

## INTRODUCTION FROM THE CHIEF EXECUTIVE

**I am pleased to share the British Horseracing Authority's (BHA) gender pay gap report for 2019, which presents this year's performance figures and gives us the opportunity to highlight some of our organisation's ongoing and planned actions.**

The gender pay gap measures the difference in average hourly earnings of the men and women in an organisation, regardless of the work they perform. As an open and transparent organisation, the BHA welcomes the publication of the figures as a chance to reflect on our current position, identify precisely where more work is required, and monitor our progress towards becoming an ever more diverse, balanced and inclusive employer.

It is important to explain that the gender pay gap should not be confused with unequal pay, which is unlawful and deals with differences between women and men who carry out like-for-like roles. I have absolute confidence that the BHA pays equal money for equal roles.

Our mean gender pay gap (an average of all earners) has fallen from 18% in 2018 to 17% in 2019 – which is broadly in line with the national average (17.3%). Similarly, our median pay gap has narrowed from 10% in 2018 to 9% in 2019. This year, we have also seen a slight increase in female representation in each of our highest pay quartiles, with the largest percentage rise in Q1 (the highest pay band).

In terms of bonuses, we have a mean gender gap of 27%, which is down from 42% in 2018. This gap is a result of a performance-related bonus scheme at Executive level, which existed until after the calculation of this year's figures, but has since been removed following a review.

While we welcome the improvements in this year's figures, there is still much more to be done and we will redouble our efforts to reduce the gap. The primary reason for the BHA's gender pay gap is that fewer women are represented in senior management positions and raceday roles.

We are committed to addressing this, primarily though focusing on recruitment, retention and enhancing opportunities for talent development and career progression. We are already working to identify and remove any potential barriers for women applying for and successfully securing more senior roles. This includes a new package of support for employees, with coaching sessions, forums and a peer-to-peer network to help recognise and celebrate female achievement.

In addition, we plan to build on our work to date in improving gender balance and diversity in our recruitment process. To achieve this, we are looking to advertise employment opportunities more widely and in new places, while reviewing job descriptions to help ensure that potential candidates are not inadvertently deterred from applying. These plans are just part of a wider package of measures, the details of which are outlined below.

Whilst we are proud of the role we have played in promoting inclusion – both in the BHA and more widely in collaboration with colleagues across the industry – we know that there's more to do to engender a more open, progressive culture in which we champion diversity and strive for balance.

Horseracing is a sport in which male and female participants compete alongside each other on equal terms. As the sport's governing and regulatory body, we have a responsibility to take the lead on ensuring that equality of opportunity – regardless of gender or any other protected characteristic – underpins everything that we do.

I look forward to working with my Executive and Senior Leadership team to build on our progress in promoting gender equality and giving everyone the chance to fulfil their potential.

Kind regards,

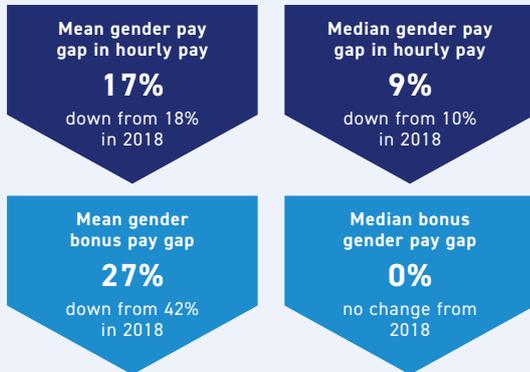


**Nick Rust**  
Chief Executive

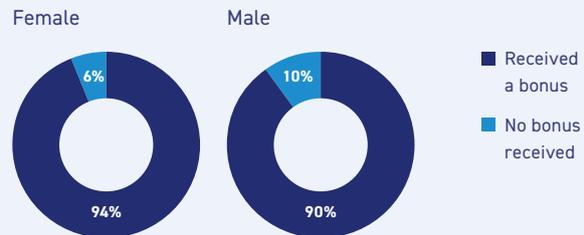
The figures below are calculated based on payroll data from 5 April 2019. They provide an update on the BHA's 2018 report against the six metrics required by Government: mean and median gender pay gap; mean and median bonus pay gap; proportion of employees receiving a bonus; and gender split across pay quartiles.

## OUR FIGURES

### Gender pay and bonus gap



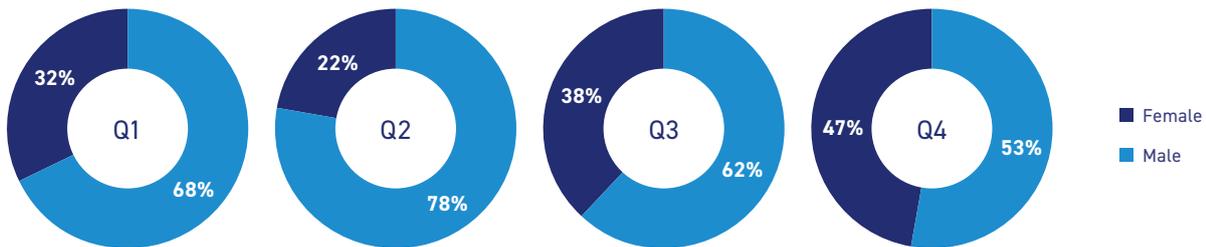
### Proportion of employees receiving a bonus



All staff, up to and including managerial positions, received a £100 gift voucher. The mean gender bonus gap of 27% is a result of a contractual bonus scheme for the Executive, which remained in place for 2019 but has since been removed following a review.

## PAY QUARTILE

In 2019, the BHA's overall gender split improved to 35% female and 65% male (from 30% female and 70% male in 2018). Quartile pay bands split the total workforce of 277 people into four equal sized groups based on hourly pay, with the highest paid people in Q1, through to the lowest paid in Q4.



## OUR PROGRESS & COMMITMENTS

Over the past 12 months we have continued to develop and invest in a range of measures to help reduce our gender pay gap and attract, retain and nurture an ever more diverse, balanced and capable workforce. Despite making progress, there's still much more to do, and we have updated our action plan to reflect how we will continue to foster and support our talent in 2020 and beyond.

	EQUIPPING OUR LEADERS	RECRUITMENT	RETENTION AND DEVELOPMENT
<b>Achieved accomplishments</b>	<ul style="list-style-type: none"> <li>Delivered equality and diversity training for 95% of line managers</li> <li>Held Executive and Senior Leader succession planning sessions to support staff career progression and enhance opportunities, particularly for women</li> </ul>	<ul style="list-style-type: none"> <li>Launched diversity in recruitment training for all employees</li> <li>Introduced a new equal opportunity monitoring form for candidates</li> <li>Anonymise all CVs to remove information about gender and other protected characteristics</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed maternity leave benefits across the industry to identify where we can improve flexibility and support</li> <li>Integrated an inclusion and diversity session into employee inductions</li> </ul>
<b>Future commitments</b>	<ul style="list-style-type: none"> <li>Launch a new mentoring programme for employees to share expertise and support career development at all levels of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Promote gender balance and increase the diversity of candidates by:                             <ul style="list-style-type: none"> <li>Advertising roles more widely and in new places</li> <li>Reviewing job descriptions to appeal to wider talent pools</li> </ul> </li> <li>Increase the diversity of interview and recruitment panels so that where possible these are more reflective of the whole organisation</li> </ul>	<ul style="list-style-type: none"> <li>Help increase the number of female employees applying for and securing more senior positions internally, by:                             <ul style="list-style-type: none"> <li>Introducing a new support package for female employees, with safe space forums and dedicated coaching sessions</li> <li>Creating a network that recognises and celebrates female achievements</li> </ul> </li> <li>Revisit maternity arrangements to improve communications, provide more flexible working opportunities (for both women and men) and better support colleagues returning to work</li> </ul>



**Nick Rust**  
Chief Executive



**Richard Wayman**  
Chief Operating Officer