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## INTRODUCTION FROM THE CHIEF EXECUTIVE

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**I'm pleased to share the British Horseracing Authority's (BHA) gender pay gap figures for 2023, alongside our annual progress report – part of our ongoing commitment to continually improving our gender balance.**

Ours is a sport where men and women can compete on an equal basis, both on and off the track; and as British racing's governing body, we want to lead by example, providing equal opportunities for people to enjoy a fulfilling career within the organisation.

Reporting our pay gap is therefore not only a legal obligation, it also helps us better understand the composition of our organisation, allows us to track progress, see where we have taken positive steps and identify areas where further action may be required.

We've made good progress in recent years, with a generally positive trend that has seen our mean gender pay gap narrow, to the point where this year we have no percentage gap at all.

There's been a similarly welcome downward trend in our median pay gap, although we continue to see a higher percentage of male employees in the more senior management roles, which means we still have a 10% gap in this metric.

This is something we are continuing to address, by seeking to create a working environment in which more women have the opportunity to develop their skills and capabilities to progress into senior roles within the business.

We have seen an increased percentage proportion of women in the second highest pay quartile, which is encouraging, but overall we need to do more to increase the number of women in senior roles.

A big part of this is removing any potential barriers to progress. For instance, we know that a high proportion of women going through the menopause say that the symptoms can have a negative impact on their work.

Therefore, we will soon be introducing a new menopause policy, with more tailored support, advice and flexibility, so that we can make necessary adjustments to help employees and their families.

And we will take this a step further, through the development of a women's health policy and updating our other family friendly policies, with the aim of boosting retention and supporting development.

Research also suggests that women generally feel less comfortable negotiating salaries, and we now include salary information on all job advertisements as standard practice. We hope this added transparency can have a positive effect.

As in previous years, it's important to emphasise that the BHA does not pay performance-related bonuses. Our 'bonus' pay gap actually relates to payments made for long-service to the organisation.

These payments will vary from year-to-year, according to the point at which colleagues reach major milestones in their BHA careers. They also have a tendency towards male employees, who traditionally have had to take fewer breaks from work. This is something we hope to see changing as societal norms and expectations continue to shift.

2023 was a particularly busy year for long-service awards, with several colleagues receiving recognition for their commitment to the BHA and British racing. We are very grateful for their efforts.

Looking ahead, 2024 will see us return to an annual employee engagement survey, something that had been discontinued during the pandemic. This will build on the existing staff feedback forums, giving us a more holistic view of the organisation and how we can ensure people feel supported and able to fulfil their potential.

Recruiting, retaining and developing a happy and high-performing workforce is crucial to British racing's sustainable long-term future. This is something we all remain committed to delivering.



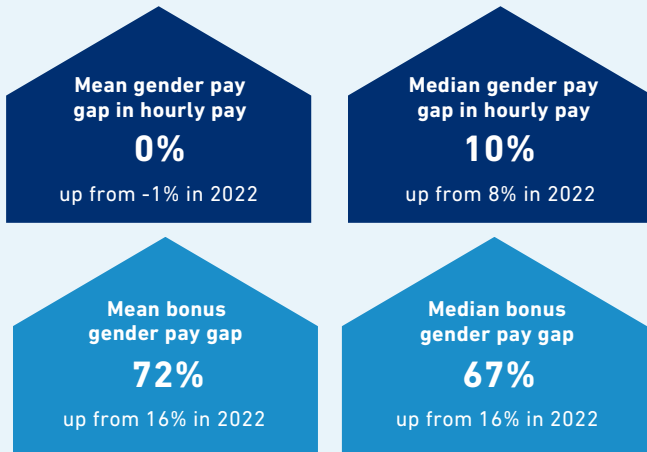
**Julie Harrington**  
Chief Executive



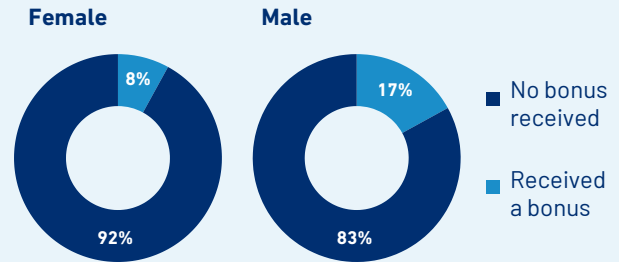
The figures below are calculated based on payroll data from 5 April 2023. They provide an update on the BHA's 2022 report against the six metrics required by the UK Government: mean and median gender pay gap; mean and median bonus pay gap; proportion of employees receiving a bonus; and gender split across pay quartiles.

## OUR FIGURES

### Gender pay and bonus gap



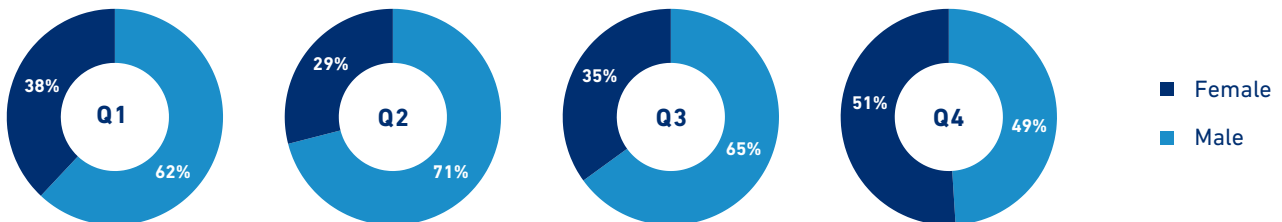
### Proportion of employees receiving a bonus



The BHA does not pay any performance-related bonuses. All 'bonuses' paid in 2023 instead recognise loyalty and long-service, and are given as a gesture of appreciation for an employee's commitment to the BHA and British racing.

## PAY QUARTILE

The BHA's overall gender split remained at 38% female and 62% male. Quartile pay bands split the total workforce of 298 into four equal sized groups based on hourly pay, with the highest paid in Q1, through to the lowest paid in Q4.



### PROGRESS IN 2023

- A new hybrid working policy, which saw remote working arrangements introduced across the organisation for everyone whose job allows it.
- A new leaver survey, which gives us the opportunity to conduct better research, capture trends, understand issues and carry out more in-depth exit interviews.
- We now include salary information on all job advertisements as standard practice.
- We have seen a welcome rise in the number of women applicants for BHA roles, up from 48% in 2021 to 56% in 2022.

### COMMITMENTS FOR 2024 AND BEYOND

- Reviewing our pay and grading frameworks, taking into consideration our gender pay gap figures.
- Encouraging the use of skills-based assessment in recruitment activities, moving away from only asking questions based on prior experience.
- A menopause policy, with guidance for staff and managers to help reduce the impact on women and their careers.
- A women's health policy and updating our other family friendly policies, with a focus on flexibility to boost retention.
- Carrying out an organisation-wide annual engagement survey, to support more effective and targeted actions.



Julie Harrington  
Chief Executive



Catherine Beloff  
Director of Legal, Governance  
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