

## INTRODUCTION FROM THE CHIEF EXECUTIVE

The British Horseracing Authority (BHA) is committed to embedding diversity and inclusion in everything we do. This principle is central to the BHA's Diversity and Inclusion Action plan, developed as part of British racing's unified industry approach to ensuring that we are truly a sport for everyone

Improving the BHA's gender balance is fundamental to achieving this objective, not just in terms of doing the right thing, but also because of the associated benefits to our business and activities; organisations that are more diverse – especially at senior level – are generally more innovative, productive, and better able to attract and retain staff.

However, improving our gender balance remains a work in progress. We understand why we have a pay gap at the BHA; our workforce has traditionally contained a larger percentage of male employees overall, and more male staff represented in senior positions.

I can perhaps be cited personally by the BHA as evidence of progress when I became its first female CEO in January 2021, though this will not be reflected in our gender pay reporting until the 2021 figures are published.

As noted in previous reports – and repeated here for emphasis – the gender pay gap is not the same as unequal pay. Men and women at the BHA are not paid unequally for performing like-for-like roles.

The 2020 report does however illustrate a continued imbalance, especially in more senior roles, and challenges us to intensify our efforts to narrow the gap.

Of course, 2020 was an exceptional year, with the COVID-19 pandemic having a profound impact on all employers – and in some cases, including our own, on the gender pay figures themselves.

Our 'snapshot date' for 2020 – the date on which we are required by law to calculate our gender pay figures – coincided with the period during which the BHA had implemented an emergency financial plan to reduce costs to the industry following the suspension of racing. This included temporary salary reductions for all but the lowest paid employees.

The consequence of this decision was that, by protecting those on the lowest incomes, the salary reductions had a more pronounced impact on those employees in more senior positions, a higher proportion of which are male

this therefore contributed in part to the narrowing of the mean and median pay gaps reported here.

The early stages of the pandemic – and particularly the furlough period – also disrupted the implementation of programmes and initiatives designed to help redress the existing gender pay gap at the BHA, principally around recruitment, retention, and career progression.

These areas are central to improvement, with some progress already made, including efforts to broaden the gender diversity of job applicants through more inclusive language, and advertising roles more widely to appeal to wider talent pools. It is however vital that, as we continue to recover from the impact of COVID, the wider package of measures is accelerated, particularly those aimed at supporting progression of female employees into senior positions.

We must also consider the wider implications of the pandemic on working practices at the BHA. Like other organisations, we are currently reviewing how we work and whether we can capture and retain some of the benefits derived from the past 18 months. This includes a more flexible approach to working arrangements, including a trial of hybrid working.

These arrangements will be reviewed on a regular basis, with consideration given to their effect on both the existing workforce, but also on attracting a greater diversity of talent to apply for roles at the BHA.

As British racing's governing body, the BHA has a responsibility to lead by example and contribute materially and measurably to racing's collective commitment on diversity and inclusion. We must continue to build on progress – both as an organisation but also with colleagues across the industry – to remove any barriers that prevent people from fulfilling their potential.

I look forward to working positively with my Executive and Senior Leadership Team – and closely alongside the BHA's dedicated sponsors for diversity and inclusion at both Board and Executive Level – to deliver on these objectives and continue to grow a more diverse and representative workforce.

Kind regards,

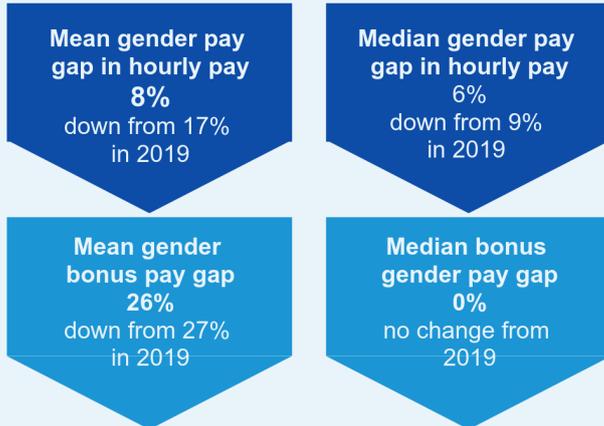


**Julie Harrington**  
Chief Executive

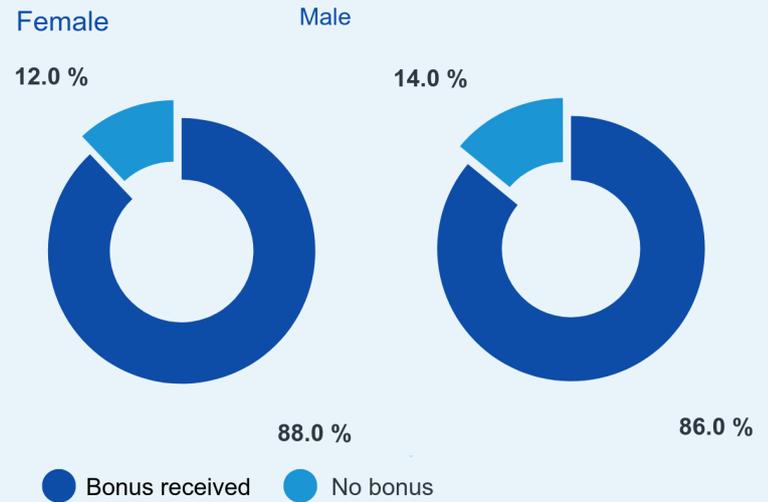
The figures below are calculated based on payroll data from 5 April 2020. They provide an update on the BHA's 2019 report against the six metrics required by Government: mean and median gender pay gap; mean and median bonus pay gap; proportion of employees receiving a bonus; and gender split across pay quartiles.

## OUR FIGURES

### Gender pay and bonus gap



### Proportion of employees receiving a bonus

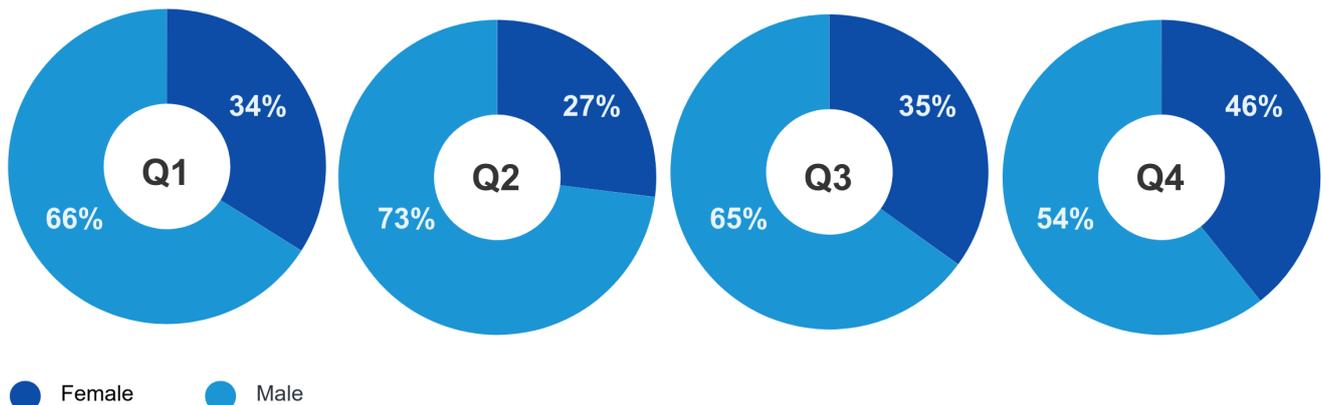


The BHA's 'bonus' payments were not related to individual performance, but rather modest recognitions of loyalty and long-service. These are paid at significant career milestones as an appreciation of employee commitment, with the payments increasing in small increments according to length of service.

All eligible BHA staff up to and including managerial positions were also paid a small bonus at the end of 2019. Again, eligibility was based on working at the BHA during the relevant period and was not linked to individual performance.

## PAY QUARTILE

In 2020, the BHA's overall gender split improved slightly to 36% female and 64% male (from 35% female and 65% male in 2019). Quartile bands split the total workforce 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 AND COMMITMENTS

The BHA continued during 2019/20 to develop and invest in a range of measures to help reduce our gender pay gap and attract, retain, and nurture a diverse workforce. These plans were disrupted and subsequently delayed in early 2020 by the impact of the COVID-19 pandemic. The action plan has been updated to reflect how we aim to deliver future commitments.

### Achieved accomplishments

- Promoted gender balance and increase the diversity of candidates by:
  - Advertising roles more widely and in new places.
  - Reviewing job descriptions to appeal to wider talent pools.
  - Reviewing the language of job adverts and job descriptions by using gender bias decoders.
- Focused on unconscious bias, by running training sessions with managers, that looked at what unconscious bias is and what impacts it has during recruitment.
- Launched bite sized employee training sessions (BETS). The first sessions focused on:
  - Designing job descriptions and advertisements so they don't exclude people by using coded language.
  - The application process and how to think about everybody's needs.
  - How we interview. What can be said and not said.
  - Unconscious bias, helping employees be aware, understand and mitigate the impact of unintentional biases.
- Conducted training sessions with employees who were willing to put themselves forward as mentors within the organisation. The Covid-19 pandemic delayed the launch of the programme.

### Future commitments

- Launch the new mentoring programme for employees to share expertise and support career development at all levels of the organisation.
- Increase the diversity of interview and recruitment panels so that where possible these are more reflective of the whole organisation.
- Help increase the number of female employees applying for and securing more senior positions internally by:
  - Introduce dedicated mentoring sessions
  - Work with external industry groups to recognise and celebrate female achievements
- Revisit maternity arrangements to improve communications and better support colleagues returning to work.
- Review existing ways of working with a view to introducing a hybrid model approach, which would move away from 'traditional' office working practices to a more fluid approach.



**Julie Harrington**  
Chief Executive



**Richard Wayman**  
Chief Operating Officer