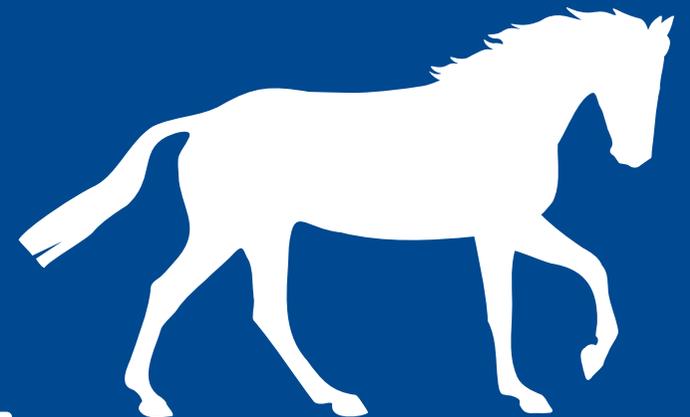




Diversity and Inclusion Action Plan – Year 2

2024–2028

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



DIVERSITY AND INCLUSION ACTION PLAN 2024-2028 - YEAR TWO

About us

British Equestrian is the national federation for horse sports in the UK, affiliated to the Federation Equestre Internationale (FEI), the international governing body of equestrian sports. We exist to provide leadership, vision and purpose in steering the direction of equestrianism. British Equestrian is an umbrella organisation representing the interests of three million riders, vaulters and carriage drivers in Great Britain via 20 independent member bodies. Established in 1972, we are the largest representative body within the equestrian industry. British Equestrian works on policy issues with the FEI and coordinates the British calendar of international events, disciplinary procedures and doping control, and oversees the training of British international judges, stewards, vets and course designers.

Our journey

In 2023, British Equestrian embarked on a transformative journey towards greater inclusivity and equity in the equestrian industry. In April that year, we released the groundbreaking [Horses For All research](#), the result of a 12-month consultation in 2022 with underrepresented individuals across the sport. Through listening to lived experiences and honest reflections, we gained valuable insight into the barriers that exist within our industry. These insights have helped us be honest about where we are and inspired our commitment to building a more inclusive future. Six months on from the release of the report and our accompanying [response document](#), we launched the federation-wide [Horses for All](#) EDI Strategy – a collective commitment to driving meaningful, long-term change across our sport. As a federation of 20 organisations, we co-created a unifying strategy to align our efforts while enabling each Member Body to design their own tailored action plan.

The strategy outlines a vision of:

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

This is backed up with the mission statement:

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

This strategy serves as a 'blueprint' for achieving greater diversity and inclusion in our sector. Its release marked a significant milestone, outlining six key strategic objectives that are the basis of our key areas in this document, Diversity, Inclusion, Action Plan (DIAP). The six strategic objectives are: Leadership and Governance, Data and Diversity Indicators, Workforce, Partnership and Collaboration, Education and Accountability and Communication and Engagement.

The strategy was underpinned by our [Diversity and Inclusion Action Plan](#) in 2024 to outline steps towards tangible progress, with short-term (year one) outcomes already visible across the federation and we now embark on year two with our plans and objectives outlined in this document.

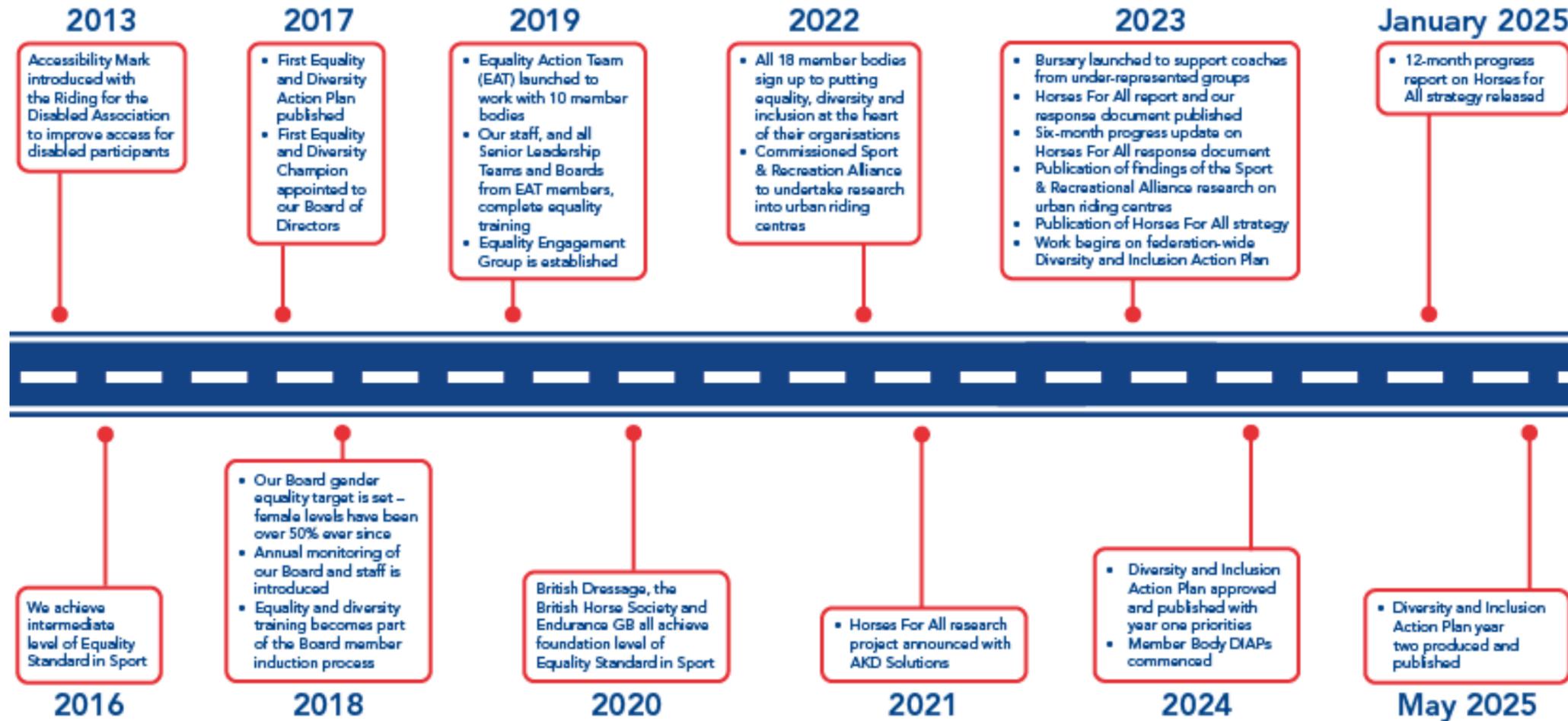
Concurrently, the [British Equestrian overarching strategy](#) was launched in February 2025 to cover the organisation and wider industry to 2030, with equality, diversity and inclusion (EDI) embedded as a core focus across all areas of our work.

Looking ahead

This Year Two Action Plan builds on our foundations, aiming to further embed inclusion into every aspect of our work. It includes new actions informed by the lived experiences shared through our research, feedback from stakeholders and progress made to date.

Roadmap

The roadmap below outlines the journey to date, from early insight-gathering to the launch of the EDI Strategy and the implementation of action plans across the federation.



ACTION PLAN - SHORT-TERM PRIORITIES (APRIL 2025 - MARCH 2026)

This short-term activation plan outlines the clear steps British Equestrian and its federation partners are taking to embed equality, diversity and inclusion into the heart of our governance, workforce, communications and culture. It builds on research, lived experiences and cross-sector learning to ensure that meaningful change is visible and measurable across the sport.

<b style="color: red;">Leadership and governance <i style="color: red;">Leading by example to foster the right governance structures and behaviours, we will promote and demonstrate a diverse and inclusive culture, challenging and addressing discriminatory behaviours.</i>				
Objective	Action	Lead	Term	Success measure
1- Lead the drive for systemic change, champion equity and embed inclusion in all that we do by establishing inclusive cultures which are underpinned by a clear framework of policies and processes across all areas of our sport/industry that will drive our day-to-day operations.	Ensure implementation of the new BEF Rulebook that covers anti-discrimination policy and clear disciplinary process for managing discriminatory behaviours.	Integrity	Q4	The Rulebook has been implemented by over 50% of member bodies (MBs) by January 2026. Disciplinary process to be incorporated into MBs way of reporting by January 2026.
2- Ensure our Boards lead by example, taking concrete actions and steps to address systemic barriers to involvement in equestrianism and create an inclusive environment for everyone.	Implement bespoke training for the BEF Board and Chair to address poor behaviours and foster a genuinely inclusive culture. Cascade training and education to the Council, EDI Champions within Member Bodies, and the Senior Independent Director (SID).	Integrity and Participation	Q4 / Ongoing	The training has been agreed by the Chair and is embedded within the Board meetings in 2025-26. At least 80% of Board members complete EDI training by March 2026 and demonstrate evidence of applying their learning. EDI is established as a standing agenda item at all Board and Council meetings. Training for the Council is delivered. 121 meeting with 50% of MBs EDI Champions has been facilitated
3- Work towards greater diversity in our leadership teams so they are reflective of the UK population	Collect and track our leadership (Board and SLT) and staff EDI data and publish elements of this analysed data for transparency - using Race representation Index as part of Standard KPI data collection. This is measured against population data and our 'audience' demographics through members' EDI data to ensure we are representative of the society and the communities we serve. This data we collected from the Board of all member bodies will be kept up to date for publication each year and expand this to permanent staff data collection this year.	Integrity and Participation	Ongoing	An organisation that is more representative of the national population and our audience within five years - by 2029 - focussing on groups which are underrepresented in our sport, namely ethnic and religious minorities, and low-socio economic backgrounds, as well as the LGBTQ+ community and disabled people. A leadership team across the federation that is more representative of our audience and of the UK population (by 2029). This data will be collected and published in the annual BEF report.

<p>4- Actively seek out the views of underrepresented groups and hold us accountable for the change we are striving to deliver.</p>	<p>Capture our peoples' views about levels of inclusion and belonging, at the BEF, as part of our annual staff survey and incorporate actions drawn from those findings within this plan.</p> <p>Strongly encourage federation members to capture their people's views on inclusion and belonging, either through an annual survey or other methods of checking in and incorporate actions from those findings into their DIAP (adopting BEF or create their own based on agreed metrics).</p>	<p>Integrity and Participation</p>	<p>Q4 / Ongoing</p>	<p>Standard KPI and minimum expectation for staff survey is outlined and adopted by over 20% of MBs to allow tracking and measuring the impact on culture change.</p>
<p>5- Establish clear structures, responsibilities, and transparent processes to ensure the consistent implementation, and measuring impact of initiatives that foster a more inclusive and equitable organisational culture.</p>	<p>The Executive Team and wider staff will adopt and share an individual SMART EDI objective as part of their PDPs; inspire best practice EDI activity; and support bespoke inclusion initiatives.</p>	<p>Integrity /SLT</p>	<p>Q2</p>	<p>Smart individual objectives in place for the Executive Team and 50% BEF staff.</p> <p>Track the success of inclusive culture through staff survey.</p>
	<p>The Board and executive team will be responsible for championing a shared set of data diversity indicators metrics, promoting the value of sharing data.</p>	<p>Board/SLT/ Insight</p>	<p>Ongoing</p>	<p>The agreed set of diversity metrics being adopted across the federation, these will set the benchmarks and will be used to track development.</p>
<p>6- Have a harmonised well communicated shared zero tolerance anti-discrimination and harassment policy. Operate an open access reporting system to enable people to quickly and easily report concerns.</p>	<p>Implementation of the new anti-discrimination and harmonisation of the sanctioning process.</p>	<p>Integrity</p>	<p>Q3</p>	<p>Referenced in Leadership and Governance objective 1.</p>
	<p>Globocol discrimination case management tool to be adopted and managed by BEF with all cases being reported to ensure oversight and identification of trends.</p> <p>Revise the BEF website to allow for an easy reporting mechanism with a raise a concern button on the main home page.</p> <p>This will be cascaded down as a requirement for member bodies to adopt, as part of the Safe to Play framework and the harmonisation of complaints processes.</p>	<p>Integrity and/Comms</p>	<p>Q4</p>	<p>Track case numbers, how many open and closed reports. For those closed measure how long, it takes to take action.</p> <p>Feedback from the 'real life' use and allowing an open-door feedback policy as well as running interim feedback/pulse surveys.</p> <p>50% of MBs have raise a concern on their website - openly advertised.</p>

Data and diversity indicators

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

Objective	Action	Lead	Term	Success measure
1- Enhance, standardise and broaden our capture of diversity indicators so that we can benchmark and then track the impact of the changes we are making.	Evaluate current data collection systems and processes through meetings with MBs. Identify any gaps or limitations in the data being collected.	Insight Lead / EDI WG	Q4	20% of MBs to have included diversity data into their membership by Q4.
	Collect membership data from MBs broken down by diversity indicators.			Collect membership EDI data in the annual KPI data collection and report on these trends to the Council annually.
	BEF to develop and share regular reports summarising diversity metrics and progress.			Include the data trends in the annual report.
	All MBs continue to share the diversity data of their Board members with BEF to be published.	Insight	Q3	100% of our larger member bodies and 50% of the smaller MBs share their board diversity data with BEF.
	All MBs share the diversity data of their permanent staff with BEF to be published.			50% of all MBs share their staff diversity data with BEF.
2 - Establish a reliable, secure, and safe data heritage that ensures the careful and GDPR-compliant handling of data, while also safeguarding individuals through de-identification measures.	Continue to demonstrate our commitment to trustworthy and transparent data use to build the public's trust in our data collection as we develop our safe data heritage/legacy.	Insight	Q4	A transparent, federation-wide approach is in place for communicating the importance of diversity data collection, including how data is collected, shared, and reported on safely.
	Ensure that Member Bodies (particularly smaller ones) have a thorough understanding of GDPR-compliant data handling.			Publish the annual State of the Nation report incorporating de-identified federation data alongside a clear explanation of our data collection methods and how the insights have been used to drive meaningful outcomes.
	Publish the de-identified data we collect and openly share how it was collected and the meaningful outcomes it has supported.			
3 - Harmonise and standardise our data collection to foster a collaborative approach towards diversity-focused progress and evolution.	Implement and embed our standardised data collection methods into our systems and workflows to ensure consistency and usability across the federation more effectively, generating actionable insights and using findings to drive diversity focused progress.	Insight	Q4	Use data to refine and enhance diversity and inclusion initiatives such as monitoring projects or recruitment practices.

Workforce

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

Objective	Action	Lead	Term	Success measure
1 - Ensure leadership takes accountability for wellbeing and belonging within workforces or teams.	Develop and tailor mental health support initiatives that are inclusive of diverse backgrounds, ensuring equitable access to resources while addressing individual needs and perspectives in line with our EDI ambitions: <ul style="list-style-type: none"> - Reflects person-centred support - Explicitly connects to EDI - Emphasises both access <i>and</i> relevance - Aligns with leadership's role in workforce wellbeing. 	HR	Q4	Establish culturally competent support services tailored to the needs of employees from diverse backgrounds, with usage and feedback monitored annually.
	Tailor our approach to individual needs in pursuit of authentic EDI ambitions, recognising and addressing unique support requirements while actively understanding diverse perspectives.	Board/CEO/ HR	Q4	Staff feedback indicates improved access to tailored support and greater recognition of individual needs across organisational processes by 2026.
2 - Review and adapt our recruitment practices to engage and develop a truly diverse and inclusive workforce across the federation.	Review and enhance inclusive recruitment practices across BEF and Member Bodies, including the use of the Be Applied platform, alongside a wider review of job descriptions and processes—similar to the communications audit—to remove barriers and increase diversity.	Integrity	Ongoing	BEF audit is completed, and recommendations are reviewed. Track the applicant pool, interviewees and new hires to ensure equal access and run feedback surveys on their experiences. New employed staff diversity tracked over the year.
	Support member bodies to adopt inclusive recruitment practices that remove barriers and promote workforce diversity.	HR/EDI WG	Q4	Encourage and support member bodies to adopt inclusive recruitment practices and track how many MBs adopt and commit to inclusive recruitment practices - 50% MBs to commit to inclusive recruitment practices.
3 - Empower our teams to advocate for equity, diversity and inclusion through building greater awareness and knowledge of differing perspectives and lived experiences.	Raising faith and culture awareness - embed this in our face-to-face team meetings across BEF and gather feedback of its effectiveness.	HR/EDI Working Group	Q4	Run at least one session learning about a different culture.

4 - Foster positive, collaborative and inclusive cultures within our organisations and across the sport celebrating diverse perspectives.	<p>Build capability to challenge any poor behaviours - provide training and resources to staff, volunteers, and Member Bodies to build confidence in constructively challenging discriminatory or exclusionary behaviour.</p> <p>Create clear guidance on how to raise concerns safely and reinforce the importance of calling out behaviours that undermine inclusion.</p> <p>Celebrate examples where individuals or organisations have positively challenged poor behaviour, showcasing the power of allyship and diverse perspectives.</p>	HR	Q1 / Ongoing	<p>Survey data: Increase in % of staff and volunteers who feel confident in challenging inappropriate or non-inclusive behaviour (baseline vs. annual follow-up).</p> <p>Percentage completion rate for EDI, active bystander or inclusive leadership training.</p> <p>Inclusion index in staff surveys: sense of belonging, feeling valued, psychological safety.</p>
	<p>Ensure new members receive a full, formal and tailored induction bespoke to their needs, skills, and experience on joining the workforce to ensure new employees feel supported, and their needs acknowledged in the workplace.</p>	HR/Co Sec	Ongoing	<p>100% of new employees receive a full and tailored induction around EDI.</p> <p>Use feedback surveys for new employees on satisfaction of induction - 80% new staff satisfied.</p>

Partnership and collaboration

Build strong partnerships across our landscape including with alternative structures and other sports to enhance and promote a full range of opportunities for everyone to be able to access and enjoy our sport.

	Action	Lead	Term	Success Measure
1 - Foster a culture of collaborative working across the Federation to enable and drive the change.	Support and enable member bodies to update their bespoke DIAP Year Two.	Integrity / Participation	Q2	Action plans have been updated for all MBs and reviewed on a yearly basis (twice a year if preferred).
	Review plans and facilitate collaboration on areas of commonality so that MBs are collaborating to minimise pressure on resources.	Integrity / Participation	Ongoing	Cross federation pieces of work are facilitated through EDI WG.
2 - Build partnerships with alternative structures and diverse spaces to further improve our understanding of the barriers faced by underrepresented communities.	Facilitate collaboration between non-traditional equestrian groups - culturally-led or community-driven groups (e.g. Urban Equestrian Networks, faith-based organisations) and Member Bodies.	Participation / EDI WG	Ongoing	At least two community-based organisations receive BEF funding and/or support, with mechanisms in place to measure impact. Feedback from funded organisations is actively monitored to inform and improve future funding initiatives.
3 - Encourage our stakeholder groups to bring new ideas and share best practice through facilitating networking and information sharing.	Host or facilitate forums and events that bring together stakeholders from diverse backgrounds to share ideas, exchange best practice, and spark new initiatives.	Participation/ EDI WG	Ongoing	At least one forum/event is held a year - led by BEF or MBs Ensure external stakeholders from under-represented groups are invited to seek their views and include their voices.
4 - Implement targeted interventions that are grounded in data-driven strategies to accelerate diversity improvements that extend beyond our current inclusion efforts.	Collaborate with external partners and member bodies to develop and expand EDI initiatives that increase equestrian's reach in underrepresented areas.	Participation	Q4	Design at least three projects with particular audiences in mind or with national representation samples.
5 - Look to learn from others, gaining insights from organisations and individuals recognised as pioneers in inclusive practices.	<p>Encourage participation in learning spaces by attending conferences, workshops, and engaging in mentorship programmes.</p> <p>Develop a shared EDI resource hub or learning library featuring case studies, toolkits, and thought leadership from pioneers in inclusion across the sector.</p>	Participation / EDI WG	Ongoing	Key stakeholders regularly engage in learning opportunities. A well-maintained EDI knowledge hub supports continuous learning. Board champions actively promote inclusion. Partnerships with diverse organisations (e.g. St Games or Sport in Mind) are expanded to facilitate meaningful knowledge exchange.

Education and accountability

Build the knowledge, capability and understanding of our Boards, teams, athletes and wider workforce to empower them to be more confident to discuss and meet the needs of others in an inclusive way.

	Action	Lead	Term	Success measure
1 - Embed EDI training into all our learning and development programmes and to all HR processes.	EDI training for our Board and the Council to be confirmed, agreed and delivered.	HR	Q4	Training is agreed, funded and delivered.
2 - Look to create shared training materials and resources to develop consistent levels of knowledge, awareness and skills across the federation and the wider workforce and athletes.	Develop a knowledge hub for MBs to access in order to support their EDI initiatives. Ensure easy access to resource and materials.	Participation	Q4	100% of MBS have access to the resource hub. 80% of MBS satisfied with the resources and promoting wider (standard feedback survey).
	Develop the federation-wide bite-size animation videos and an EDI toolkit to support Member Bodies and the wider workforce.	Participation/ EDI WG	Q3	Complete the phase one of the EDI bite-size animation videos. Complete the EDI toolkit for the wider federation.
3 - Ensure our education programmes go beyond protected characteristic specifics and seek to educate and improve understanding of different lived experiences as well as to look through an intersectional lens.	<p>Share regular communications with Member Bodies (at least quarterly) to highlight areas where deeper understanding is needed.</p> <p>Encourage EDI Champions and staff leads to spotlight lived experiences through short insights or stories (monthly or quarterly), shared via newsletters or internal channels such as Microsoft Teams.</p> <p>Use these stories to go beyond protected characteristics and bring inclusion to life through real voices and experiences.</p>	BEF / EDI WG	Ongoing	<p>Quarterly communications to Member Bodies are delivered and include themes that reflect priority learning areas.</p> <p>At least five lived experience stories or insights are shared over the year via newsletters or Teams.</p> <p>Engagement is monitored (e.g. views, comments, feedback) to assess reach and relevance, with learning themes adapted in response where appropriate.</p>
4 - Emphasise the importance of maintaining a continuous learning mindset and fostering curiosity towards inclusion.	Ensure EDI is part of the Board and Council agenda and at least once a year we are incorporating EDI education into the agenda.	Integrity / Participation	Ongoing	Run at least one training for the Board and one for the Council.
5 - Provide training and education initiatives to focus on adopting a person-centred approach to prevent the reinforcement of stereotypes	<p>Deliver the federation wide neurodiversity and EDI awareness training for coach assessors to support inclusive, person-centred assessment practices and reduce bias.</p> <p>Focus on:</p> <ul style="list-style-type: none"> - Increasing awareness of individual needs and experiences - Helping assessors move away from "one-size-fits-all" judgements - Encouraging inclusive assessment practices - Preventing unconscious bias or stereotype-based assumptions during evaluation. 	BEF / EDI WG	Q3	<p>Neurodiversity and EDI awareness training is delivered.</p> <p>Post-training evaluation shows improved confidence in applying inclusive, person-centred assessment practices.</p> <p>At least 50% of participants report increased awareness of individual needs and reduced reliance on 'one-size-fits-all' approaches.</p> <p>Evidence of more inclusive assessment decisions is gathered through feedback or observation.</p>

Communication and engagement

Ensure clear and consistent messaging through our engagement and content that equestrian is for everyone to welcome and value audiences from all backgrounds.

	Action	Lead	Term	Measure
1- Demonstrate our unwavering commitment to fostering an environment of equity, diversity, and inclusion through the content we create and share.	Develop and deliver content that highlights the importance of EDI across the equestrian community, guided by a federation-wide, harmonised campaign calendar that: <ul style="list-style-type: none"> - Reinforces commitment to EDI through ongoing, visible content - Encourages consistency across Member Bodies - Makes space for storytelling, education, and awareness - Provides a structured approach that's easy to plan and track. 	Comms/EDI WG	Q4	A federation-wide EDI campaign calendar is developed and agreed by at least 50% of Communications leads across the federation.
2 - Celebrate, advocate, and support equestrian EDI through storytelling, sharing lived experiences, and leveraging advocates' voices.	Reinforces commitment to EDI through ongoing, visible content. Develop and share new videos and case studies that highlight diverse lived experiences and stories within equestrian sport.	Comms / Participation	Ongoing	Five case studies developed and published in 2025. Five videos produced and shared by 2026. 'Tell Us Your Story' campaign launched to collect and amplify lived experiences from across the equestrian community.
3 - Focus on having accessible, representative, culturally sensitive and inclusive communication.	Following a recent inclusive communications audit, we will begin implementing key recommendations to improve how we communicate across the federation. This includes applying culturally sensitive language, respecting and reflecting diverse perspectives, and ensuring our messages are clear, inclusive, and accessible to all. We recognise this as an ongoing journey and are committed to evolving our approach as we learn and grow.	Comms / Participation	Ongoing	Implement at least 10 priority recommendations from the inclusive communications audit by March 2026. Track and evaluate the impact of changes on audience engagement and inclusivity.
4 - Ensure our communication is made relatable and impactful through active engagement with diverse stakeholders and new audiences, ensuring their representation and involvement in the development of an inclusive communication process.	Use findings from the year one communications channel audit to identify and begin addressing barriers to reach and engagement with diverse audiences.	Comms / Participation	Q4	Implement at least 10 priority recommendations from the Communications Audit by the end of 2025. Maintain open channels for ongoing feedback and personal stories, such as a pulse survey section on the website (accessible only to the BEF Comms Team).



Abbey Park
Stareton
Kenilworth
Warwickshire
CV8 2RH

T 02475 313443
E info@bef.co.uk
www.britishequestrian.org.uk

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