

Diversity Action Plan for British Equestrian (2017–2021)

June 2020



About us

British Equestrian¹ is the National Governing Body for horse sports in the UK, affiliated to the Fédération Equestre Internationale (FEI), the international governing body of equestrian sports. We exist to provide leadership, vision and purpose in steering the direction of equestrianism. Our patron is HRH The Duchess of Cornwall.

British Equestrian is an umbrella organisation that represents the interests of 3 million riders, vaulters and carriage drivers in Great Britain via 18 independent Member Bodies (14 members and 4 associates) and in partnership with horsescotland. Established in 1972, we are the largest representative body within the equestrian industry.

As a National Governing Body, we work on policy issues with the FEI. We co-ordinate the British calendar of international events, disciplinary procedures, doping control and oversee the training of British international judges, stewards, vets and course designers.

At home, British Equestrian plays an active role in representing the common interests of its Member Bodies to organisations such as the British Olympic Association, British Paralympic Association, the SportsAid Foundation, the Sport and Recreation Alliance and the Department of Environment, Food and Rural Affairs (DEFRA).

We are responsible for distributing Government funding to the equestrian sports. Funding from UK Sport and Sport England supports our work, from developing the best riders with the aim of winning medals for Great Britain, to encouraging complete beginners to get involved with horses. Funding support is also provided by Sport Scotland for horsescotland, a partner of British Equestrian.



¹ British Equestrian is the consumer brand of the British Equestrian Federation

Message from Malcolm Wharton

British Equestrian is fully committed to the principles of equality of opportunity, and aims to ensure that no individual receives more or less favourable treatment on the grounds of age, sex, gender, disability, race, parental or marital status, pregnancy, religion or belief, sexual orientation, or gender reassignment.

This is irrespective of the capacity in which people are involved – participants, employees, coaches, consultants, owners, officials, volunteers and spectators. We continue to be committed to taking action to encourage an increasingly diverse range of participants and workforce in our sector.



We want to make equestrianism, through our work and that of our Member Bodies, an activity that is open to anyone who wishes to be involved, and to actively encourage a more diverse range of participants and staff. It is for these reasons that I am proud to Chair an organisation so committed to equality and diversity, and that is progressing well on the path to achieving the Advanced Equality Standard.

We already meet the requirement of having at least 30% of each gender on the Board, and have done for some time, and we will continue to strive towards gender balance. I am personally committed to working to increase the diversity of the Board to reflect those involved in our sport and, over time, those in the wider population.

Malcolm Wharton
Interim Chair



Diversity in equestrian sport

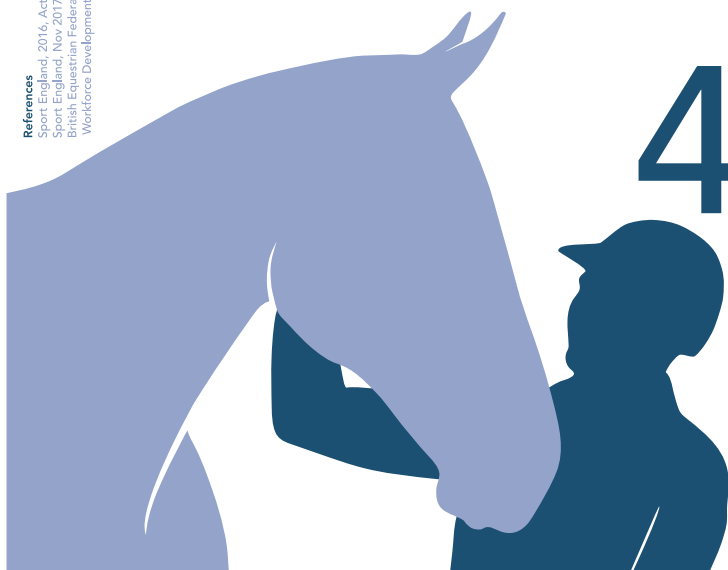
Gender

References
Sport England, 2016, Active People Survey Interactive 1004 – traditional sports only
Sport England, Nov 2017, Active People Survey Online
British Equestrian Federation, 2001, Equestrian Coaches Audit and
Workforce Development Plan

85%
of participants
are female (riding
twice in 28 days)

90%
female
coaches

Men and women
compete on
equal
terms
at all levels



4th largest sport
for women's
participation

Competitions have
no requirement
for gender declaration,
and are **open to**
transgender athletes

Age

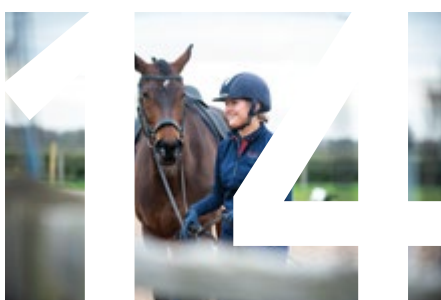
References
Sport England 2016, Active People Survey Interactive APS1 – 10



Four-time Paralympian Anne Dunham's
age when she represented Great
Britain at the European Championships.



Showjumper Nick Skelton's age when
he became the oldest Olympic gold
medallist for over a century (Rio, 2016).



Izzy Palmer's age when she joined
the World Class Programme for
para dressage.



The fastest growing age
group in terms of
participation.

LGBT+

Unlike many other sports, equestrian sport is 'shown to offer an **unusually tolerant environment** for gay men, in which heterosexual men of all ages demonstrate **low levels** of **homophobia**'.

14%



of the contractors on the World Class Programme identify as homosexual

References

Dashper, 2012, Sociology, Vol 46, Issue 6

British Equestrian Federation, 2018 Internal equality survey

Disability

18,000

RDA volunteers

30,000

weekly participants

5%

of coaches have a disability



7th

largest disability participation sport

References

Sport England, 2016, Active People 10Q4

Sport England, 2016, Active People Interactive 10Q4 – traditional sports only

British Equestrian Federation, 2001, Equestrian Coaches Audit and

Workforce Development Plan

Riding for the Disabled, 2017, Making a Difference – Our Impact 2017

In addition

- A significant proportion of riders and horse owners come from lower socio-economic grades, with 36% of horse owners are C2DE social grade¹, and more than a third of regular participants NS SEC 5-8 grade².
- We are aware that racial and religious diversity is not an area where equestrian sport is strong and there is more work we can do in this area. However, we do know that 2.4% of those with mixed race ethnicity participate in equestrian sport once per year or more, compared to 2.1% of White British population in England³.

References

¹ British Equestrian Trade Association, 2015. The National Equestrian Survey

² Sport England 2016. Active People Survey 10 Q4

³ Sport England, Nov 2017. Active Lives Online

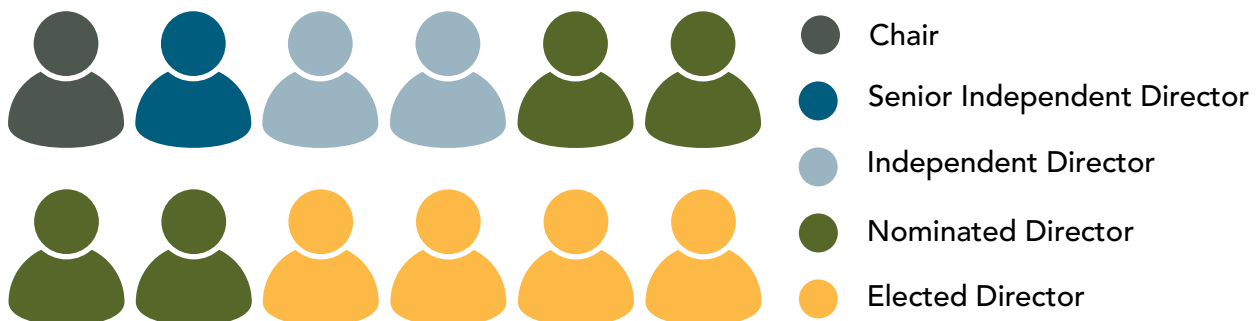
The British Equestrian Board

Context

British Equestrian is comprised of 18 Member Bodies, with four Founder Member Bodies, 10 Member Bodies and four Associate Member Bodies.

We have 12 Board Directors and this includes:

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



Diversity

In April 2020, we undertook an equality and diversity audit of our Board. There are five male and seven female Directors, so a 42:58 split between male and females. This is the same as the gender balance in both 2018 and 2019. We need to ensure this good gender balance is maintained on the Board.

- We have one Director with a disability.
- All Board members identify as white, with 10 White British and two White Other.
- We have eight Christian Directors and four with no religion. This diversity has decreased since 2019 because the number of religions represented has decreased.
- We have one Director aged 26–44, six aged 45–64 and five aged 65+.
- There is a diversity in sexuality on our Board.

Over the past 12 months, there has been a static gender balance and diversity in disability, ethnicity and sexuality, as well as an increasing diversity of age range and decreasing diversity in faith.

There have been some changes to our Board during 2019 and this has provided an opportunity for the diversity of the Board to increase but this has not in fact happened with the majority of the profile of the Board remaining static. However, we need to recognise that we do have a good gender balance, and diversity in disability, age and sexuality. The areas where we have very limited diversity are ethnicity and religion.

Board succession

The new Board was formed since the significant changes in British Equestrian's Articles of Association in October 2017. In order to ensure orderly succession, each category of Board member (independent, nominated and elected) was allocated according to our Articles to one-, two-, three- or four-year terms.

The Board Chair has a four-year term. This means that one independent, one nominated and one elected Board post will potentially be available each year, thereby providing opportunities for changes in the diversity of the Board. Those already in post in all categories are eligible to be put forward for a second term of four years.

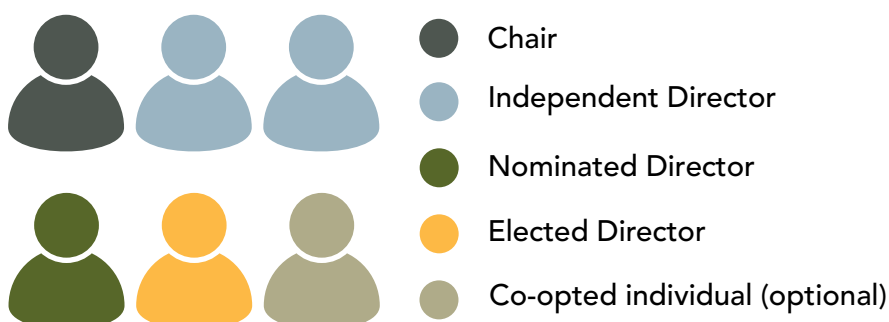
If current Directors of any category wish to be put forward for a second term and are deemed appointable by the Nominations committee, there would be no need to recruit more broadly. This may mean that the diversity of the Board will remain static. However, given that only a single Director was on the Board prior to October 2017, this approach is required to ensure continuity of the Board.

The Independent Directors are recruited through an open and transparent skills and competency-based selection process, determined by the Nominations Committee. Any vacancy is openly advertised. Applicants are assessed on their suitability by the Nominations Committee and interviewed, either by the Nominations Committee or an appointments panel appointed by and reporting to it. The Nominations Committee recommends a candidate for each post for appointment to the Board.

Each Founder Member Body is entitled to nominate one candidate for the post of Nominated Director. The Nominations Committee checks and verifies that each candidate meets the skills and competency requirements of the role, and is therefore appointable. Once this is confirmed, they can be appointed by the Board.

Each Member Body and Associate Member Body has the right to nominate a candidate for an Elected Director role. They are supplied with a statement of the skills and competencies required for this role. The Nominations Committee checks and verifies that each nominated candidate meets the skills and competency requirements of the role, and is therefore appointable. If only one candidate is nominated and appointable for a role, that candidate will be appointed. If more than one candidate is nominated and appointable for a role, the Nominations Committee will have an electronic and/or postal ballot, with each non-Founder Member Body having one vote. The results of that ballot shall be announced to the Member Bodies and the successful candidates shall be appointed.

The Nominations Committee



Recruitment

How the organisation will attract an increasingly diverse range of candidates.

Objective

Embed good diversity and inclusion practice into our recruitment activities and decision-making processes.

NOTE: These actions do not apply to Elected or Nominated Directors, this is covered in Progressing Talent from Within because these Directors are nominated by British Equestrian Member Bodies.

Code for Sports Governance

Achieved

1. Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its Board. ✓
2. Demonstrate a strong and public commitment to progressing towards gender parity and greater diversity generally on its Board. ✓
3. Demonstrate a strong and public commitment to progressing towards achieving greater diversity generally (including but not limited to BAME, disability, LGBT+ and socio-economic). ✓
4. Each organisation shall identify proportionate and appropriate actions to be taken to support and/or maintain (as appropriate) the diversity targets set out in Req 2.1. ✓
5. The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision-making. ✓
6. The board shall ensure the organisation prepares and publishes on its website information (approved by the Board), including an annual update on progress against actions identified in Req 2.2. ✓

NOTE: Req. 2.1 and Req. 2.2 can be found in the UK Sport Code for Sports Governance, available at www.uk sport.gov.uk/resources/governance-code

Short-term priorities

Actions	Person(s) responsible	Completion date/ success measure	Update April 2020
<p>Clear statement on website in relation to >30% of each gender on Board and commitment towards increasing Board diversity.</p> <p>Continue to ensure that all recruitment is conducted in accordance with our commitment to increase the diversity of the Board. All recruitment material, including advertising, to contain a clear statement in relation to Equality and Diversity.</p>	Chair	November 2017	Complete and available on the Equality and Diversity page on our website, britishequestrian.org.uk .
<p>All recruitment to independent roles (INEDs) on the Board to be advertised in a wide range of places, including Sporting Equals, UK Sport, Sport England, Sport and Recreation Alliance, LinkedIn, NED Exchange, 30% Club and Women Ahead. Recruitment will include the use of specialised search agencies where necessary and budgets allow.</p> <p>This is to aim to attract a diversity of applicants, including those from inside and outside the equestrian industry, from the sports sector and beyond, as well as those that have held previous executive and non-executive roles.</p>	Chair and Nominations Committee	Evidence of advertising in these places is maintained to show that this has been adhered to.	<p>Recruitment of Chair was undertaken using an open and transparent process. Appointment was of an Interim Chair in consultation with UK Sport.</p> <p>One INED wanted to stand for a second term and was re-appointed by the Nominations Committee.</p> <p>Short-term, an INED vacancy was filled using co-opting.</p>
<p>For all advertised Director posts undertake equality and diversity monitoring of those applying and track the numbers who have applied for each post.</p>	Chair and Nominations Committee	Maintain a record of numbers and demographics of those applying to ensure diversity of candidates are coming forward and that diversity is maintained through the recruitment process.	This was made available to all candidates for the Chair vacancy. However, no data was collected through this route.

Selection process to ensure that candidates are assessed in a consistent way throughout the process on a skills basis.	Chair and Nominations Committee	Copy of the skills matrix used by the Nominations Committee to assess candidates to show that this policy has been adhered to.	Skills matrix is being used in all recruitment decisions.
In order to embed a culture focussed on inclusion and diversity, equality and diversity training will be included within the induction process for new Directors. Induction content will then be reviewed annually in relation to equality and diversity in light of discussions around annual monitoring.	Human Resources Lead	By end October 2017 Director induction pack to include equality and diversity awareness.	Training undertaken by provision of slide pack to all new Directors and follow-up discussion at Board Meeting on 18 April 2018. Planned face-to-face training in Summer 2020.

Medium-term priorities

Actions	Person(s) responsible	Completion date/success measure	Update April 2020
Undertake annual monitoring of Board composition in relation to diversity to check against gender target and to demonstrate increasing diversity.	Head of Participation	March 2018: >30% each gender – maintain this target and aspire to gender balance over time. Maintain disability Long Term: Work towards increase in diversity compared to March 2018, focus on LGBT+ and BAME.	Baseline March 2018: 58% female on Board March 2019: 52% female on Board March 2020: 52% female on Board.

Long-term priorities

Actions	Person(s) responsible	Completion date/success measure	Update April 2020
Ensure at least one person on all interview panels has received unconscious bias training.	Chair	By 2020 to provide time for sufficient numbers of staff to be trained.	Check to see if Directors on nominations committee have recent training. If needed, training for nominations committee member/s planned for Summer 2020.

Engagement

Ensuring that your organisation's commitment to diversity is communicated through internal practices and externally.

Objective

Ensure diversity is communicated throughout the British Equestrian, beyond into the Member Bodies and externally to our stakeholders.

Code for Sports Governance

Achieved

1. Adopt a target of, and take all appropriate actions to encourage, a minimum of 30% of each gender on its Board.
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5. The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision-making. ✓
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NOTE: Req. 2.1 and Req. 2.2 can be found in the UK Sport Code for Sports Governance, available at www.uk sport.gov.uk/resources/governance-code

Short-term priorities

Actions	Person(s) responsible	Completion date/success measure	Update April 2020
<p>A member of the British Equestrian Board will be identified to take a lead on diversity and equality, including supporting the work of the persons responsible for actions identified. Terms of reference to be agreed by the Board. This is notwithstanding that all Board members will have responsibility in relation to equality and diversity matters.</p>	<p>Chair to ensure there is always a nominated Board member with specific oversight of diversity and equality matters.</p>	<p>Role is identified that leads on equality and diversity at first Board meeting after Oct 2017.</p>	<p>Jess Cook is Equality and Diversity Champion. Terms of reference for this role signed off by Board.</p>
<p>Equality and diversity will continue to be a standing item on British Equestrian Board meeting agendas.</p>	<p>Chair and Head of Secretariat</p>	<p>All Board meeting minutes show inclusion of equality and diversity matters.</p>	<p>Standing item on Board agenda (see Board minutes). Update and review of this document tabled April 2020 Board meeting.</p>

Medium-term priorities

Actions	Person(s) responsible	Completion date/success measure	Update April 2020
<p>Board meetings will include annual report on:</p> <ul style="list-style-type: none"> Monitoring of Board diversity Monitoring of British Equestrian staff diversity Monitoring of World Class Practitioner diversity Update on actions to meet the Advanced Equality standard Update on actions within this Action Plan Review of this Action Plan 	<p>Chair and Head of Secretariat</p>	<p>March 2018: Target 30% each gender, Increase in diversity compared to March 2018 as recorded by annual reporting, focus on LGBT+ and BAME.</p>	<p>April 2020: 58% female on Board. This is static from 2018. Have seen increases in diversity in relation to disability and sexuality from 2017 (static since 2019). Have seen a decrease in religious diversity.</p>
<p>This action plan will be published on the website alongside actions taken to foster all aspects of diversity in leadership and decision making.</p>		<p>This action plan is reviewed at least every November from November 2018 and will be published on the website by Oct 2017.</p>	<p>Action plan is on website.</p>

<p>An annual training needs analysis of the Board will be undertaken in relation to diversity.</p>	<p>Head of Participation as currently responsible for Equality Standard Action Plan</p>	<p>Completed training to support needs identified during annual training needs analysis (see above)</p>	<p>Training planned for Summer 2020</p>
<p>British Equestrian will take a leadership and advocacy role in relation to equality and diversity engagement to support its Member Bodies. This includes:</p> <ul style="list-style-type: none"> • Diversity champion internally to British Equestrian staff and Member Body staff • Lead on specific diversity communications or campaigns • A 'check and challenge' role in relation to diversity and equality for Sport England Member Body-funded delivery projects 	<p>Head of Participation</p>	<p>Demonstration of activities in relation to awareness raising/federation engagement with equality and diversity.</p>	<p>In March 2019, we launched the Equality Action Team, working with 10 Member Body staff on equality. All British Equestrian staff undertook face-to-face equality training, as did all 10 Member Body Senior Leadership Team members and their Boards.</p>
<p>British Equestrian will develop an engagement advisory group to check and challenge its own work in relation to engaging groups underrepresented in equestrian sport. Key focus is on BAME and lower socio-economic income, but the group will look more broadly at diversity and equality across British Equestrian work.</p>	<p>Head of Participation</p>	<p>Report annually to Board activities undertaken by engagement group.</p>	<p>Equality Engagement Group launched in Sept 2019 – notes provided to British Equestrian Board. Second meeting planned for March 2020 was postponed due to COVID-19.</p>
<p>British Equestrian will lead for the Federation on specific campaigns relating to the idea that equestrianism is a sport for 'people like me', to focus on specific protected characteristics.</p>	<p>Marketing and Communications lead</p>	<p>Ongoing - Completed throughout 2018 – 2021 period.</p>	<p>Planned activity for 2020 put on hold due to coronavirus, will pick up later in 2020/ into 2021.</p> <p>Dialogue with developing Ride out Racism initiative.</p>

Long-term priorities

Actions	Person(s) responsible	Completion date/ success measure	Update April 2020
British Equestrian is committed to working towards the Advanced Equality Standard.	Head of Participation	Achieve Advanced Equality Standard by end March 2021	In progress.
British Equestrian Board will take on a collective responsibility in relation to equality and diversity such that there is no specific requirement for a single board member to take on this role. The aim is for diversity and equality to be embedded in all the Board does.	Chair	2021	To be planned.

Progress from within

A focus on developing a strong internal pipeline of diverse talent to populate decision-making and other structures.

Objective

Develop, upskill and promote talent from within the wider Federation to Board and other decision-making positions in British Equestrian.

NOTE: These actions do not apply to Independent Directors – this is covered in Recruitment because these Directors are external and independent of the British Equestrian or its Member Bodies.

Code for Sports Governance

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5. The board shall ensure that the organisation prepares and publishes on its website information (approved by the Board) about its work to foster all aspects of diversity with its leadership and decision-making.
6. The board shall ensure the organisation prepares and publishes on its website information (approved by the Board), including an annual update on progress against actions identified in Req 2.2.

Achieved



NOTE: Req. 2.1 and Req. 2.2 can be found in the UK Sport Code for Sports Governance, available at www.uk sport.gov.uk/resources/governance-code

Short-term priorities

Actions	Person(s) responsible	Completion date/ success measure	Update April 2020
Annual monitoring of Board composition in relation to diversity to check against gender target and to demonstrate increasing diversity and identify specific areas where the Board is lacking in diversity.	Head of Participation	By March 2018, Board annual report on diversity to include specific areas where there is a need to increase diversity and focus on succession planning.	Report complete in May 2019 and April 2020 58% female on Board. This is static from 2018. Have seen increases in diversity in relation to disability and sexuality from 2017 (static since 2019). Have seen a decrease in religious diversity.
Develop specific actions in relation to the areas where the Board is lacking in diversity, including but not limited to, BAME, disability, LGBT+ and socio-economic status.	Chair	By March 2018, Board annual report on diversity to include where there is a need focus on succession planning and the actions planned to address the areas of lack of diversity.	Report complete for 2018, 2019 and 2020. In 2018 LGBT+ and BAME are the areas most underrepresented. Since this we have seen increase in diversity on the Board in relation to LGBT+ and an increase in BAME representation in 2019. In 2020 the Board has no BAME representation.
The form to be used for both nominated and elected directors will both be explicit in relation to British Equestrian's Equality and Equal Opportunities policy and will include a clear statement in relation to Equality and Diversity	Head of Secretariat	Nomination form to be amended in time for nomination of Directors in Nov 2018.	Complete

Medium-term priorities

Actions	Person(s) responsible	Completion date/ success measure	Update April 2020
<p>Nominated directors are put forward for British Equestrian founder members (British Dressage, British Eventing, British Showjumping and The British Horse Society).</p> <p>British Equestrian will work with these Member Bodies to develop programmes which seek to broaden the pool of candidates capable (in relation to the skills matrix) of being appointed to positions on the Board in order to meet objectives of attracting an increasingly diverse range of candidates.</p> <p>Specific actions within the action plan should consider inclusion of practical ways in which talented individuals from diverse backgrounds can be supported to be in a position to have the skills and/or experience to enable them to be nominated for these roles.</p>	<p>Chair via the Council</p>	<p>By December 2019 British Equestrian Board and staff work to support the founder Member Bodies to develop an action plan to increase diversity within their sport or organisation and actions to nurture diverse talent for these roles.</p>	<p>Not complete. All Founder Member Nominated Directors have stood for a second term when their first terms expired.</p>

Long-term priorities

Actions	Person(s) responsible	Completion date/ success measure	Update April 2020
<p>Elected directors are put forward for appointment by British Equestrian members.</p> <p>Work with Member Bodies to develop programmes which seek to broaden the pool of candidates capable (in relation to the skills matrix) of being appointed to positions on the Board in order to meet objectives of attracting an increasingly diverse range of candidates</p> <p>Specific actions within the action plan should consider inclusion of practical ways in which talented individuals from diverse backgrounds can be supported to be in a position to have the skills and/or experience to enable them to be elected for these roles.</p>	<p>Chair via the Council</p>	<p>By December 2021 British Equestrian Board and staff work to support the other Member Bodies to develop an action plan to increase diversity within their sport or organisation and actions to nurture diverse talent for these roles.</p>	<p>Not complete. All Founder Member Nominated Directors have stood for a second term when their first terms expired.</p>
<p>Seek to develop individuals' interest in British Equestrian from groups underrepresented in equestrian sport, initially via the engagement advisory group and their networks.</p>	<p>Head of Participation</p>	<p>Be able to link applicants to roles from ground work and networks developed through the engagement group – increase in diversity of applicants in LGBT+ and BAME by Nov 2019.</p>	<p>Ongoing. First meeting of the Equality Engagement Group took place in September 2019, second meeting planned for March 2020 was postponed due to COVID-19.</p>

Key questions

How does this feed into our broader governance plan?

Equality and diversity is part of British Equestrian's new strategy (2020-2024). This is available on the website – www.britishequestrian.org.uk/governance

Who are the key people responsible for the delivery of this plan?

As listed in the Action plan, these include the:

- Chair and Nominations Committee for the recruitment of the Board
- Head of Participation for ongoing monitoring of the Board and annual reporting
- Human Resources Lead in relation to training and succession planning
- Marketing and Communications in relation to engagement
- Member Bodies in relation to succession planning for nominated and elected Directors

How will we measure overall success?

These are individually itemised with each action within the plan.

How does the Diversity Action Plan (DAP) cross-reference other parts of the code or other relevant equality or diversity monitoring standards/framework?

There is an explicit link between this DAP and the wider action plan in relation to the progression towards the Advanced Equality standard.

In relation to the Code, the standards expected of the Board include that in relation to equality and diversity. Board members will receive an induction programme and training to support this aim to ensure the highest standards of governance.

