

A DIVERSITY AND INCLUSION ACTION PLAN FOR BRITISH RACING

Produced by the Diversity in Racing Steering Group

OUR VISION FOR BRITISH RACING:

We want British racing to be a diverse and inclusive sport in which everyone has the opportunity to achieve their potential within the sport and where fans of all communities feel welcome.

Introduction

British racing's history and heritage is built on the stories of the people and horses. Within this, there have been characters with enormously varied backgrounds who have contributed to the sport in a multitude of ways.

However, currently some of the traditions and practices of the sport are out of kilter with modern British society. From the composition of the sport's leadership and the opportunities afforded to participants, through to the make-up of people attending and enjoying racing, British racing could appear to many in our country to represent the past, not modern British society.

But British racing has some unique opportunities.

The sport has a significant footprint across the length and breadth of Great Britain, employing 85,000 people and making a £3.45 billion contribution to the UK economy.

Racing is also the second most attended sport with a 40:60 female/male gender split amongst spectators¹ and is built on the platform of men and women being able to compete equally, unique amongst the nation's other major spectator sports. These are opportunities the sport can develop further if it is to be truly diverse and inclusive.

We have an opportunity through the new funding, secured in April 2017, and the creation of the Racing Authority, to ensure additional revenues are directed appropriately towards initiatives and priorities that will address the long-term aims and objectives of British racing. The Diversity in Racing Steering Group would like to see both the *Racing Authority* and the *Racing Foundation* prioritise diversity and inclusion in expenditure decision and use funds appropriately as a way to incentivise meaningful change across the industry.

The Diversity in Racing Steering Group

The Diversity in Racing Steering Group was established following the recommendations of the 2017 *Women's representation and diversity in the horseracing industry*² report produced by Oxford Brookes University's Centre for Diversity Policy Research and Practice, on behalf of *Women in Racing* and *The Racing Foundation*.

The 60-page report identified a number of issues within the sport for women, but which could also be applied to other minority groups. These included:

- A lack of career development opportunities (at all levels including jockeys), progression and support
- Some examples of discriminative, prejudice and bullying behaviour

- Barriers and lack of representation at senior and board level
- Negative experiences of work-life balance and pastoral care

The Diversity in Racing Steering Group is made up of 16 people from across the industry who have different roles and experiences but are united by a common desire for the sport to grow and thrive on a foundation of diversity and inclusion. It is an advisory group with no executive or decision-making function.

About The Diversity and Inclusion Action Plan

This Diversity and Inclusion Action Plan highlights areas it believes can, and should, be addressed to promote greater inclusion in British racing.

It aims to set out the core values, principles and ideas, allowing everyone in the sport to discuss, debate and understand their role in supporting existing initiatives and progressing new ideas.

British racing is one sport and we should address the issues of diversity and inclusion with a 'one team' approach as, simply put, that is the only way the sport will be able to recognise the issues and implement the necessary changes.

It is a commitment of the Diversity in Racing Steering Group to publish an annual update that will set out what has been achieved in the previous year and what it feels remain as the diversity and inclusion priorities for the sport.

What is diversity and inclusion and why do they matter?

Diversity covers a broad range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognised. An inclusive sport promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its participants and fans.

There is a clear moral and commercial case for diversity and inclusion that has been widely recognised by business and the Government in recent years.³ Given the range of issues within diversity and inclusion it is important to recognise that making an impact in this area will require a long-term commitment from British racing.

¹ Racecourse Association, Millennial engagement producing younger horseracing crowds than sporting average, 25th January 2018: <http://racecourseassociation.co.uk/millennial-engagement-producing-younger-horse-racing-crowds-than-sporting-average/>

² Oxford Brookes University's Centre for Diversity Policy Research and Practice, 'Women's representation and diversity in horseracing industry' can be read here: <http://www.womeninracing.co.uk/representationanddiversityresearchresults>

³ Examples include:

McKinsey and Company, Delivering through Diversity, January 2018: https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.ashx

The Department for Business Innovation & Skills, The Business Case for quality and Diversity, January 2013: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49638/the_business_case_for_equality_and_diversity.pdf

Hampton-Alexander Review, FTSE Women Leaders: Improving Gender Balance in FTSE Leadership, November 2017: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/658126/Hampton_Alexander_Review_report_FINAL_8.11.17.pdf

Priorities and Proposals

A Diversity Statement for British Racing

An industry-wide diversity and inclusion statement should be developed and agreed by all of British racing's association bodies to provide a clear commitment and vision across the sport to the promotion of diversity and inclusion in British racing.

The British Horseracing Authority (BHA) will coordinate an industry-wide event within the next 12 months to progress this alongside discussion of rolling out a programme of diversity awareness training across the sport.

British Racing's leadership should set the pace

As the governing body of the sport the BHA is committed to being a leader within the sport for diversity and inclusion. This includes:

- Appointing Chief Executive and board member, Nick Rust, as the organisation's Diversity Champion, tasked with driving forward the diversity and inclusion agenda for the BHA and the whole sport.
- Embedding diversity and inclusion in its own internal policies and external messaging to all stakeholders, including the Government.
- Taking action to reduce the gender gap in pay and attract more women into managerial and under-represented roles within the BHA team and across the sport.
- Conducting and publishing a review of its governance to ensure it is operating to best practice and, at a minimum, meeting the requirements of *UK Sport's Code for Sports Governance*⁴.
- Publishing a safeguarding policy to ensure all young people and adults at risk involved in racing activities are protected from all forms of abuse and harm and that there are clear processes and channels for them to confidently report abusive behaviour.

- Encouraging racing's other administrative boards across the sport that, while maintaining an approach based on meritocracy, they should seek to ensure diverse appointments by:
 - Engaging in unconscious bias training, which the BHA team has already initiated
 - Using an anonymous application process to help remove unconscious bias
 - Striving for a minimum 70:30 gender split for boards by 2021, to ensure they are at least on par with other sports
- Supporting racing's bodies to undertake training to better understand the value of diversity and inclusion, as well as engaging their minority members in order to recognise how they may represent them more effectively.
- Collaborating and learning from other leading sports about the work they are undertaking in the area of diversity and inclusion.

⁴ UK Sport's Code for Sports Governance: <http://www.ukssport.gov.uk/resources/governance-code>

Understanding the British racing landscape

It is important we can measure the impact of this Action Plan. British racing produces a wealth of information about performances of horses and people, but we still know surprisingly little about the sport's workforce, having relied primarily on anecdotal evidence. Every year the BHA produces a Statistics Pack with a wide range of information that can be extended to provide a better understanding of the British racing landscape. Useful information that could be included in the Statistics Pack includes, but is not limited to:

- Composition of the board and executive teams for the leading organisations in the sport.
- Composition for key groups in British racing including the sport's administration, racecourse management and racing staff.
- Analysis of the gender pay gap in the sport based on reported information which, as of April 2018, is legally required for organisations employing more than 250 people.

This will only be possible if there is a commitment across the sport to gather and share anonymous diversity data.

Role models, leaders and careers

British racing has many committed and talented people who love and support the sport they work in.

The Diversity in Racing Steering Group believe we could use the sport's role models and leaders to showcase the opportunities and benefits of working in horseracing across the myriad of different career opportunities. This could include, but is not limited to:

- Further development and promotion of the *British Horseracing Graduate Development Programme* and *Careers in Racing* (www.careersinracing.com) to ensure the opportunities across British racing reaches the widest possible audience and encourage applications from people with diverse skills.
- Ensuring all senior vacancies are advertised beyond existing racing stakeholders to encourage applications from a diverse pool of people.
- Developing a more sophisticated and collaborative approach to the identification and promotion of role models in roles across the sport.
- Utilising British racing's role models to showcase and promote the career opportunities in the sport, particularly targeted at racing staff where the need is greatest.
- Developing an industry wide mentoring scheme, inspired by *Women in Racing*, to allow the role models and leaders in the sport to offer advice and support to people at the early stages of their careers in British racing.

Priorities and Proposals

Recognising and Celebrating British Racing's workforce

British racing's workforce of over 85,000 people undertake a broad range of skilled activities that ensures racing can take place virtually every day of the year.

The Diversity in Racing Steering Group would like to see the sport make use of existing events, occasions and organisations to better recognise the diversity of the existing workforce, which in turn will support work to illustrate the opportunities available for anyone who wants to work in British racing. Such initiatives could include:

- Promoting the diversity of racing's workforce through a media campaign celebrating the work of staff from diverse backgrounds, with a focus on encouraging more minority nominees for British Racing's *Stud and Stable Staff Awards*, sponsored by *Godolphin*.
- Revising the criteria for the *Stud and Stable Staff Awards' Community Award* to seek nominees who have achieved in the promotion of diversity and inclusion.
- Working with campaigns such as *Rainbow Laces* to develop an environment in which everyone in the sport feels able and happy to be open about their sexuality
- Working with *Weatherbys*, racecourses and trainers to ensure all racecards carry the name of the racing staff member who is responsible for caring for them.
- Extending media training opportunities for racing staff and other people in racing who might be asked to give interviews on race days so they can showcase their role within the sport and develop their skills.
- Developing a programme of work-rider races, as seen in other jurisdictions such as South Africa.

Supporting and promoting opportunities for female jockeys

The Diversity in Racing Steering Group welcomes current initiatives to support female jockeys, including *Carlisle racecourse's Ultimate Ladies Night* and *The Silk Series*, and would like to investigate options for further promoting and understanding the performance of female jockeys, to include:

- Working with the *Racecourse Association (RCA)* and *PJA* to audit current racecourse facilities for female jockeys and discuss where improvements are needed.
- Continuing support for academic analysis of how female jockeys perform against their male counterparts.
- Monitoring results and impact of initiatives taken in other jurisdictions.
- Discussing with the *Professional Jockeys Association (PJA)* and the Jockeys Education and Training Scheme (JETS) and female jockeys the options available for supporting and mentoring female jockeys, including specific media training so they have greater empowerment within the sport.

Promoting racehorse ownership

Under the umbrella of a coordinated 'Ownership Strategy' the BHA, *Racehorse Owners Association (ROA)* and *Great British Racing (GBR)* are already undertaking valuable work to simplify and promote racehorse ownership.

The Diversity in Racing Steering Group supports this and would like to emphasise the importance of the following work streams:

- Further developing and sharing the 'In The Paddock' website to explain the different forms of racehorse ownership and how people can get involved in a way that best suits them.
- Supporting the work initiated by the *ROA* and working with the *RCA* and its member racecourses to investigate ways the many different types of owners can be looked after on a raceday to meet the needs of sole owners, partnership and syndicates of all sizes.
- Exploring opportunities for owners, and through their advocacy the appeals of ownership, using racing's media outlets, including broadcast media, print journalism and social media channels.

Attending, consuming and enjoying racing

As the most public platform for British racing, racecourses are in a unique position to ensure everyone feels welcome at the 60 racecourses throughout the Great Britain.

With the support of racecourse teams, *the RCA* and *GBR* the Diversity in Racing Steering Group would like to see the following areas investigated:

- Researching the appeal of horseracing within minority communities to understand how the sport can be more effective about attracting diverse audiences.
- Conducting research into how dress codes may impact on both existing and potential new racegoers.
- Reviewing racecourse marketing and community activity aimed at minority communities to seek out and promote best practice which should be recognised at the annual RCA Showcase Awards.
- Furthering work from *the RCA* and *Racing Together* in the local community, including engagement with local pensioner and community groups.
- Endeavouring to ensure racecourse facilities are accessible to everyone as part of future investment and improvement plans. Work in this area has already been started with an RCA audit of its members that can act as the basis for future work⁵. It is vital that gaps in provision highlighted by this audit are made a priority to address by racecourses.
- Working with racecourses to look at ways to make the raceday experience more engaging by bringing horses and the sporting action closer to racegoers. For example, the Hong Kong Jockey Club is using virtual reality technology to allow racing fans to create their own horse and set of colours before competing in their own race.
- Refreshing the promotional imagery, content and language used across racing to project a more diverse and accessible image of racing and avoid any perceptions of cultural exclusiveness.
- Encouraging continued work by racecourses and sponsors to ensure promotional staff are used in an appropriate, constructive and creative manner. Examples of better practice have already started to be seen at feature meetings this year.

Showcasing the horse and understanding the sport

The excitement and thrill of horseracing ensures the sport has a loyal fanbase but we should never be complacent. We should continue to showcase what racing is about and demonstrate how people can be involved.

The Diversity in Racing Steering Group would like to see everyone in British racing work together to collectively make a greater effort to reach out and reveal more about the sport. This could include, but is not limited to:

- Exploring the opportunities to further work with the *Pony Racing Authority* and existing inner-city charities, such as *Ebony Horse Club* and *Riding High* in Milton Keynes, as well as initiatives like *Take The Reins* and *Changing Lives*, including looking at the feasibility of establishing a 'British Racing Inner City Academy' as a focal point for the next generation.
- Collaborating with other equestrian organisations such as the *Pony Racing Authority* and *The Pony Club*.
- Working with *Racing to School* to investigate if trips to racecourses could be extended to other locations, including the racing centres of Lambourn, Malton, Middleham and Newmarket.
- Expanding on the excellent work of *Racing to School* by exploring options for a 'family follow up week' during school holidays
- Evaluating the potential for the establishment of a young fans racing club to sit alongside the '*Under 18s Race Free*' work led by *GBR*.
- Ensuring racing stories are shared with the widest range of media, not just the outlets the sport has traditionally relied upon.
- Looking at opportunities to work with external partners and charities who have a broad reach and can showcase British racing's work in the areas of diversity and inclusion as well as assist racing in its engagement with previously unreachable communities.

⁵ <http://racecourseassociation.co.uk/cheltenham-improving-accessibility-for-all/>

Conclusion

As the first publication from the Diversity in Racing Steering Group we hope this Action Plan provokes debate and generates further ideas from all sectors of the sport. We do not intend that this Action Plan has raised or discussed every relevant issue within the sport, nor that it will be able to provide all the answers. That is for us all to do collectively as British racing.

The Diversity in Racing Steering Group will now begin to work on implementing the priorities and proposals in this Action Plan.

Contact the Diversity in Racing Steering Group

We would welcome your thoughts and ideas on diversity and inclusion in British racing.

If you would like to contact the Diversity in Racing Steering Group, please email diversity@britishhorseracing.com.

We look forward to hearing from you as we work on the themes and ideas outlined in this Action Plan.

Signed by the Members of The Diversity in Racing Steering Group, July 2018

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