

ALL IN THE RACE

BRITISH HORSERACING'S EQUALITY, DIVERSITY & INCLUSION STRATEGY



OUR VISION

**BRITISH RACING:
INCLUSIVE, SAFE
AND WELCOMING.
BECAUSE IT'S
BETTER WHEN WE'RE
ALL IN THE RACE.**



INTRODUCTION

British racing has long captivated audiences, shaped communities, and built careers. Today, it's the UK's second largest spectator sport, employing tens of thousands and contributing over £4 billion to the economy every year.

It proudly brings people together from around the world and is one of few sports where all genders, and people with certain disabilities, compete side by side.

This Equality, Diversity and Inclusion (EDI) Strategy sets out the industry's plan to make sure all kinds

of people (diversity) have fair access to opportunities (equality) and feel welcomed and valued (inclusion). It aims to recognise that people have different needs and may require tailored support to thrive (equity).

Like many industries, racing faces challenges that reflect wider societal issues. Rather than seeing these as obstacles, we view them as opportunities.

[Research shows the business case](#) for equality, diversity, and inclusion is stronger than ever: diverse organisations perform better, innovate more and are more resilient. To thrive in a rapidly changing world, we must continue to evolve.

This strategy is a call to action. An invitation to unite and build a future where everyone feels they

belong. It is about weaving inclusion into the very fabric of our sport, often through low- or no-cost solutions.

Positive change takes leadership, accountability, collaboration, and sustained effort. That's why this strategy sets out clear goals, measurable actions, and a structure to drive progress and ensure transparency.

We want British racing to be an inclusive sport where anyone, from any background, can thrive. Together, with shared purpose and ambition, we can make this a reality.

Because British racing is better when we're **All in The Race.**

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FOREWORD

Led by the British Horseracing Authority (BHA), this strategy has been developed in consultation with industry stakeholders. It defines the desired impact over three years, identifies priority actions and investment needs, and provides a clear framework for implementation.

It takes a holistic view, covering leadership and governance, workforce inclusivity, fanbase diversity, and enablers such as communications, funding, and data, while recognising the need to prioritise for maximum impact.

We've reflected honestly on racing's current landscape, assessing progress, comparing its position with other sports and sectors, and defining where we want to be. Thanks to research funded by the Racing Foundation, we've gained valuable insights into the experiences of [women](#), LGBTQ+ individuals, ethnically and culturally diverse employees, and organisational culture, which have directly influenced the development of this strategy.

Despite 76% of racing staff agreeing that their employer respects diversity and promotes inclusion, further evidence suggests underrepresented groups continue to face barriers to inclusion and career

progression, despite a perception that opportunity is based solely on talent.

Racing staff reflect a rich tapestry of backgrounds, representing 68 nationalities, including 6% Indian and 4% Irish employees, yet recent independent research into the experiences of ethnically and culturally diverse employees tells us that their experiences of working in racing are not always positive and more progress is needed to focus on better supporting this part of racing's community.

Encouragingly, women continue to enter the sport in large numbers, with 70% of racing school students and 50% of racing staff being women. Yet, despite data showing female jockeys perform on par with their male counterparts, they remain underrepresented at the highest level, comprising 25% of all jockeys (14% of professionals), receiving just 9% of rides and only 3% in top-tier races. We can change this.

Leadership also presents a significant opportunity for progress - racing can strengthen its position and join [other sports](#) by increasing the diversity of perspectives represented at Board level.

We recognise that the future sustainability of our sport relies on reflecting and appealing to modern Britain. By acknowledging where we've fallen short, improving together, and delivering meaningful, lasting progress, we can build a strong, successful future.



PROGRESS TO DATE

BUILDING A STRONG FOUNDATION

This strategy is built on solid foundations. Since the BHA launched the Diversity in Racing Group, some important groundwork has been made across the sport, both centrally and independently driven:

- Growing understanding of how diversity and inclusion can strengthen every part of our sport - our workforce, participants and fans, and creating a desire for a united direction
- Developing a clearer understanding of the lived experiences of underrepresented individuals within our sport
- Delivering a wide variety of initiatives seeking to improve access to the opportunities within the sport as employees and fans, nationally and locally.



Mandated face to face and online education - with **100% trainers and jockeys** completing safeguarding, inclusion and anti-sexual misconduct training in 2025



New inclusive career pathways through [Racing Media Academy](#), [Riding a Dream Academy](#) and [Step on Track](#), working with almost 800 diverse people to date



Best practice resources shared with 32 D&I Industry Commitment signatories, **81%** of whom are now delivering **new action plans**



Research to understand [racing's audience](#), culture and experiences of [ethnically diverse](#) and [female](#) employees and participants has informed this new Strategy



Launched racing's Code of Conduct and first [Workforce Strategy](#) embedding inclusion principles into everyday practice across the sport.



Multiple inclusive racecourse initiatives and partnerships with the likes of [Autism in Racing](#) or [Racing With Pride](#), celebrated annually in the RCA Showcase



Upgraded jockey facilities, anti-sexual misconduct policy guidance and family support initiative [Racing Home](#), are starting to improve inclusion, especially for women



United the sport through first sport-wide [Inclusion Symposium](#) and through International Women's Day, Pride and Black History Month



Improved senior leadership commitment with dedicated [D&I Champion](#) assigned on stakeholder Boards

DRIVERS FOR CHANGE

For maximum impact, a more unified and strategic approach is essential. This centrally led but collectively owned strategy provides racing with a framework and shared vision. Through coordinated action and clear accountability, we can achieve our goals.

To accelerate progress and ensure long-term sustainability, inclusion will be embedded into core business practices. Strong leadership is vital to set consistent standards across British racing's diverse and independent businesses. Inclusion is everyone's responsibility, and lasting change requires collective commitment.

As an enabler of the Industry Strategy Framework, equality, diversity and inclusion will now be given a clearer strategic direction, building on the ['Our People, Racing's Future'](#) Workforce Strategy and aligning with the sport's Social Impact, Safeguarding and Human Welfare strategies, and Project Beacon initiatives.

1 Moral Ethical Imperative
Beyond meeting our legal obligations, ensure the behaviours and culture of the sport are underpinned by respect, fair treatment and equal opportunity.

2 Reputational Imperative
To meet the evolving expectations of our audiences, investors, workforce, media, politicians, and the communities we serve, and to reinforce our social licence. British racing has an opportunity to lead as a sport where everyone can compete on equal terms.

3 Practical Commercial Imperative
To broaden racing's appeal and attract and retain a sustainable workforce and audience, by being relevant and accessible to all.

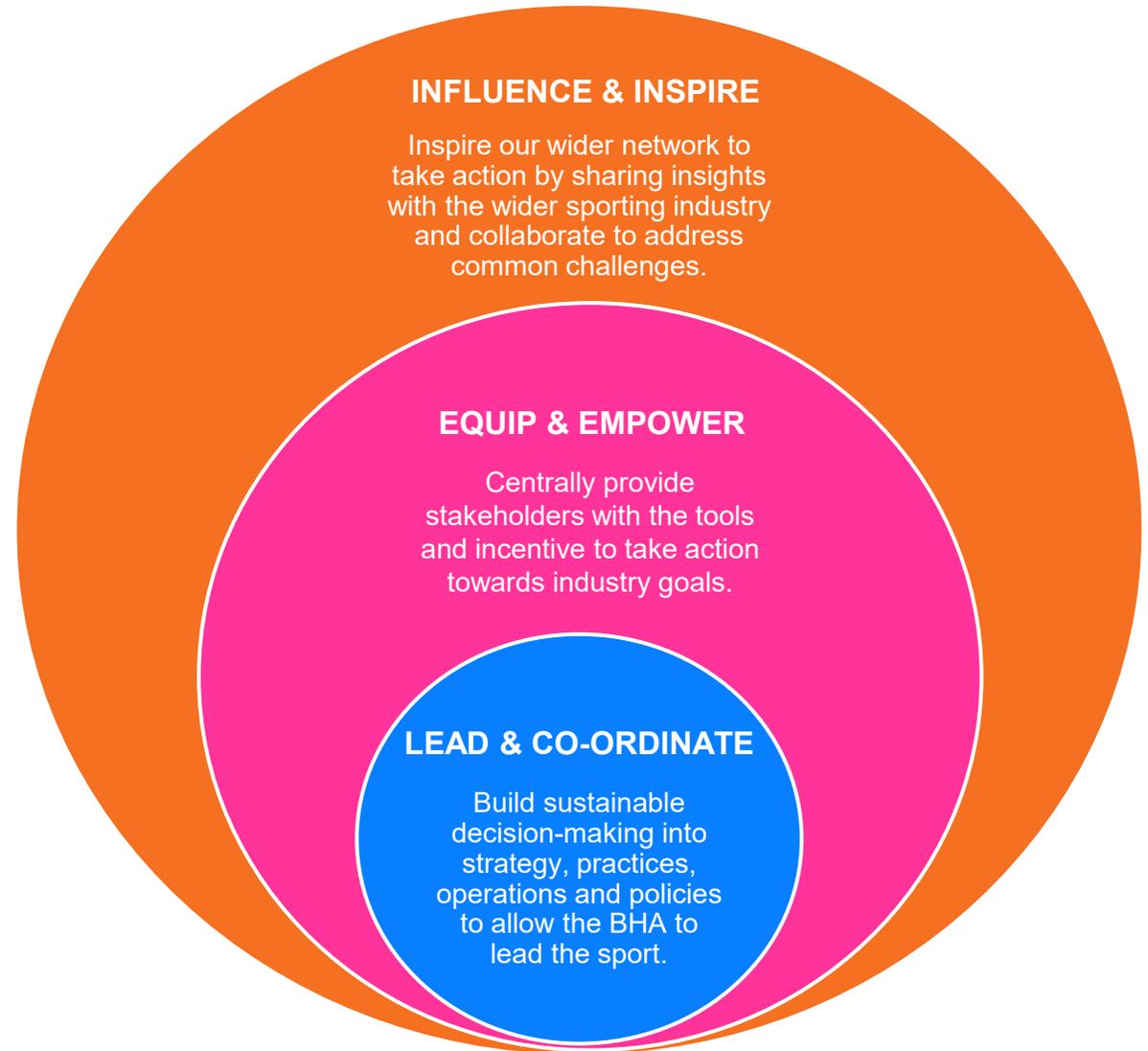


OUR APPROACH

As the governing body of British racing, the BHA is uniquely positioned to lead the sport in becoming more inclusive. It can exert its influence by:

- **Leading & Co-ordinating** – With direct control over its operations, governance, regulation and strategy, the BHA sets the standard for inclusive practices, while co-ordinating and aligning efforts across the industry.
- **Equipping & Empowering** – By providing a clear framework with standards, guidance, and support, through education, communication, resources, and funding, the BHA empowers stakeholders to act.
- **Influencing & Inspiring** – Racing has a unique platform to engage fans, spectators, and media to raise awareness, shape behaviour, and foster a culture of inclusion.

By expanding its influence in these areas, the BHA not only strengthens its own efforts but can drive collective action across the industry and sport.



WHAT WE WANT TO ACHIEVE



A modern, more inclusive culture.



Diverse leaders that are empowered and accountable to build inclusion into decision making.



Fans, participants and a workforce that are representative of modern Britain.



Equitable opportunities for all.



A sport free from discrimination.

OUR VISION

BRITISH RACING: INCLUSIVE, SAFE AND WELCOMING. BECAUSE IT'S BETTER WHEN WE'RE ALL IN THE RACE.

STRATEGIC OBJECTIVES

STRENGTHEN LEADERSHIP & ACCOUNTABILITY

Education and tools for current leaders to embrace diversity and inclusion, whilst developing diverse talented future leaders.

BUILD EQUITABLE PRACTICES

Influence policy, practice and procedures through a better understanding of the racing landscape.

EXPAND EDUCATION & AWARENESS

Give everyone the knowledge, tools and confidence to create an inclusive culture.

BETTER SUPPORT & CELEBRATE

Remove barriers and create equitable access to opportunities alongside valuing difference across the sport.

ENGAGE NEW AUDIENCES

Ensure racing is accessible, relevant, and welcoming to all communities and reflective of the society it serves.

ENABLERS

 **ENGAGEMENT & COMMUNICATION**

 **DATA & INSIGHT**

 **GOVERNANCE, REGULATION AND ADVOCACY**

 **FUNDING & INCENTIVISATION**

STRATEGIC OBJECTIVE 1

STRENGTHEN LEADERSHIP & ACCOUNTABILITY

Strengthening leadership and accountability is key to setting the tone for culture and progress. With visible commitment, equality, diversity and inclusion can be embedded into our policies, decision making, culture and actions.

We will equip leaders with the tools and empower them with clear goals to ensure inclusion is built into everyday decision-making, not treated as an add-on. When leaders lead on inclusion, the rest of the industry will follow.

WHAT WE WILL DO

- 1 Align with the [Code of Sports Governance](#) and build more diverse viewpoints into decision making to drive better decisions.
- 2 Review, refresh, audit and report the Diversity & Inclusion Industry Commitment to better equip signatories to publish and deliver Action Plans.
- 3 Promote exemplars of best practice and current learnings (both within and outside the horseracing industry) to celebrate impact.
- 4 Identify future talented leaders from diverse communities and prioritise their development and readiness to progress into leadership roles.



STRATEGIC OBJECTIVE 2

BUILD EQUITABLE PRACTICES

By understanding the racing landscape, we can identify and address bias and barriers in everyday policies, building fairness into the systems that shape people's experiences. Equitable practices ensure that inclusion is a consistent part of how racing operates.

We will set clear standards for a modern diverse workforce, support and encourage people to put them into practice and update licensing conditions so these standards are enforceable, embedding culture change and protecting against discrimination and harassment.

WHAT WE WILL DO

- 1** Create an Employer Quality Standard with inclusion at its core supported by a practical Toolkit - encouraging ongoing improvement through accreditation and enforced via licensing regulation.
- 2** Improve and build trust in reporting mechanisms and strengthen the Code of Conduct to effectively tackle discrimination.
- 3** Drive consistency and quality through all Industry People activity including through consistent use of appropriate language, standardised role profiles, the Thoroughbred Skills Network and Workforce Skills Framework.
- 4** Improve accessibility and equity of race day experiences for all, for example through accountability for improving facilities for jockeys.



STRATEGIC OBJECTIVE 3

IMPROVE EDUCATION & AWARENESS

Lasting inclusion depends on understanding.

We will strive for everyone across racing to have the knowledge, tools, and confidence to act inclusively so it becomes part of everyday behaviour.

It will make inclusion a shared responsibility and shared ambition across the sport.

WHAT WE WILL DO

- 1** Review and expand education on inclusive practices by further embedding into existing platforms and targeting high-impact roles, for example as a licensing requirement.
- 2** Launch a visual awareness campaign that promotes the key message that it's better when we're All in the Race, highlighting both best and discriminatory practice - examples being anti-sexual misconduct and anti-racism.
- 3** Develop a programme of continuous learning for BHA Board, key Committees, senior leaders and employees.



STRATEGIC OBJECTIVE 4

BETTER SUPPORT & CELEBRATE

To thrive, racing needs an inclusive culture where everyone feels they truly belong and are valued. That means recognising and celebrating our differences and understanding that people experience the sport in different ways. By doing this, racing will attract, develop, and retain the best and most diverse talent, strengthening the sport for the future.

We will embed inclusive practices that actively support underrepresented groups across a spectrum of identities, while tackling barriers that prevent participation and progress. The goal is not just equality, but fairness, ensuring everyone has the chance to belong, grow, and succeed.

WHAT WE WILL DO

- 1** Develop evidence based tangible actions to improve inclusion and progression for ethnically and culturally diverse colleagues, for example improving English language skills.
- 2** Increase opportunities and remove barriers for female and ethnically diverse talent, including jockeys, for example through initiatives like the [Rider Development Pathway](#) and [Racing Home](#).
- 3** Launch a Leadership Development Programme for underrepresented groups with senior leader involvement - to celebrate diversity, identifying future leaders and showcasing their journey.
- 4** Strengthen collaboration with networks like Women in Racing, Racing With Pride and others, ensuring their voices guide and lead this work through the Diversity Group.



STRATEGIC OBJECTIVE 5

ENGAGE NEW AUDIENCES

Making the sport more accessible and welcoming will help us attract a broader range of fans and communities, which will strengthen public trust, and ensure racing stays relevant and inclusive for the future.

The insights from Project Beacon, racing's most in depth customer research to date, show us the demographic of our current audience along with our target audience - an invaluable opportunity for us to use evidence-based research to grow the diversity of the sport.

We will engage new audiences not just to widen the fanbase, but to attract our future workforce, and our potential investors.

WHAT WE WILL DO

- 1 Maximise the opportunities presented by a more diverse audience through the insights from [Project Beacon](#) and co-ordinate EDI activity across the six 'Jobs To Be Done'.
- 2 Embed diversity objectives and measures into the new Consumer Engagement and [Social Impact Strategy](#) initiatives including the Young People Pathway, and [National Racehorse Week](#).
- 3 Build partnerships to grow the reach and impact of our early careers programmes, like the Development Programme.
- 4 Provide best practice in targeted inclusive marketing and partnerships, collaborating with appropriate bodies in this area.



WHAT WE WILL DO, WHO WILL DELIVER IT, AND WHEN

KEY

- LEADERSHIP
- EQUITABLE PRACTICES
- EDUCATION
- SUPPORT & CELEBRATE
- NEW AUDIENCES

£ Possible funding required

- Already in progress
- Not yet started

| Activity | Accountable | Responsible | When |
|---|--------------------------|---|-------------|
| Set approach to build more diverse viewpoints into decision making ●●●● | BHA Board | Stakeholder Boards, BHA Executive | Q1 2026 ■ |
| Implement EDI objectives in Project Beacon initiatives ● | Commercial Committee | Marketing & Communications Committee, GBR | Q1 2026 ■ |
| Improve discrimination reporting mechanisms ●● | BHA Executive | BHA Integrity, Comms | Q1 2026 ■ |
| Review, refresh and strengthen Industry Commitment ●●●●● | Industry Programme Group | Horseracing Industry People Board (HIPB), BHA D&I | Q1 2026 ■ £ |
| Strengthen EDI governance and evolve the Diversity Group ●●●● | BHA Board | Industry Programme Group (IPG), BHA Executive, BHA D&I | Q2 2026 ■ £ |
| Develop ethnic & cultural diversity action plan ●●●●● | BHA Executive | BHA D&I, Diversity Group, Delivery Partners | Q2 2026 ■ £ |
| Review Code of Conduct ● | BHA Executive | BHA Integrity, Regulation, Comms, D&I | Q4 2026 ■ |
| Launch Visual Awareness Campaign ●● | Industry Programme Group | HIPB, BHA D&I, Safeguarding, Comms, Integrity, Agency | Q4 2026 ■ £ |
| Launch Leadership Development Programme ●●●● | Industry Programme Group | HIPB and Team, BHA D&I, Employers, Agency | Q4 2026 ■ £ |
| Create equitable jockey race day experiences (facilities) ● | BHA Board | BHA Executive, Weighing Room Approval Group, Racecourses | Q4 2027 ■ |
| Employer Quality Standard, Employer Toolkit, central knowledge hub ●● | Industry Programme Group | HIPB and Team, BHA Executive, D&I | Q4 2027 ■ |
| Expand EDI Education Programme, including for leaders ●● | Industry Programme Group | HIPB, BHA D&I | Q4 2027 ■ £ |
| Expand partnerships to diversify our early careers programmes ● | Industry Programme Group | HIPB and Team, D&I, Partners | Q4 2028 ■ £ |
| Deliver initiatives to engage new diverse audiences ● | Commercial Committee | Marketing & Communications Committee, GBR, Racecourses | Q4 2028 ■ £ |
| Take positive action to increase opportunities for female talent ●● | Industry Programme Group | HIPB, BHA Exec, D&I, Women in Racing, Rider Development Pathway | Q4 2028 ■ |
| Review progress, reassess priorities, update Implementation Plan ● | Industry Programme Group | HIPB and Team, BHA D&I | Q4 2028 ■ |
| Promote exemplars of best practice and current learnings ●●●●● | BHA Executive | IPG, BHA D&I, Comms, Corp Affairs, Delivery Partners | Ongoing ■ £ |
| Review inclusivity of all Industry People activity to ensure consistency ●● | BHA Board | BHA Executive, HIPB and Team, BHA D&I, Delivery Partners | Ongoing ■ |

HOW WE WILL BUILD DIVERSE VIEWPOINTS INTO DECISION MAKING

We will align with the [Code of Sports Governance](#), and ensure diverse viewpoints are considered and that our decision-making groups have the skills and diversity needed to operate effectively.

1

We will **establish and monitor** a clearer picture of the diversity within racing's leadership



We will request demographic data every 2 years from the following:

- Board members, CEOs and Directors of BHA
- Board members and CEOs of racing's other key organisations: RCA, ROA, NTF, NARS, PJA, TBA, GBR, BRS, NHC and Racing Foundation

2

We will **work towards a long-term ambition** over the next 10 years



BY 2030:

36% FEMALE 6% ETHNICALLY DIVERSE

BY 2035:

42% FEMALE 15% ETHNICALLY DIVERSE

3

We will individually **commit to actions** to support diverse viewpoints in decision making



Acknowledging that the constitution and starting point of each organisation varies, we will work with them to individually identify actions that will contribute to our aim. These could include more inclusive recruitment processes, developing the pipeline of diverse talent through leadership or mentoring programmes, creating shadow boards, inviting observers onto boards, or utilising racing's existing diverse community groups.

4

We will **be transparent**, hold ourselves to account and **encourage others** to join this approach



This approach will be outlined within this EDI Strategy and reported against, including evidence of how diverse viewpoints are considered if not represented in the decision-making roles. This approach will be extended where possible including when considering racing's representation on the HBLB and other Committees, and to wider organisations through the D&I Industry Commitment.

HOW WE WILL **ENABLE** SUCCESS

ENGAGEMENT & COMMUNICATION

Listening to and learning from racing's community and creating a central knowledge hub to empower action.

- Create a network for D&I leads and champions across the sport to share best practices, challenges, and resources
- Support Working and Community Groups to create a space where people with lived experience can contribute and feel heard
- Report and celebrate impact and best practice and publish progress transparently

DATA & INSIGHT

Evidence based actions and decision making, where impact is routinely monitored.

- Build existing demographic data (sex, age & ethnicity) into single Workforce Data Warehouse and create a Diversity & Inclusion Dashboard
- Utilise data from Project Beacon to inform priorities
- Identify opportunities to improve the quality and quantity of workforce, participant and fan base demographic data
- Build trust and confidence in data collection leading with key stakeholder Board representation

GOVERNANCE, REGULATION & ADVOCACY

A transparent and accountable governance structure to enable inclusion to be built into decision making.

- Strengthen the governance structure of Diversity & Inclusion functions with the BHA Board taking the lead to ensure inclusion is a thread through all business practice
- Improve reporting mechanisms and regulation processes
- Employer Quality Standard and modern licensing approaches

FUNDING & INCENTIVISATION

Investing centrally to enable greater value for money and impact.

- Influence the funding framework to link to strategy goals
- Identify opportunities for corporate partnerships or government funding for certain initiatives
- Incentivise organisations to drive actions by recognising best practice in industry awards

HOW WE WILL MEASURE SUCCESS

Each project will have its own set of KPIs, below is a consolidated list of measures to help us focus and deliver over the next three years.

STRENGTHEN LEADERSHIP & ACCOUNTABILITY

- Board and CEO level representation in line with Code of Sports Governance
- 100% of Industry Commitment signatory organisations with updated EDI Action Plans published and meeting clearly established impact measures
- Increase from 50% who agree that industry bodies demonstrate that they respect people from different backgrounds

BUILD EQUITABLE PRACTICES

- Increase engagement and use of BHA reporting channel, RaceWISE, by 10%, to help inform future strategy, education & awareness
- Number of Employer Quality Standard accredited employers meeting baseline for EDI

IMPROVE EDUCATION & AWARENESS

- Decrease from 44% of racing staff that believe bullying and harassment is an issue in the industry
- Number and role of people accessing some form of EDI education

BETTER SUPPORT & CELEBRATE

- Number and progression of underrepresented people through Leadership Development Programme
- An increase from 76% to 90% of racing staff who agree their employer respects diversity and promotes inclusion
- Of the individuals who are progressing in the Rider Development Pathway, 50% are women and 10% are ethnically diverse

ENGAGE NEW AUDIENCES

- Number of organisations engaging with best practice inclusive marketing
- Diversity measures embedded into the new Consumer Engagement, Young People Pathway, and National Racehorse Week.

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EQUALITY DIVERSITY &
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