

## INTRODUCTION FROM THE CHIEF EXECUTIVE

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The British Horseracing Authority (BHA) is proud of the role we play alongside colleagues from across the sport to embed equality, diversity and inclusion in everything we do.

A big part of this is ensuring that we lead by example in continuing to foster a culture and working environment in which everyone feels supported and has the opportunity to fulfil their potential.

Central to our objective is attracting, developing and retaining a balanced workforce, which is increasingly representative of the people and communities in which British racing operates.

Regular progress reports like our gender pay figures are a useful indicator as to where we have made good headway, while also showing us where there is more to do and potential for further improvement.

Some of the BHA's gender pay data has fluctuated to a certain extent in recent years, principally due to disruption caused by the COVID-19 pandemic, but also because, as a relatively small workforce, even very minor personnel changes can result in big percentage shifts.

However, our general trend has been positive, with our gender pay gap narrowing – so much so that this year our mean pay gap is now minus one percent.

This means that, on average, our female team members are paid slightly more than our male colleagues. This is largely a consequence of increased female representation at more senior levels of the organisation, including through my role as the BHA's first female Chief Executive.

Of course, we are always aiming for parity and therefore the ideal scenario would be no percentage gap whatsoever. However, this does feel like meaningful progress and a welcome step, particularly given the historical imbalance.

It is, as ever, important to stress that gender pay data should not be confused with equal pay. The latter is about ensuring that women and men are paid the same in like-for-like roles – which they are at the BHA.

Our median pay gap has also narrowed since 2021. The main reason we still have a gap is that there remains a higher percentage of male employees in senior management positions.

In recent years, we have put in place dedicated support mechanisms to help ensure that female employees who aspire to senior roles are given the support and encouragement to develop.

This includes identifying and seeking to remove any potential barriers to career progression, both in terms of training, development, and mentoring, but also things like maternity arrangements, with improved communication and enhanced support for colleagues returning to work.

I'm also pleased to confirm that as part of our wider commitment to the health and wellbeing of our people, we will soon be introducing a new menopause policy, which will better enable us to offer more tailored support and guidance for our employees and their families.

We are also continually refining our recruitment processes so that we are attracting high-quality candidates and appealing to ever-wider pools of prospective employees.

This requires us to think more strategically about how and where we advertise our vacancies, using a more extensive range of channels, some of which will have a particular focus on areas like flexible working or appealing to people from under-represented groups.

British racing is a sport for everyone; where men and women compete on equal terms and in which everybody should have the chance to succeed. These are key values and principles that will continue to inform and underpin all our work.

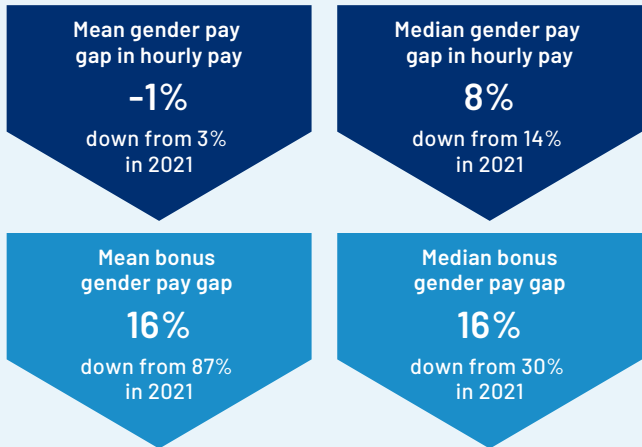


Julie Harrington  
Chief Executive

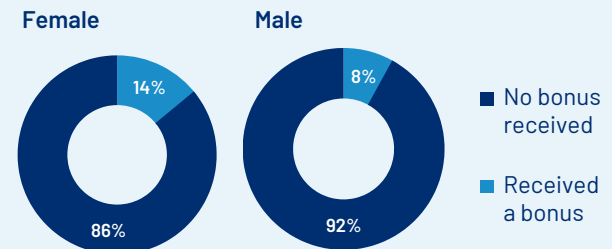
The figures below are calculated based on payroll data from 5 April 2022. They provide an update on the BHA's 2022 report against the six metrics required by the UK Government: mean and median gender pay gap; mean and median bonus pay gap; proportion of employees receiving a bonus; and gender split across pay quartiles.

## OUR FIGURES

### Gender pay and bonus gap



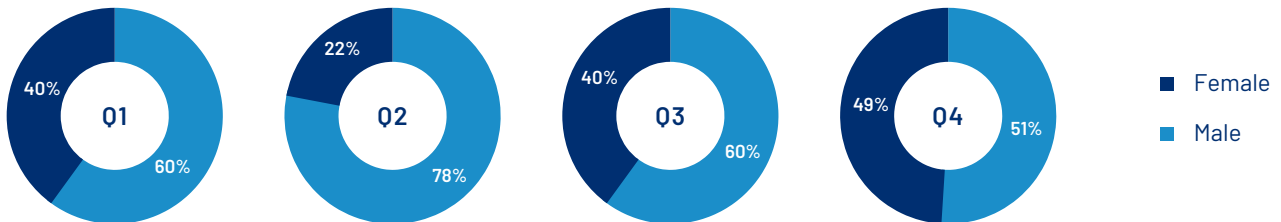
### Proportion of employees receiving a bonus



The BHA does not pay any performance-related bonuses. All 'bonuses' paid in 2022 instead recognise loyalty and long-service. These were paid in increments according to the length of service and are given as a gesture of appreciation for an employee's commitment.

## PAY QUARTILE

In 2022, the BHA's overall gender split improved again to 38% female and 62% male (from 37% female and 63% male in 2021). Quartile pay bands split the total workforce of 260 into four equal sized groups based on hourly pay, with the highest paid people in Q1, through to the lowest paid in Q4.



### PROGRESS IN 2022

- Completed an accessibility review of our new office to ensure the physical space and our working practices aim to accommodate everyone.
- Launched our staff equality monitoring form, to help build a more accurate picture of our workforce and adjust policies to best support our team.
- Signed the Armed Forces Covenant to formally recognise our commitment to supporting serving personnel, veterans and their families.
- Expanded the advertisement and reach of our job vacancies, using different channels and a wider variety of opportunities to engage more diverse audiences.

### COMMITMENTS FOR 2023 AND BEYOND

- Introduce a new menopause policy to support all colleagues and their families who may be affected.
- Carry out research to better understand where and why some women may leave the organisation, especially at a middle management level. This can inform long-term work around retention and development.
- Further strengthen our succession planning and recruitment, with career development opportunities available for all employees and an open and transparent application and interview process.
- Improve pay transparency by including indicative salary information on job adverts.