

INTRODUCTION FROM THE CHIEF EXECUTIVE

At the British Horseracing Authority (BHA), we are committed to developing a diverse, inclusive, and balanced workforce. Improving our gender pay gap is central to this objective, and our continued efforts to narrow the gender pay gap are detailed in this report.

It is just six months since we published our 2020 report, in which I highlighted that the COVID-19 pandemic had a significant impact on all employers.

Temporary salary reductions introduced in March 2020 as part of the BHA's emergency financial plan helped reduce operating costs and safeguard employment at a time of uncertainty. But they also affected our gender pay data, contributing to an artificial narrowing of the mean and median gaps, as detailed in the 2020 report.

Our 2021 pay gap data should therefore be read in this context, with the rise in our 2021 median partially reflecting the readjustment of salaries to pre-pandemic levels following the short-term reduction.

The median gap is also a consequence of a higher proportion of male employees joining the BHA. With a relatively small workforce, even minor changes in personnel can have a considerable impact in percentage terms – substantially impacting our overall gender pay data.

My appointment as the BHA's first female Chief Executive is further evidence of this, with our mean pay gap having narrowed significantly between 2019 and 2021. Nevertheless, we still have a gender pay gap, which is something we are working to address.

It's important to emphasise, as in previous reports, that a gender pay gap is not the same as unequal pay. Female and male employees at the BHA are paid equally in like-for-like roles.

Our pay gap exists because of the composition of the BHA's workforce, which has historically comprised a higher percentage of male employees, with greater representation at more senior levels of the business.

Indeed, this explains the increase in both our mean and median bonus pay gaps for 2021. These are not performance-related 'bonuses', but long-service

awards recognising loyalty and commitment to the BHA over many years. The majority of these long-service awards in 2021 were given to male colleagues, including some in senior positions.

The variability in data notwithstanding, we know that organisations that strive for a more equal gender balance at all levels tend to be more innovative and productive, with happier and more engaged employees.

To help build on the progress made to date, we have in place a series of clearly defined and measurable objectives. These have not changed materially from those outlined in our 2020 report, principally due to the relatively short window between publishing dates. However, I'm pleased to say that we have made headway in the intervening period.

Our specific commitments, which are summarised below, continue to focus on two key areas: recruitment – ensuring this process is as inclusive as possible; and opportunities to advance into more senior roles, with mentoring programmes and dedicated development support.

These actions are underpinned more generally by the BHA's overarching Diversity and Inclusion Action Plan, which is being applied across the organisation and will help improve access to the BHA and to British racing. Our diversity and inclusion monitoring, measuring and analysis function will track progress and help ensure that we are producing tangible results.

As British racing's governing body, it is vital that the BHA is at the forefront of the industry's collective effort to ensure that racing is a sport for everyone.

I will continue to work with my Executive and senior leadership colleagues to build a stronger, more sustainable organisation that attracts, retains, and develops an ever more inclusive workforce.



Julie Harrington
Chief Executive

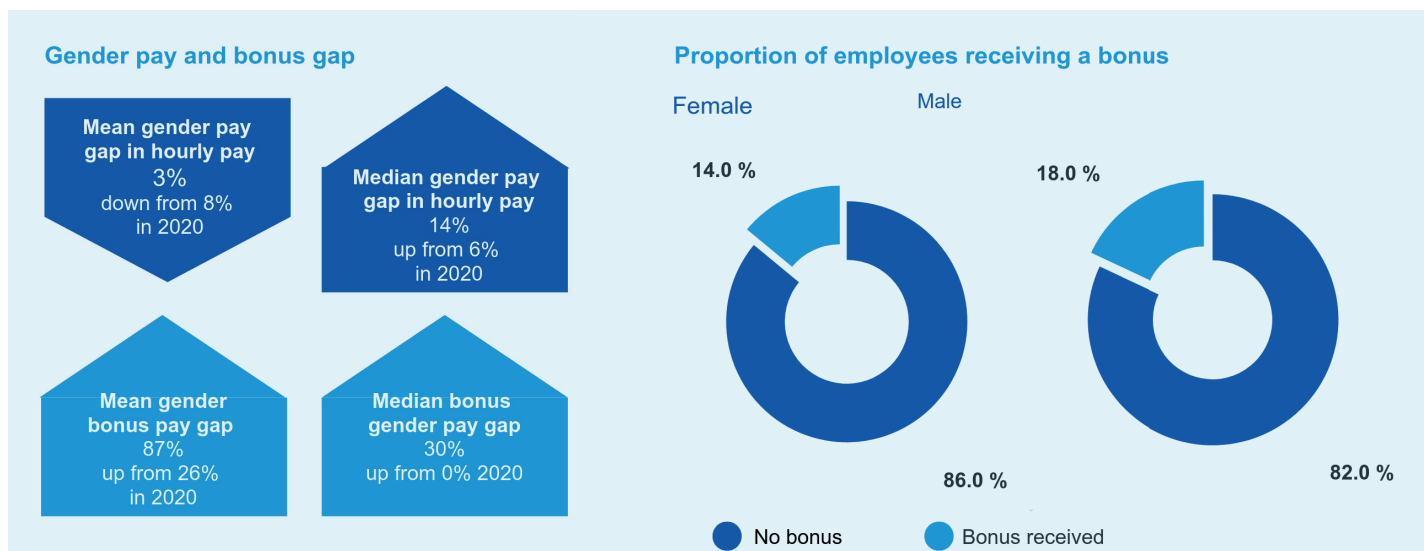
WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average earnings of men and women across our workforce. The figures below are calculated based on payroll data from 5 April 2021. They show the difference in the average rate of pay between women and men in the BHA expressed as a percentage of average male earnings.

The BHA follows a calculation methodology set out by the Government Equalities Office to report against the six metrics: mean and median gender pay gap; mean and median bonus pay gap; the proportion of employees receiving a bonus; and gender split across pay quartiles.

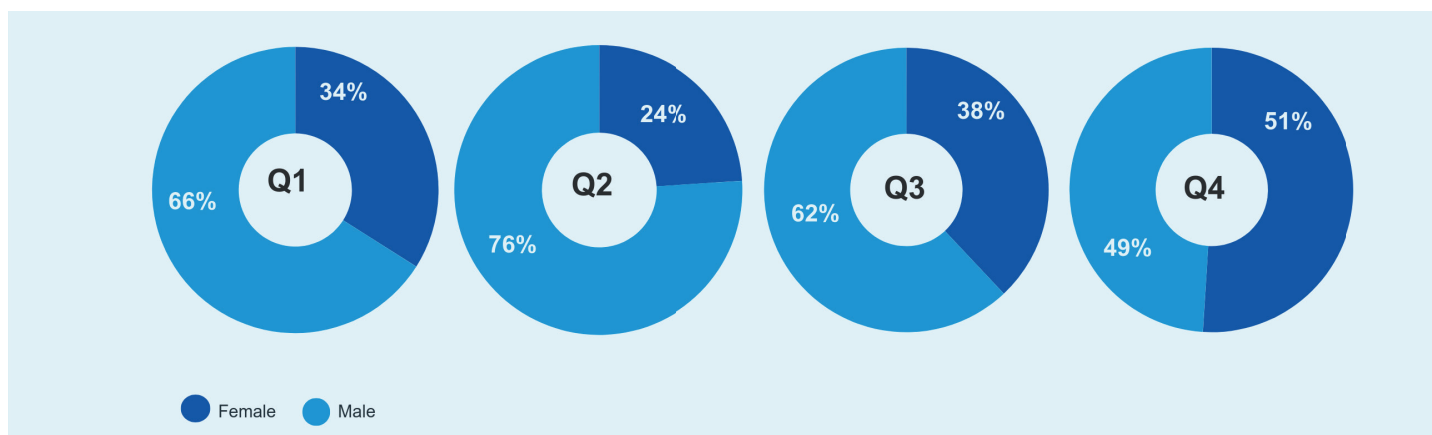
BHA 'bonuses' were paid in 2021 to recognise loyalty and long service. The bonuses increase in increments according to the length of service and are given as a gesture of appreciation of an employee's commitment. They are not, therefore, performance-related 'bonuses' in the conventional sense.

70% of bonuses awarded in this reporting period were paid to male employees, including two quartile one post holders recognised for their 30 years' service.



OUR PAY QUARTILES

In 2021, the BHA's overall gender split improved slightly to 37% female and 63% male (from 36% female and 64% male in 2020.) 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 is committed to embedding diversity and inclusion in everything we do and have continued during 2020/2021 to develop and invest in a range of measures to help reduce our gender pay gap. We have made progress in our ambition to attract, retain, and nurture a diverse workforce. Due to the short turnaround between the publishing of reports, our commitments are not substantially different from those outlined in 2020, and we will continue to make progress towards those objectives.

Our Progress

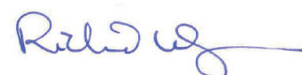
- Implemented a recruitment toolkit for managers. This toolkit is a practical guide for managers recommending ways to improve inclusivity in our recruiting practices, including:
 - How to produce more inclusive job descriptions and job advertisements
 - How to connect with wider talent pools
 - Countering unconscious bias
 - How to conduct inclusive interviews
- Increased the diversity of interview and recruitment panels so that, where possible, these are more reflective of the whole organisation.
- Organised dedicated diversity and inclusion workshops for all BHA staff, including Board members.
- Implemented equality monitoring of applicants to see who is applying for roles at the BHA in order to strategically create actions to improve the diversity of applicants.

Our Commitments

- Launch the new mentoring programme (which was delayed due to the pandemic) for employees to share expertise and support career development at all levels of the organisation.
- Help increase the number of female employees applying for and securing more senior positions internally through:
 - Dedicated mentoring sessions
 - Working 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 through a hybrid model, moving us away from 'traditional' office working practices to a more fluid approach.
- Improve diversity and inclusion monitoring, measuring, and analysing.
- Launch our dedicated 'training yard'. This will be a central hub for all learning and development opportunities within the BHA.
- Develop and test a menu of options for advertising roles more widely.



Julie Harrington
Chief Executive



Richard Wayman
Chief Operating Officer