well as developing our knowledge of urban centres’ business models so we can consider how best to replicate these across the urban landscape, helping to allow others to take part.

**Concussion** – as part of the sport-wide DCMS initiative, a working group has been formed, headed by our Athlete Health Lead Ash Wallace and new Chief Medical Officer. Our aim is to have coherent concussion policies across the federation, utilising our industry knowledge as well as that from other sports. A programme of education and communication will help improve understanding, culture and processes.



# Brexit

When we officially left the European Union on 1 January 2021, there were still a number of unanswered questions on the movement of horses to and from the continent. Working with the British Horse Council, we prepared guidance that was as complete as possible to help those travelling horses to Europe, including a step-by-step check list of all the requirements, papers and licences.

Since Great Britain left the EU, we have seen the costs of travelling equines increase by around 300% – more veterinary inspections, more forms, more red tape and higher prices charged by transporters to cover such costs. Key concerns remain:

- The loss of elite riders and potentially stables from UK to Europe, where it is easier and cheaper to be based out of and with no visa restrictions.
- The loss of European competitors to UK events (and UK competitors to Europe), undermining the international value and prestige of major UK events, which in turn will see direct competition from EU-based alternatives.
- The move of elements of the breeding sector to the EU to enable business, and to enable foals to be registered in EU studbooks and significantly reduce costs that are only in place due to Brexit.



- The down-grading of elite equestrianism in UK, which has taken decades to develop to be able to compete at the top-class international level, and the long-term effect could be a reduction in the pool of top-class British athletes.
- Athletes and NGBs will see their ability to perform and develop hindered due to the prohibitive nature of costs, paperwork and check point waiting times. Competing in Europe is key to progression in all equestrian sport and, without access, our championship success and standing on the world stage will diminish.
- Overall, this potential migration of talent, horsepower and high-profile competitions to Europe will be of significant loss, in terms of national standing, financial value, and elite talent and will negatively impact the £8.5bn UK equestrian industry.

We presented a paper on the issues arising from Brexit to DCMS, Defra, Sport England and UK Sport, and our work is being supported by the British Horse Council (BHC), in which racing and breeding are represented. We were fortunate to have been able to put our case to Lord Benyon recently and we will continue to pursue opportunities to raise the profile of the challenges that our industry is facing and the long-term impact it is likely to have on the international competition, breeding and, most importantly, equine welfare during travel.

# Equine health and welfare

## EHV outbreak

In March 2020, Europe faced a major outbreak of Equine Herpes Virus (EHV-1 – neurological form), which originated at the CES Valencia Spring Tour in Spain. Horses had left the venue and travelled home to bases throughout Europe, testing positive once home.

In a bid to contain the outbreak, the FEI took immediate action with the cancellation of international events in 10 countries on the European mainland until the end of March.

Members of the Equine Infectious Diseases Advisory Group, in conjunction with the British Equine Veterinary Association assisted British Equestrian, British Showjumping and in turn our other member bodies. Protocols were devised and issued in conjunction with British Showjumping, along with an Equine Health Status Declaration for Competition (self-certification form) for national competitions, which was implemented across the federation. Through a swift response and collaborative working, the outbreak was kept from Britain.



## Mitigating disease risk

British Equestrian's Equine Infections Disease Action Group (EIDAG) released for general use their comprehensive publication aimed at mitigating the risk of equine disease transmission. The nine-member strong EIDAG was set up in October 2019 and comprises industry leaders with expertise in equine medicine and infectious diseases. Their primary objective on the project was to help those in the equine industry who oversee and organise equine activities to play an essential role in mitigating the risk posed by infectious diseases to Britain's equine population.

'Advice Notes for British Equestrian Member Bodies and Organisers of Horse Gatherings', is the product of months of input from the group and provides practical advice so that equine member bodies and those involved in organising any type of equestrian gathering can put effective and practical measures, guidance and education in place. The guidance is based on 10 pillars of equine infectious disease management that organisers should follow:

- Responsibility
- Raising standards and education
- Risk communication and responsiveness
- Vaccination
- Vigilance and risk reduction
- Biosecurity practice: participants
- Biosecurity practice: stabling
- Early disease recognition
- Transparent information sharing
- Supporting national infectious disease management

Vaccination, self-certification, surveillance and enhanced biosecurity are key elements for organisers, and participants, to consider for gatherings – the more stringent the requirements, the less risk of transmission at that event.

The advice notes also contain general background information on a number of endemic and exotic diseases present in Great Britain to help educate horse owners on signs and management.

Our  
Advice  
Notes are  
available to  
read [here](#).

# Safeguarding

British Equestrian has continued to work with its member bodies to enhance our safeguarding practices and, in 2021, we were pleased to have been awarded the highest level rating by the Child Protection in Sport Unit at its annual audit, recognising our continued commitment to safeguarding. Safeguarding teams across the federation continued to be operational during the lockdown period and a significant amount of work was undertaken alongside member bodies to develop, agree and publish training, policies and procedures aimed at ensuring a consistency of approach across the equestrian sector to keep children and adults at risk safe.

## Safeguarding for Equestrians workshop

With the suspension of all face-to-face training, we considered how we could best deliver safeguarding training through virtual classrooms. The British Equestrian Safeguarding for Equestrians Workshop was rewritten and was successfully relaunched as a virtual training package.

## Safeguarding for Club Safeguarding Officers workshop

We've developed a bespoke course for Club Safeguarding Officers. The workshop is broken down into three modules covering the role of the Club Safeguarding Officer, how to ensure that we have safer clubs and centres for children, young people and adults at risk, and safeguarding procedures in practice. During lockdown, the workshop was delivered virtually.

## Safeguarding case management process

This process sets out the roles and responsibilities of British Equestrian and its member bodies in relation the management of cases, provides for a Case Management Group, enabling strategy planning, involvement and discussion with member bodies, regular supervision of cases, and risk assessment processes. It also sets out the procedure to be followed by British Equestrian in order to provide a comprehensive, fair and equitable process for responding to, investigating and/or imposing appropriate sanctions with regard to safeguarding concerns.

## Operation Hydrant

British Equestrian signed up to the Operation Hydrant Memorandum of Understanding in order to assist in information sharing specifically on non-recent child abuse cases. Operation Hydrant was established in 2014 as a hub to deliver the national policing response, oversight and co-ordination of non-recent child sexual abuse investigations concerning persons of public prominence, or in relation to those offences that took place within institutional settings.

## Safeguarding Adults at Risk policy

Our policy was updated and set out an agreed process to manage adults at risk safeguarding referrals, consent issues, and case thresholds. It provides guidance on the differing legislation across the variety of nations covered, and the support available for member bodies and adults at risk.



## Cyberbullying

Cyberbullying has been of increasing concern, with higher number of cases being reported. The policy was introduced to provide clarity on the types of online activity which constitute code or policy breaches, and what action can be taken and advice given in relation to private online activity or harassment.

## Safeguarding online activities during lockdown

Given the emergence of a greater level of online contact with children, clear guidance was provided for those working with children to avoid potential risk of harm to children, and allegations of inappropriate contact online.

# Clean Sport

British Equestrian is committed to promoting a culture of doping-free sport in both humans and equines across all disciplines by ensuring that all athletes and athlete support personnel understand and practise the values of Clean Sport in their day-to-day activities.

## Education

Education plays a key role in achieving the above commitment, and a new education strategy was developed in 2021 with the aim of:

- raising standards in Clean Sport education from grassroots to elite athletes to ensure the importance of clean sport is understood and individuals are empowered to make informed and responsible decisions, minimising their risk of inadvertent doping
- providing a comprehensive Clean Sport Education Programme to ensure that everyone who competes has the tools available to develop a basic understanding of anti-doping rules as early as possible and, ideally, before developing to a higher level of competition.

Over 20 anti-doping education sessions took place in 2021, covering over 100 athletes and staff, from talent programme athletes through to Olympic and Paralympic athletes and staff. Further initiatives to implement the education strategy will be rolled out in 2022.

## Testing

Anti-doping testing was impacted by the cessation of sporting activity through the Covid pandemic. In 2021, a total number of 205 in-competition equine tests were undertaken, which returned six positive cases involving controlled medication substances. A total number of 20 human tests were undertaken by UK Anti-Doping, six tests from in-competition and 14 taken out of competition.



# Governance

## Board

The British Equestrian Board is responsible for managing the business of British Equestrian, working collaboratively with the British Equestrian Council. It focuses primarily on strategy, governance, finance and the oversight of the executive team. The Board comprises 12 non-executive directors and, over the period, has welcomed a number of new directors from a broad range of backgrounds. The Board is confident that it has the right skills to meet the requirements of the organisation with the appropriate balance of skills, experience, independence and knowledge.

### Board and council members (as of 31 December 2021)

#### Chair

Malcolm Wharton CBE

#### Independent Non-Executive Directors

Mark Jeffreys (Senior INED)

John Troiano (Since 26 May 2021)

Alison Wallace (Since 26 May 2021)

Kevan Taylor (Until 26 May 2021)

Sarah Broughton (to September 2020)

#### Founder Member Nominated Directors

Julia Biddle (Until 6 May 2021)

Christine Blackford

Tim Holderness-Roddam (Until 16 April 2021)

Lise-Lotte Olsen

Therese Miller (Since 1 November 2021)

#### Council Elected Directors

Jess Cook

Claire Williams

Quintin Cornforth

Barry Johnson (Until 31 December 2021)

Jane Nixon (Until 31 December 2020)

## Governance

## Committees

### Audit Committee

Lise-Lotte Olsen (Chair)

Jess Cook

Mark Jeffreys

John Troiano

**Role:** Mandated to monitor the financial reporting process, the system of internal controls regarding financial reporting, accounting compliance and the audit of the company's financial statements.

**Meetings in reporting period:** 12

### Nomination Committee

Malcolm Wharton (Chair)

Mark Jeffreys

Lise-Lotte Olsen

Claire Williams

**Role:** To lead on the process for all Board appointments, be responsible for the Board Evaluation process and to give full consideration to succession planning for directors of the Board.

**Meetings in reporting period:** Nine

### Remuneration Committee

Alison Wallace (Chair)

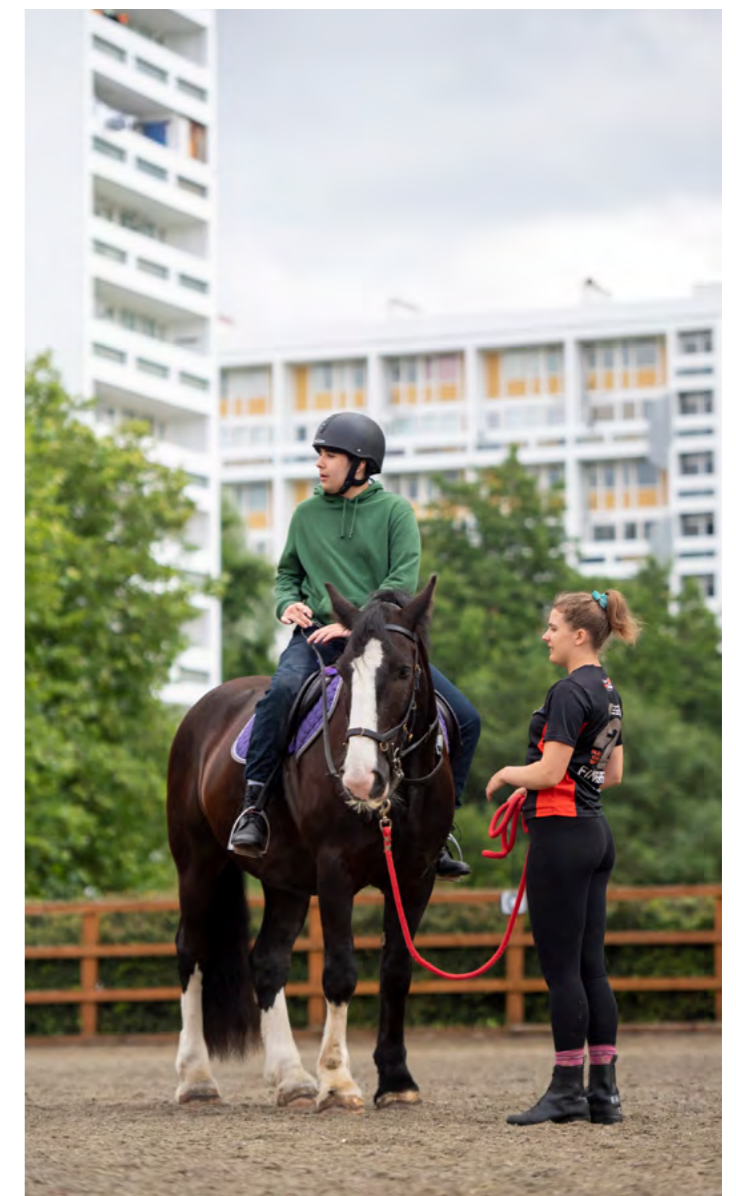
Malcolm Wharton

Christine Blackford

Barry Johnson

**Role:** To assist the Board to determine and agree any specific pay increases/remuneration of senior staff and to review and recommend to the Board annual salary increases, if any, for all staff.

**Meetings in reporting period:** Two



## Board meetings

The Board met nine times during the reporting period for 2020.

Date	Chair (MW)	KT	SB	JB	CB	THR	LO	JC	BJ	JN	CW	MJ
23/01/2020	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
23/02/2020	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓
22/04/2020	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26/05/2020	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
22/06/2020	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
14/07/2020	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
14/08/2020	✓	✓		✓	✓	✓	✓		✓		✓	✓
05/10/2020	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
24/11/2020	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Attendance count</b>	9	9	2	9	8	9	9	8	9	8	9	9
<b>Possible attendance</b>	9	9	7	9	9	9	9	9	9	9	9	9
<b>Attendance %</b>	100	100	28.6	100	88.9	100	100	88.9	100	88.9	100	100

The Board met six times during the reporting period for 2021.

Date	Chair (MW)	KT	MJ	JT	AW	LO	JB	THR	CB	TM	CW	BJ	JC	QC
26/01/2021	✓	✓	✓	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓	N/A
23/03/2021	✓	✓	✓	N/A	N/A	✓	✓	✓	✓	N/A	✓	✓	✓	✓
26/05/2021	✓	✓	✓	✓	✓	✓	N/A	N/A	✓	N/A	✓	✓	✓	✓
28/07/2021	✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A	✓	✓	✓	✓
14/09/2021	✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	N/A	✓	✓	✓	✓
23/11/2021	✓	N/A	✓	✓	✓	✓	N/A	N/A	✓	✓	✓		✓	✓
<b>Attendance count</b>	6	3	6	4	4	6	2	2	6	1	6	5	6	5
<b>Possible attendance</b>	6	3	6	4	4	6	2	2	6	1	6	6	6	5
<b>Attendance %</b>	100	100	100	100	100	100	100	100	100	100	100	83	100	100

## Actions of the Board

British Equestrian published its 2020–2024 strategy in 2020, and work to embed and deliver on the strategy has started. The impact of the global pandemic meant that some plans had to be put on hold, but work has now recommenced to get all elements of strategic delivery back on track.

British Equestrian recognises that all members of the Federation have a part to play in delivering the strategy, and work started in 2021 to engage with member bodies to clearly define respective roles and responsibilities. As part of this work, the Council established a working group to review the membership fee structure to assess whether fee levels and access to membership benefits should be changed – this work is ongoing.

In 2020, the Board approved the establishment of the World Class Performance Management Group to:

- Provide the Board with confidence in the present and future direction of the organisation’s performance strategy, including coaching and talent
- Provide assurance around its governance, financial management, strategy implementation and operational delivery
- To advise and support British Equestrian’s Performance Director in the management and delivery of the World Class Programme
- To provide expertise and insight, and act as an advisory body for the Performance Director to help drive the performance success of the programme.

The England Participation Development Management Group was also approved by the Board, which aims to:

- Provide the Board with confidence in the present and future direction of the organisation’s participation strategy
- To provide expertise and insight and act as an advisory body to the Board, ensuring that emerging trends within equestrian sport that might impact on member bodies are brought into strategic decision making by the Board
- Encourage greater engagement and collaboration between Federation members through sharing information and insight, developing projects, campaigns, and activity; and promoting a consistency of communication on areas of shared interest.



The Board also approved a new judicial structure to enhance the British Equestrian Hearing Body. The Hearing Body plays a central role in ensuring the effective provision of dispute resolution services for member bodies and sports participants. In order to be able to ensure the Hearing Body operates effectively and fairly, British Equestrian has a diverse panel of independent arbitrators, legal and subject matter experts, as well as stewards nominated by the member bodies, that may be called upon on a case-by-case basis.

During 2021, British Equestrian revised the judicial panel and introduced a new role of Judicial Panel Chair to lead and oversee the activities of the Judicial Panel, ensuring a robust and independent approach to all cases handled through the British Equestrian’s hearing body processes. It also recruited new legally qualified panel chairs and members to provide specialist expertise for its safeguarding and para classification panel.

## Board evaluation

In 2020, the Nomination Committee led on the external Board evaluation and commissioned Value Alpha to undertake the work. The findings from the evaluation were positive, with all recommendations being acted upon and actioned. This included:

- Revising the board skills matrix
- Updating the Board Terms of Reference together with the Director Terms of Reference
- Including time within the year for directors to interact outside of Board meetings.

## Staff survey

British Equestrian undertakes an annual staff survey and the results over the last few years, while consistently improving, have been impacted by the instability in leadership of the organisation. Moving forward, with the recruitment of a new permanent CEO in 2021, British Equestrian is committed to focusing on stability and sustainability, with an overriding objective of establishing a thriving organisation focused on development, growth and wellbeing.



## Council

The Council is the forum of member associations and other key interest groups. Its composition and powers are governed by the Articles of Association.

### Chair of Council

Chris Smith QC

- British Dressage
- British Eventing
- British Showjumping
- British Carriagedriving
- British Equestrian Vaulting
- Mounted Games Association
- British Equestrian Trade Association
- World Horse Welfare
- The Showing Council
- British Horse Ball
- British Horse Society
- The Pony Club
- ABRS+
- Endurance GB
- Riding for the Disabled Association
- British Reining
- British Grooms Association

## Council meetings

The Council met four times during the reporting period for 2020.

Council meeting description	Date
British Equestrian extraordinary general meeting	04/12/2019
British Equestrian extraordinary general meeting	18/03/2020
British Equestrian extraordinary general meeting	17/06/2020
British Equestrian annual general meeting	23/09/2020

The Council met four times during the reporting period for 2021.

Council meeting description	Date
British Equestrian extraordinary general meeting	30/04/2021
British Equestrian extraordinary general meeting	29/06/2021
British Equestrian annual general meeting	16/09/2021
British Equestrian extraordinary general meeting	02/12/2021



# Finance and funding

## Financial update

British Equestrian is responsible for distributing government funding to the equestrian sports. Funding from UK Sport and Sport England supports British Equestrian's work, from developing elite riders aiming to win medals for Great Britain to encouraging complete beginners from a range of backgrounds to get involved. Funding support is also provided by sportscotland for horsescotland, aligned to British Equestrian.

Lottery and exchequer funding, via UK Sport, helps develop elite riders for future success in the three Olympic sports of showjumping, dressage and eventing, plus the Paralympic sport of para dressage. British Equestrian applies for Lottery funding on a four-year award cycle and this in turn funds the World Class Programme to run in conjunction with the Olympic sports. This programme gives riders with potential the opportunity to fulfil their talent. This should enable equestrian sport to continue to maximise its successes on the European, World and Olympic and Paralympic stages.

In addition, a range of companies and organisations support the World Class Programme through cash-based sponsorship and value in kind goods and services – see page 53.

Lottery and exchequer funding via Sport England supports not only the talent pathway, but also various member body projects encouraging children to the sport, retain people within the sport, opening up access to the sport for disabled participants and supporting volunteers.

The British Equestrian Federation is a company limited by guarantee not having a share capital. The members agree on a winding up to contribute a maximum of £1 each.

## Major funding awards

Year	Funding body	Amount
2020	UK Sport	£3,307,927
	Sport England	£974,000
2021	UK Sport	£4,117,303
	Sport England	£974,000

## Financial statements

### Income statement (year ended 31 December 2020)

	2020	2019
Turnover	£4,084,599	£5,718,985
Direct costs	£3,321,035	£4,710,396
Gross surplus	£763,767	£1,008,589
Operating surplus	£80,797	£69,592
Interest receivable	£1,567	£3,238
Surplus before taxation	£82,364	£72,830
Tax on surplus	£298	£615
Surplus before financial year	£82,066	£72,215

### Reserves

	Income and expenditure account
At 1 January 2020	£344,844
Surplus for the year	£82,066
At 31 December 2020	£426,910

## Detailed income and expenditure account (year ended 31 December 2020)

	2020		2019	
Brought forward	£679,941	£765,131	£937,805	£1,011,827
Bad debt	£2,000			
		£681,941		£937,805
<b>Finance costs</b>				
Bank charges	£826		£1,146	
Credit card			£46	
		£826		£1,192
Net surplus		£82,364		£72,830

*N.B. Final details for the financial year ending 31 December 2021 were unavailable at the time of publishing. Please check our website for published accounts.*



# Member bodies

## Founding members



## Members



## Associate members



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# Partners and suppliers

## Partners



## Suppliers



British Equestrian would like to thank the following sporting bodies, whose ongoing support is vital in enabling us to support the needs of equestrian participants across the levels:



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