

Project Title: EDI Education Bitesize Animations

British Equestrian Stakeholder/s (to sign brief off): Mandana Mehran Pour

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At a glance: Project overview

What	Development of a series of short, animated bitesize videos to support EDI (equity, diversity and inclusion) learning within the equestrian industry.
Why	To improve understanding of EDI principles across the industry and promote a more inclusive, welcoming equestrian environment for all.
Who	Target audience includes yard managers, centre owners, grooms, volunteers, coaches, and wider equestrian staff — anyone who interacts with people in the industry.
How many	Approximately five animations , each one to three minutes in length (number may vary depending on final duration).
Proposal deadline	17 June 2025
Budget	£10,000 incl. VAT
Key topics	Allyship, bias, microaggressions, inclusive management, anti-racism, cultural competence — with flexibility to shape with the chosen provider.
Final delivery date	By end of 2025
Contact	Amy Dobbins, Project and Inclusion Coordinator – amy.dobbins@bef.co.uk

Background

British Equestrian is the National Federation for horse sports in the UK, affiliated with the international governing body, the Fédération Equestre Internationale (FEI). British Equestrian provides leadership, vision, and strategic direction to advance equestrianism at all levels. British Equestrian is an umbrella organisation representing the interests of 3 million riders, vaulters and carriage drivers in Great Britain via 20 independent member bodies, comprising 15 members and five associates. As the national federation, British Equestrian is responsible for guiding the development of equestrian sports from grassroots participation to elite competition.

As a national federation, British Equestrian works on policy issues with the FEI. We coordinate the British calendar of international events, disciplinary procedures and doping control and oversees the training of British international judges, stewards, vets and course designers. In Great Britain, we play an active role in representing the common interests of our member bodies to organisations such as the British Olympic Association, British Paralympic Association, Sport England, UK Sport, the Sport and Recreation Alliance, DCMS and Defra.

British Equestrian continues to drive participation in equestrian sport as a result of the Olympic and Paralympic legacy, aiming to encourage more people to take up horse riding, driving, vaulting and volunteering. By connecting people to riding centres, schools, clubs and equestrian sporting organisations, we're helping more people to discover horses, get fit and improve their wellbeing.

British Equestrian recognises that equestrian disciplines do not fully reflect the diversity of communities across the UK. As the National Governing Body, we're committed to fostering a culture of inclusion and accessibility to address these inequalities and make the sport more representative.

While equestrianism is diverse in some respects, it remains underrepresented in others — particularly among ethnically diverse communities and individuals from the most deprived areas, as identified by the 2019 Index of Multiple Deprivation (IMD). However, the sport has the potential to drive positive social change by engaging traditionally inactive groups and improving mental wellbeing in underrepresented communities.

Equestrianism has made significant progress in promoting inclusion across gender, disability and sexual orientation. However, achieving true equity requires greater representation and accessibility for all, particularly for ethnically diverse communities and those in disadvantaged areas.

What we currently know

Horses for All Research

In 2023, British Equestrian commissioned research, led by AKD Solutions to explore perceptions, engagement and interest in equestrian activities. The research aimed to understand lived experiences and identify barriers to access, which produced the [Horses for All report and its recommendations](#). The study involved a total of 844 participants — comprising Black, Asian and other ethnically diverse individuals, as well as representatives from underserved communities.

Among the participants, 634 responded to a survey, 13 current equestrians took part in interviews, 48 engaged in discussion forums, and 149 attended experience days at equestrian centres. Notably, 121 of those who attended the experience days had never ridden a horse before.

Key findings from the survey included:

- 49% of survey respondents stated they would either definitely participate in, or consider, engaging in equestrian activities.
- 76% felt that people like them are underrepresented in horse riding and related activities.
- Participants from Asian, Black, and Mixed backgrounds indicated that improved access to information and greater representation within the industry would encourage greater participation.
- 51% of those from ethnically diverse communities who currently ride would be very likely to recommend equestrian activities to their friends and family.
- 24% felt that racial discrimination adversely affected their ability to fully access and benefit from equestrian activities.

AKD Solutions emphasised that the report highlights a valuable opportunity to make equestrianism more inclusive and diverse. By fostering collaboration, targeted initiatives and well-resourced opportunities within less affluent and ethnically diverse communities, the industry can drive meaningful progress and long term benefits.

They identified five key takeaways:

- equestrian activity is socially, culturally and emotionally valuable
- negative race and class experiences are common
- representation and visible diversity matter
- meeting demand requires widespread support
- inclusion, equality and equity should be core values.

Further insights are available via the [provided link](#).

Diversity and Inclusion Action Plan

The Horses For All research report provided a basis for the development of the British Equestrian [Horses For All Strategy](#) and the [Diversity and Inclusion Action Plan \(DIAP\)](#), in which all federation member bodies collectively agreed to support it and work towards their own action plans. 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 by 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 strive’.

DIAP serves as our step-by-step roadmap to drive meaningful change, ensuring a more inclusive and diverse equestrian community and is broken down into six objectives (or pillars) outlined below:

- 1) **Leadership and governance:** Leading by example to foster the right governance structures and behaviours, we will promote and demonstrate a diverse and inclusive culture, challenging and addressing discriminatory behaviours.
- 2) **Data and diversity indicators:** Develop a data rich approach to evidence and support our decision making and track the delivery of our ambitions.
- 3) **Workforce:** Create inclusive and diverse teams where people feel valued, respected and comfortable to be their authentic selves.
- 4) **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.
- 5) **Education and accountability:** Build the knowledge, capability and understanding of our boards, teams, athletes and the wider workforce to empower them to be more confident to discuss and meet the needs of others in an inclusive way.
- 6) **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.

The EDI Education bitesize animations will link into these objectives, particularly within the “Education and accountability” pillar.

The Education and accountability strand is broken down into six sub-objectives, in which we will strive to:

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

- Look to create shared training materials and resources to develop consistent levels of knowledge, awareness and skills across the federation and its wider workforce and athletes.
- Ensure our education programmes go beyond protected characteristic specifics and seek to educate and improve understanding of different lived experiences as well as to look through an intersectional lens.
- Emphasise the importance of maintaining a continuous learning mindset and fostering curiosity towards inclusion.
- Provide training and education initiatives to focus on adopting a person-centred approach to prevent the reinforcement of stereotypes.
- Develop and deliver clear merit-based programmes that provide equal opportunities for all, facilitating progression regardless of background.

British Equestrian has recently shared its successes across the federation a [year on from incorporating the Horses for All Strategy](#). In the 12 months since the strategy's launch, significant progress has been made, including the finalisation of the DIAP, a new comprehensive rule book, set to be implemented across the federation in due course which incorporates enhanced anti-discrimination policies, as well as the successful launch of the [Safe to Play safeguarding platform](#) which has ensured a streamlined, inclusive reporting process. Data collection efforts are also underway, with ongoing work to integrate diversity indicators into federation membership systems.

Further highlights from 2024 include:

- **Federation-Wide EDI Education Programme**

There has been a formal set of online EDI training modules, delivered by Inclusive Employers and completed by board members, leadership teams and staff across the federation. This initiative has established a strong foundation for a broader, industry-wide EDI effort. The modules consisted of presentations lasting one-to-two hours per topic, fostering discussions and the exchange of real-life experiences. Topics covered included 'microaggressions', 'bias' and 'inclusive management', with a comprehensive list available on pages six and seven of this tender.

- [Inspired by horses](#)

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

- **[Greensville Trust engagement event](#)**

During National Inclusion Week 2024, Swim England, England Athletics, British Equestrian (in conjunction with The Pony Club), British Wrestling and Archery GB announced a collaboration with the charity Greensville Trust.

- **[Everyone Welcome Strategy](#)**

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

- **[Dressage for All week](#)**

British Dressage (BD) hosted their first Dressage for All week in November 2024, which they used to raise awareness of the different development pathways available within dressage. A key focus was a spotlight on their first-ever BD [Urban Equestrian Centre Programme](#), a pilot project developed in collaboration with Summerfield Stables and the [Urban Equestrian Centre Initiative](#).

- **Federation Board Data**

Following on from the Horses For All strategy, we committed to collecting and reporting the [EDI data from the Boards of all of our 19* member bodies](#). By collecting and reporting the data in this comprehensive way, we can now report on all diversity indicators in an aggregated format while increasing the protection of the individual and reducing identifiability. This collective effort demonstrates our dedication to transparency and representation across the federation's governance teams.

*British Horseback Archery Association was ratified as a member body following the reporting.

Strategic objectives

In line with the DIAP, British Equestrian will work to develop overarching EDI education initiatives to promote equity, diversity and inclusion across the equestrian sector over the next five years. These initiatives aim to establish a consistent understanding of EDI terms and concepts across the equestrian industry. They are designed to support both cross-federation member body staff — through online webinars delivered by Inclusive Employers — and external participants and stakeholders across the broader industry workforce, for whom this tender is intended.

The EDI education initiative, in which this tender is for, focuses on external education by providing accessible learning opportunities through bite-sized and engaging

animated modules that introduce key EDI principles, hosted on our open YouTube channel and used via various social media outlets. The external participants and stakeholders include anyone who interacts with customers, members of the public or works in an equestrian environment, such as centre managers, centre owners, staff, volunteers, and receptionists, as well as (but not exclusively) coaches, grooms and farriers.

This approach was collectively agreed upon with our EDI Working Group, which emphasised the importance of using accurate language and ensuring that all protective characteristics were incorporated. Further information about the working group can be found under Partnership Working. It was this working group that helped devise and develop the DIAP, providing expertise from their organisations and assisting in developing future projects within the diversity and inclusion landscape.

Within the **‘education and accountability’** objective, bitesize educational animations will aim to enhance the knowledge, capability, and understanding of the wider workforce. This will empower them with the confidence to engage in inclusive discussions and effectively meet the needs of others. The education programme will go beyond protected characteristics, fostering a deeper understanding of diverse lived experiences.

We aim to deliver engaging, person-centred training that avoids reinforcing stereotypes and instead encourages ongoing learning and openness around inclusion. The training will support open conversations and help broaden participants' understanding of different perspectives.

Following consultation with our EDI Working Group, there was a clear preference for short, accessible animated videos (one–three minutes each) to maximise engagement and reach. These will build on our previous federation-wide EDI training.

The following topics were prioritised by the group and can be finalised during the project kick-off:

- Allyship and active bystander
- Banter and microaggressions
- Inclusion by design
- Inclusive cultures and cultural competence
- Anti-racism
- Understanding bias and stereotyping
- Inclusive recruitment and measuring inclusion
- Inclusive communications

- Building an inclusive strategy
- Inclusive management.

Other optional topics that could be explored include:

- Intergenerational inclusion
- LGBTQ+ inclusion
- Inclusive kit
- Neurodiversity
- Socio-economic inclusion.

We understand that suppliers may bring different strengths and are open to working together to shape these topics.

This resource will be supported by a 'Community Engagement Guide' currently being developed in partnership with Inclusive Cultures.

Project objectives

To support the strategic objectives, the main aim of the project is to develop a range of educational animations that the target audience can access as and when needed.

- Animations focused on EDI topics, such as the ones listed above
- Circa five animations* to be produced lasting one-three minutes*
- Relatable to the equine industry
- To be able to be stored on YouTube and shared by social media channels.

*Please note the details of the number and the length of the animations will determine how many will be added to the contractual agreement.

Project methodology

Overview

This project will develop a circa of five concise and engaging bitesize animations, lasting between one-three minutes that effectively communicate key EDI concepts. The content will be structured to ensure clarity, relevance and impact, encouraging reflection and action among viewers.

Project approach

1. Content development

- The content will be developed based on established EDI principles, ensuring accuracy, inclusivity and accessibility.
- British Equestrian can assist with the information needed for each topic.
- The EDI Working Group will be consulted to ensure that the material is up-to-date and reflects the best practices of EDI.
- The animation will follow a clear structure, such as an introduction, example or/and a reflection and conclusion of the topic(s).

2. Production process

- A storyboard and script will be developed based on validated content by the agency.
- Voiceovers, animations and graphics will be designed to reinforce learning objectives in an engaging format.
- Accessibility features, such as subtitles and transcripts, will be included to ensure inclusiveness.

3. Project governance and quality assurance

- A kickoff meeting with the selected agency will finalise the approach, deliverables and milestones.
- Regular check-ins will ensure alignment with project goals and stakeholder expectations.
- Representatives from the EDI Working Group and equestrian centres will review content for accuracy, representation and effectiveness.
- Based on feedback, adjustments might be required to enhance clarity, accessibility and engagement.
- Final quality assurance testing will be conducted before launch to verify content accuracy and technical performance.

- The animations will be promoted by British Equestrian and our [member bodies](#) to the broader equestrian sector, via a communications plan.

Target audience

These animations mark the first step in a sector-wide initiative to improve understanding of inclusion and diversity in equestrianism. They will bring key terms and concepts to life in a way that is accessible, engaging and relevant to anyone involved in the industry.

The primary audience is the equestrian workforce — including yard managers, centre owners, staff, grooms, coaches and volunteers. However, the animations will also be available to the wider equestrian community, including riders, owners, officials and enthusiasts.

By equipping our workforce with the knowledge and confidence to foster inclusive environments, we lay the groundwork for a more welcoming and representative industry. The videos will act as an accessible entry point to deeper learning and positive change.

We're looking for content that is engaging but professional — avoiding overly corporate styles. A storytelling approach using real-world scenarios is preferred. The tone should be inclusive, approachable, and relatable, especially for audiences with limited prior knowledge of EDI.

Deliverables

The key deliverables of the project will be:

- Following on from the kickoff meeting, British Equestrian and the chosen agency will have weekly or bi-monthly check-ins, ensuring the agreed milestones are met.
- Circa five* animations produced on EDI related topics, to be agreed upon at the kickoff meeting.

*If the animations are shorter (such as 30 seconds), then we would expect to have a higher number of total animations.

- Content developed to be accessible, engaging and relevant to its target audience in an animation format.
- Regardless of their prior knowledge, the participants will feel that they have learned something new or reinforced their existing understanding.
- Animations to be no longer than three minutes per topic.

Partnership working

This project has the potential to attract significant interest from yard staff and sporting professionals across the industry who would also benefit from the content.

In addition to partnering with an external agency, the project will actively involve British Equestrian member bodies representatives through the EDI Working Group. The EDI Working Group is made up of member body representatives from the [British Horse Society](#), The [Pony Club](#), [Riding for the Disabled](#), [British Dressage](#) and [British Carriagedriving](#), and is led by the British Equestrian EDI board lead.

Additionally, we plan to collaborate with a small focus group or a representative target audience sample to ensure suitability and goal alignment before implementing a broader rollout.

Timescales

The timescales for this project are as follows:

Invitation to Tender process begins	27 May 2025
Deadline for questions of clarification	10 June 2025
Deadline for proposals to British Equestrian	17 June 2025
Tenderers' virtual presentation	w/c 30 June – 7 July
Appointment of winning organisation	w/c 14 July 2025
Kick-off meeting to finalise approach	w/c 21 July 2025
Timelines are to be agreed with the agency at kick-off meeting. Project completion to be end of 2025.	Late 2025

Budget

The budget available for this work is £10,000 inc. VAT, which includes project costs e.g. travel expenses.

- Proposals should not go above this amount, but if they do, then a clear rationale for a slight overspend against this budget is required.
- Proposals should include a full breakdown of their costs, to show how the resource is being allocated to whom and at what rate across the project.
- Full breakdown must need to include price per minute of production.

Risk register

Agencies responding to this tender are encouraged to provide a risk register for this project, outlining the risks that may affect their ability to deliver the project, alongside scores for the likelihood and impact of each risk. Against the risks, a series of mitigating actions should be included in the proposal, demonstrating the ways in which the agency can reduce the impact and/or likelihood of each risk.

Proposal selection criteria

We welcome tenders from any agencies or consultants who feel they can fulfil the brief and timescales. We will also be reaching out to media companies and/or consultants that we've been made aware of.

Each submission will be scored from 1-4 against the five categories outlined below. Each score will be multiplied by the weighting to give the final score in each category and a total overall score. The scores will be awarded in the following way:

Ability to deliver 'key deliverables'

1 – not able to deliver key deliverables	
2 – able to deliver some of the key deliverables	
3 – able to deliver most of the key deliverables	
4 – able to deliver all the key deliverables	Weighting 40%

Past experience providing animation services

1 – no past experience	
2 – some past experience	
3 – considerable past experience	
4 – a vast range of relevant past experience	Weighting 30%

Cost

1 – top 25%	
2 – second 25%	
3 – third 25%	
4 – bottom 25%	Weighting 20%

Additional services provision

1 – not able to deliver any additional services	
2 – able to deliver some additional services	
3 – able to deliver a good range of additional services	

4 – able to deliver an excellent range of additional services

Weighting 5%

Explanation of key risks

- 1 – no risks outlined in risk register
- 2 – some risks outlined in risk register
- 3 – most risks outlined in risk register
- 4 – All risks outlined in risk register

Weighting 5%

It's essential that the organisation or consultant has proven experience in creating engaging animation videos, and evidence of this will be a key factor in awarding the contract. Ideally, the organisation or consultant will also have a baseline knowledge of Equity, Diversity and Inclusion, either through professional expertise or lived experience. If this knowledge is not already in place, we can provide the necessary context; however, it will be the responsibility of the selected organisation to develop the narrative.

Additional information

We know that member bodies within the federation are also delivering their own EDI training initiatives, such as holding face-to-face workshops, webinars and documents; such as the [Inclusive Communication Guide from the BHS](#). This project should try to complement them and not replicate them.

We're also working with Inclusive Cultures to develop a Community Engagement Guide, in conjunction with the EDI Working Group.

The Community Engagement Guide will be a resource to support organisations to be welcoming and inclusive. The Guide will be designed to encompass every element of organisational delivery and how it can be improved through a more specific focus on EDI. The guide can link to the EDI Educational modules, as best practice examples.

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