HORSE WELFARE BOARD
BRITISH RACING

# A LIFE WELL LIVED



## BRITISH RACING'S COMMITMENT TO THE HORSE

## 2027-2031

BHA BRITISH HORSERACING AUTHORITY

RACING FOUNDATION

HORSERACE BETTING LEVY BOARD HBLB

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# 01
# INTRODUCTION



# DELIVERING WORLD-LEADING STANDARDS OF HORSE WELFARE



**By placing the welfare and safety of every racehorse at the heart of a thriving sport.**

Guided by science, underpinned by transparency, and continuously evolving to deliver world-class welfare.

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**In recent years, the sport of racing and its community has taken important steps to strengthen its commitment to ensuring a whole life well lived for every racehorse. Improvements in safety, advances in traceability, clearer communication of welfare standards and enhanced support for horses after racing all reflect meaningful progress and a strong foundation for the future.**

# THE WELFARE OF THE HORSE IS CENTRAL TO THE INTEGRITY, REPUTATION AND LONG-TERM SUCCESS OF BRITISH RACING

These achievements are the result of collective effort across the sport - governance bodies, racecourses, participants, charities and welfare partners - working with a shared understanding of both the expectations placed upon us and the responsibility we owe to every horse. Increased collaboration and stronger alignment across welfare initiatives have already helped drive innovation, close gaps and deliver evidence-based decision making.

As we look ahead, the ambition remains clear. The industry must continue to build on the progress made, further strengthening whole-life traceability and ensuring transparent, evidence-based approaches in all areas of equine safety and welfare. This includes completing the work to close knowledge gaps, improving safety both on and off the racecourse, defining clearer aftercare pathways, and developing a sustainable long-term funding model that supports stability, continuity and impact. The industry's work in the equine safety and welfare sphere must be ongoing, reflecting the evolution of our learning and progression of our sport.

This strategy sets out how British racing will take these next steps. It reflects a maturing, confident approach to equine welfare - one that is evidence-based, grounded in data and strengthened by the collective conviction that the horse is at the heart of everything we do. We should be transparent and accountable.

Our approach should also be holistic, reflecting the One Health framework, which considers horse welfare within the broader context of human and environmental well-being.

We are extremely grateful to the Horserace Betting Levy Board (HBLB) and The Racing Foundation for their generous funding and continued support. Their contributions have been instrumental in enabling the progress made to date, and without their support, these advances in equine welfare would not have been possible. Their investment provides a vital foundation for continued collaboration, innovation and improvement across British racing.

The sport can grow and develop as a result of positive welfare, and by maintaining this focus and working together with purpose, British racing can continue to advance welfare standards and ensure a responsible, trusted and sustainable future for the sport.

**Baroness Minette Batters**
Chair, Horse Welfare Board

HORSE WELFARE BOARD

# BRITISH RACING HAS A UNIQUE AND ENDURING RELATIONSHIP WITH THE EQUINE ATHLETE

**A bond between human and horse - rooted in respect and forged over generations - forms the foundation of a sport that captivates millions, drawn to witness the power of this partnership in action. With this bond comes a profound responsibility to ensure that the horse throughout its life receives the best care.**

With firm foundations in place and momentum established, this strategic plan builds on the ambitions and priorities set out in A Life Well Lived, the sport's first equine welfare strategy published in 2020. It marks the next ambitious chapter for the sport, informed by industry consultation, data and research, and underpinned by a commitment to continuous improvement. It sets out a vision to ensure the highest standards of care for horses bred for racing throughout their lives, delivered within a sustainable funding model.

This welfare strategy sets out a long-term vision for horse welfare within a thriving and forward-looking sport, identifying the key themes that will drive our progress. It is designed to be ambitious, but also credible and deliverable, and recognises the sport's responsibility to the horse throughout its racing career and beyond. It must integrate with other elements of the industry strategy and enable the implementation of safety and welfare initiatives by each arm of the sport.

It is grounded in a collective, industry-wide commitment to prioritising the horse at every stage of their life, minimising avoidable risk and enhancing safety and welfare. This horse-first approach defines how welfare is delivered, measured and continuously improved across British racing.

Project Beacon, the most in-depth piece of customer research ever undertaken in our sport, reinforces the importance of this direction. It confirms that horse welfare is the primary driver of public trust and a key factor influencing engagement.



# OUR AMBITION FOR EQUINE WELFARE: MEASURING PROGRESS AND DRIVING IMPROVEMENT




**Building on the progress made through A Life Well Lived, the next strategy sets out an ambitious but practical direction for the continued improvement of equine welfare across racing. It builds on the work already underway, extending successful workstreams while introducing new areas of focus where there is an opportunity to make a further difference for horses.**

The Evaluation of A Life Well Lived sits alongside this strategy, providing a clear assessment of the progress made over the life of the first strategy and the impact of the work delivered. Together, the Evaluation and this new strategy provide a clear picture of where racing has made progress, where further work is needed and where there are opportunities to build on what has been achieved.

Detailed measurements of success will be developed within each individual project and annual plan which will provide a clear framework for measuring progress and keeping the focus on meaningful outcomes. The successful delivery of these goals will contribute to the strategic objectives for racing shown here. These will be measured throughout the course of the strategy.

Horses experience a **high quality of life** throughout their lives

**Identification and reduction** of avoidable risk to horses

Horses receive **effective support** throughout their transition from racing

A **sustainable** funding model to be developed

Welfare decisions are increasingly **evidence-led**

Welfare standards and practices **improve** across the industry

**Increased transparency** and communications around areas of welfare concern

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# 02
# HORSE WELFARE IN BRITISH RACING



# GOVERNANCE OF HORSE WELFARE IN BRITISH RACING

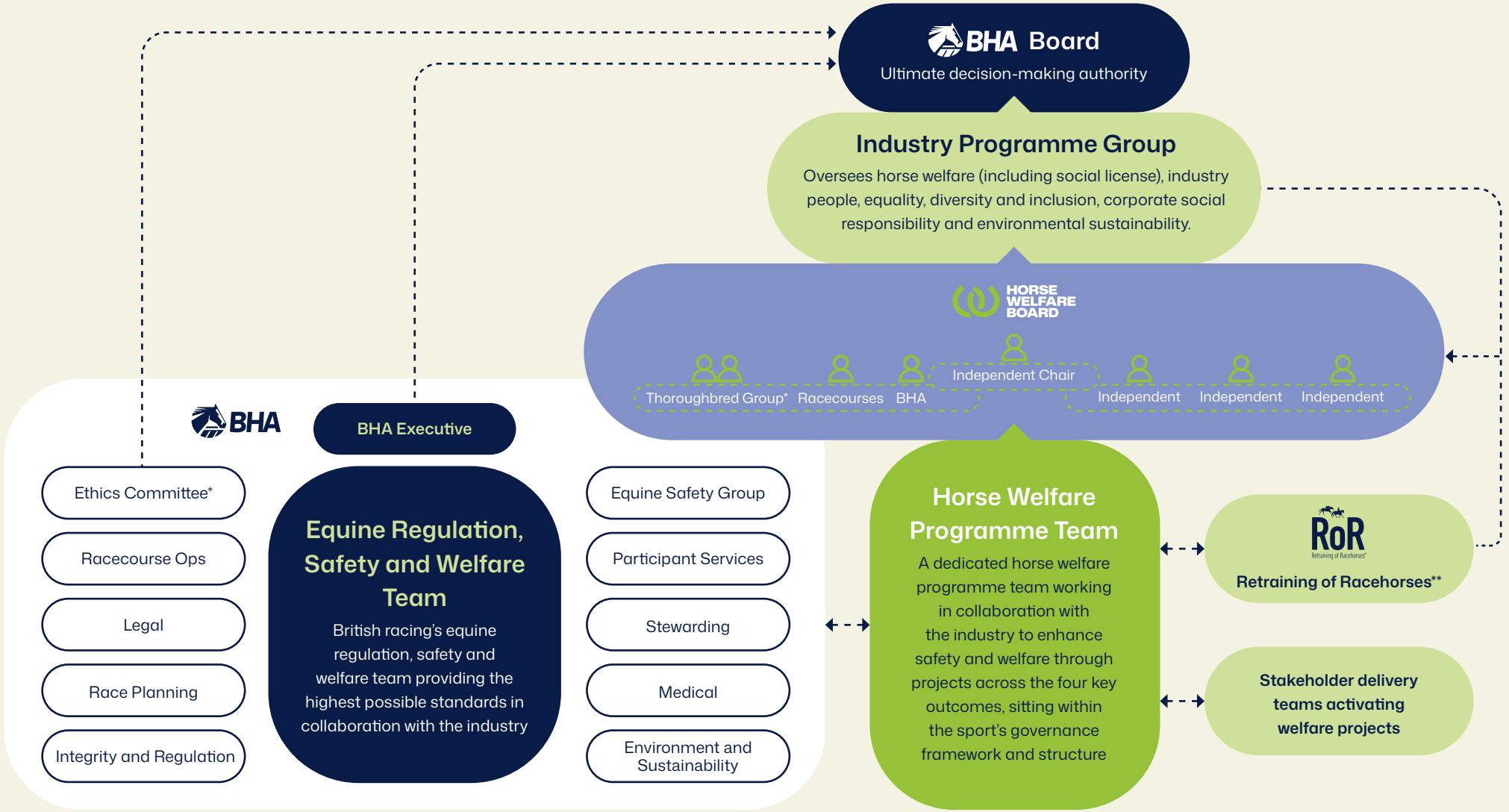
**Established in 2019, the Horse Welfare Board (HWB) was created by British racing to produce a strategy that unites the whole industry and drives continuous improvement.**

The HWB is made up of four representatives from across British racing alongside an Independent Chair and three independent members who contribute vital external expertise and insight.

Alongside the development of the sport's holistic welfare strategy, the Horse Welfare Programme Team works on behalf of the industry, its stakeholders and the HWB to support projects across the identified focus areas and outcomes and sits within the sport's governance framework and structure.



# GOVERNANCE OF HORSE WELFARE IN BRITISH RACING




*advisory role on ethical implications of BHA activities, both in racing and scientific research.

**representing participants in racing: owners, trainers, jockeys, racing staff and breeders.
***British racing's official aftercare partner for the welfare of former racehorses.

# PROGRESS TO DATE
# A LIFE WELL LIVED

**In 2019, recognising the need for greater cross-industry alignment and a renewed focus on welfare, racing established the Horse Welfare Board (HWB).**

The following year, the HWB delivered the sport's first ever single, overarching strategy for horse welfare across the racing industry.

The vision was ambitious. 'A Life Well Lived: A strategic plan for the welfare of horses bred for racing 2020-2025' set out 20 recommendations and 26 specific projects to continuously improve standards of care, safety and health for racehorses.

It also identified four key outcomes as cornerstones of the strategy: **Quality of Life, Safety, Lifetime Responsibility and Trust.** Significant progress has been made across these outcomes since the launch of the first strategy in 2020 and they remain our core focus areas as we move into our second cross-industry welfare strategy for the sport.

Retaining our focus on the four core outcomes outlined in 2020 allows us to build on the foundations laid by five years of work. Evolving and refining the strategic objectives within the existing framework allows us to maintain momentum, stay at the forefront of welfare standards and equips us to respond to the latest developments in scientific research and best-practice approaches.



## FRAMEWORK

# EXTERNAL WELFARE INSIGHTS

**Since the publication of A Life Well Lived in 2020, significant developments have taken place in both scientific evidence and public policy.**



**These include advances in welfare science such as the:**

**FIVE DOMAINS MODEL**

—

**THREE FS**

—

**ONE HEALTH APPROACH**

**alongside the creation of the Scottish Animal Health Commission in 2020, as well as the enactment of the Animal Welfare (Sentience) Act 2022 in England and Wales, which formally recognises animals, including horses, as sentient beings in law.**

These insights have been used to help guide, inspire and evidence how we deliver a good life for horses. They place emphasis on the promotion of positive welfare. They recognise that good welfare is not achieved solely through minimising negative experiences, but through actively enabling positive experiences for horses.

Welfare frameworks are now widely applied across government, animal welfare organisations, racing jurisdictions and the wider equestrian sector. When applied within racing, these frameworks provide a clear and practical basis for defining, assessing and communicating welfare throughout a horse's lifetime. They support more consistent decision-making, stronger alignment across the industry and greater transparency in articulating welfare standards and outcomes, thereby helping to build confidence among participants and the wider public.

# MILESTONES 2019-2026

## 2019

**Racing establishes its first independently chaired Horse Welfare Board** to oversee welfare and develop an ambitious, industry-wide strategy.

## 2020

**The HWB launches A Life Well Lived, racing's first unified welfare strategy,** setting four core outcomes and 26 projects to improve welfare standards.

## 2021

**Aftercare Funding Review:** Recommendations published to improve support for former racehorses.

**Safety improvements:** Obstacle markers change from orange to white, informed by equine vision science supported by the Horserace Betting Levy Board.

**National Racehorse Week:** Launches as an annual public event showcasing yards, studs and aftercare centres.

**Euthanasia Guidelines:** Published to support the best outcomes for horses in racing.

## 2022

**£3m investment:** Racing Foundation funds the HWB over three years to deliver A Life Well Lived projects and outcomes.

**Centralised data unit:** Established within the BHA to inform welfare, safety, traceability and aftercare initiatives.

**Equine Safety Group:** Formed with industry-wide representation to drive improvements in equine safety.

## 2023

**RVC partnership:** Established to reduce risk and improve racing safety.

**Racing Risk Model:** First RVC model developed to reduce fatalities, falls and long-term injuries.

**Equine MediRecords:** Piloted at major Festivals, becoming standard practice in 2024.

**Whip Review:** Published with strengthened measures governing whip use.

## 2024

**Fatality reviews:** Comprehensive reviews introduced for every racecourse fatality..

**Thoroughbred Census:** Findings provide insights into former racehorses' lives and inform traceability improvements.

**Retraining of Racehorses (RoR) Aftercare Strategy:** Three-year industry-backed strategy launched to improve outcomes for former racehorses.

**HorsePWR:** First cross-industry welfare campaign and digital hub launched.

## 2025

**Extended mandate:** HWB receives a further six-year mandate to build on progress and improve horse welfare.

**New leadership:** Baroness Minette Batters appointed Independent Chair, with greater independent representation on the Board.

**Ongoing investment:** Racing Foundation awards further funding to deliver continued welfare improvements for horses.

## 2026

**Traceability Working Group:** Established to develop an action plan to improve Thoroughbred traceability.

**Turf Performance Quality Standard (PQS):** Rolled out to support racecourse turf management and maintenance, with a Synthetic PQS in development.

**Charter for the Horse:** BHA signed the BEF pledge promoting equine welfare, wellbeing and ethics.

**Retrainer Approval Scheme:** RoR scheme launched to ensure horses receive appropriate care and support after racing, and joined BEF as Associate Member.

# HOW INSIGHTS SHAPE OUR WELFARE STRATEGY

2020

## THE SPORT'S FIRST WELFARE STRATEGY: A LIFE WELL LIVED (2020-2025)

## THE EXTERNAL LANDSCAPE

Welfare frameworks

International jurisdictions

Regulation and legislation

Wider equestrian sports

## DATA-LED INSIGHT AND INNOVATION

Racing Risk Models (RRM)

Independent research and analysis in collaboration with world leading experts

Developments in technology and innovation

## EVALUATION

Progress and learning from A Life Well Lived 2020-2025

## THE INTERNAL LANDSCAPE

Industry changes and learnings

Stakeholder feedback and welfare priorities

## PUBLIC PERCEPTION INSIGHTS

'Project Beacon'

Annual perception surveys

Voconiq drivers of trust

2031

## A NEW STRATEGIC PLAN FOR WELFARE: 2027 - 2031

# BRITISH RACING'S VISION

**To provide - and be seen to provide - the highest possible standards of safety and welfare for our racehorses is defined as one of the six key objectives of the industry's 2025 strategic framework.**

## STRATEGIC OBJECTIVES:

- **Highest possible standards of safety and welfare** →
- Inspire more people to attend and watch more often
- Encourage and reward investment in ownership and breeding
- Ensure responsible care of people, communities and environment
- Stage competitive and high-quality racing
- Sustainable growth in betting on racing



# HIGHEST POSSIBLE STANDARDS OF SAFETY AND WELFARE

Our relationship with the Thoroughbred is unique. Providing – and being seen to provide – the highest standards of care and safety for our remarkable racehorses must always remain our highest priority.

# OUR APPROACH



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# 03 OUTCOMES



# HOW WE WILL SUCCEED

**While our vision is clear – to achieve and maintain world leading standards of horse welfare within our sport – the landscape in which we operate is far less predictable, shaped by evolving societal expectations, environmental change and shifting government priorities.**

At the same time, our work is grounded in evidence, with advances in science, technology, and data playing a critical role in informing the success of our projects. It is therefore essential that as a sport, we remain agile within horse welfare, continuously adapting how we achieve our strategic priorities in line with future external factors to ensure long-term success.

As a result, we have identified 20 core priorities that will drive the strategy throughout its duration.

Underpinning this, an annual project plan will be developed that will outline the projects and actions to drive progress in the year ahead. This approach enables a rolling, responsive model that progressively builds a comprehensive strategic timeline over the next five years.

Projects with a lifespan of longer than one year will be identified within the plan to allow the development of significant projects, which may lead to structural change within the sport.

Clear success measures will be defined, with ongoing review to assess progress, refine implementation and determine what moves into practice. Activity will be phased and sequenced, with each phase providing tangible value.

By adopting this agile approach, we ensure our work remains flexible and responsive to emerging priorities and shifting funding landscapes, while continuing to drive improvement and uphold world-leading standards of welfare for the horses in our sport.



**WE HAVE IDENTIFIED 20 CORE PRIORITIES WHICH WILL DRIVE THE STRATEGY**

# PRIORITIES

**We will achieve world-leading standards of horse welfare through the lens of our four core outcomes. Within each outcome the sport has identified five core priorities building on progress already made, alongside new areas of focus. These will be underpinned by annual project plans with measurable results. Each priority carries equal importance for our success.**

The four outcomes are interconnected, with priorities often contributing to more than one area. As high-level ambitions, some priorities are intentionally broad and will be refined through the development of annual plans and subsequent reviews to ensure clear actions, measurable progress and meaningful outcomes for horses.

## QUALITY OF LIFE

Collecting and analysing enhanced data to improve horses' quality of life and lived experiences.

Strengthen industry-wide collaboration to continually improve horse welfare standards.

Prioritise veterinary research into factors affecting horses' quality of life, from health and injury prevention to recovery and retirement.

Implement projects to support the whole health of the horse.

Safeguard the future of the Thoroughbred athlete by ensuring a robust and resilient breed.

## SAFETY

Identification of potential risk factors in collaboration with world-leading experts to improve safety.

Reduce avoidable risk on the racecourse.

Reduce avoidable risk off the racecourse.

Ongoing obstacle design improvements and management for best possible safety.

Connect research, knowledge and practice.

## LIFETIME RESPONSIBILITY

Establish accountability and advocate for stronger legislation in traceability.

Continuous improvement of data held for all stages of the Thoroughbred's life.

Strengthen understanding of the lifecycle and outcomes for British racehorses.

Use traceability data to support a horse's first step out of racing and beyond.

Support best outcomes for all former racehorses.

## TRUST

Review and strengthen the sport's approach to communicating on horse welfare.

Equine welfare to be reflected in racing's governance and decision-making.

Reduce welfare concerns as a barrier to engagement.

Engage with external experts to provide independent oversight of actions and accountability.

Further understanding of the whip as an instrument for safety and encouragement.

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# QUALITY OF LIFE



# DEFINING AND IMPLEMENTING BEST PRACTICE THAT SUPPORTS THE WHOLE HEALTH OF THE HORSE TO ENSURE THE BEST POSSIBLE QUALITY OF LIFE




## British racing strives to uphold the highest standards of care across every stage of a horse's life.

This must be informed and underpinned by robust evidence and the latest scientific research into what makes a good life for a horse. Insights from the field of animal welfare science have enhanced and refined our strategic priorities in ensuring horses bred for racing lead a "good life" by enhancing the positive physical and mental state of the horse.

The scope of this work and ambition extends across every area of the horse's life, with respect for each racehorse at its centre.

By embedding welfare-focused best practice into the core of the sport, the industry will demonstrate its commitment to, and advocacy for, ensuring the best possible lives for racehorses.

# PROGRESS TO DATE

**DATA**
Welfare Data Unit established providing essential data to industry.

**DIGITAL RECORDS**
MediRecords pilot completed and adopted as business as usual for major jump festivals.

**EUTHANASIA CODE**
And euthanasia decision tree published.

**WELLBEING**
Work underway to support the health of the whole horse.

**WHIP REVIEW**
A comprehensive review assessing the whip delivers 20 recommendations and new rules to deter misuse.

**WELFARE FUNDING**
£7.5m secured to support welfare since 2019.

**ON COURSE TRAINING**
11 state-of-the-art mannequins purchased to support the welfare of horses through enhanced training of 500+ racecourse vets and medical personnel.

**ETHICAL FRAMEWORK**
'Commitment to the Racehorse' and 'Ethical justification for the use of horses in sport' in development.

**EXPERT PARTNERS**
Partnership established and collaboration with independent experts.

Nottingham Trent University · University of Exeter · Hartpury University · STRI · Royal Veterinary College, University of London · World Horse Welfare · Lancaster University · University of Surrey

**INDUSTRY TRAINING**
13 new welfare training modules developed and made freely available to industry in 2025.

**SUITABILITY TO RACE**
Latest evidence of the racing of two-year-olds reviewed and published.

**PRIZE MONEY**
Appearance money scheme reviewed and closed to reduce incentive to finish races.




# INSIGHTS FROM THE FIELD OF ANIMAL WELFARE SCIENCE HAVE ENHANCED AND REFINED OUR STRATEGIC PRIORITIES

# PRIORITIES

## DEFINING AND IMPLEMENTING BEST PRACTICE THAT SUPPORTS THE WHOLE HEALTH OF THE HORSE TO ENSURE THE BEST POSSIBLE QUALITY OF LIFE.



### COLLECTION AND ANALYSIS OF ENHANCED DATA TO INFORM EVIDENCE-BASED DECISION-MAKING

→ Further embed and enhance the centralised Welfare Data Unit to provide clean, verified data to the industry to inform evidence-based decisions.

\+ Establish new sources of data off the racecourse to enhance what we know about the equine athlete in the training environment including early-years inputs.

\+ BHA Stable Inspectorate to create fully digitalised, data-driven inspections to improve welfare data and analysis.

\+ Standardise quality-of-life indicators for consistent benchmarking.



### ENHANCE CROSS-INDUSTRY COLLABORATION TO CONTINUOUSLY IMPROVE WELFARE STANDARDS

→ Embed welfare in decisions from training yard to board room, supported by CPD and training.

\+ Support the Industry People Programme to develop welfare training and education to support a thriving world-class workforce putting best practice into action at every level across the industry.

\+ Undertake an evidence-led review of unregulated areas of the horse's lifecycle - including breeding and pre-training - to identify where clearer guidance, strengthened standards or improved collaboration may be needed, recognising the sensitivities, existing practices and diverse responsibilities across these parts of the industry.



### DRIVING THE LONG-TERM PRIORITIES FOR EQUINE VETERINARY RESEARCH

→ Maintain and strengthen long-term partnerships with world-leading academic institutions to advance equine welfare research, drive evidence-based improvements and ensure British racing remains at the forefront of welfare innovation.

→ Supporting the design and delivery of world-class equine veterinary research and welfare science to contribute to advancements in scientific understanding and ensure bio-security and physical health amongst British racehorses, and the wider equine population.

→ Deepen racing's relationship with researchers to ensure veterinary research delivers the priorities identified by racing, and delivers usable and practical results to drive enhanced racehorse welfare standards, and supports what we need to know whilst informing evidence-based decision making in British racing.

→ Prioritise science that supports the genetic diversity, longevity and resilience of the Thoroughbred, individually, and for the breed.



**KEY:** → Ongoing workstream + New workstream

## IMPLEMENT PROJECTS TO SUPPORT THE WHOLE HEALTH OF THE HORSE

→ Identify and analyse training-yard environment data (routine, social contact, facilities) to inform projects.

\+ Determine how nutrition, behavioural interactions, health, and environment contribute to quality of life, applying the work of subject experts in a practical and sustainable way for the sport.

\+ Facilitating natural equine behaviours and ethical training principles across the sport through enhanced training, embedding of best practice and research to understand impact on performance.

\+ Grow our understanding of how the early years contribute to improved quality of life, welfare and safety outcomes, during and after a horse's career in racing, and establish this as best practice.

\+ Understand and identify adaptation required to racing's structures and calendar to accommodate changes in early-years management.

## SAFEGUARDING THE FUTURE OF THE THOROUGHBRED ATHLETE BY ENSURING A ROBUST AND RESILIENT BREED

→ Deepen analysis to support the future genetic diversity of the Thoroughbred and responsible breeding decisions.

→ Work collaboratively to support initiatives to support a sustainable foal crop.

\+ Undertake an expert-led review of emerging science on assisted reproductive technologies, including artificial insemination, to assess whether future consideration could support genetic diversity and sustainability within existing regulatory and international frameworks.

\+ Review breeding and pre-training practices against early-years welfare principles.

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# SAFETY



# REDUCE AVOIDABLE FATALITIES AND INJURIES TO RACEHORSES ON AND OFF THE RACECOURSE

**British racing has a clear commitment to reducing avoidable risk within our sport in both flat and jump racing. Continuous improvement in safety, driven by advances in data, technology and scientific research, is paramount.**

Central to this work is the ongoing development of the Racing Risk Models by independent research experts. These insights, together with practical experience and industry-wide expertise, drive and inform our priorities in delivering the safest sport we can.

Access to and gathering of further data is critical to ensure that the sport's risk modelling can continue to identify and make informed, evidence-based recommendations to reduce adverse outcomes for horses. This includes the importance of collecting and analysing data from across a horse's life, including their early years and factors from the training environment. Ongoing research is also paramount to better understand the role of the whip and its influence on safety.

This work requires a hand-in-hand approach with stakeholders, both on and off the racecourse, together with sustained efforts to deliver the best possible ground and going conditions on racecourses and home gallops and to continue evolving and developing hurdles and steeplechase fences.



# PROGRESS TO DATE

**RISK MODELLING**

Racing Risk Models operated by the RVC to create safety-focussed risk modelling tools for flat and jump racing, to enhance horse safety by moderating identified risk factors.

**STALLS REVIEW**

Stalls and starting review completed and delivered 18 changes to improve procedures to start races more safety.

**FATALITY REVIEW**

Successful delivery of pilot leading to establishment of permanent Fatality Review of every racecourse fatality.

**EXPANDED REPORTING**

Reporting of fatalities expanded to any horse who is fatally injured within 48 hours of a raceday incident (2021) and further expanded to include horses who are euthanised but not as a direct result of their injuries (2024).

**GALLOPS TRAINING**

Free training courses offered to yard staff to share best practice of surface management to enhance quality of training surfaces at home.

**OBSTACLE CLARITY**

Every obstacle marker in British racing turned white in 2024 as a result of equine-vision research to improve clarity for horses while jumping.

**SURFACE STANDARDS**

Ongoing projects to establish framework for synthetic racecourse surfaces.

**GAIT INTELLIGENCE**

Sleip AI gait analysis technology piloted and established within regulatory processes.

**TECH AND PROTECTION**

Research projects commenced including wearable technologies, protective equipment and factors related to falls.

**TRACK SAFETY**

Every jump racecourse walked by equine safety advisor with recommendations made and delivered.

# BRITISH RACING HAS A CLEAR COMMITMENT TO REDUCING AVOIDABLE RISK WITHIN OUR SPORT IN BOTH FLAT AND JUMP RACING

**PRE-RACE CHECKS**

Pre-race examinations for horses based on data from the RRM become commonplace on raceday.

**TURF STANDARDS**

Performance Quality Standard developed for turf to improve consistency of ground and going.

**FALL ANALYSIS**

Successful delivery of pilot project focussing on a review of fallers on a racecourse.

**SAFER OBSTACLES**

Based on data from the RRM, we mandated that all hurdles must be padded-style by Oct 2026 to reduce the risk of falls.

**RACE READY**

Schooling trial pilot delivers 9 trial days to build race experience in 2025/2026.



# PRIORITIES

## REDUCE AVOIDABLE FATALITIES AND INJURIES TO RACEHORSES ON AND OFF THE RACECOURSE

### IDENTIFICATION OF POTENTIAL RISK FACTORS IN COLLABORATION WITH WORLD-LEADING EXPERTS TO IMPROVE SAFETY

- → Enhance and advance racing's risk models in collaboration with independent experts to improve their predictive ability and continue to identify potential risk factors on the racecourse that could make racing safer.
- → Maintain external partnerships and world-leading expertise to ensure validity and robustness of data, and that we remain at the forefront of data analysis.
- → Extend use of AI gait analysis and wearable technology to support ambitions to detect subtle pre-injury factors connected to increased risk.
- \+ Identify, collect and incorporate data from the training environment into our risk models to identify risk factors from home that may contribute to adverse outcomes on the racecourse.

### REDUCE AVOIDABLE RISK ON THE RACECOURSE

- → Continue to drive best practice in surface management on racecourses to ensure best possible quality and consistency of ground and going to deliver the safest possible surfaces for horses.
- → Understanding and evaluating tools available to support the measurement and assessment of ground to provide the safest possible conditions to race on, and understanding how these could be transferred and translated to training surfaces.
- → British racing's programme to be driven by evidence for best possible horse safety and welfare.
- \+ Digitisation of medication records for all horses in training in Britain.
- \+ Understand factors related to elective euthanasia and implement strategies to reduce where appropriate.
- \+ Strengthen monitoring of measured adverse outcomes including fallers, fatalities and LTIs, and continue to examine factors contributing to increased risk of falling.

### REDUCE AVOIDABLE RISK OFF THE RACECOURSE

- → Improve transparency and understanding of adverse outcomes that occur in the training environment working in collaboration with stakeholders and deliver evidence-based initiatives to reduce their occurrence.
- → Further our understanding of how factors within breeding and pre-training may contribute to increased risk and reduce this in collaboration with stakeholders.
- → Continue to drive best practice in surface management in the training environment to ensure best possible quality and consistency of ground at home to deliver the safest possible training surfaces for horses.
- → Establish schooling trials as a sustainable model for the sport and explore further opportunities to provide low-pressure race experience for horses and jockeys.
- \+ Build comprehensive datasets on aggregated training environment injuries and outcomes and communicate these transparently with appropriate data governance to support.



KEY: → Ongoing workstream + New workstream

## ONGOING OBSTACLE DESIGN IMPROVEMENTS AND MANAGEMENT FOR BEST POSSIBLE SAFETY

- Continue to assess and analyse the impact and risk of obstacle related factors and identify projects to reduce risk around obstacles.
- Assess the long-term impact of changes made during A Life Well Lived (2020-2025) including the impact of orange to white and padded hurdles on the rate of adverse outcomes.
- Trial new obstacle innovations with independent evaluation to determine effectiveness.

## CONNECT RESEARCH, KNOWLEDGE AND PRACTICE

- Share learning across research and practical projects and experience to drive ongoing enhancements in equine welfare, training and performance, ensuring findings inform one another.
- Translate evidence into practical guidance that helps trainers apply research findings to everyday training and management decisions.
- Improve understanding of optimal training methods to support horses' physical and mental well-being, preparation and readiness to race.
- Evaluate impact and identify further opportunities to refine advice, address knowledge gaps and drive continuous improvement across racing and training.



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# LIFETIME RESPONSIBILITY



# ACCOUNTABILITY TO THE THOROUGHBRED THROUGHOUT ITS LIFETIME



**Racing has a collective responsibility to our equine athlete throughout its lifetime. As an industry we must have the fullest possible traceability for Thoroughbreds that have been bred for racing. The 2023 Thoroughbred Census, and the TBA's foal crop and broodmare analysis have informed our knowledge of the whereabouts of racehorses, before and after their time in racing.**

Building on A Life Well Lived 2020-2025, this strategy sets out a framework for action to enhance the welfare of Thoroughbreds throughout their entire lifecycle, not solely during their racing careers. It addresses welfare considerations before, during and after racing.

We will continue to reduce identified data gaps to effectively support racehorses across their lifetime. As well as advocating for legislation to close equine traceability gaps, we will work to establish a robust and readily available traceability system using data and technological advances.

Thoroughbreds often pursue diverse careers after racing, making collaboration vital to their lifelong welfare. We will continue working with the industry's aftercare partner, RoR, to improve support, education and traceability for former racehorses, helping ensure a good quality of life beyond racing. This commitment also extends across British equestrian disciplines and international partners, including International Forum for the Aftercare of Racehorses (IFAR).

# PROGRESS TO DATE

**SHARED INTELLIGENCE**
Cross-industry partnership established to obtain traceability data from other equine disciplines.

**FOAL CROP ANALYSIS**
2018 and 2019 foal crop analysis to identify and respond to traceability data gaps during the first six years of British-born Thoroughbreds.

**BROODMARE TRACKING**
Broodmare analysis to assess their whereabouts over the past ten years.

**CLOSING THE GAPS**
Working relationships established with councils, government agencies, stakeholders and equestrian bodies to close identified gaps in traceability.

**EQUINE IDENTITY**
Continuous lobbying to government for mandatory digital equine ID and an improved central equine database.

**PASSPORT AMNESTY**
Partnered with Weatherbys on a six-month passport amnesty to drive compliance.

**THOROUGHBRED CENSUS**
The sport's first ever Thoroughbred Census completed to gather intelligence on racehorses that have left the sport.

**HEROS PARTNERSHIP**
RoR Retraining Assessment Programme established with HEROS providing specialist support for horses retiring from racing.

**LIFE AFTER RACING**
Established the first step out of racing as a strategic priority, leading to a data-sharing agreement between the BHA and RoR to allow follow-up surveys to a Thoroughbred's new owner when it takes its first step out of racing.

**WIDENING OF ROR ELIGIBILITY CRITERIA**
Widening of eligibility criteria to support all horses bred for racing in Britain.

**ROR STRATEGY**
RoR published three-year industry endorsed aftercare strategy 2024-2026.

**INCREASED INDUSTRY FUNDING**
Industry funding including owners, breeders, racecourses and sales companies for RoR secured.

# PRIORITIES

## ACCOUNTABILITY TO THE THOROUGHBRED THROUGHOUT ITS LIFETIME

### ESTABLISH ACCOUNTABILITY AND ADVOCATE FOR STRONGER LEGISLATION IN TRACEABILITY

- → Define industry and stakeholder accountability and ensure timely delivery of actions to address traceability gaps.
- → Continue to advocate for the necessary legislation to close traceability gaps as a priority for the UK Government.
- → Work towards an industry solution that has potential to inform future legislation.
- → Establish and maintain accurate and readily available traceability data between Britain and Ireland.
- → Establish and grow data streams with other international jurisdictions to enhance global traceability of Thoroughbreds.
- → Continue to advocate for an international commitment to traceability across equestrianism.

### CONTINUOUS IMPROVEMENT OF DATA HELD FOR ALL STAGES OF THE THOROUGHBRED'S LIFE

- → Continuous enrichment and provision of clean, verified data for all stages of the Thoroughbred's life to be held centrally and analysed by BHA Welfare Data Unit.
- → Improve traceability at the point of sale and increase accuracy of data streams currently held.
- → Establish data sharing agreements with identified equestrian disciplines that Thoroughbreds are represented within, including eventing, showjumping, dressage and polo.
- → Improve compliance with mandatory change of ownership processes for Thoroughbreds across their lifetime in collaboration with stakeholders, councils and government agencies.
- → Ensure progress within Quality of Life is reflected to support Thoroughbreds across their lifetime through collaboration with RoR.

### STRENGTHEN UNDERSTANDING OF THE LIFECYCLE AND OUTCOMES FOR BRITISH RACEHORSES

- → Continue to analyse the outcomes for British-bred foals and British broodmares to better understand the pathways taken by racehorses from birth to death.
- → Continue to use insight from past projects including Thoroughbred Census and 2018/19 foal crop analyses to close identified gaps.
- → Evaluate effectiveness of previous traceability actions taken in improving our knowledge on the whereabouts of horses.
- \+ Undertake a follow-up Thoroughbred Census at a stage when progress can be measured and evaluated.

**KEY:** → Ongoing workstream + New workstream

## USE TRACEABILITY DATA TO SUPPORT A HORSE'S STEP OUT OF RACING AND BEYOND

- The industry endorsed aftercare strategy, owned and led by Retraining of Racehorses (RoR), highlights traceability as one of the central pillars of RoR's activity. Collaboration between the BHA, HWB and RoR work will improve centrally held data on the whereabouts of the Thoroughbred at its first step out of racing and beyond.
- Use improved welfare and early-years data to support aftercare placement and retraining suitability.

## SUPPORT BEST OUTCOMES FOR ALL FORMER RACEHORSES

In 2021 the HWB conducted a review of aftercare funding in British racing. As an outcome of this review RoR was confirmed as British racing's official aftercare partner, dedicated to ensuring that every horse bred to race is visible, valued and cared for beyond racing. With enhanced funding committed by the sport, alongside charitable donations, RoR works in collaboration with British racing to deliver its strategic priorities and outcomes for aftercare.

### Every racehorse deserves a future in which they are visible, valued and cared for beyond racing

**Visibility, traceability and connectivity**

Strengthening traceability, registration, data-sharing and engagement across all stakeholder groups, so more former racehorses are known to RoR and connected to appropriate support.

**Welfare, education and lifelong support**

Helping former racehorses make successful transitions out of racing and support owners throughout the horse's life, reducing preventable welfare issues and the need for intervention.

**Participation, demand and public confidence**

Growing demand for former racehorses, and to ensure former racehorses are visible, valued and celebrated in all aspects of life after racing.

ENABLING PILLAR

**Funding impact and organisational sustainability**

Securing the funding, systems and organisational resilience needed to deliver our strategic goals and demonstrate impact.

For more information on RoR's strategic priorities and delivery of outcomes:
**RoR Strategy 2027–2031**

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# TRUST



# BUILD AND SUSTAIN TRUST BY DELIVERING ON THE VISION ACROSS THE SPORT AND COMMUNICATING PROGRESS

**The public's view of equine welfare within racing is one of the most pressing issues for the sport. Racing's recent consumer insight research (Project Beacon) has identified welfare concerns as the biggest barrier to engagement for our target audience.**

As well as preventing potential new fans from engaging with racing, our current fans also cite welfare as their primary concern, posing a very real risk to customer retention.

To maintain our social licence, we must drive trust with the public and political audiences. This can only be achieved through a proactive and engaging communications programme, underpinned by transparency and a body of work to show the continuous improvement and adoption of welfare and safety standards for horses.

The public have made clear their concerns around the welfare of horses in our sport. This underlines the importance of our ongoing focus on best possible safety and welfare and prioritising communication of our progress.

Building public trust requires a collective commitment to horse welfare across the sport and beyond. By working with external partners and drawing on their expertise, we can ensure welfare remains central to decision-making, driving continuous improvement and demonstrating our commitment to the highest standards of care.



# PROGRESS TO DATE

### COMMUNICATIONS

Dedicated personnel appointed to increase engagement with the public and support the wider industry. Always-on approach taken to communications.

### NATIONAL RACEHORSE WEEK

Annual event created to invite people to visit training yards, studs, and retraining centres for free. 65,000 places offered over the last five years. Horses taken out into communities with an additional 10,000 people reached to date.

### HORSE PWR

Cross-industry welfare communications campaign and web portal launched to improve transparency and increase engagement with the public.

### EQUESTRIAN

RoR joins the British Equestrian Federation, strengthening links between racing and the wider equestrian world and increasing understanding of the role former racehorses can play across equestrian sport.

### WELFARE LIAISON

Quarterly meetings established with major external welfare organisations.

### DATA TRANSPARENCY

Reporting of fatal injuries enhanced to include all fatalities within 48 hours of a raceday, including elective euthanasia.

### MEDIA SPOKESPEOPLE

Improved representation of the sport in media interviews using spokespeople from the BHA, major racecourses, and advocates from across the sport and racing media.

### DRIVERS OF TRUST

Cross-equestrian sport research project by Voconiq established the primary drivers of trust for continued public acceptance of horse sports in Britain.

### TRUST TRACKING

Perception and reputational studies put in place to monitor public trust and regularly track progress against areas of concern.

### HORSES IN SOCIETY FORUM

Collaborative welfare forum with British horse sport governing bodies put in place with quarterly meetings and annual conference.

### INTERNATIONAL COLLABORATION

Collaborative forums across racing jurisdictions established to share best practice.

### EDUCATION

RoR significantly expands its education programme and reach, helping owners access the knowledge and support they need to prevent welfare issues before they arise.

### VETERINARY SPOKESPEOPLE

BHA veterinary spokespeople deployed at major meetings to update the public regarding welfare-related incidents via broadcast interviews.

# PRIORITIES

## BUILD AND SUSTAIN TRUST BY DELIVERING ON THE VISION ACROSS THE SPORT AND COMMUNICATING PROGRESS

### REVIEW AND STRENGTHEN THE SPORT'S APPROACH TO COMMUNICATING ON HORSE WELFARE

- → Ensure a coordinated, unified approach to moments of high public interest in the sport.
- → Coordinate messaging across all partners, equip stakeholders with shared language and evidence.
- \+ Evaluate how budget and resources for welfare communications within the sport are used to support and promote progress to internal and external audiences.
- \+ Ensure those parts of the sport outside of racing's core regulation are applying the same standards and levels of responsibility.
- \+ Utilise evidence-based change principles to enhance communication with stakeholders to build awareness, encourage participation in welfare initiatives and empower them to be ambassadors and promoters of British racing's equine welfare work.

### IMPROVE TRANSPARENCY AROUND HOW RACING ADDRESSES PUBLIC CONCERNS AND ENSURE THESE ARE REFLECTED IN ITS GOVERNANCE AND DECISION-MAKING

- → Enhance transparency with the continued development of HorsePWR providing high-quality data and information for the public with a commitment to reduce data gaps.
- → Grow transparency of actions to reduce injuries and fatalities across the sport.
- → Grow awareness of work to support horses when they leave racing, addressing traceability, funding, and spotlighting case studies.
- → Support an open dialogue with the public to maintain confidence in the BHA's decision-making around use of the whip, by sharing current regulation, how the whip is used, the safeguards in place to protect horses and share information on research projects, their results and actions to be taken.
- \+ Potential impact on the horse of everyday decision-making to be assessed.
- \+ Ensure the horse is appropriately reflected in governance and operational decision-making across the sport to ensure the welfare of the horse is at the centre of all business practice.



**KEY:** → Ongoing workstream + New workstream

## REDUCE WELFARE CONCERNS AS A BARRIER TO ENGAGEMENT

- Drive progress against the key findings of Project Beacon using data to track opinion, concerns and progress.
- Ensure future strategy and actions support the key drivers of trust from the 2024 Voconiq cross-horse-sports research.
- Grow National Racehorse Week and community outreach to deepen public awareness and connection.
- Consumer advertising campaigns and media investment targeting growth audiences to include welfare as a focus area.
- Create content to promote the sport's welfare standards across a horse's life in collaboration with stakeholders.
- Ensure welfare messaging is front and centre in encouraging and rewarding investment in ownership and breeding.

## ENGAGE WITH EXTERNAL EXPERTS TO PROVIDE INDEPENDENT OVERSIGHT OF ACTIONS AND ACCOUNTABILITY

- Work with external welfare organisations to ensure racing is held to, and is seen to be held to, the highest possible welfare standards.
- Continue to engage with political stakeholders on a regular basis to grow awareness and understanding of British racing's focus and investment in horse welfare.
- Continued development and execution of proactive issues-management plan and robust crisis-management processes.
- Work with the BHA's Ethics Committee to ensure ethical decision-making.

## FURTHER UNDERSTANDING OF THE WHIP AS AN INSTRUMENT FOR SAFETY AND ENCOURAGEMENT

- Implement recommendations of the sport's review of the whip in 2020 by continuing to commission and support further objective research into its effects, using any relevant scientific advances to inform policy.
- Monitoring and tracking developments and available data in other jurisdictions.

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# 04 ENABLERS



# OUR ENABLERS ARE WHAT WILL MAKE OUR STRATEGY DELIVERABLE




**They are the practical conditions British racing needs to put in place around our four outcomes - so our ambitions translate into clear action, visible progress and lasting change.**

Together, they create the delivery system behind our strategy. Clear, joined-up, funded, evidence-led and visible.

# ENABLERS OVERVIEW

## 01
### GOVERNANCE, LEADERSHIP AND ACCOUNTABILITY

**What it will do**

Creates clear structures, oversight, and decision-making so welfare commitments translate into action

**What it will unlock**

Clear expectations, visible progress, and stronger accountability across the sport

## 02
### COLLABORATIVE AND ENGAGED INDUSTRY

**What it will do**

Makes welfare a shared responsibility across every stage of a horse's life

**What it will unlock**

Joined-up delivery, early buy-in, and practical action from the people and organisations involved in racing

## 03
### FUNDING AND INCENTIVISATION

**What it will do**

Secures sustainable resource to plan, test, and embed welfare improvement

**What it will unlock**

Longer-term funding certainty, coordinated investment and successful projects becoming part of everyday practice

## 04
### DATA-DRIVEN AND TECHNOLOGY ENABLED

**What it will do**

Uses stronger data, evidence, and technology to inform welfare decisions and intervention

**What it will unlock**

Better traceability, earlier risk identification, and more targeted action where it can make the biggest difference

## 05
### COMMUNICATION AND TRANSPARENCY

**What it will do**

Communicates progress, challenges, and impact clearly, credibly and openly

**What it will unlock**

Better-equipped people across the sport, stronger public understanding, and greater confidence in racing's welfare standards

# ENABLER 01
# GOVERNANCE, LEADERSHIP AND ACCOUNTABILITY

**Strong governance provides the clear structures, policies, standards and oversight required to set expectations in delivering world-leading equine welfare and ensure they are consistently met. It creates transparency in how decisions are made, how performance is measured and how outcomes are reported, giving confidence that welfare commitments are translated into meaningful action.**

Effective leadership sets the tone and drives momentum. It ensures that the horse is represented in decision-making at every level and that welfare is not treated as a standalone initiative but is central to both strategic planning and operational delivery. The independence of the HWB has been confirmed and strengthened through the 2025 HWB Review, and its role is key in supporting and challenging the industry.

Accountability is equally critical to turning the vision into measurable progress. Clearly defined roles and responsibilities across the industry ensure that commitments are actively owned, progress is consistently monitored and outcomes are openly evaluated. A culture of shared accountability encourages every part of our sport to take responsibility not only for meeting standards, but to drive appropriate, timely and necessary change to continuously improve.

Finally, maintaining and enhancing strategic partnerships allows us to draw on world-leading scientific, veterinary and welfare expertise. By collaborating with external experts and independent bodies, we can benchmark ourselves against best practice, embrace innovation, and continuously raise the bar - ensuring it not only meets expectations but remains the global gold standard for equine welfare.



## ENABLER 02

# COLLABORATIVE AND ENGAGED INDUSTRY

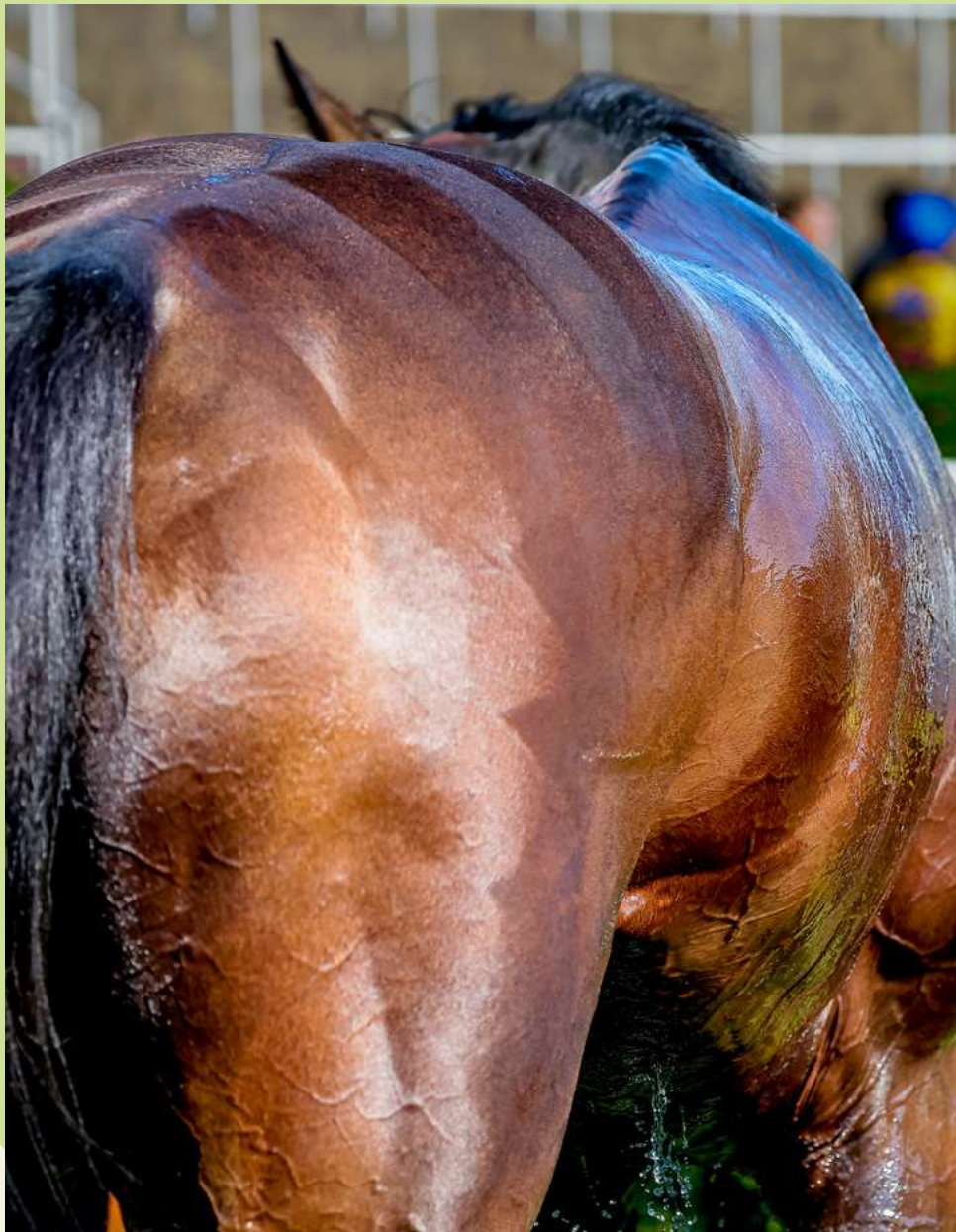
**Delivering the best welfare standards for horses requires collaboration and commitment from each corner of the sport. This is essential to successfully deliver on our vision and outcomes, because meaningful progress depends on consistent, aligned action across every stage of a horse's life and career.**

From breeders and trainers to veterinarians, racecourses, regulators, and aftercare organisations, our sport operates as a complex, interconnected system. Every part of this network both influences and shares responsibility for delivering world-leading standards of equine welfare across a horse's life.

The equine welfare initiatives should be developed and delivered hand-in-hand with stakeholders so that there is joined-up responsibility and ownership of horse welfare throughout the industry.

Collaboration also builds a culture of shared ownership. When welfare is seen by all participants as both a regulatory requirement and a shared responsibility, it drives behavioural change and long-term commitment. Clear communication and mutual trust between stakeholders create the conditions for continuous improvement and confident decision-making grounded in science and experience. Stakeholders must be engaged early in the delivery process to ensure buy-in and capability to effectively deliver and support the strategy as it comes to life.

Finally, an engaged and aligned industry strengthens public confidence. Demonstrating that welfare is embedded across every stage of a horse's life - supported by strong leadership and measurable outcomes - reinforces the sport's credibility and social licence.



# ENABLER 03
# FUNDING AND INCENTIVISATION

**Delivering a life well lived for every horse requires funding that is secure, transparent and sustainable. Our progress has been strengthened by the generous investment of partners including the Racing Foundation and the Horserace Betting Levy Board. Building from this base, long-term certainty of resource is essential so that programmes can be planned, delivered and evaluated with confidence, rather than remaining vulnerable to short-term pressures.**

Future investment should combine a low-cost foundation with targeted support for initiatives that are proven to make a difference. Exploring the potential development of a blended model, drawing on both independent funders and industry stakeholders, would allow responsibility to be shared fairly while protecting the capacity to act. Funding should support incremental progress, not all-or-nothing delivery.

Central coordination will minimise duplication, reduce upfront burden and ensure that expertise, infrastructure and learning are used once and used well across the sport.

Investment should follow evidence. New approaches will be piloted, assessed and refined before wider adoption, ensuring that resources are directed towards activity that delivers measurable benefit for horses.

In this way, sustainable funding becomes the engine for continuous improvement in welfare and safety and effective communications - enabling policy to mature, innovation to flourish and racing to demonstrate, through transparent reporting and outcomes, its enduring commitment to high standards of care for life. This funding model must also support the transition of projects into business-as-usual workstreams across the industry.



# ENABLER 04

# DATA-DRIVEN AND TECHNOLOGY ENABLED

**The effective use of data is fundamental to delivering meaningful, measurable improvements in equine welfare. We must continue to strengthen how information is gathered, shared and analysed so that policy, investment and operational decisions continue to be grounded in robust evidence. Better integration of datasets across the horse's lifetime will improve traceability, enable earlier identification of risk, and support more targeted intervention. Foundational capability should be prioritised as it unlocks multiple initiatives.**

At the same time, we must remain alert to advances in technology and analytical practice within our sport, the wider equestrian community, other sectors and across other jurisdictions.

Developments in monitoring, diagnostics and data science offer significant opportunity to enhance understanding of health, performance and wellbeing. By maintaining strong partnerships, identifying and prioritising innovation and adopting new tools where they demonstrably add value, we can ensure that our welfare framework remains current, credible and capable of continuous improvement.

We recognise that technology is developing fast and we should support innovation and potential opportunities that could support the delivery of welfare and safety initiatives across the sport.



# ENABLER 05
# COMMUNICATION AND TRANSPARENCY

**Clear, consistent and accessible communication is essential to maintaining racing's social licence and building confidence in our direction of travel. Openness about welfare standards, areas for improvement, and the impact of investment demonstrates accountability and helps existing audiences to understand the depth of our commitment to our horses. Clear, evidence-led communications, and the provision of events designed for people to get close to the Thoroughbred also provide an opportunity to engage people who may not yet feel connected to our sport.**

Communication is most powerful when it is a shared responsibility. Participants, racecourses, owners, staff and partners all play a vital role in articulating and amplifying our commitment to horse welfare and safety. The strategy must be supported by accessible communications that explain relevance, benefits and routes to engagement for trainers, stable staff, racecourse staff and participants to amplify the messages and use our people as our ambassadors.

Assessing the welfare communications function and associated budget will further support effective and powerful promotion of the welfare initiatives and their impact.

By equipping stakeholders with accurate information, common language and clear outcomes, we can ensure that messages are consistent, credible and trusted. Explaining how decisions are made, how risks are managed and how horses are cared for throughout their lives will strengthen understanding, counter misunderstanding and invite a broader public to recognise the values that sit at the heart of our sport.

There is a clear expectation that the sport should prioritise and enhance transparency about a number of core welfare concerns for the public and how these issues are managed. Clear, open dialogue around fatalities and injuries, use of the whip, and the lives racehorses lead after racing remain central to maintaining public confidence in the sport's welfare standards.



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# 05 CONCLUSION





**The development of this strategy marks an important milestone for British racing. More than a document, it represents a collective commitment from a sport that understands both the privilege and responsibility of caring for its remarkable equine athletes. At its heart is a clear ambition to deliver the best possible safety and welfare for our racehorses.**

# THIS STRATEGY HAS BEEN DELIBERATELY DESIGNED TO REMAIN AGILE IN A RAPIDLY CHANGING WORLD

Over the next five years, the social, political, scientific and economic landscape in which racing operates will continue to evolve, and our approach must evolve with it. Best possible welfare is not a fixed destination, but a process of continuous improvement that requires us to listen, learn, adapt and respond. Our responsibility is not simply to set and maintain standards, but to keep raising them.

We recognise that not everyone reading this strategy will agree with every proposal or priority it contains. It has been shaped through engagement across all parts of the sport and beyond. It is founded not on complete consensus, but on a shared determination to ensure the best lives for our racehorses. Since the inception of A Life Well Lived, there is much to be proud of, and this latest iteration calls for greater confidence, unity and openness in telling that story beyond our sport and to the wider public.

At the same time, we recognise that public confidence cannot be secured through words alone. It depends on visible progress, transparency and a willingness to listen. Trust will ultimately be strengthened through meaningful and measurable improvements in welfare and safety across the sport.

Most importantly, this strategy embodies our respect for British racing's greatest asset: its racehorses. They are the heart of the sport - inspiring and shaping its identity. Together, we champion their welfare, celebrate their contribution and ensure every horse bred for racing leads a good life.

Finally, we thank everyone who has contributed to the development of this strategy and who will play a role in putting it into action: the people working across British racing, our stakeholders, funders, welfare experts, participants and the many individuals whose dedication and daily commitment make this work possible.

# AN INDUSTRY COMMITTED TO DELIVERING WORLD LEADING HORSE WELFARE




BHA BRITISH HORSERACING AUTHORITY

THE JOCKEY CLUB

RCA

arc Racing & Leisure Group

R(O)A

THE THOROUGHBRED GROUP

Professional Jockeys Association

RACING FOUNDATION

NATIONAL TRAINERS FEDERATION
THE VOICE OF BRITAIN'S RACEHORSE TRAINERS

nars National Association of Racing Staff

RoR Retraining of Racehorses®

LIR Large Independent Racecourses

HORSERACE BETTING LEVY BOARD HBLB

THE THOROUGHBRED BREEDERS' ASSOCIATION

HORSE WELFARE BOARD
BRITISH RACING