

INTRODUCTION FROM THE CHIEF EXECUTIVE

Earlier this year we published our gender pay gap for the first time and I am pleased to now be publishing our figures for 2018, providing an update on the commitments we made in the 2017 report, as well as outlining further actions to be taken by the organisation.

We published our 2017 gender pay report in March 2018 and now nine months later are publishing our 2018 numbers in the year they relate to. Publishing results sooner will allow us to benchmark and monitor progress more accurately and provide a timely picture of the BHA's current gender pay position. It also means that while we have made significant progress in implementing the commitments made in the 2017 report, we are unlikely to be seeing any significant change as a result in the numbers presented here.

The primary reason that the BHA currently has a gender pay gap is that there are a fewer number of women in senior positions and a relative concentration of females in the lowest pay quartile, although we have seen an improvement in this from our 2017 report. Furthermore, since the 2017 report data was collected, there is one less female member of the Executive. For a smaller organisation this has a noticeable impact with the mean gender pay gap rising from 16% to 18%. However, more importantly, the median gap (i.e. which is not distorted by very high or low earners) has reduced from 15% to 10%.

The significant change in our bonus gender pay gap figures can be attributed to the removal of the performance-based bonus scheme that had previously been in place for those up to and including managerial positions. All staff at these levels received a £100 gift voucher in December 2017. The contractual bonus scheme for members of the Executive remained in place during 2018 but its future is currently under review.

While we can see that we still have a concentration of female employees in the lower two pay quartiles, we have seen some positive movements since the 2017 report. Despite one fewer female member of the Executive team, the Q1 split has remained the same, illustrating progress in the number of women in other senior positions. The male-female split in the lowest two pay quartiles is more equal and we see the biggest change in Q3.

While progress has been made in some areas, and the BHA is proud of the role it has played in promoting diversity and inclusion in the industry, we know that there is still much work to do and we are committed to ensuring we are doing everything we can within the BHA to provide pathways and career progression for everyone, more details of which are detailed below.

I would like to re-iterate the BHA's commitment, as an open and transparent regulatory and governing body, to achieving and growing a diverse, balanced and inclusive workforce. In line with our company values of being progressive and accountable, I want to make sure that we are further developing a culture in which there are no barriers to people achieving their potential and that this culture will permeate throughout the British racing industry. I look forward to working with my Executive and Senior Management team to further build on some initial positive progress but with plenty of challenges ahead.

Kind regards,



Nick Rust
Chief Executive

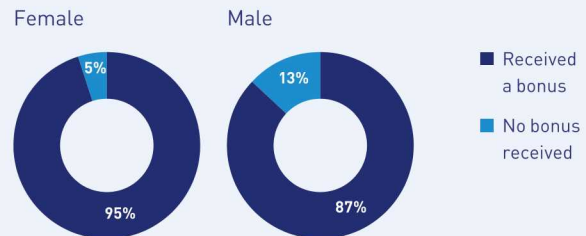
The figures below provide an update on the BHA's 2017 report against the six metrics required by the Government; mean and median gender pay gap, mean and median bonus pay gap, proportion of employees receiving a bonus and gender split across pay quartiles.

OUR FIGURES

Gender pay and bonus gap



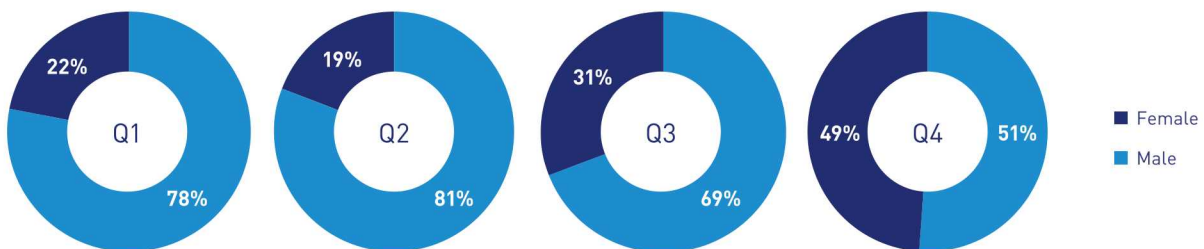
Proportion of employees receiving a bonus



All staff, up to and including managerial positions, received a £100 gift voucher in 2017. The contractual bonus scheme for the Executive remained in place.

PAY QUARTILE

In 2018, the BHA's overall gender split remained 30% female and 70% male (as in 2017). Each quartile contains 64 people with the highest paid people in Q1 through to the lowest in Q4.



OUR PROGRESS & COMMITMENT

Over the last eight months we have been working to bring about improvements across three key areas, as well as continuing to develop and invest in existing practices to attract and retain a diverse and talented workforce. There is still work to be done and below is what we commit to working on ahead of publishing our 2019 figures next summer.

	EQUIPPING OUR LEADERS	RECRUITMENT	RETENTION AND DEVELOPMENT
Achieved Accomplishments	<ul style="list-style-type: none"> Supporting leaders in further Leadership and Management training in unconscious bias training Appointment of Head of Diversity to deliver further in the promotion and understanding of inclusion and diversity 	<ul style="list-style-type: none"> Develop gender neutral recruitment practices including review of language in adverts Ensure diverse and gender balanced selection panels to mitigate unconscious bias 	<ul style="list-style-type: none"> Offering progressive and greater flexibility with the introduction of a Working From Home Agreement All employees can request flexible working Provide shared parental leave to balance the demands of parenting for both parents
Future Commitments	<ul style="list-style-type: none"> Deliver manager's diversity and inclusion programmes including dignity at work and inclusive leadership 	<ul style="list-style-type: none"> Review internal progression and promotions Provide training to ensure managers adopt neutral recruitment practices Introduce monitoring for diversity and inclusion 	<ul style="list-style-type: none"> Review succession plans to ensure balanced talent pipelines and strategies are adopted to address identified imbalances Promote management practices and development opportunities to promote career progression Benchmark our enhanced maternity leave



Nick Rust
Chief Executive



Richard Wayman
Chief Operating Officer