
Women's representation and diversity in the horseracing industry

Kate Clayton-Hathway MA (Equality and Diversity)
Professor Simonetta Manfredi

Centre for Diversity Policy
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Foreword

BY SALLY ROWLEY-WILLIAMS AND PROFESSOR SIMONETTA MANFREDI

MAY 2017

The origins of this report date back to the establishment of Women in Racing (WiR) in 2009. Having created and developed this network for British horseracing, Sally Rowley-Williams had wanted to be able to better understand the situation for women across the industry and be able to compare it with the broader corporate, public sector and sporting world. Having read numerous research publications on the benefits of gender diversity that included Ernst & Young, Catalyst, McKinsey, Credit Suisse, Goldman Sachs, Monitor, Sport UK and the various iterations of the Davies reports, she felt frustrated that it touched on all of those sectors but nothing related to British horseracing. She raised it as an initiative with her WiR colleagues for several years but limited resources prevented the network from undertaking this research on its own.

Fortunately, she was well-acquainted with Oxford Brookes, its outstanding Centre for Diversity Policy Research and Practice, and the award-winning Professor Simonetta Manfredi, who leads the Centre. Over a three year period, Simonetta and Sally discussed this research and how it could be done. We knew this would be of wider interest as the UK government's Select Committee of Culture Media and Sport published the WiR submission in its report of 25 January 2014 that examined the state of women in UK sports and the British Horseracing Authority included WiR as part of its own submission. Thanks to a grant from The Racing Foundation in 2016, the Centre could now undertake this ground-breaking research to align British horseracing with other sports sectors and well as the corporate world and the public sector. We must acknowledge how critical this grant was from the Racing Foundation. Without these funds, this research could not have started and been undertaken so comprehensively. We are hugely grateful to the Racing Foundation for supporting this work and thank them for their understanding and support. We trust our research and this report will impress the trustees that this grant was money well-invested for an even brighter future for British horseracing.

Kate Clayton-Hathway, a PhD Researcher and Research Assistant at the Centre undertook the bulk of this work. We owe her a huge thank you not only for managing the tremendous volume of this task but also for her

completely professional yet empathetic approach. She has been a joy to work with. We also wish to thank Dr Ulrike Fasbender for overseeing the analysis of the quantitative aspects of survey to ensure robust results. Furthermore we wish to extend our huge thanks to Susannah Gill for leading our WiR Steering Group. Her hard work and prompt and organised approach kept the momentum and the focus which facilitated this end product. Julie Deadman and Harriet Rochester from WiR were also terrific resources whose input was all valued. Additionally, we need to thank Mieke Tyrrell at the Centre who handled all the administration and logistics required to enable this report grow from an idea to a critical piece of research. And last but not least, we need to thank all the participants in this research. We appreciate you taking the time to complete the survey and provide us with valuable comments. We are also so grateful to the various leaders in the industry who shared their views with us during the numerous interviews conducted by Kate. Thank you for setting aside the time and giving us your honest opinions. With thanks also to all organisations, including the BHA and Weatherbys and individuals who have assisted with the production of this report.

We hope that British horseracing embraces this study and finds the data helpful in its strategic planning for developing the sector in the future. Naturally, we hope this will be just a first step and offer a useful framework for future studies on diversity in the industry. We would like to see follow-up studies in time on gender but also for looking at other aspects of diversity—all of which will benefit the sport. And most importantly, this report will encourage action for positive change in areas of British horseracing where it is needed. We are delighted to have had the opportunity to look more deeply into British horseracing and if this report can help effect some constructive change and make a difference to the lives of racing's participants and the health of the sport, then we believe the grant from The Racing Foundation will have been a sound investment indeed.

Sally Rowley-Williams

Honorary President, Women in Racing

Professor Simonetta Manfredi

Director, Centre for Diversity Policy Research and Practice

Executive summary

Introduction

Women are slowly gaining status within many male-dominated professions. However, the sports sector is one where women continue to be underrepresented. This is the case throughout the horseracing industry, where women are underrepresented in senior management and board positions, and within the higher levels of roles such as jockeys, trainers, owners, breeders and stable staff. The issue of gender diversity has become more prominent in the UK in recent years, reflecting ongoing government and business community concerns about loss of talent and a need to have the best leadership capability to be globally competitive.

Diversity is key for both fairness reasons and also business performance. Research shows a clear positive correlation between gender workplace diversity and organisational performance. Business benefits include improved financial performance, increased customer retention and greater ability to innovate and generate new ideas.

British horseracing is broad and complex and contributes a significant amount to the UK economy, through activities which include racecourses, media operations and racehorse owners' training. The industry is also a significant employer providing jobs for over 20,000 full and part-time staff. It is important to understand the current role of women in racing and their career experiences if a more diverse environment and the associated benefits can be realised for horseracing.

The project

The Centre for Diversity Policy Research and Practice at Oxford Brookes University undertook this research, sponsored by The Racing Foundation¹ and supported by Women in Racing (WiR)², members of which formed the steering group. The overall aims of this project were to: investigate gender diversity and women's representation in leadership roles across the industry; investigate their careers in the racing industry; and identify barriers to and enabling factors for achieving leadership roles. The study used a three-stage approach:

STAGE 1 Desk-based research using existing academic literature and publicly-available materials on government and horseracing industry web-sites to examine the key issues surrounding women's careers and underrepresentation in senior roles.

STAGE 2 Development and distribution of an on-line questionnaire to collect data on people working at all levels and roles within horseracing and obtain a wide range of input on their experiences. The survey attracted 393 participants from across the horseracing community. Women represented 79.4% of participants and 18.8% were male with a wide range of ages and job roles.

STAGE 3 Semi-structured telephone interviews with 16 key industry stakeholders (both male and female) who were invited to interview by members of the steering group.

FINDINGS

HORSERACING: A RAPIDLY EVOLVING INDUSTRY

The industry has undergone significant change over recent decades, due to modernisation and expansion. Women have been increasingly prominent.

Challenges to the industry include staff shortages, particularly in training yards and partly due to government immigration policy. There are also exciting new opportunities such as ways to market the industry through social media.

Career structures can be complex, with many in the industry holding multiple roles and having a life-long interest. This is a challenge for those without family backgrounds in the sport or who cannot undertake unpaid roles to gain experience and grow networks. Individuals remaining in roles for a long time can constrain career progression for others.

Diversification of the industry has broadened the skills-base needed, opening up opportunities for women, though often in more traditionally 'female areas' such as HR or the charitable sector. Powerful stereotypes remain, with women often associated with caring and nurturing rather than strategy or governance.

Although the industry contains progressive thinkers, some also felt it is 'inward-looking', overly traditional and conservative, which can create barriers to entry.

Some areas remain male-dominated, and women from across the industry report being patronised, not being taken seriously or being denied opportunities because of their gender. Some report an 'old boys' network' with practices which exclude women, though others argue that horseracing is a meritocracy. Many held a 'centre ground' view that, on the whole, the industry is a meritocracy which welcomes dedication and hard workers, but some corners experience entrenched prejudice and discrimination.

The low number of professional female jockeys presents a concern.

Existing educational centres of excellence are key entry points into the industry, acting as a springboard to different roles. Education and training providers have a role in re-skilling and training individuals.

1. <http://www.racingfoundation.co.uk>

2. <http://www.womeninracing.co.uk>

THE WORKING ENVIRONMENT

More could be done to support women through, and improve negative attitudes towards, pregnancy and maternity. Losing women at this stage is a drain on talent and industry resources.

For some areas of the industry, particularly small businesses and/or working with animals, there is less scope for flexible or part-time work.

Career-constraining factors for employees include the need to travel and shift work (particularly split shifts) which can dictate where you live and limit access to good quality childcare. Low pay can make childcare unaffordable.

Freelance work presents specific challenges to women because of a lack of paid maternity leave or support for returning to the workplace. It also restricts access to training and networking opportunities.

Several participants reported inappropriate behaviour and bullying with a 'banter' culture (particularly in yards) including ageist, sexist, racist and homophobic abuse. Some were unable to access necessary support to deal with this.

CAREER DEVELOPMENT AND SUPPORT

Almost half of survey participants had not received any helpful career advice. Lack of opportunity for career progression was a concern across the industry.

Mentoring is particularly useful for understanding the complexities of the industry and helping to build credibility. Many reported positive and useful experiences, and where no mentor was available this was a key career constraint. Several women highlighted the importance of women supporting one another and also the important role of WiR in this respect.

Networks are key for career development, and a significant career enabler. It is important to be proactive in building networks, including friendship networks and contacts outside of the industry. Some networks, including male-only events and clubs, exclude women and create an area of disadvantage.

There is a wide range of training and development available at all levels of the industry. These may be closed to some, for example, because of cost. Retraining opportunities are important, for example, for women with childcare needs or individuals who need to change role because of injury. There is some industry support for retraining grants.

ROLE SPECIFIC FINDINGS

WOMEN IN SENIOR AND BOARD POSITIONS

There are mixed perceptions on gender balance at senior levels. All agreed there had been progress. However, views were polarised between those who felt women have equal opportunities and those who felt barriers remain.

Analysis shows that women are better represented on charitable boards than other types, with 34% of total trustee board membership being female. Other boards, including those integral to industry governance have less female representation: women constitute 16% of these boards, with five boards having no women at all.

It was argued that developing an understanding of diversity should form part of leadership training within the industry.

A number of women had been made to feel unwelcome when considering applying for more senior roles. Some had been specifically told that women would not be promoted.

Female role models are seen as exceptionally important for showing younger women that success is possible, particularly those who have successfully balanced family life and career and/or influence institutional practices.

Executive search firms ('headhunters') have a role in recruiting board members and senior staff, and may be able to contribute to increasing diversity.

RACING ADMINISTRATION AND GOVERNING BODIES

Governing bodies have an important role in addressing equality issues. The BHA is seen to have led the way by restructuring its board for greater diversity.

The BHA has further demonstrated good practice through building diversity considerations into leadership training and reviewing its HR processes.

Governing bodies have a role in promoting diversity through employees on the ground: these are the public face of the sport.

Maintaining diverse representation in governing bodies can be a challenge where key stakeholder groups are unable to provide female representatives.

RACECOURSE MANAGEMENT

Racecourse management was identified as a more progressive area of the industry because of its commercial and customer-facing nature.

The sectoral focus on mainstream entertainment and leisure requires a broader skills set, allowing for greater progression of a more diverse workforce.

The large number of racecourses allows greater opportunities for career progression. Job roles can be more flexible and fit with childcare.

Many talented women were identified as progressing into key roles, including chief executives, though there is still a bottleneck at senior level and underrepresentation of women in director and executive roles.

OWNERS

Owners, in addition to trainers, can make the careers of jockeys through their role in decision-making processes. They are important for promoting good equality and diversity practices by taking an interest in the way yards operate.

Some felt that sole owners belong to a more 'traditional' demographic, and that a move towards more syndicated ownership may change this. Participants identified that the number of Middle Eastern owners may present cultural barriers to selecting women jockeys.

Women owners are represented in the top ten for both jump and flat racing.

TRAINERS

Training is seen as a more traditional and hierarchical area of the industry. Trainers have a pivotal function in the careers of jockeys.

Some participants had experience of trainers who discourage or even refuse to work with female jockeys. Suggestions included that trainers make assumptions about women's abilities or desire for the role.

Though training was identified as an area where women do well there were no women amongst the top ten flat or jump trainers during 2015.

JOCKEYS

Despite higher numbers of young women than men entering the 'pipeline' through colleges, etc, the majority of professional jockeys are male.

Several participants expressed a belief that, whilst becoming a successful jockey is difficult for all, women have additional barriers to overcome, including prejudice and having fewer opportunities to ride.

Some argue that women are less successful because they are physically weaker or less willing to undertake the gruelling training regime. Others dispute this, maintaining that strategy, technique, balance, rhythm and empathy with the horse are more important than strength.

Factors suggested for reluctance to promote female jockeys include a perceived dislike of seeing women injured and concerns they will leave the role early to have children. Some felt that the intimidating nature of the weighing room or high levels of criticism may put off aspiring female riders.

Several features of the job may discourage women who aspire to have a family, including the extensive travelling required, lack of a secure income, no access to maternity pay and long hours.

Positive aspects include the encouragement, support and camaraderie amongst jockeys and the number of talented female jockeys who are emerging.

STABLE STAFF

Greater numbers of women than ever are coming into the industry and colleges are a primary source to 'feed' the yards, with a ratio of at least 60:40 girls to boys moving towards 70:30.

There is a shortage of stable staff despite success in raising awareness of horseracing as a career option. Employers are unlikely to discriminate between males and females when selecting staff provided they meet key criteria of riding well and being willing to work hard.

Universal issues for concern amongst staff are low pay, long hours, high turnover and little room for progression.

The industry has not always been good at recognising and rewarding staff achievements, but some stated that this is improving.

Some argued that the physical nature of the work means women often move on whilst men tend to 'survive' and progress to more senior roles. High levels of female stable staff who took part in the survey did not have children, though of those who did only a fifth felt it had constrained their career.

Some who had moved on from yard work to other roles within the industry had struggled to make that transition. Others, though, felt that yard work develops valuable skills such as team work and communicating at all levels.

BREEDERS/BLOODSTOCK

Breeding and bloodstock are seen as a particular area of success for women. Available figures show close to half of registered breeders are male and a little under a fifth are female (though gender data is not available for all).

There is a perception that women have greater empathy with animals and are better at nurturing and caring roles. Increased numbers of women were identified in traditionally 'masculine' roles such as machine maintenance.

Breeders are required to stick with their business in one location, which some argued may not fit well with women whose partners must move for work.

EQUINE WELFARE

Female vets generally reported good experiences, though a small number had received disrespectful and unpleasant comments because of their gender.

A very small number had experienced direct prejudice and been told that women are not capable of being racing vets. Some were constrained by being limited to amateur clients rather than higher status, professional clients.

Others identified that some trainers prefer to work with a female vet, and that prejudice will diminish as women become more prevalent in the role.

RACING MEDIA

Some aspects of the racing media, such as television, are perceived to be more male-dominated. Gender balance is improving along with wider social trends and political interest in the subject of representation, though horseracing is a little behind other sports.

Women in print media are perceived to be concentrated in particular areas such as bloodstock.

As freelance work is not uncommon in media roles, more women are potentially affected by the issues mentioned under 'The Working Environment' above, such as no maternity pay.

OTHER AREAS OF DIVERSITY

Age was a cause of less favourable treatment, including younger women who felt constrained in their careers and need support for career development.

Issues relating to support for males mainly concerned needs around physical well-being, particularly for older males in the industry long-term.

Shortages in stable staff provide opportunities for bringing in older workers who have never been involved in yard work. Age diverse teams can present challenges, but also open up possibilities for inter-generational skills sharing.

It was widely acknowledged that, with the exception of some stable staff and jockeys, the industry is predominantly white. Causes identified included government immigration policies and the rural nature of horseracing.

Low numbers reported disability as a barrier. Smaller employers, in particular, meet challenges in providing suitable facilities, though there were also positive reports about the support received for injury and illness.

Geographical location is a major constraint on career progression for some, for example, lack of access to childcare in remote areas.

KEY ISSUES IDENTIFIED*Reflections and implications*

The horseracing industry is changing rapidly through modernisation and expansion. It will be better equipped to meet the resulting challenges if it welcomes people from all backgrounds, allows talent to thrive and appeals to a wide customer base.

- Time and again the importance of nurturing the 'pipeline' of talent has been highlighted. Where barriers exist, whether tangible or intangible, individuals face career constraints or leave meaning lost talent and potential.
- Views about difficulties or disadvantage that women face were polarised, with some feeling very strongly that there is prejudice and discrimination in many areas of the industry. Others felt equally strongly that this is not the case and that women who do not succeed have either 'chosen' family as an alternative or are not sufficiently committed or talented. Some identified a proliferation of talented and successful women in horseracing as proof that there is gender equality. We would argue, however, that a female presence is not the same as women being fully represented in a way which reflects overall participation rates.
- The low numbers of women in more senior and executive roles challenges the view that there is a consistent meritocracy. Stereotypes and conceptions of merit, and ideas of what a leader 'looks like', can create barriers to women moving up the career ladder.
- The industry demonstrates vertical segregation, with high numbers of men in many senior roles. Higher representation of women on charitable and non-profit boards, where they are so heavily underrepresented on other boards shows a concentration of women within caring or empathetic roles. A prevailing view that women have greater talent for caring roles can be career-constraining if this labels them as being less 'business-like'.
- Some maintain that women choose to focus in particular career areas. However, these roles may attract more women simply because they offer the best chance of success. The fact that several female participants had faced hostility when considering more senior roles may indicate that they are less likely to be offered prestigious or governing roles. This loss of talent is compounded when women cannot combine a career with childcare responsibilities.
- The issues raised are not confined to horseracing: many of the concerns identified by this research both resonate with and corroborate themes in existing research. This includes, for example a concentration of women in caring or low-risk roles and senior women not receiving opportunities to progress to executive levels.
- Other sectors which recognise these issues are taking steps to address them. In the UK, for example, the work of the Davies Committee brought about a significant increase in the numbers of women at the most senior levels in FTSE companies. They set targets to drive progress with a voluntary, business-led approach. This created a direction of travel where the demonstrable benefits of diversity are apparent to all.
- Horseracing faces challenges because of its diverse and wide-spread nature which can make it difficult to enact change. In addition, smaller employers may be unable to provide structured development in contrast to larger ones with more resources. Therefore, changes for horseracing must be industry-led to allow the necessary support. In addition, wide stakeholder representation is needed to ensure cross-organisational consistency.

Next steps

Suggested 'next steps' for improving gender diversity in leadership roles and addressing some of the career barriers women face are as follows:

Taking forward the diversity agenda	
Build a greater understanding of diversity issues	Establish an independent steering body to act as champions in supporting the industry in its efforts. It could be viable for the BHA, as the sport's governing body, to lead on this initiative if other organisations, including the Racecourse Association and Horsemen's Group, offered their full support.
Increase understanding of gender and other diversity across the industry	Develop a set of industry-wide voluntary diversity targets.
	Develop monitoring mechanisms to better understand the makeup of individuals involved in the industry and their career paths. For example, expand on the BHA annual statistics.
Career development and support	
Address career development and advice needs across the industry	Recognise the importance of mentoring and develop industry-standard guidelines on mentoring.
	Explore different ways of cross-industry mentoring to give individuals greater opportunities for contact with a broader range of career experiences, using the success of WiR as a model.
	Raise the visibility of successful women in the industry, taking advantage of existing role models to encourage younger women.
	Encourage successful women to share their career stories through existing media, e.g. print, and social media.
	Draw on both industry and other sources of guidance for career development, such as the BHA's Careers in Racing website ³ , or the Racing Welfare 24 Hour Helpline ⁴ .
	Develop a source of travel grants for career development purposes for those constrained by geographical location.
	Look at ways to increase clarity about career progression; support structured, industry-wide development paths.
	Explore ways to achieve greater consistency in career-based training and development opportunities; share good practice.
Communicate the development opportunities available, to both employers and employees, including courses and funding sources.	

3. <http://www.careersinracing.com/>

4. <http://www.racingwelfare.co.uk/>

Senior level development and recruitment

Address the shortage of women in leadership positions without tokenism	Focus on nurturing the pipeline through shadowing and mentoring opportunities for women below executive level; encourage bodies and organisations to consider diversifying board representation.
	Consider the role of executive search firms when making appointments; explore their code of conduct for recruiting women.

Work-life balance and pastoral care

Address issues around access to childcare	Explore the possibility of racing hubs, for example, Newmarket, Lambourn, Middleham and Malton assisting with childcare provision.
Ensure employees understand fully their rights in relation to maternity leave, flexible working, etc	Ensure that rights around areas such as flexible working are communicated widely and consistently across the industry, both to employers and employees.
	Ensure existing material informing employees of their rights and sources of help and support are well-publicised and accessible.
Challenge any existing negative attitudes around diversity and enable all managers to understand what is required of them	Tackle unconscious bias through existing training programmes at all levels of the sport, including the BHA Graduate Scheme and The Racing Industry Course (TRIC).
	Ensure specific courses for trainers, jockeys, stable staff and racing administration which are offered by the British Racing School ⁵ and Northern Racing College ⁶ build a requirement for some level of diversity, people management and other leadership factors.
	Develop a set of diversity targets to build into performance measures for senior management, where organisations are sufficiently sized to have these structures in place.
Address bullying and harassment	Initiate an industry-wide policy of zero tolerance.
	Ensure that employees across the industry have clear communication and knowledge of routes to advice and support for bullying or harassment, such as the Racing Welfare 24 Hotline ⁷ .
	Ensure stakeholders work together to look at further ways to collectively monitor, investigate and address possible complaints.

SUMMARY

Finally, this work has been carried out at a time when the issue of women in sport is seen as increasingly important. Underrepresentation of women at senior and executive levels is an issue faced by the whole sporting community, as well as wider corporate and business, leaving women underrepresented in some important decision-making structures. By taking the initiative to find out more about this, horseracing has moved a step along the way to addressing such inequalities.

5. <http://www.brs.org.uk/courses-and-training>

6. <http://www.northernracingcollege.com/training-supervisory-and-admin-cour>

7. <http://www.racingwelfare.co.uk>

Introduction

Women are slowly gaining status within many male-dominated professions. However, the sports sector is one where women continue to be under-represented. This is the case throughout the horseracing industry, where women are under-represented in senior management and board positions, and within the higher levels of roles such as jockeys, trainers, owners, breeders and stable staff.

The issue of gender diversity has become more prominent in the UK in recent years, reflecting ongoing government and business community concerns about loss of talent and a need to have the best leadership capability to be globally competitive. One of the triggers for this attention was the five-year strategy adopted by the European Commission in 2010 (European Commission, 2010), devised to promote equality between men and women across Europe and outlining a measurable action plan to tackle, among others, such issues as women's under-representation in key decision-making roles. Viviane Reding, former European Commissioner for Justice, Fundamental Rights and Citizenship⁸ proposed a directive for legislative quotas where women would make up 40% of non-executive and 33% of all types of director-level roles by 2020. Several European countries such as Germany, Norway and the Netherlands have already established such quotas.

The UK responded by launching a government-backed independent review at the end of 2010. Led by Lord Davies, Minister of State for Trade, Investment and Small Business, this aimed to examine and address the under-representation of women on boards of UK's FTSE companies by 2016. Through its high visibility and determined focus, the review saw women's representation on UK's FTSE-100 boards more than double to 26% between 2010 and 2015 and within the FTSE 250 grow from 7.8% in 2011 to 18% in 2015. There are now no all-male boards in the FTSE 100, and Chairmen overwhelmingly report on the resulting benefits of diverse perspectives, more challenging debate and improvements to decision-making. This has been achieved through a voluntary framework for action, led by businesses themselves and based on straightforward guidance which included collecting and analysing data, seeking and acting on feedback and learning to recognise unconscious bias

which can cause decision-makers to make assumptions about women's ambition, preferences or personal circumstances (Department for Business, Innovation and Skills, 2015). This success will now be built upon with a drive to improve further the number of women in senior leadership positions with targets to achieve 33% of women on FTSE 350 boards by 2020 and a new FTSE 100 target for 33% female representation in executive positions (Hampton-Alexander Review, 2016).

The benefits of diversity and the case for gender diversity are supported by compelling research. Diversity is key, not only from the perspective of fairness but for the performance of businesses, as there is a clear positive correlation between gender workplace diversity and organisational performance. Benefits include improved financial performance (Carter et al., 2010) increased customer retention (Raatikainen, 2002) and greater ability to innovate and generate new ideas (Jackson and Joshi, 2004). Well-respected reports, for example McKinsey & Company (2015), argue that companies with female representation and diversity of leadership styles at the top are more competitive and better equipped to attract talent. In order to achieve a more diverse environment and realise these benefits for horseracing it is important to understand the current role of women in racing and their career experiences.

The Centre for Diversity Policy Research and Practice at Oxford Brookes University⁹, which has extensive experience of research in this area, undertook research to develop an understanding of the current state of the industry from a gender perspective. The project was sponsored by The Racing Foundation¹⁰ and supported by Women in Racing¹¹. The overall aim of this project was to investigate gender diversity and to examine whether gender was experienced as a disadvantage in terms of career progression. In addition, other aspects of diversity such as ethnicity were introduced during data collection to help develop an understanding of how these might affect career progression. More specifically, the project aims were to:

- Review women's representation in leadership roles across the industry.
- Investigate women's careers in the racing industry and identify barriers to achieve leadership roles as well as enabling factors.
- Develop a set of recommendations to improve gender diversity in leadership roles.

8. Between February 2010 and July 2014.

9. <https://www.brookes.ac.uk/the-centre-for-diversity-policy-research-and-practice>

10. <http://www.racingfoundation.co.uk>

11. <http://www.womeninracing.co.uk>



Horses leaving the stalls at Royal Windsor Racecourse

1.1 BACKGROUND

British horseracing is very broad, having strong links with and supporting a variety of economic sectors including horse breeders, horse trainers, horse owners, jockeys, stable staff, racecourse infrastructure management, plus event-planning, media, catering, veterinary medicine, betting and racing governance organisations. It also comprises a particularly high proportion of part-time positions due to the seasonal and ‘spare time’ nature of some of the roles, for example, racing day staff. These factors potentially create a wide spectrum of career opportunities through the variety of career paths and role types which are available.

As such a multifaceted industry, it contributes a significant amount to the UK economy, generating an estimated £3.45 billion in expenditure during 2012. (Deloitte and British Horseracing Authority, 2013) Activities include expenditure at racecourses by racegoers, sponsors and corporate customers, media operations such as broadcast channels, and racehorse owners’ training and other costs. It is the second most attended spectator sport after football, with 39% of race-going ticket buyers being female, compared to a figure of 20% for all spectator sport in GB (The Racecourse Association and Great British Racing, 2015).

The industry is also a significant employer providing jobs for over 20,000 full and part-time staff as well as many thousands of race day staff. Racing sustains a further

29,000 jobs which are directly related such as vets and farriers, with the betting industry employing an estimated 38,800 FTEs and many part-time staff. Other industries which are not immediately associated with horseracing also benefit, and may be dependent in some respects, including public relations and millinery. The industry is complex, and consists of many key participants, differently-sized organisations and employers. Trainers represent the largest of these, providing 36% of employment in the core industry with 600 licensed trainers in Great Britain (British Horseracing Authority, 2016).

Horseracing and other equestrian sports are unusual in that men and women compete on equal terms, with classification according to the horse or a handicap. Despite France Galop, the governing body for French horseracing announcing a 2kg allowance for female riders (BBC, 2017; O’Connor, 2017), both Irish and British governing bodies have no plans to replicate this, and some female jockeys have expressed strong reservations and a desire to maintain a level playing field. In equestrian sports other than horseracing, women are highly successful, for example female athletes were responsible for 75% of medal wins in the 2016 Olympics and Paralympics individual events. By comparison, across all sports, 45% of medals were won by women¹², demonstrating the relative success of women in equestrian sport.

12. Source: Team GB [online] <https://www.teamgb.com/> (Accessed 16/1/2017)

Methodology and participation

2.1 OVERVIEW

This study involved desk-based research and the collection of qualitative and quantitative data. It entailed the following three stages (for a full account of the methodology see Appendix 2):

STAGE 1

A review of existing academic literature and publicly-available materials on government and horseracing industry web-sites to examine: the key issues surrounding women's careers and under-representation in senior roles; women's roles in both the wider sport sector and horseracing specifically.

STAGE 2

Development and distribution of an on-line questionnaire (see Appendix 3) to collect data on people working at all levels and roles within horseracing and obtain a wide range of input on their experiences.

STAGE 3

A series of one-to-one, semi-structured telephone interviews with key industry stakeholders who were invited to interview by members of the steering group. (See Appendix 4 for question guide.)

2.2 SURVEY PARTICIPATION

The survey attracted 393 participants representing a wide range of individuals from the horseracing community. The majority of participants were women (79.4%), with 18.8% of respondents being male and the remainder choosing not to give their gender. In terms of age there was wide diversity, with representation of both men and women from 18-65+: the most highly represented age groups for women were 35-44 (29.2%) and 25-34 (28.5%); for men it was the 45-54 range (29.7%) and the 35-44 group (18.9%). The overwhelming majority of respondents (98.7%) were white (Welsh/English/Northern Irish/Scottish/British/Other), with 0.5% black or minority ethnic (BME) and 0.8% 'Other'¹³.

A significant number of participants (55.9%) had over 10 years' total experience in the industry. Participants were asked within which area(s) of the industry their experience lay¹⁴, and this resulted in a final list of roles as follows:

breeder/bloodstock, racing administration (including regulators/governing bodies), **racecourse management, bookmakers, owner, trainer, jockey, stable staff, equine medical and welfare, charitable sector, media and marketing, education and training, finance, human medical and welfare** and **miscellaneous**. The largest group represented were those with experience in racing administration (indicated in 21% of responses), followed by stable staff (14%) then being an owner (11%). In terms of gender breakdown, women were most strongly represented in racing administration (150) followed by stable staff (105). Whilst 19.7% had been in their current role for less than a year, over 20% had been in their current role for over 10 years. Many reported lifelong participation in the industry in a variety of roles both paid and unpaid. There was a mix, also, of employment types, with the majority (85%) being in permanent employment though

13. Of 384 participants who responded to the question on ethnic group.

14. Participants were asked to identify all of the areas they had experience in, and for some this covered multiple roles and interests across their time in horseracing.

some also combined this with temporary or self-employed work within the industry and in addition a number reported voluntary work, board positions, amateur status or honorary positions, some of which involve payment of expenses. Part-time employment was not particularly common for permanent employees (12%), though more so for those on temporary contracts (33%). However, those reporting temporary contracts were low overall (just 5% of responses).

2.3 INTERVIEW PARTICIPATION

Sixteen telephone interviews were conducted between late September and early November 2016. These ranged in duration from around 25 to 55 minutes, and involved a diverse range of senior industry stakeholders - both male and female - representing, amongst others, breeders, trainers, racecourse management, equine and human welfare, jockeys, stable staff, governing bodies, media and education.

2.4 STRUCTURE OF THE REPORT

The following report provides a detailed discussion of the findings of both the survey and interviews.

Findings focus primarily on issues relating to gender and will first address some of the key points raised about the industry in general, and the way it is evolving before proceeding to consider the working environment and key considerations relating to career development and support needs. Further sections explore issues relating to specific roles within the industry, including women jockeys, stable staff, etc. A final findings section addresses other areas of diversity including age and ethnicity as well as geographical location. We conclude with a reflection and discussion section which explores the findings from the survey and interviews, and a set of 'next steps' outlining potential actions and strategy for the future.

Appropriate, verbatim quotes have been provided ("*in italics*") to give a richer account of the feedback received. Detail of the participants' gender and the way in which they contributed to the research is provided to give some context whilst preserving full anonymity.



Figure 1: Survey participant gender

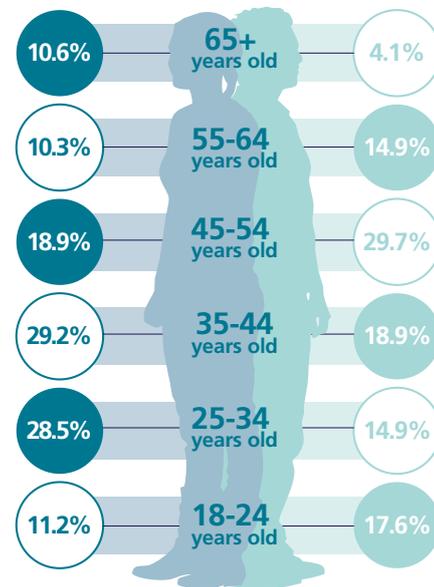


Figure 2: Women age groups vs. men age groups

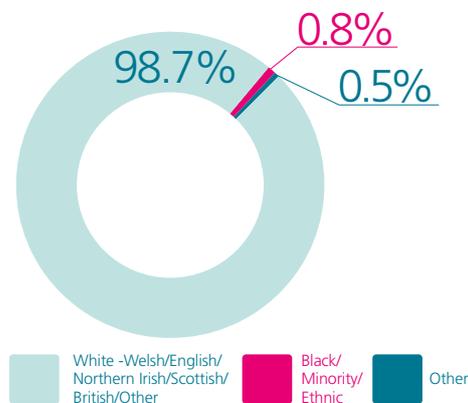


Figure 3: Survey participant ethnicity

Literature review

The literature on women's careers and in particular their under-representation in senior roles is abundant. Its key features are briefly described below to provide some context for exploring the structural and cultural issues affecting women's careers in horseracing. More specific research around the UK sport sector and the horseracing industry is also examined.

3.1 ORGANISATIONAL BARRIERS

Lack of training and career development systems; informal or hidden promotion processes; as well as gender pay gaps are cited as the main obstacles to career progression faced by women (Oakley, 2000). Additionally, lack of women role models, a valuable resource for younger women when planning their own careers and devising effective networking strategies is a further barrier (Cooper Jackson, 2001). Moreover, bias can be embedded in organisational structures, based on assumptions that those fully committed to paid employment are best suited to authority and responsibility, while those who must divide their commitment can only occupy lower ranks (Acker, 1990). Many organisations remain reluctant to make gender diversity at the top a priority. While over 70% of organisations say they are committed to diversity, less than a third of their employees see that their leadership team are held accountable for driving the gender diversity agenda, and only 51% of managers say they know what to do to improve gender diversity (McKinsey & Co., 2016).

McKinsey cite some barriers as the 'double burden' syndrome – a combination of domestic and work responsibility, and the difficulty of reconciling this with a requirement for geographical mobility and availability. Many organisations provide a range of employee programs for balancing work and family. However, while the majority of employees think these are effective, less than 25% of employees take advantage of them. In many instances this is linked to a fear of being penalised, where 61% of employees worry that working part-time will damage their career, and 42% believe taking a leave of absence or sabbatical will do the same (McKinsey & Co., 2016).

3.2 GENDER STEREOTYPES AND SEGREGATION

Gender biases are strongly inbuilt at the subconscious level and are widespread, (Bohnet, 2016), with entrenched gender stereotypes hindering women's career progression. Many sectors and industries experience vertical segregation along gender lines: In the UK 77% of administrative and secretarial positions are dominated by women, while 67% of managerial and senior official posts are occupied by men (Office for National Statistics, 2013). Horizontal segregation of the genders can also exist, ie, women and men concentrated in different types of jobs (Charles and Grusky, 2004). Women, for example are often pinned to 'motherly' roles, known as the 3Cs: care, concern and connection (Martin, 1994) which are often assigned a lower status. Demonstrating stereotypically feminine traits of showing concern and care for others can lead to being liked but not respected, introducing a trade-off between competence and likeability (Hampton-Alexander Review, 2016). In its 2005 research study Catalyst described the prevailing stereotype as: "...women leaders take care, and men leaders take charge" (General Motors Corporation and Catalyst inc 2005).

Analysis of career paths also shows that women are more likely to be moved through functional and support, rather than operational roles and/or P&L roles (ie, profit and loss, with budgetary responsibility) (Hampton-Alexander Review, 2016). This limits women's opportunities in reaching higher-level roles, which women still tend to achieve through internally facing, functional routes such as human resources or legal. In the UK, only 7% of all executive committee level roles across the FTSE100 businesses are held by women with P&L responsibility (KPMG, YSC and 30% Club, 2014).

3.3 GENDERED PERCEPTIONS OF LEADERSHIP

Gender stereotypes can lead to women being perceived differently to men, affecting how particular behaviour is interpreted. For example, softer communication styles can be perceived as a lack of self-confidence or a failure to effectively exercise authority, rather than an attempt to be respectful or considerate. Equally, these stereotypes come with expectations so that when women do act authoritatively, they are interpreted negatively as being 'bossy' rather than assertive (Sandberg & Chavez 2014). Female leadership styles may sometimes differ, whereby women might look for input from others in an effort to make people feel included and create open communication channels (Carli and Eagly, 2011). While masculine leadership styles may emphasise the end-result and 'quick wins' of relationships, more feminine styles often focus on the means of reaching the outcome and the quality of relationships (Annis and Gray, 2013). A willingness to share power and information does not always fit the masculine ideal of leadership and is thus not recognised as such. Research from KPMG maintains that men and women have more similarities than differences in the workplace. However, the small differences that do exist, seem to predict rather dissimilar career outcomes for men and for women (KPMG, YSC and 30% Club, 2014).

3.4 GENDERED CONSTRUCTIONS OF MERIT

Many organisations identify as meritocracies. However, merit can be measured according to different parameters such as 'talent and ability' or 'effort and achievements' (Noon 2010). Additionally, 'merit' can be constructed in both objective and subjective ways (Thornton, 2015). Whereas the objective aspect relates to verifiable factors such as qualifications, skills, work experience and so on, the subjective one refers to the actual interpretation of these factors given by decision-makers, who are involved in the selection and recruitment process, and how they evaluate each of these factors against the 'prevailing norms of a particular organisation'. The subjective element involved in assessing merit disadvantages those candidates whose profile does not match the prevailing norms and values. Thus there is a risk that 'merit' can be exercised using 'cultural fit' as a veil for pre-existing (possibly subconscious) prejudices and ultimately reinforces the status quo (McNamee and Miller, 2009).

3.5 WOMEN'S CAREER PATTERNS

Social and demographic changes have allowed more women to enter employment, though this has brought about a challenge of competing priorities for some women, where job, childcare and housework struggle to find an equilibrium (Zilanawala, 2016) with institutional factors such as lack of work/life balance and access to childcare facilities presenting significant barriers to success (Terjesen et al, 2009). Commitment to family responsibilities, for example, is quoted by 83% of senior women as a major barrier to women's advancement to senior levels in the corporate world (Catalyst and Opportunity Now, 2000). This does not show the full picture however, as studies with senior, executive-level women also show that a lack of opportunity to impact strategy and take risks with new ideas is a key reason for moving to another organisation (Korn Ferry Institute, 2001).

Some women seek flexibility to resolve these priorities, both in terms of working arrangements and career development patterns. Whereas men have traditionally followed a linear career progression pattern, advancing through the ranks of the organisational hierarchy, women's careers are understood to be strongly influenced by change and compromise (Mainiero and Sullivan, 2006). Women, it is argued, often find themselves at 'priority junctions', where certain family responsibilities (pregnancy, raising young or teenage children, eldercare) take priority over other commitments. In UK organisations, 54% of women with children who leave the workplace do so to seek a better work-life balance (Opportunity Now, 2014). Women are more likely, overall, to opt for portfolio careers, with a focus on self-management, lack of dependence on one organisation (Cohen and Mallon, 1999) comprising of a mixture of part-time roles, including freelancing, self-employment and part-time working.

3.6 WOMEN'S LEADERSHIP IN SPORT

The UK's sport sector is one of the fastest growing sectors, employing over 450,000 people and generating over £20 billion of turnover (Critchlow, 2015). Careers in sport are comprised of multiple possible avenues, from participating in as a professional athlete, to fitness management, coaching, general sports management, sports journalism, and sports marketing, and 44% of the sector's employees are women (Eurostat, 2015). However, they remain under-represented at higher levels:



The Jockey Club's Regional Head of Partnerships, Carey Buckler, in the paddock during a raceday

of 68 governing bodies in sport, just under half (33) have less than 30% female non-executive directors. Overall, 18% of chairs and 23% of chief executive officers are female. Furthermore, the number of women in senior leadership roles has decreased in contrast to 2014 (Women in Sport, 2017).

Most barriers experienced by women in sport are similar to those witnessed in other industries, which include gender stereotyping and an 'old boys' network' culture. Women athletes, for example, face 'gender marking' – a term that represents the verbal and visual presentation of male athletes and men's sports as being the norm, while rendering female athletes and women's competitions as secondary (Fink, 2015). Within sports media, it is not uncommon for women athletes to be sexualised and their physical appearance take precedence over their athletic performance or skills (Trolan, 2013). Sinclair stated that because women are judged through body-related stereotypes, it is easier to undermine their leadership capabilities and "...reduce women to their bodies and bodily weaknesses..." (2013: p247) .

Women's sport is also under-represented in terms of coverage: in 2014, the coverage of women's sporting events in media made up only 7% of all sports media coverage in the UK (Women in Sport, 2015). Commercial

investment in women's sport reflects this, for example, in 2013, the top five women's sponsorship deals totalled £1.4million compared to a £590million for the top five men's deals (Shephard, 2016).

In terms of leadership structures, a characteristic feature is membership-based governing structures whereby decision-making structures are largely closed to women (Women in Sport, 2015a). There also exist many men-only sports clubs in the UK, where men continue to vote against the inclusion of women into their ranks (Gentleman, 2015).

3.7 WOMEN IN HORSERACING

A small amount of academic work exists around gender in horseracing: Roberts and MacLean (2012) identify the industry as having deeply-rooted traditions and explore how women's participation in the sport undermines traditional ideals which are associated with femininity. Butler and Charles, (2012), in turn, evaluate the arguments about women's bodies where "...women are 'not strong enough', their bodies are the 'wrong' shape, or they are not 'man' enough" to handle the specificities and dangers associated with horseracing as a sport.

Findings

4.1 HORSERACING: A RAPIDLY EVOLVING INDUSTRY

KEY POINTS

The industry has undergone significant change over recent decades, due to modernisation and expansion. Changes include increased prominence of women.

Challenges to the industry include staff shortages, particularly in training yards and partly due to government immigration policy. There are, though, exciting opportunities such as increased ways to communicate and market the industry through social media.

Career structures can be complex, with many in the industry holding multiple roles and having a life-long interest. This can present challenges for those without family backgrounds in the sport or who are unable to undertake unpaid roles to gain experience and build contacts. Individuals remain in roles for a long time which can constrain career progression for others.

Diversification of the industry has broadened the skills-base needed, opening up opportunities for women, though often in more traditionally 'female areas' such as HR or the charitable sector. Some powerful stereotypes remain, and women are often associated with caring and nurturing roles rather than strategy or governance.

Although the industry contains progressive thinkers, some also felt it is 'inward-looking', overly traditional and conservative. This was attributed to a number of factors including its rural nature and roots in military and hunting traditions. These combine with the complexity of the industry which can create barriers to entry.

Some areas remain male-dominated, and women from across the industry reported being patronised, not being taken seriously or being denied opportunities because of their gender. Though some report the industry as an 'old boys' network' with practices which exclude women, others argued that horseracing is a meritocracy. A popular view was that the industry maintains some areas which are more traditional, but issues around gender equality are improving and in line with society in general.

Low numbers of professional female jockeys was a key area for concern.

Existing educational centres of excellence are key entry points into the industry and can act as a springboard to different roles. Education and training providers have a role in re-skilling and training individuals to change or develop their roles.

The industry has undergone significant change over the last few decades. Many interviewees described the modernisation and expansion of the industry, for example, in the diversification of racecourses into more mainstream entertainment venues.

This period is also described as one of increasing prominence for women, with the success of Jenny Pitman in 1983 as the first woman to train a Grand National winner being a particular milestone. Increasing numbers of women are entering the industry, including those who come through training and educational institutions to work as yard staff, and also more widely as horseracing has become better known as a sport and women become increasingly exposed. Popular 'ladies days' at racecourses were cited as one example of marketing racing as a 'day out', rather than simply a betting activity and demonstrate a shift in focus for the industry.

Horseracing does, though, face a number of challenges, which include staff shortages in some areas, particularly within training yards and for breeders. This is partly attributed to changes to immigration resulting from government policy changes which is perceived as problematic. Some areas experience low staff turnover, such as those working in the field for governing bodies and those more established at higher levels in yards – and although this means there is a wealth of experience, it may also hinder industry progress in some ways. Increased commercialisation and modernisation of the industry has opened the door for women at more senior levels, though some observed that this is often in more traditionally female roles such as HR. Due to the rapid nature of change in some parts of the industry, there is a need to catch up with other industries in some areas, with leadership development identified as a area needing focus.

There are, though, opportunities in a changing environment, with one interviewee, for example, citing the increased use of social media for marketing and communication with clients which is accessible even to smaller employers and is re-shaping the job roles they can offer.



Owner Sally Rowley-Williams being interviewed by Alice Plunkett on ITV Racing at Cheltenham Racecourse, January 2017

4.1.1 WORKING IN HORSERACING

Several factors are notable from both survey data and interviews which demonstrate ways the horseracing industry might differ from others. Firstly, many of those who took part indicated that they currently have multiple roles, or at least have worked in a number of areas during their time within the sport. An individual may have worked as stable staff, in racing administration and the racing media during their career. It was not uncommon to be combining a range of roles either within or outside of the industry. Some participants had moved on from horseracing as their main job, but nevertheless because of their love of horses or horseracing had maintained some kind of role in the industry, for example helping out at a local yard or stewarding at a local racecourse.

A number of survey participants commented also on the difficulty of breaking into the industry in a meaningful way, with a shared perception from people of different backgrounds and roles being that “who you know” greatly determines chances of success. A lack of family background in the industry was identified as a career constraint, by and large because of the networks this provides. It was widely acknowledged in survey responses that those who had spent longer, or had early roots in the industry would gain an advantage, and amongst our interviewees, who were all very successful in their area, those who did not have a family background had usually ridden or had another interest in the sport since childhood. Just over a quarter of survey respondents

reported that all their work experience was from within the industry, with 20% who had experience from elsewhere saying it had not enabled their career development and 21% that it had only enabled their careers a little.

“Lifelong experience within the sport has enabled me to slowly grow into a senior role. This has been helped by the many contacts I have built up over the past twenty plus years”

(Survey participant, female)

Another, related issue was a need, for some roles, for voluntary or unpaid work in order to ‘learn the trade’, with finding a route to these being far more difficult for those without existing family or friendship networks.

A range of personal qualities which lead to success in the industry were identified, with some qualities being particularly notable for their recurrence across different roles. These included a wide/deep knowledge of and demonstrable commitment to the industry, the ability to mix with a wide range of people and develop relationships and networks, and flexibility. Many participants had experience of yard work as a volunteer or paid employment and cited this as a success factor which had enhanced their understanding of the industry. One participant who typified this viewpoint identified the following to be the personal skills, qualities etc, which have helped most career-wise:

“Empathy and understanding human nature. Ability to adapt to any situation/environment, especially at short notice. Ability to get on with people from all walks of life. Despite working in the office a good grounding of manual work in the past helps with career opportunities and seeing the bigger picture”

(Survey participant, female)

Some in administration roles identified a need for more ex-stable staff who had ‘worked through the ranks’ as stable staff at management level rather than those who simply ‘have an interest’ in horseracing.

The length of time some individuals stay in particular roles, for example at a senior level in a yard, was seen as a barrier to change in the industry. A similar point was made by a small number of senior, stakeholder participants who felt that a small number of individuals had remained on boards and committees for many years which might be counter-productive to progress.

Some participants felt that the industry would benefit from being more interconnected in terms of both opportunities for staff development and overall collaboration, or from a more cohesive decision-making structure:

“I think racing does need more opportunities, more movement of people ... more career levels within the career levels... Maybe more of the existing organisations within racing should join up and work some kind of ‘work exchanges’, and then maybe encourage more ‘joining’ up of various bodies for membership and benefits, for everybody connected to racing.”

(Survey participant, female)

“...there is frustration that - in my own opinion - stems largely from there being doubt over who is the ultimate authority in horseracing. There are too many decision makers, acting in the best interests of their own corner of the industry, with no overarching body empowered to make the big decisions on behalf of the sport.”

(Survey participant, male)

4.1.2 GENDER AND THE HORSERACING INDUSTRY

There was general agreement that horseracing offers many good career opportunities for women with demonstrable success at senior levels in most areas. This represents significant progress over recent years, which is primarily attributed to changes in wider society and more progressive views generally on women’s roles influencing the way the industry operates. The introduction of a more modern style of governance, particularly in governing bodies and areas such as betting, and also greater commercialisation, for example of race courses, is also seen as a factor as the industry skills set becomes increasingly diversified, attracting a wider pool of talent and subsequently bringing in more women. Examples provided of skills diversification included those from professional services such as lawyers and accountants, in addition to PR and marketing expertise. These roles were seen as useful ‘avenues’ into the sport for women. The success of women in breeding and charity roles was also highlighted, indicating the levels of female success in the more nurturing, caring roles rather than in strategic or governing ones.

However, it was not uncommon for participants to state that some areas of horseracing are male-dominated, and this observation was raised by participants across the age and experience ranges, as well as from many of the different sectors including media, breeders, equine medical and stable staff. Most participants who expressed a view on this did feel that things are changing and headed “in the right direction” albeit that change was very slow in some areas.

“When I entered racing in [the early 1990s] it was very male dominated - particularly in senior positions - and I’ve been encouraged by how many women now fulfil senior roles - Clerks - Racecourse Managers - Racecourse Directors – Chairwomen”

(Survey participant, male)

“25 years ago the Jockey Club/BHB hired on reputation/whether your face fitted, not on merit. That seems to have changed markedly (for the better)”

(Survey participant, male)



Vet looking after a new born foal

Some participants talked about the involvement of women in equestrian sports in general, citing the fact that more girls ride than boys in the UK, leading several to talk about the stronger female influence in pony clubs or similar areas. This can feed into powerful stereotypes existing within the industry which may be hard to overcome, although a number of participants talked about greater numbers of women than men participating in equestrian sport there was a common association with ponies, not racehorses. Another constraining factor some female respondents identified was the idea that women are better suited to certain roles because they have greater empathy with animals or are better all-round communicators than men. Though it was acknowledged that some individuals may fit these roles and 'play to their strengths', for others being stereotyped in this way was problematic:

“Sexism is still a big issue and people consider elements of the job / roles in industry as [a] male or female role. Woman can nurse foals men can do stallions etc”

(Survey participant, female)

An argument was put forward that any existing areas of under-representation simply reflect wider society, though others felt (to varying degrees) that, nevertheless, some parts of horseracing are still behind society in general in terms of the way women are perceived. Others maintained that women are simply not interested in some areas of the sport and therefore do not apply for particular roles, for example, in racing media. Low numbers of successful women jockeys was the only area which was almost universally identified as problematic, and the discussion surrounding this is covered in more detail in section 5.6 - Jockeys.

Female participants from all areas of the industry reported being on the receiving end of patronising behaviour, not being taken seriously and other types of treatment which, at times, eroded their confidence. Statistical analysis of survey feedback showed that women were significantly more likely to identify a lack of opportunities for taking additional management responsibilities than male respondents¹⁵. Across the board, women, whether full- or part-time were significantly less likely than men to have applied for promotion in the past¹⁶, or to do so in the future¹⁷ which may reflect aspirations, confidence levels or expectations of success. When reporting on discrimination they had experienced in the work place, male participants had experienced more age discrimination than women as a hindrance to promotion whereas women reported sex discrimination in recruitment and promotion¹⁸ compared to men. Interestingly, female participants did not identify a lack of confidence as a career constraint any more significantly than the men who took part in the survey.

Several participants, though, both male and female described the industry as still being a "boys club", or an "old boys' network", citing examples of men-only dinners and events which may not be widespread but nevertheless still persist and exclude women from valuable networking opportunities. Exclusion from such events may not be career-constraining on the surface, but the ethos surrounding this is seen to "drip down". Other events, such as golf days, do not formally exclude women, but as fewer women tend to play they are also denied the opportunity to mix with valuable contacts. The overlapping of socialising and networking are also identified as a 'grey area' between professional and personal relationships which may be difficult to navigate, particularly for younger women.

15. See Appendix five, Q14.

16. See Appendix five, Q7.

17. See Appendix five, Q10.

18. See Appendix five, Q15.

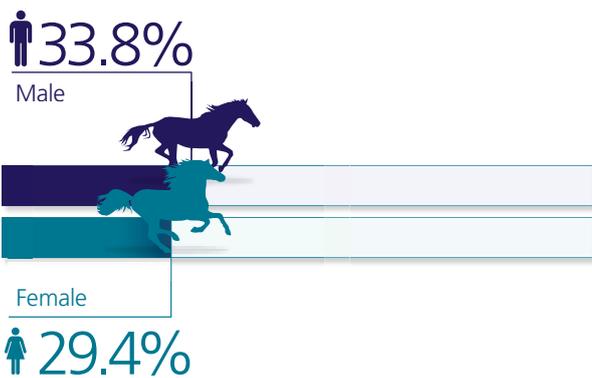


Figure 4: Whilst in my current role I have applied for promotion in a horseracing-related post, a more senior level or another important career move

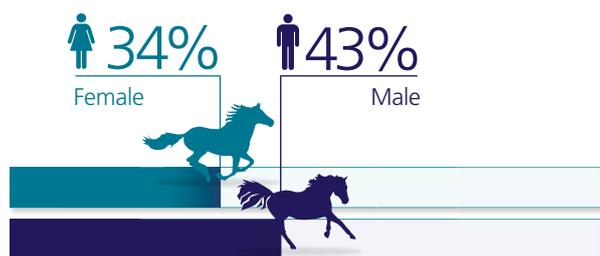


Figure 5: I am planning to apply for promotion, a more senior level or another important career move

A few participants in both the interviews and the survey challenged the view that women are under-represented in the industry citing, for example, bloodstock and breeding and racing charities as areas where women had been particularly successful, and their perception that most boards and organisations have at least one woman at a senior level. Several participants, both interviewees and survey respondents, expressed opposition to any form of positive action, though there was support elsewhere for introducing diversity targets (rather than quotas) into strategic plans. A number of women who responded felt they had never been discriminated against or treated in any way differently because of their gender, and one identified being female as a career enabler, because the novelty value of being in a male-dominated role attracted attention to her good work. A small number of female participants emphasised their background and qualifications in equine science, highlighting how the industry can offer an opportunity to empower women in scientific roles.

One female survey participant in a financial role had experienced the effect of being a woman from different angles: whilst she acknowledged that she is often invited to events to ensure women such as her are fairly represented, also she stated that *"I often get asked to do secretarial work by the older men in the company. They are just very old school and so don't see that I could deem this as derogatory..."*.

A senior female participant felt that she and other women – particularly if they are younger – need to work harder than men at demonstrating their capabilities. One survey participant felt that *"Being female - you have to work twice as hard as males and regularly face prejudice"*, and some women admitted that their gender had occasionally been a hindrance when trying to build professional credibility. The women who identified this as an issue invariably described the ways they had worked extremely hard to go *"above and beyond to make sure I didn't make a single mistake"*, as they perceived that any error would be attributed to them being a woman, whereas if a male colleague did so it would just be put down to having a bad day rather than his gender. A very small number of women had chosen to work in horseracing overseas or leave the industry entirely because they felt they were not being given the same opportunities as their male peers.

A recurring viewpoint of many who questioned the view that women are treated differently was that the industry is very meritocratic and those who are willing to work hard will succeed:

"... I just think that this is a meritocracy. I think it is a fantastic industry and anybody who really wants it, anybody who really really is willing to graft. And it is hard work. But if you're willing to do it, I just don't see any barriers"

(Interviewee, male)

"I don't think it's as hard for women to reach loftier heights in racing as it is in other industries such as banking because ultimately, racing is about men and women competing on a level playing field..."

(Survey participant, female)

Some respondents, though, argued that longevity is sometimes favoured over merit and capability, which can disadvantage women who take career breaks. Others felt that different types of favouritism, such as nepotism or 'who you know' as a basis for success should be of greater concern:

"I think women in racing are doing very well, you need only look at the results of the stud and stable awards to see that in the last few years. There should be more emphasis on finding the people in the industry that have the desire and will to do the job rather than giving all the high profile positions to the people with connections"

(Survey participant, male)



Horses being ridden out on the gallops in Newmarket

4.1.3 THE ROLE OF EDUCATION AND TRAINING

A key entry method into horseracing is through the specialist education route, via the two centres of excellence – the British Racing School¹⁹ or the Northern Racing College²⁰, producing up to 350 individuals per year through a foundation course which guarantees them a job in racing. In particular, these 'feed' training yards, though can also act as a springboard to many other careers in the industry. The colleges can, and do, play a significant part in preparing trainees for a future in horseracing. This extends to bringing in successful jockeys as role models to pass on the benefit of their experience.

A further important role for education and training providers is to maintain skills and help re-skill women once they become parents. This may help them move into areas which allow for more flexibility and keep their skills and knowledge in the industry. Examples might be bookkeeping or business studies leading to an administrative role in a yard.

A number of initiatives, development programmes and qualifications were identified from which participants had either personally benefited, or had other experience of in terms of supporting career progression. With the exception of membership of Women in Racing, none of these were aimed specifically at women but may nevertheless be of interest for those wishing to either retrain or further develop their careers. Those identified are listed under section 4.3.4, Training and Development.

A small number of participants cited their existing membership of Women in Racing as enabling their involvement in training and development initiatives, useful networking opportunities, mentoring and general encouragement. Furthermore, organisations encouraging membership of Women in Racing, or actively supporting its initiatives are perceived by some to be higher quality as employers. Some participants who hold senior roles within the industry take great pride in the fact they actively encourage and support staff in joining Women in Racing.

4.1.4 WELFARE SUPPORT

A network exists to support those working in the industry, covering a wide range of need. The Professional Jockeys Association²¹, for example, provides jockeys with support for health and other issues with a telephone helpline. Similarly Racing Welfare²², specialist medical support and help with mental wellbeing, along with information, advice and guidance, housing and debt management, legal advice and counselling to those working in horseracing. They also provide some housing, mainly for those retiring from the industry, and hostels for young people. Issues relating to childcare are becoming of greater interest, and ways to enable women to remain in work once they become parents, reflecting a changing demographic within the industry.

19. A Newmarket-based training school for the horseracing industry <http://www.brs.org.uk>

20. A training school based near Doncaster <http://www.northernracingcollege.com>

21. <http://www.thepja.co.uk>

22. <http://www.racingwelfare.co.uk>

The working environment

4.2 THE WORKING ENVIRONMENT

KEY POINTS

More could be done to support women through, and improve negative attitudes towards, pregnancy and maternity. Losing women at this stage is a drain on talent and industry resources. Discrimination on the basis of maternity has caused some women to feel forced out of their roles and discouraged others from progressing their careers.

For some areas of the industry, particularly small businesses and/or those working with animals, there is less scope for flexible or part-time hours and the working day must start early to meet the animal's needs.

Career-constraining factors for employees include the need to travel and shift work (particularly split shifts) which can dictate where you live and limit access to good quality childcare. Low pay can make childcare unaffordable. Suggested solutions are for businesses to explore different shift and working patterns, and for industry-led childcare solutions such as voucher schemes.

Freelance work, including that for jockeys and those in some media roles, presents specific challenges to women because of a lack of paid maternity leave or support for returning to the workplace. Freelancing/self-employment also means less access to training and networking opportunities.

Several participants reported experiencing inappropriate behaviour and bullying, with a culture of 'banter' in some areas (particularly yards) which included sexist, racist and homophobic abuse. Some were unable to access advice and support to deal with this.

4.2.1 CHILDCARE AND FAMILY RESPONSIBILITIES

Issues surrounding pregnancy and maternity leave were not perceived as unique to horseracing²³, though many participants felt that more could be done across the industry to support women at this stage of their lives and careers. This related both to attitudes to younger women who may be seen as less desirable employees because they might leave to have children, and also attitudes towards motherhood as being incompatible with a management or executive role. There was recognition

by more senior stakeholders that this could lead to a drain on talent, and they were able to give explicit examples of losing good staff because of a lack of support and prevailing attitudes:

"I know it happens. A woman whose child is sick and has to go home early or come in late because there may have been a childcare issue. You know you can get the rolling of the eyes, can't you! But the same guy that might be leaving at 3pm in the afternoon for a game of golf with a colleague is almost a slap on the back and 'Go on! Friday! Off you go!', do you know what I mean?"

(Interviewee, male)

Some survey participants had experienced negative attitudes to pregnancy and maternity, with some giving examples of how their lives were made difficult following pregnancy. One stated that:

"Having been pregnant, I found the support and acceptance extremely poor. When trying to return to my post it was made virtually impossible and I have had to resign. My bonus was withheld as apparently I couldn't claim as I was on maternity leave."

(Survey participant, female)

Responses from those reporting less favourable treatment showed that 65.2% felt pregnancy had affected their promotion prospects and 55.6% that maternity leave had done so. One member of yard staff felt she had been "forced out" of her role for being pregnant. Another had cut short her maternity leave for fear of losing her role. Those who had experienced discrimination on this basis were significantly less likely to go on to apply for promotion than those who had experienced discrimination on other bases such as age which may reflect a number of factors which could include lower confidence in relation to career prospects once you have childcare responsibilities, as well as changing life priorities²⁴.

Other participants had encountered attitudes within both breeding and training organisations, of employers stating they prefer to employ males because women are likely to become pregnant, though other participants

23. An Equality and Human Rights Commission report in 2015, for example, found that around 11% of mothers employed across the UK reported they were dismissed, made redundant or poorly treated in relation to their maternity leave [online] <https://www.equalityhumanrights.com/en/managing-pregnancy-and-maternity-workplace/pregnancy-and-maternity-discrimination-research-findings> (Accessed 6/2/2017).

24. See Appendix five, Q10.

were empathetic about the difficulties faced by small employers needing to manage workload when staff are away for maternity leave. Also, for small businesses, allowing staff to work part-time or flexible hours can be difficult, particularly where the work is with animals needing care 365 days of the year. Other areas, either with larger employers or more office-based job roles lend themselves more to flexible working and part-time hours. Across the survey participant group, part-time work appeared relatively low, with around 18% stating that they work on this basis and some combining this with other types of work (e.g. voluntary) and/or self-employment²⁵.

Participants identified a lack of mobility due to childcare or family responsibilities and needing to move location to fit in with a spouse's job as career constraints. This particularly affects horseracing because so much activity is concentrated in a small number of locations such as Newmarket. Other factors included:

- Hours/work patterns (e.g. very early starts, weekend working) make childcare complex;
- Low pay in some parts of the industry can make childcare unaffordable;
- Pregnancy may stop women racing, depending on the application of British Horseracing Authority medical rules.

In some roles, for instance some stable staff positions, it was identified that childcare would be close to impossible to arrange, eg where there is a very early (sometimes 5.30am) start. Current government policy does not support this either, with funding for free childcare only available between 8am and 6pm. In addition, some shift patterns are not conducive to childcare arrangements, for example, split shifts which involve morning and evening work with a break in the middle of the day. This type of shift also means staff need to live close to their place of work to avoid excessive travel during the break. Discussion has taken place around setting up a crèche in particular areas, which might work in areas such as Newmarket where the industry is concentrated, but this would be less likely to work for more isolated employers such as small training yards.

Suggestions for dealing with this are to negotiate possible changes to time restrictions with childcare providers; to explore possible exemptions to time restrictions for

those in rural employment and to introduce a voucher scheme. Some individual yards are also reported to be assessing the impact of different times and shift patterns on staff and making adjustments, driven in no small part by staff shortages and the need to make the role more appealing. This includes, for example, condensing shifts, concentrating work in the morning and running a skeleton shift later in the day: some felt that this is overdue:

"I don't think being female is a drawback within the racing industry. There are plenty of opportunities for those who choose to organise their lives in such a way that they can cope with anti-social hours and regular weekend work. Most areas of the industry have managed to work out shift patterns that allow ample free time to compensate for anti-social hours. Unfortunately the training sector are sadly blinkered in this regard."

(Survey participant, female)

4.2.2 FREELANCE AND SELF-EMPLOYMENT

Freelance work and self-employment, which are commonplace for some media work, and also for jockeys, can present specific challenges to women, because any maternity leave is unpaid. It was also felt that, after having children it is more difficult to re-enter the workplace without a contract for regular employment, both because there is no structure to enable that return and also because potential employers may hold a view that women with children are likely to take further maternity leave in future.

In addition, access to training and networking opportunities maybe less accessible:

"Being self-employed I am responsible for creating [access to training and career support] opportunities myself at my own cost. This is tough. Networks like Women in Racing provide networking [opportunities] and some development but would be good to access more opportunities at low / no cost"

(Survey participant, female)

25. Although our survey sample is not necessarily representative, it is still worth noting that this is low when compared to part-time work across the UK, which accounts for almost 30% of employment, Office for National Statistics (2017). Statistical Bulletin: UK labour market: Jan 2017 [online] <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/jan2017> (Accessed 6/2/2017).



Grand Women's Summit at Aintree Racecourse, April 2016

Around 15% of survey participants, over 75% of whom were women, reported that they were freelance or self-employed, with a small number combining this with permanent and/or temporary employment.

4.2.3 CULTURAL ISSUES

Several participants identified the industry in general as being traditional, or even 'behind the times', with suggested reasons for this including the fact that it is primarily a rural industry and therefore likely to be more conservative; was traditionally male-dominated (e.g. through The Jockey Club) and therefore there is a legacy, with staff from that era remaining; has links to royalty and roots in both the military and 'upper class pursuits' such as hunting, with a small number of participants maintaining that a class divide remains which can be career-constraining for those with a working class background. Several respondents felt that the industry as a whole is 'inward looking', though others were keen to point out that there are "really progressive thinkers" as well. The complex nature of the industry can also contribute, creating a set of factors which combine to create cultural barriers to those wishing to enter the industry.

4.2.4 BULLYING AND HARASSMENT

Several survey participants, particularly (though not exclusively) stable staff, mentioned being at the receiving end of inappropriate behaviour and in some cases being bullied. Their negative experiences were sometimes compounded by the fact they had no one to speak to for advice on how to deal with this, particularly if they worked for a small employer. Several interviewees also highlighted

a culture of "... 'banter' being used as an excuse for continuous sexism, racism, and homophobia", which is normalised behaviour in some yards. Some comments about this identified that this is largely carried out by men who have worked in the industry for some time and are perhaps are more confident or in positions of power. This is discussed further in section 5.7 – Stable Staff.

4.2.5 WORK-LIFE BALANCE

For some who work in the industry, particularly those working directly with the animals, it is a 'way of life', and in some roles a 24/7 commitment. Some argued that those choosing to work in the industry must accept this:

"...racing isn't a career choice, it's a lifestyle choice and that's whether you're working in a training yard, working in a charity, working at a racecourse... Because the nature of the business is so 24/7 ... You know, people wouldn't hesitate to ring me on any kind of business matter I would say at evenings, at weekends, there isn't the same 9 to 5 kind of ethos about it at all. And so it does take over your life in lots of respects..."

(Interviewee, female)

This can present difficulties for those balancing work with childcare or eldercare, and was raised as a particular issue for stable staff (as discussed in section 5.7). There was, though, a more positive story where around 40% of women who responded to the survey had benefited from flexible work arrangements, over a third of whom feeling this had influenced their career 'a lot'.

Career development and support

4.3 CAREER DEVELOPMENT AND SUPPORT

KEY POINTS

Almost half of survey participants had not received any helpful career advice, with many feeling this had constrained their careers. Lack of opportunity for career progression was a concern for individuals across the industry.

Mentoring is particularly useful for understanding the complexities of the industry and helping to build credibility. Many reported positive and useful experiences, and where no mentor was available this was a key career constraint. It is particularly useful for women who may feel less comfortable advertising their own skills or qualities, and several women highlighted the importance of women supporting one another and also the important role of Women in Racing in this respect.

Networks are key for career development, and a significant career enabler. It is important to be proactive in building networks, including friendship networks and contacts outside of the industry. Some networks, including male-only events and clubs, exclude women and create an area of disadvantage.

There is a wide range of training and development available at all levels of the industry. These may be closed to some because of cost or an inability to access, for example, because of travel requirements. Retraining opportunities are important, for example, for women with childcare needs or individuals who need to change role because of injury. There is some industry support for retraining grants.

4.3.1 CAREER ADVICE

Almost half of the survey participants (49.1%) had either not received any good career advice, or the advice they had received had not enabled their careers in any way. Almost a third of those who responded felt that this had constrained their career 'a lot' or 'quite a lot', with statistical analysis indicating that women felt significantly more constrained in their careers by this than men²⁶. Stable staff and jockeys overall reported better levels of good career advice than the average, with over 54% stating that career advice had enabled their careers to some extent. However, it was not uncommon, in all areas of the industry, for participants to feel that there was no room for progression within the structure of their current organisation and/or the role that they hold which may reflect the high numbers of individuals working for smaller employers.

4.3.2 MENTORING

Both male and female survey participants cited positive experiences with mentors and stressed the importance of this for developing their understanding of the industry in general. Having an understanding of the wider industry is perceived as particularly important for building one's credibility and being mentored by a "respected professional" had been invaluable. Though several survey participants had positive experiences of being mentored and encouraged by colleagues and clients, this is not always possible, as one participant cited:

"I feel that the company I work for has very few women in managerial roles to act as mentors or role models"

(Survey participant, female)

Another participant:

"Just never really had the support and encouragement to go further. A good mentor would have helped, but [I] never found the right person."

(Survey participant, female)

Survey responses showed that 27% of female respondents had never had any experience of being mentored, with 8.5% in addition who had experienced mentoring but with little effect on their development. Around half of females identified a lack of mentoring, and 12% felt this had constrained their careers 'a lot'.

A female survey participant with experience in racing administration and the media has found mentoring for her own personal development useful, but suggests that a mentor from within the industry who is not her manager would have been of greater help. One male participant with wide-ranging experience across the industry had acted as an unofficial mentor at times and was keen for such activity to be more formally developed and available.

One interviewee, who is very successful in her field, emphasised the need to be proactive and had sought out a mentor early in her career. Recognising this as key in her own success she has started to mentor other young women who are keen to enter the industry, encouraging them to shadow her where possible and cites the importance of this in 'opening doors' to gain work experience, particularly for an individual with no background in the industry. Others identified the importance of women championing other

26. See Appendix five, Q14.



Women in Racing meeting the Sport and Equalities Minister Helen Grant MP, December 2014

women, feeling that some women do not feel comfortable advertising their own skills or qualities and that the role of a mentor or sponsor is invaluable in helping with this.

“As someone new to racing with no background or knowledge of the sport, I struggle to feel confident in the way I come across... I lack knowledge of public figures, key events in the industry and struggle to build the rapport with industry professionals. I am not aware of any training for newbies in sport.”

(Survey participant, female)

“I have met individuals in senior positions who go out of their way to be supportive of organisations like Women in Racing and those within it.”

(Survey participant, female)

“I think the biggest thing I got out of Women in Racing ... I still firmly believe it’s the biggest thing it has to offer is the networking side of things. And I think the dynamics of walking into a room full of women is just so different to walking into a room full of people of both genders. I suppose its raison d’être is very clear and that helps as well ... there’s a very supportive network there. And I think for young women going into the industry ... the confidence that that can give you, and the support they can give you is really important.”

(Interviewee, female)

A female interviewee, who has been successful in bloodstock/breeding emphasised the importance, particularly for younger women and/or those new to the industry, of sponsorship and someone who might speak up for them to help them open doors and fulfil their potential.

Several participants mentioned ‘Women in Racing’ (WiR) as a source of mentoring which they found very useful. WiR’s formal, cross-industry programme²⁷ currently includes 30 active participants located internationally, in addition to networking events to foster links between like-minded individuals.

4.3.3 NETWORKING

Networks are identified as absolutely key in career development, with three-quarters of survey participants stating that networks within the industry had contributed to their development, and almost half responding that this had been a significant factor. Networks outside racing were also felt to be useful by over half of the participants, though were understandably less influential in terms of career development. The need to be proactive in networking and building contacts was emphasised by a number of participants:

“...it’s the same in any industry but I would always go to everything I possibly could and work for as many people as possible. I did a lot of free things ... helping people out and just trying to get out and about as much as possible and that’s obviously for any industry, that’s not just racing”

(Interviewee, female)

27. <http://www.womeninracing.co.uk/Mentor-Programme>

Others cited more structured forms of networking, such as belonging to a particular club or association, as useful, for example:

“Being part of a young person’s club such as The Thoroughbred Club has enabled me to build my knowledge of the industry and network”

(Survey participant, female)

A number of participants cited the importance of having friendship networks within the industry, not least because of the 24/7 nature of some roles which takes them outside any typical ‘working hours’ boundaries. Good friends, camaraderie and a sense of community were also identified as positive aspects of the industry by a number of those who took part. Some identified, though, that a tendency towards some opportunities being offered based on personal relationships can disadvantage those whose social life is outside of the industry. Of the survey participants, men were slightly more likely to attribute their career success to opportunities for external exposure and responsibilities, for example, membership of professional bodies.

A constraint identified by some is the need to have a broad understanding of the industry to be successful in some roles, some of which they had achieved through a range of unpaid and voluntary work and internships which was a struggle for some both to obtain access and afford to live. Furthermore, some networks are closed to women, such as largely male events including the Gimcrack Dinner, the Derby Dinner or clubs such as the Turf Club, which can create disadvantage.

4.3.4 TRAINING AND DEVELOPMENT

The survey indicated that women were significantly more constrained in their careers than men by a lack of opportunities for training and development²⁸. Some participants felt that there were limited opportunities available for training and development, or that these were usually high cost, which is a particular barrier to the self-employed or those on low pay.

During the project, a wide range of training and education was identified which spanned the industry in terms of job roles and levels and showed that

opportunities for formal or structured learning and development are available. The Northern Racing College and British Racing School provide apprenticeship qualifications, which include NVQ Level 2 Diploma, to which other qualifications and modules can be added up to and including a foundation degree, for a stable, race-riding, or training career. At a management level, The British Horseracing Graduate Development Programme and Management Academy²⁹ and Godolphin Flying Start (formerly Darley Flying Start)³⁰ were highlighted by those who had undergone these programmes as highly instrumental in career success in particular because of its introduction to different facets of the industry and networking opportunities. Furthermore, The Thoroughbred Horseracing MBA run by the University of Liverpool³¹, part-time and run in partnership with the British Horseracing Authority (BHA). Training and development opportunities are available through the British Horse Society Training and the Jockey Club Management Academy.

In addition, Racing Welfare, which is able to offer grants for retraining which might be of use to women re-entering the workplace after a career break, or moving into another role within the industry which better suits their needs. Women in Racing has also fund-raised for bursaries for students.

28. See Appendix five, Q14.

29. <http://www.careersinracing.com/getting-started/training/graduate>

30. <http://www.godolphinFlyingstart.com>

31. <https://www.liverpool.ac.uk/study/postgraduate/taught/thoroughbred-horseracing-industries-mba/overview>

Role-specific findings

A considerable amount of feedback, from both survey participants and interviewees focused on women's participation in specific roles within the industry which is outlined in the following section.

Women in senior and board positions

5.1 WOMEN IN SENIOR AND BOARD POSITIONS

KEY POINTS

There are mixed perceptions on gender balance at senior levels. All agreed there had been progress. However, views were polarised between those who felt women have equal opportunities and those who felt barriers remain. Whilst many could name individual women on boards, some recognised a lack of women on the boards which are integral to the industry's governance.

Analysis shows that women are better represented on charitable boards than other types, with 34% of total trustee board membership being female. Other boards have less female representation, with 16% of board members overall being female and five boards having no female members at all.

It was argued that developing an understanding of diversity should form part of leadership training within the industry.

A number of women had been made to feel unwelcome when considering applying for more senior roles. Some had been specifically told that women would not be promoted.

Female role models are seen as exceptionally important for showing younger women that success is possible. Senior women who have successfully balanced family life and career and can influence both male colleagues' behaviour and/or influence institutional practices are highly valued as role models.

Executive search firms ('headhunters') have a role in recruiting board members and senior staff, and it may be useful to explore their potential for increasing diverse appointments.

In terms of executive and board positions, there were mixed perceptions about gender balance across the industry. All agreed that there had been some progress, though the extent of this was often contested. Some felt that women have equal opportunities, for example:

"I feel that gender diversity is not an issue regarding career opportunities that are available to women in racing. I believe the 'old boy' ethos has pretty much been eradicated and the same opportunities are available to women as men. I see many appointments of women at senior level and this is especially prevalent within racing charities"

(Survey participant, female)

Whereas others identified that barriers may remain:

"I have encountered a lot of females within the racing industry, perhaps not all at the senior level, and I think there is a perception ... that women cannot get to those senior positions without some kind of sponsor or support mechanism ... I do think there are some challenges for some females ... I can see the more I've gotten involved in mentoring some younger women ... that they do feel challenged to rise up the ranks really"

(Interviewee, female)

Participants from across the industry, including betting and administration had often worked for or alongside a female manager though several went on to admit that women remain under-represented at higher levels of management and senior executive level and above.

With relation to board membership, several interviewees cited the names of individual women who were board members, though some recognised that a number of boards integral to racing have no female representation.

Some male interviewees felt that a lack of women at the top might lead to organisations being more traditional and less forward-looking in their approach, and that gender is an important part of board balance. A female survey participant, though, felt that those women who had achieved board status thus far, though, were often part of an existing “wealth and power elite”.

Women are better represented on charity boards than other types of board within the industry, with all of the trustee boards identified by the research team having at least one female trustee and 34% of the total trustee board membership being female (figure 6). Other boards within the industry (including executives, non-executives and governing body members) show five boards as having no female members at all, and 16% of board members overall being female³².

Some key industry stakeholders interviewed felt that there is still progress to be made in terms of increasing diversity at senior levels, with one suggesting leadership training as a way to explore developing this.

A number of women raised the issue that, though they had not faced overt sexism nevertheless felt that they would be unwelcome in more senior roles. One senior woman stated in the survey that, when her boss left she “*did not feel that as his second in command [they] would consider a woman in the role. This was never overt however I was not encouraged to apply*”. Elsewhere, behaviour was more explicit where one female survey participant’s previous employers (in equine medical) “*made no secret of the fact that women were not and would not be promoted within their practice*”. Another participant stated:

“I have had a good career [in equine medical] despite being a woman, but there is no doubt that I have had reduced opportunities because of sexism which has been overt on occasion”

(Survey participant, female)

Having female role models was seen as exceptionally important to show younger women that success is possible. This includes visibility of women as role models at high levels where they have an opportunity to influence both organisational/institutional practices as well as their male colleagues’ behaviour. Senior women with experience of balancing family life and children with their career can be particularly helpful as a source of guidance. A number of successful women in the

industry who responded in the survey and as interviewees felt they could be useful in showing the determination, commitment and passion needed to succeed in the industry, which would help younger women choose the right career path. Female survey participants identified the importance of positive role models in their career progression with 55% identifying this as having ‘a lot’ or ‘quite a lot’ of influence on their development and only 10.5% saying this had played no part, though the number of women highlighting this was not significantly higher than male participants (figure 7).

In terms of selection, it was identified that executive search firms/head-hunters are used in the recruitment of board members. This may be an area for exploration in terms of ensuring diversity is a key consideration in the selection process.

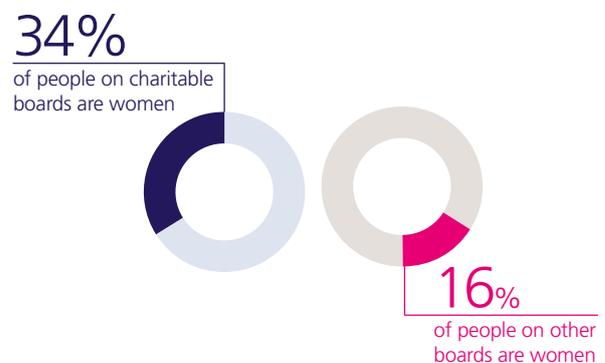


Figure 6: Women's representation on charitable boards vs. other boards within the industry

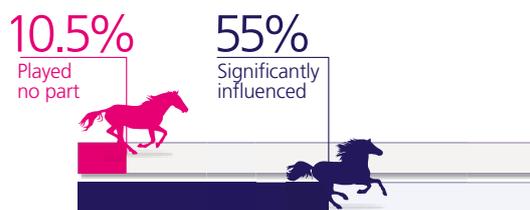


Figure 7: Role models' influence on career progression

32. This figure was calculated using the organisations listed on the BHA ‘Industry Links’ site (<http://www.britishhorseracing.com/bha/industry-links/>), using information about directors (both executive and non-executive) and trustees available from the organisation’s websites during January 2017.

Racing administration and governing bodies



Members of the BHA Board visiting Epsom Racecourse, March 2017

5.2 RACING ADMINISTRATION AND GOVERNING BODIES

KEY POINTS

Governing bodies have an important role in addressing equality issues. For example, the BHA is seen to have led the way by restructuring its board to ensure greater diversity.

The BHA has further demonstrated good practice through building diversity considerations into its leadership training. There was also evidence of good practice in HR processes which were reviewed and improved to ensure fairness through peer review and monitoring.

Governing bodies have a role in promoting diversity through employees on the ground: these are the public face of the sport.

Maintaining diverse representation in governing bodies can be a challenge where key stakeholder groups are unable to provide female representatives.

These were felt to have an important role in a number of ways in addressing equality issues. Interview and survey participants, for example, highlighted the BHA as leading the way through restructuring their board to ensure greater diversity. Good practice is also evident in BHA management practice higher up in the organisation, such as recognising a need for greater diversity and building this into the way leadership training is designed. It was also argued that staff working on the ground for organisations such as the BHA, are the 'public face' of governing bodies. More might be done to create greater diversity within this group.

The representation of stakeholder groups on some governing bodies may be a constraint to increasing female representation where these groups do not have women at senior levels. One participant suggested, for example, that claiming jockeys would be a useful addition to the voice of governing bodies to counter this, though recognised that a lack of women in this area means there are few candidates who could become involved.

Further examples of good practice were identified by and within governing bodies include reviewing recruitment and selection processes and talent management in a way which involves peer review and monitoring by gender and can lead to improved internal HR processes.

Racecourse management

5.3 RACECOURSE MANAGEMENT

KEY POINTS

Racecourse management was identified as a less traditional and more progressive area of the industry. This is attributed to its commercial and customer-facing nature.

The sectoral focus on mainstream entertainment and leisure requires a broader skills set which allows for greater progression of a more diverse workforce, including many women.

The large number of racecourses offers greater opportunities for career progression. Also job roles can be more flexible than other parts of the industry, which may allow for childcare responsibilities.

Many talented women were identified as progressing into key roles, including chief executives, though there is still a bottleneck at senior level and under-representation of women in director and executive roles.

This sector was generally identified by interviewees as a less traditional and more progressive area of the industry, exhibiting great success in terms of gender representation which has increased in recent years. The survey findings supported this in a number of ways, for example, 66% of female respondents working in racecourse management identified positive role models as key to their development³³. Interviewees' explanations for better levels of women's progression in this area are that racecourses are customer-facing. They therefore project an image reflecting a customer base containing a high proportion of female racegoers in comparison to other spectator sports. In addition, racecourses have

"caught up with the commercial world", moving away from operating for more elite audiences to becoming more mainstream entertainment and leisure businesses. A broader skills set is therefore required to deliver this.

Furthermore, a large number of racecourses (e.g. 60 in Great Britain), (British Horseracing Authority, 2016a) allows for career progression that is not always possible elsewhere in the industry, and some participants described possibilities within some job roles for flexibility, home-working etc which could allow for childcare responsibilities. Though such roles may allow for flexibility, they may be more costly to implement which can be a barrier to some businesses.

Many talented women were identified as progressing into key roles such as clerk of the course, or management roles including marketing and PR, some of whom were supported by The Jockey Club Management Academy. A small number of female racecourse chief executives were also identified. However, some felt that there is still a way to go:

"I think I would be able to state hand on heart that if you want to work in horseracing at a commercial level, if you want to work in sales, marketing, operations, anything consumer facing, anything racecourse related, there are very, very good opportunities for both genders and I see absolutely no barriers to entry. . . where I think there is a bottleneck if you like, is as you get to more senior positions in horseracing. And I think there is a paucity of female executives once you get to the operating, chief operating officer, chief executive, finance director level."

(Interviewee, male)



In front of 70,000 racegoers One For Arthur, owned by Belinda McClung and Deborah Thompson, trained by Lucinda Russell and ridden by Derek Fox leads the way on route to victory in the 2017 Radox Health Grand National at Aintree Racecourse. Photo by Dan Abraham

33. Much higher than the 55% of women on average who identified this as a factor.

Owners

5.4 OWNERS

KEY POINTS

Owners, in addition to trainers, can make the careers of jockeys through their role in decision-making processes. They are important for promoting good equality and diversity practices by taking an active interest in the way yards operate.

Some felt that sole owners belong to a more 'traditional' demographic, and that a move towards more syndicated ownership may change this. Participants identified that the number of Middle Eastern owners may present cultural barriers to selecting women jockeys.

There are women owners represented in the top ten for both jump and flat racing.



Owners Julie Deadman and Stephen Barrow collecting the prize for Reckless Abandon's victory in the Norfolk Stakes at Royal Ascot 2012

Owners, as well as trainers, play a pivotal role making the careers of jockeys through their role in the decision-making process about who gets to ride. One male interviewee maintained "it is difficult to get owners to give apprentices rides until they've already proven by

race riding that they can ride", which some perceived being given fewer chances to prove themselves in this way. Another highlighted that sole owners often belong to an older demographic and may hold more 'traditional' attitudes, but felt that an increase in syndicated ownership might cause a shift in the future.

Owners can make a key contribution to an environment which promotes good practice around equality and diversity issues. One stated:

"As an owner I have observed good practice in the yard in which my horses are trained (eg maternity leave/flexible working/policies towards parents). It is vital that owners take notice of such things!"

(Survey participant, female)

A number of participants also raised the issue that there are a high number of Middle Eastern owners, which may present cultural barriers to selecting women jockeys. Women owners, however, are represented in the top ten leading owners, i.e. for the highest prize money winners for 2015.

Trainers

5.5 TRAINERS

KEY POINTS

Training is seen as a more traditional and hierarchical area of the industry. Trainers have a pivotal function in the careers of jockeys.

Some participants had experience of trainers who discourage or even refuse to work with female jockeys, though reasons for this were not made evident. Suggestions included that they make assumptions about women's abilities or believe women do not really want this role.

Training is an area identified as one in which women do well, particularly in national hunt though there were no women amongst the top ten flat or jump trainers during 2015.



Trainer Emma Lavelle (second from left) celebrates a win at the Cheltenham Festival. Photo by GJ Multimedia

Some participants felt that training is one of the more 'traditional' parts of the industry, with a firmly established hierarchy.

Trainers are seen to have an extremely important role in the careers of jockeys through deciding which ones ride the best horses or are given retainers, and there were a

range of opinions on the extent to which this role is used to encourage or discourage female jockeys. There was speculation on whether trainers might make assumptions about women's abilities, whether there is sub-conscious discrimination, or whether they think women just do not want to become jockeys. Some, though, gave anecdotal accounts of male trainers who had given female jockeys a chance to ride when other, female trainers had not.

“Racing is a huge network and once inside I think it is fairly easy to move jobs and progress in your career if you are proactive about it (e.g. tell the trainer you work for that you want to develop yourself to ride in races, and he will most likely give you all the support he can to get you to that level)”

(Survey participant, female)

Equally, some participants cited anecdotal evidence of trainers who had chosen to work with young men with less industry experience over more experienced women,

or who had stated “‘No, you want a proper jockey, not a woman’ when a female was suggested.

Several participants cited training as an area where women do well, particularly in national hunt as flat trainers comprise a much smaller number of women, though there were no women amongst the top ten flat or jump trainers during 2015 (British Horseracing Authority, 2017). One female trainer felt that being a woman generally made no difference to success in the role, though recognised that perceptions may differ in that women are seen to have greater empathy for and understand horses better than men.

Jockeys

5.6 JOCKEYS

KEY POINTS

There was widespread agreement that far fewer female than male jockeys reach high levels of success as professionals. This is despite higher numbers of young women than men entering the ‘pipeline’ through colleges, etc.

Several participants expressed a belief that, whilst becoming a successful jockey is difficult for all, women have additional barriers to overcome. Suggested causes for any female under-representation include prejudice and being given fewer opportunities to ride.

Some argue that under-representation is a result of women being physically weaker, or being less willing to undertake the gruelling training regime. Others dispute this, maintaining that strategy, technique, balance, rhythm and empathy with the horse are more important than strength.

Factors suggested for reluctance to promote female jockeys was a perceived dislike of seeing women injured, a possibility that they are more susceptible to injury and that they will leave the role early to have children. Some felt that factors such as the intimidating nature of the weighing room, or high levels of criticism may be off-putting to aspiring female riders.

Several additional factors may discourage women who aspire to have a family from becoming jockeys, including the extensive travelling required, lack of a secure income, no access to maternity pay and long hours.

There was, though, positive feedback on this subject, relating to the encouragement support and camaraderie shared amongst jockeys and the number of talented female jockeys who are continuing to emerge.



Shelley Birkett

There was widespread agreement that far fewer female jockeys are reaching high levels of success, particularly as professionals, compared to males. One senior stakeholder maintains that some meetings

have no female riders at all, with many having just one. There were no women amongst the top ten flat or jump jockeys during 2015 (British Horseracing Authority, 2017). This is despite the considerably higher number of young women entering the potential ‘pipeline’, for example, by attending the British Racing School, and the fact that most young women entering college have grown up riding whereas many of the young men learn as teenagers, and the high numbers of excellent female riders in other equestrian sports such as point-to-point. Though it was argued that becoming a successful jockey is extremely difficult, for men and women alike with very small numbers of either gender succeeding, several of our participants expressed the belief that women have additional barriers to overcome.

However, identifying causes of such under-representation is difficult. Some participants argued that women jockeys suffer prejudice and are offered fewer opportunities to ride. This is set in a context where owners and trainers are unlikely to give apprentices rides until they have already proven their talent through race-riding, and can therefore create a ‘Catch-22’ situation. A small number of participants had heard trainers and owners state that

they would *never* use a woman, or if they do it is merely to pay “*lip service*”. One interview participant drew a distinction between smaller and bigger yards, arguing that the smaller yards are happy to use female apprentices and jockeys but the bigger ones will not use women for the high profile or televised rides which might help their careers more. Some attempts to showcase women jockeys, for example, through women-only race days do provide a platform, but caution was advised to ensure these present real opportunities to progress and are not simply a “*gimmick*”.

Several participants argued that lack of opportunity creates a self-fulfilling prophecy. Several female jockeys were named who were felt to be as good as the male jockeys competing alongside them but are given fewer chances to ride. It was argued that this results in women losing out on valuable practice, affecting confidence which in turn can have a detrimental effect on performance: as one (male) interviewee stated – “*how can you be good enough if they don't get the opportunities in the first place?*”

A central argument raised for the differential in success is a perception held by some that women are biologically inferior, and that it follows that trainers/owners will choose men over women because they perceive that men are stronger. Even if the advantage is only marginal, it is nevertheless an advantage. Those who dispute this argue that strategy, technique, balance and rhythm are more important than strength, especially given the size and power of a racehorse, and these are equally present in women riders women can be just as strong as men. Also, some argue, the difference between and 8-stone women and 8-stone man can be insignificant when controlling a racehorse which weighs in excess of a quarter of a tonne.

Other reasons were suggested for a failure to offer women jockeys as many opportunities. Some felt that a risk of seeing young women (even more so than men) being trampled on or injured could discourage trainers and owners from using them. Others cited evidence that women are more susceptible to injury and are less likely to take longer to recover from falls. If they become a mother they are even less likely to be given rides for fear they are injured and unable to continue caring for their children. Also, a perception that women's careers are likely to be shorter as they will stop to have children may engender a feeling that they are less worth the investment than a man with a potentially longer career span.

The other side of the discussion put forward was that the women themselves may not be pursuing careers as jockeys. A number of reasons were suggested for this.

A small number of interviewees suggested that women who went in to work in yards were not often interested in putting in the work involved, citing anecdotal evidence that younger women were not keen to adopt the gruelling regime e.g. strength and cardio training, dietary restrictions etc required for the appropriate fitness levels to make it in an elite sport – that they do not “*want it*” or are not competitive enough. Young women who are still teenagers may be less willing to ‘get sweaty’ in the way that boys will, or may be more self-conscious about their appearance. There were other observations that the younger women may lack confidence, or perhaps not ‘see’ themselves in that particular role:

“When you talk to them and say 'Well, these lads are going on. They are getting work rides and then they go onto race rides' and the girls will often say 'Oh I couldn't do that', and you think why couldn't you because you can work ride as well as anybody else, you're certainly strong enough, and there seems to be a bit of a thing that girls come in at 16/17/18, they ride, they enjoy it, but they maybe just aren't so keen or encouraged to step up to the next stage?”

(Interviewee, female)

Anecdotal evidence stated that women are rarely interested in, or enquire about opportunities to become jump jockeys, although there are women capable of this they tend to come from racing families and ride their own horses.

There were also suggestions that the environment itself might not be welcoming to women, for example:

- The “*intimidating*” nature of the weighing room and other areas which they may need to use such as changing rooms or saunas;
- High levels of criticism from owners or trainers;
- As with some other roles in the industry, the perception that to be successful a female has to go “*above and beyond*” in terms of strength and fitness, and also that any mistakes will be blamed on their gender rather than them having a bad day;
- The lifestyle which involves extensive travelling and taking every possible ride that is offered – often at the expense of family or social life - in order to succeed;
- The freelance nature of a professional jockey career, which can lead to a lack of secure income and, for women in particular, means no access to maternity pay or other support with childcare or other caring responsibilities;

- Should they have a child, the life of a jockey does not lend itself to caring responsibilities, as they would not always know where they need to be, and extensive travel and long hours would continue.

The suggestion of providing female jockeys with a weight allowance to counteract any disadvantage was generally not well-received by participants, and described by one (male) interviewee as "a bit of an insult". A different approach suggested to encourage and support female jockeys was to run more races open to female apprentices only to give them greater experience.

Some positive aspects were raised, though, concerning the progress made in recent years. Those involved in this

area highlighted, for example, valuable support from successful jockeys who mentor and coach apprentices coming through, on both a formal and informal basis. This support was not generally seen as gendered: established men and women jockeys both play a role in this. However, the informal support and encouragement of established female jockeys for female apprentices was cited as particularly valuable, as was their importance as role models. Several participants talked about a rising number of talented female apprentice jockeys coming through, with hope that some would forge successful professional careers. One male interviewee argued that it is only a matter of time and they are "pushing at an open door", particularly in terms of growing sponsorship interest.

Stable staff

5.7 STABLE STAFF

KEY POINTS

Greater numbers of women than ever are coming into the industry and colleges are a primary source to 'feed' the yards, with a ratio of at least 60:40 girls to boys moving towards 70:30.

There is a shortage of stable staff despite success in raising awareness of horseracing as a career option. Employers are unlikely to discriminate between males and females when selecting staff provided they meet key criteria of riding well and being willing to work hard.

Universal issues for concern amongst staff are low pay, long hours, high turnover and little room for progression. It's accepted that there will be some inflexibility in work patterns because of the need to put horses' welfare first.

The industry has not always been good at recognising and rewarding staff achievements, but some stated that this is improving.

Some argued that the physical nature of the work means women often move on whilst men tend to 'survive' and progress to more senior roles. High levels of female stable staff who took part in the survey did not have children, though of those who did only a fifth felt it had constrained their career.

Some who had moved on from yard work to other roles within the industry had struggled to make that transition. Others, though, felt that yard work develops valuable skills such as team work, communicating at all levels and exposure to different training techniques. Female participants felt that there were few opportunities for progression within yards.

Yards in particular were the source of reports of sexist banter and sexual harassment, as well as a small number of incidents of racist and ageist abuse.

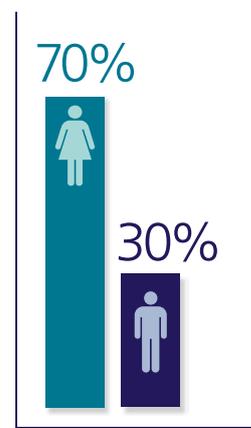


Figure 8: More women are coming into the industry

A key point raised about stable and yard staff was the change which the industry is facing. From a gender perspective, more women are coming into the industry, particularly those coming in at pre-apprenticeship level to the racing colleges which are a primary source to 'feed' the yards, with a ratio of at least 60:40 girls to boys, moving closer to 70:30 in some cases and the numbers of girls increasing. This change is partly attributed to the success of the industry in raising awareness about the wider careers

available, whereas in the past only those wishing to become jockeys might be attracted. Alongside this, at present there is a shortage of stable staff so those going into a job with a trainer can "almost choose where they want to go". It was argued that, in terms of recruiting stable staff employers would not discriminate between girls and boys as their primary criteria are for good riders who are willing to work.

Universal issues about stable and yard work were raised by both male and female participants, such as low pay, long hours with little time off, few chances for progression and high staff turnover, though it was recognised that some of these are inevitable when working with animals. The need to transport horses across the country to attend race-days which occur most days of the year, for example, along with the caring and training needs led some to argue that the working day in a yard is fairly inflexible. Participants involved with running yards acknowledged, though, that the industry had



Horse in the paddock ahead of racing

not always been good at recognising and rewarding stable staff achievements, but that this was improving.

Some interviewees maintained that the physical toughness of some roles in the yard, and its incompatibility with childcare responsibilities mean women tend to move on, and that those who 'survive' in these roles tend to be men leading to a higher numbers of more senior males within the environment. Of the 116 female survey participants holding stable-based roles, 77% had never made use of maternity leave, slightly higher than the industry as a whole and 68% had never had any childcare responsibilities showing relatively high proportions of respondents without children. Of those who do have children, around 20% felt this had constrained their careers, half of those to a significant extent.

Some participants highlighted the difficulty of moving from being stable staff to other roles, or when they do a lack of recognition of their skills:

"I started as stable staff ... I then took a role in an office, non-horse related as nowhere would employ me due to the fact I was previously a stable hand so they wouldn't let me act as a secretary. After a few years' experience in an office I came back to the sport in an office role only to be disappointed at the lack of opportunities still for stable staff to have the option to come out of working in a yard ... Without progression opportunities and good training, leadership and encouragement people will continue to leave the sport."

(Survey participant, female)

"I felt that when working in a yard situation, even though I was a manager with a huge amount of responsibility ([many] horses and [many] staff) I felt that I was overlooked when trying to go back into an office management role in the industry..."

(Survey participant, female)

Survey participants identified a number of 'enablers' which had advanced their careers. These included working in a variety of yards to gain exposure to different horses and training techniques, learning to communicate with people at all levels and working closely as a team. Some described their positive experiences:

"The trainers that I have worked for have all been amazing to work for and role models to a work ethic I look up to."

(Survey participant, female)

"People who have been in yards for a long time are very good at taking hard workers under their wing"

(Survey participant, female)

Where lack of development opportunities was an issue for stable staff they identified a need for more support in this area, for example:

"I believe that in every yard there should be some form of mentor (even if informal) to help the young people coming in"

(Survey participant, female)

"I spent around 10 years working for trainers. With hindsight I can see that the majority of them lacked the skills and resources to provide training and development, and the foresight to realise the benefits. Given the hours stable staff work, it's also very difficult to find out what's going on in the wider world and make time for self-motivated development."

(Survey participant, female)

A lack of opportunities for progression (perceived or otherwise) may be reflected in the relatively low number of women who had applied for promotion or other career moves (28.9%) or were intending to in future (33%).

The yards in particular (though not exclusively) were the source of reports from female stable staff about both degrading, sexist banter and sexual harassment. A small number of male and female stable staff reported witnessing and/or being on the receiving end of racism with one also identifying sexist and ageist behaviour. Yards were also highlighted by some of the stakeholder interviewees as environments where abusive language and personal comments are used to berate or make fun of employees in ways which would not be acceptable in any other type of workplace.



Figure 9: Female survey participants holding stable-based roles - maternity leave and childcare responsibilities.

Breeders/bloodstock

5.8 BREEDERS/BLOODSTOCK

KEY POINTS

Breeding and bloodstock are seen as a particular area of success for women. Available figures show close to half of registered breeders are male and a little under a fifth are female (though gender data is not available for all).

There is a perception that women have greater empathy with animals and are better at nurturing and caring roles. Some maintain that increased numbers of women are participating in all areas of the bloodstock environment, including traditionally 'masculine' roles such as machine maintenance.

Breeders are required to stick with their business in one location, which some argued may not fit well with women whose partners must move for work.

It was commonly felt that there are many women working successfully in breeding and bloodstock. Opinions about this differed - whereas some maintained that greater numbers of women successfully breed, others felt that they remain concentrated in less senior roles. Of those breeders currently registered in Great Britain and Ireland where the data allow us to identify gender, 48.5% are male and 18.3% are female³⁴.

Historically, entry to this field would be primarily through family ties and links to the land. This, however, has changed with women moving into this area independently and taking up a more diverse range of roles and different business operations. This is an area where some felt the idea that women have a greater interest in/empathy with animals is a potential career enabler, as women would be more naturally inclined and perhaps better at nurturing or caring roles. In addition, the increase in women involved in this area is perceived to be across all roles, including traditionally 'masculine' roles within stables such as machine maintenance or stable work.

In contrast to some other areas of the industry where travel is essential, as a breeder it is impossible to move around once you are tied to the business you own or you are hired to run. It was argued that this does not always fit easily for women having a partner whose work may take them elsewhere.

34. Data provided by Weatherbys which showed of 10,192 registered breeders in Great Britain and Ireland, 4,939 are male (48.5%), 1,870 are female (18.3%), 138 (1.3%) are married couples. It is not possible to identify gender for the remaining 3,245 (31.8%) from the data currently held.

Equine welfare

5.9 EQUINE WELFARE

KEY POINTS

Female vets generally reported good experiences, though a small number had received disrespectful and unpleasant comments because of their gender. Some also felt that male vets are more readily believed.

A very small number had experienced direct prejudice and been told that women are not capable of being racing vets. Some had also felt constrained as they are expected to stick to amateur clients, or those with pets rather than higher status, professional clients.

Others identified that some trainers prefer to work with a female vet, and that prejudice will diminish as women become more prevalent in the role.

The women vets who took part generally reported good experiences overall, though overt discrimination and harassment was reported by a small number who had been on the receiving end of inappropriate, unpleasant and disrespectful comments. Some reported a general feeling that male vets are more readily believed than female vets, and that trainers or other yard staff will be more likely to question women's judgement than they would a man: one survey participant had been told by an equine veterinary practice that "*women cannot/should not be racing vets*". This was not universal, as a small number of participants felt that trainers now often prefer to deal with a woman. Some survey participants felt, though, that women vets in every sector – not just horseracing, face prejudice and that this will automatically diminish as women generally become more prevalent.

A career-constraining factor raised by participant is that female vets are felt to be better at communication so more likely to work with those whose animals are pets or need more time for explanation, e.g. "*housewives and ponies ... rather than the hardnosed racing business side*". As professional rather than amateur clients are generally more lucrative, work with these is higher status.

Racing media

5.10 RACING MEDIA

KEY POINTS

Some aspects of the racing media, such as television, are perceived to be more male-dominated. The gender balance is improving along with wider social trends and political interest in the subject of representation, though horseracing is still a little behind other sports in this respect.

Women in print media are perceived to be concentrated in particular areas such as bloodstock.

Freelance work is an issue for some women in media, as in other roles within the industry, because of a lack of maternity pay, etc. Extensive travel needs can also be problematic for those with childcare responsibilities.

Some aspects of the racing media are perceived to be more male-dominated, for example, television would be more associated with male broadcasters, though it was also identified that sports broadcasting in general is improving in this respect in line with wider social trends to be more gender-diverse. This was attributed, in part, to the diversity focus of organisations such as OFCOM and wider political interest in gender equality in the media³⁵. In respect of print journalism, women were perceived to be more concentrated in particular areas, such as bloodstock, whereas expertise around betting and gambling is more likely to involve men. Racing was perceived to be moving in the direction of broadcasters for other sports though "*probably just a little bit behind them*".

The freelance nature of some media work was raised as an issue, as this can present particular challenges for women – see section 4.2.2. In addition, unlike many roles in the industry which are confined to a small number of rural locations, some jobs require an amount of travelling which presents further challenges for those with family or childcare responsibilities.

35. For example, the Select Committee on Communications, 2015, Women in news and current affairs broadcasting, <http://www.publications.parliament.uk/pa/ld201415/ldselect/ldcomuni/91/91.pdf>

Other areas of diversity: age, ethnicity, disability and geographical locations

KEY POINTS

Some issues were identified relating to other equality characteristics including age and ethnicity. Some of this intersects with gender-based issues.

Age was raised as a factor causing less favourable treatment. Younger women, for example, felt they had been held back in their careers and this group were highlighted as needing particular support for career development.

Issues relating to support for males mainly concerned needs around physical well-being, particularly for older males who have been in the industry long-term.

Shortages in stable staff provide opportunities for more age-diverse recruitment, bringing in older workers who have never been involved in yard work, etc. Age diverse teams can present challenges, but also open up the possibility of mentoring and inter-generational skills sharing.

It was widely acknowledged that, with the exception of some stable staff and jockeys who have migrated, the industry is predominantly white. Numbers of overseas staff are decreasing due to government immigration policies. The rural nature of horseracing is also felt to cause the lack of BME (black and minority ethnic) workers. There are, however, low numbers of BME staff in areas such as racing administration which are based in larger cities.

Disability is a barrier to some, though the numbers reported were very low. Small employers in particular meet challenges in providing suitable facilities, though there were also positive reports about the support received for injury and illness.

Geographical location is a major constraint on career progression for some, particularly where work is in remote rural areas. Access to childcare and the travel needed between split shifts were particular issues. Also, some raised the existence of a 'southern bias' due to the location of key employers.

There was sufficient input on other areas of diversity in the sample to capture some findings relating to the intersection of gender with other characteristics such as age and ethnicity. There was virtually no evidence of specialised networks or training relating to equalities groups, with the exception of Women in Racing, though this was generally expected as the industry is in its early stages of addressing the role of diversity.

6.1 AGE

Along with gender, age was raised as the most common factor for experiencing less favourable treatment, with almost a third of the total participant group identifying this. Opportunities for more senior roles and promotion were highlighted as a key area for this, though the point in their careers at which this happened was not elaborated upon.

Some younger women felt that their age, combined with their gender, had been a hindrance in obtaining roles in the industry, despite the fact that they have appropriate experience.

“As a young female I was discounted and passed over for employment and promotion. One racing employer specifically stated that he did not want to employ women because they get pregnant. Even though I assured him it was not in my plan! ... I feel I'm not taken as seriously by the majority of male workers. In direct comparison to male colleagues I have more to prove and receive less credit for better work.”

(Survey participant, female)

Others, who had been in the industry for some time, also felt that younger employees might need some help, with one female survey participant stating: *“I do feel there is some support for young people starting in the Industry but much more could be done.”* Career-constraining factors, such as lack of role models or lack of career planning or training opportunities did not appear to be specific to a particular age group in terms of levels of significance in the survey.

Conversely, the cohort of men who joined the industry at a time when, in particular, stable staff were predominantly male are now ageing and face different needs, particularly around physical well-being and housing needs as they approach retirement. It was identified that a demographic of 45+ is predominantly male because, in the past the sport has been male-dominated and also most women of this cohort will have moved on due to parenting responsibilities.

Shortages in stable staff have led to opportunities for more age-diverse recruitment, with examples cited of older workers re-training to work in a yard having never worked in any area of horseracing before. Some areas, such as training yards, are very age-diverse, and described as having staff from trainees in their 20s to very long-term employees in their 70s or 80s, which may present challenges for management though also presents opportunities for mentoring and inter-generational skills sharing.

6.2 ETHNICITY

It was widely acknowledged, and some expressed concern, that the industry workforce is not ethnically diverse with a number feeling that this is of much greater concern than gender balance. The survey yielded very little on this area due to the small number of respondents from BME backgrounds who took part. Of those who did, recruitment, promotion and opportunities for external exposure and increased responsibility were the most prominent areas of concern.

Trainers, for example, were characterised as almost exclusively white and British. Some exceptions were raised, such as a number of Pakistani and Indian stable staff and jockeys who have mainly migrated in order to work in the industry and tend to be from ethnic groups with smaller and lighter body frames than British riders, and some breeding farms with teams from a range of nationalities. Several reasons were suggested for a lack of ethnic diversity. Firstly, the rural nature of the industry is a barrier, given that the majority of people from minority ethnic backgrounds who come from the UK live in urban areas where they are unlikely to encounter animals³⁶. In addition, there are few role models able to demonstrate a successful career, except a small number of male jockeys. Finally, there has been a decrease in numbers of overseas staff due to government policy which has curbed immigration. There are examples of outreach work underway to attract more young people from inner city areas which may address some of these issues. Generally, though, these reasons do not account for a lack of minority ethnic staff in other areas such as racing administration, which may have premises in large, diverse urban areas such as London.

In terms of customer base for the industry, there is a strong betting community within inner cities, particularly in the West Indian community, though this does not

generally translate into race-going public as those who attend racecourses are predominantly white. This was attributed, in part to the location of racecourses in rural areas, though other factors, such as the presence of betting and alcohol were also considered as barriers to people from some cultural and religious backgrounds.

6.3 DISABILITY

The numbers of small businesses which make up the industry were mentioned as a barrier to employing people with disabilities, because of the challenges, for example, of providing suitable facilities. Just 3% of survey participants, both male and female and across the age ranges, reported drawing on support for disability or illness, with all saying this had a positive influence on their career progression. A very small number of participants responded that their disability had held them back from being promoted, but they did not elaborate on this. In addition, those who had experienced discrimination because of a disability were less likely to intend applying for promotion in the future than those who had been discriminated against for other reasons, such as their age or sex. In terms of the effect of disability discrimination on recruitment and promotion, there were no significant differences between the genders.

6.4 GEOGRAPHICAL LOCATION

Location was seen by some to be a major constraint on opportunities for career progression, with some mentioning a 'southern bias' within the industry at the expense of those living elsewhere, for example in the north east of England. The rural or remote location of some employers was also mentioned as a constraint, though this has been discussed in earlier sections, in particular relating to access to childcare and travel needs when working different shift patterns.

36. People belonging to the 'White British' ethnic group living in urban areas comprised 77.2% of the population, compared with 95% of the population in rural areas at the last census. Office for National Statistics, (2013). 2011 Census Analysis – Comparing Rural and Urban Areas of England and Wales [online] http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/dcp171776_337939.pdf (Accessed 8/12/2016).

Points for reflection

7.1 INTRODUCTION

The horseracing industry is changing rapidly through modernisation and expansion and will be better equipped to meet the resulting challenges if it welcomes people from all backgrounds, allowing the necessary talent to thrive and appealing to a wide customer base.

This research was established to look at leadership, and our findings have time and again highlighted the importance of the 'pipeline' coming through. This must be nurtured to ensure a diverse pool of talent which can be drawn upon. Unfortunately, where barriers exist, whether tangible or intangible it discourages individuals from entering the industry in the first place, constrains their career progress or causes them to leave, all of which can lead to a loss of talent for horseracing.

The survey and interviews for this project attracted a broad sample in age, years of experience and different levels of seniority across the entire industry. There was no consensus about any difficulties or disadvantage that women may face. Across both survey participants and interviews a proportion held polarised views – some felt very strongly that there is prejudice and discrimination in many areas of the industry, whereas some felt equally strongly that this is not the case, arguing that women who fail to succeed have either 'chosen' family as an alternative or are not sufficiently committed or talented. Nevertheless, there is evidence of under-representation in a number of areas which needs to be addressed, and many participants held a 'centre ground' view that whilst, on the whole the industry is a meritocracy which welcomes those who are dedicated and work hard there are entrenched prejudices and discriminatory practices in some corners, some of which were described during our research. The interview and survey findings supported each other very well in this regard, with recurring comments and themes which spanned different parts of the industry from governing bodies through to yard staff and vets, at all levels of seniority and experience.

Several of those who challenge the idea of gender inequality talked of a proliferation of talented women, and there are many examples of successful women across all areas of racing. We would argue, however, that having female presence in these areas is not the same as women being fully represented in a way which reflects their overall participation in the industry. Moreover, low numbers of women in more senior and executive roles presents a challenge to the view that the industry operates consistently as a meritocracy. It should be recognised, for example, that prevailing stereotypes and conceptions of merit, or what a leader 'looks like', can create barriers to women moving up the career ladder. In addition, higher female representation on charitable and non-profit boards, where they are so heavily under-represented on other boards indicates a concentration of women within caring or empathetic roles. Whilst some maintain this is a matter of career choice, these areas may also attract more women as they offer greater chances of success. The experiences of several women who were made to feel unwelcome when considering applying for more senior roles bears this out, and perhaps indicates that they are more likely to be offered these roles than those on more prestigious boards with a central, governing role. The loss of women who are unable to make a career in horseracing work alongside caring responsibilities compounds these issues. In areas where women already represent an increasingly high percentage of staff, for example in yard work, it is crucial to find a way to retain them to avoid labour shortages and a drain of expertise. The fact that so many of those who enter the industry for the love of horses and the sport probably means they wish to stay there if they can. If it is not possible to keep women in some roles, for example, because of childcare responsibilities, more career options are needed to channel this valuable resource into other areas of the industry.

It is recognised that a number of the issues raised are not confined to horseracing, as many of the issues raised by the data we collected both resonate with and corroborate themes in existing literature. This includes the difficulties of achieving work-life balance within existing organisational structures and the concentration of women in roles which are seen as caring or low-risk. Also, research with senior women elsewhere has shown that they are often not given opportunities to progress to executive levels. This is echoed in our findings which show female participants reporting a lack of access to management responsibilities and sex discrimination as a hindrance to promotion and recruitment opportunities. A similar situation can be identified with the women jockeys denied the chance to ride the best horses. In addition, issues relating to pregnancy and maternity which can lead to disadvantage are widespread, despite the statutory requirements.

Other sectors recognise that these issues exist and are taking steps. In the UK the work of the Davies Committee and the subsequent Hampton-Alexander Review has brought about a significant increase in the numbers of women at the most senior levels in FTSE companies by setting realistic, achievable and stretching targets as a key driver of progress, along with a voluntary, business-led approach within which stakeholders collaborate. This, they argue, creates a direction of travel when the demonstrable benefits of diversity become apparent to all. Many organisations have also used a 'ground up' approach, introducing training and initiatives to help them understand where bias can take place, recognising that this can often be on an unconscious level which needs to be acknowledged and addressed. Other organisations have built diversity targets for recruitment, training, etc into their performance management systems as a way to maintain focus on this area.

Any changes for horseracing need to be industry-led in recognition that some employers are unlikely to have the time or resources to initiate change without support. It must also involve stakeholder representation from all areas to ensure cross-organisational consistency. Initiatives introduced to bring about change should recognise that the industry already has existing valuable sources and structures for providing support, education and information, and draw on these accordingly. The following sections summarise the key challenges and opportunities which are evident from our findings, followed by some suggestions for next steps.

7.2 INDUSTRY CHALLENGES AND OPPORTUNITIES

The industry faces a number of challenges when aiming to bring about change. Firstly, different areas of the industry were characterised as more or less 'traditional' in outlook and structure. Areas such as racecourse management, for example, were portrayed as modern businesses whereas training, breeding, etc were seen as more traditional. This was not in itself seen as a bad thing, though many recognised that it might lead to reluctance to change in some areas. The complexity of the industry can both provide opportunities for interesting and diverse career paths, but may also mean a lack of career structure or conventional 'career paths', and also, those without extensive experience in the industry may be at a disadvantage compared to those 'born into' the industry. This can hold individuals back if they are unsure of their options or how to achieve their goals. Furthermore, the diverse and wide-spread nature of the industry can make it difficult to enact change so any initiatives need to be led/supported by an over-arching body. There is also inconsistency - smaller employers, for example, may be unable to provide structured development or career paths, mentoring, coaching, training or other development unlike larger ones with HR departments. Additional factors which particularly affected women's progression included:

- **Racing as a 'way of life'** - this may mean that those with conflicting priorities such as childcare are seen as not taking their role seriously. Wishing to work part-time, or more flexibly can therefore be viewed very negatively and have impact on career opportunities.
- **Occupational segregation** - the industry appears to be affected by vertical segregation, with high numbers of men in many senior roles. The view that women are seen to demonstrate more talent in caring roles (i.e. as one of the '3 C's') may also lead to some horizontal segregation, which can be career-constraining if this labels them as being less 'business-like'.
- **Career advice** - although some had received high-quality advice, this was not widespread. Fewer women in senior positions means there can be a lack of role models to enable decisions about a career path, which is particularly important given the complexity of the industry. A lack of networking opportunities, or active barriers, such as men-only events, can compound any difficulties, particularly where women take time out for family responsibilities and have less time to build up contacts and industry knowledge.

- **Geographical location** - e.g. a concentration of employers in the south of England and/or rural locations was identified as a constraint to career mobility and access to training opportunities.
- **A lack of opportunities for training and development** - were identified as a specific constraint to career development, particularly by women. A range of training is available, though there may be a number of reasons this is difficult to access including cost, need for travel, etc.
- **Discrimination and unequal treatment** - particularly relating to pregnancy and maternity pose significant constraints and at best this is leading to a loss of talent and skills within the industry. For areas which are increasingly reliant on female staff, this will continue to be a drain on resources.
- **Bullying behaviour and harassment** - although it was often stated that banter and bullying behaviour are a thing of the past, there are clearly pockets of poor practice in this respect.

Suggestions for next steps

7.3 SUGGESTIONS FOR NEXT STEPS

Taking forward the diversity agenda

Build a greater understanding of the importance of diversity issues and the value of diverse leadership within the industry; ensure a consistent approach. Lead from the top, to demonstrate to the industry and beyond that this is a key issue.	Establish an independent steering body (similar to that recommended by the latest Davies report and subsequent Hampton-Alexander Review) to act as champions in supporting the industry in its efforts.
	It could be viable for the BHA, as the sport's governing body, to lead on this initiative if other organisations, including the Racecourse Association and Horsemen's Group, offered their full support.
Increase understanding of gender and other diversity across the industry	Explore and develop a set of industry-wide voluntary diversity targets, perhaps aiming to be more ambitious than those set by Davies and instead taking the Hampton-Alexander targets in relation to gender equality in board representation.
	Develop monitoring mechanisms to better understand the makeup of individuals involved in the industry and their career paths. This might include the gender and age of individuals employed, retention in the industry on leaving college, where available in the public domain.
	BHA currently produces a set of statistics as part of a detailed report every year – in order to better understand gender related issues in British racing this could be expanded to include a gender breakdown for recruitment and retention of employees in key areas of the sport. Participants also suggested that continuing to capture further detailed data on people attending race days will help better understand the customer base of the sport. The work already being done by racecourses and Great British Racing, in conjunction with Two Circles is helping to progress this. Parts of the industry where some gender data is available, such as breeder registration, might use current figures as a baseline and develop further the data they record for ongoing analysis.

Career development and support

Address the career development and advice needs across the industry

Recognise the importance of mentoring and that it can take different forms, from formalised relationships through to less formal, 'buddying'. The importance of these relationships should not be underestimated, nor should the opportunity to normalise these across the industry for women from the early stage of their careers onwards. Development of industry-standard guidelines on mentoring might support this further.

Explore different ways of cross-industry mentoring to give individuals greater opportunities for contact with a broader range of career experiences. The success of WiR can be used as a model and take into account the fact that so many participants had achieved a 'portfolio' approach to their careers in horseracing driven by a love of the sport and the industry.

Raise the visibility of successful women in the industry, taking advantage of existing role models to encourage younger women to come through, including jockeys in particular. Try to challenge prevailing stereotypes such as those that women are best fitted to working with ponies, or that they are reluctant to 'get sweaty'. This might include greater use of volunteers to attract young people into the industry, e.g. through outreach such as careers fairs, which could include young women.

Encourage successful women to share their career stories through existing media, e.g. print, and through social media which can be relatively low-cost and easy to access/distribute, e.g. through Twitter, websites, YouTube and podcasts. This can both demonstrate strong role models and give ideas about career paths.

Draw on both industry and other sources of help and guidance for career development, such as the BHA's Careers in Racing website³⁷, the Racing Welfare 24 Hour Helpline³⁸ or the Acas Helpline³⁹ which gives free, impartial advice on employment issues.

Develop a source of travel grants for career development purposes, which may help those for whom geographical location is a constraint.

Look at ways to increase career advice available to provide clarity about career progression or promotion opportunities. Support some structured, industry-wide development paths, for example, for those wishing to move from stable staff roles to other areas. Provide ways for individuals to learn more about other roles with different types of employer: This need not be extensive or high-cost, for example, involving taster days or short-term exchange programmes in a different work setting.

Explore ways to achieve greater consistency in career-based training and development opportunities across the industry. In addition, consider ways that good practice might be shared, e.g. in recruitment processes, to minimise the possibility of discrimination on the basis of gender, etc.

Communicating the development opportunities available, to both employers and employees, including courses and ways in which they may be funded is an important way to start addressing this., and will also increase consistency in what is available to staff.

Senior level development and recruitment

Address the shortage of women in leadership positions in ways that achieve board diversification without tokenism

Encourage and support women coming through, for example, asking senior or executive stakeholders to sponsor or mentor a woman, and encourage and include both male and females to participate.

Focus on nurturing the pipeline through arranging shadowing and mentoring opportunities for women below executive level; encouraging different bodies and organisations to think about how they might diversify their board representation.

Consider the role of executive search firms when making appointments: the search community has developed a code of conduct for recruiting women following the initial Davies Review in 2011, which sets standards for recruitment and selection processes and is now widely endorsed as best practice.

37. <http://www.careersinracing.com>

38. <http://www.racingwelfare.co.uk>

39. <http://www.acas.org.uk/index.aspx?articleid=2042>



Reviewing the catalogue at the Tattersalls Horse Sales

Work-life balance and pastoral care

Address issues around access to childcare	Explore the possibility of racing hubs, e.g. Newmarket, Lambourn, Middleham and Malton assisting with childcare provision.
Ensure employees understand fully their rights, for example, in relation to maternity leave and flexible working	<p>Ensure that rights around areas such as flexible working are communicated widely and consistently across the industry, both to employers and employees.</p> <p>Ensure existing material informing employees of their rights and sources of help and support are well-publicised and accessible to all. For example, the National Trainers Federation Employment Manual covers statutory regulations and guidelines on employing stable staff, and outlines in great detail rights which include maternity and paternity leave.</p>
Challenge any existing negative attitudes around diversity and enable all managers to understand what is required of them	<p>Tackle unconscious bias through existing training programmes at all levels of the sport, including the BHA Graduate Scheme and The Racing Industry Course (TRIC).</p> <p>Ensure specific courses for trainers, jockeys, stable staff and racing administration which are offered by the British Racing School⁴⁰ and Northern Racing College⁴¹ build in a requirement for some level of diversity, people management and other leadership factors to ensure a thorough understanding of the issues throughout the sport.</p> <p>Develop a set of diversity targets to build into performance measures for senior management, where organisations are sufficiently sized to have these structures in place. These might include setting goals for them around recruitment, promotion, development and training.</p>
Address bullying and harassment	<p>Initiate an industry-wide policy of zero tolerance.</p> <p>Ensure that employees across the industry have clear communication and knowledge of routes to advice and support, such as the Racing Welfare 24 Hotline⁴², should they experience or witness bullying or harassment.</p> <p>Ensure stakeholders work together to look at further ways to collectively monitor, investigate and address complaints.</p>

40. <http://www.brs.org.uk/courses-and-training>

41. <http://www.northernracingcollege.com/training-supervisory-and-admin-cour>

42. <http://www.racingwelfare.co.uk>

Following on from the work on this project, there may be scope for further research to develop a greater understanding of some of the barriers in place.

This could include:

- **Female jockeys:** The pipeline at all stages, including choosing to become an apprentice and success after apprenticeship (for example, there have been three female champion apprentices) if moving from amateur to professional;
- **BME staff:** Further work to understand the experiences of BME staff and customers and identify barriers to inclusion in the industry;
- **Age discrimination:** This was identified by participants as equal in concern to gender discrimination in terms of those who had been affected;
- **Career paths:** Although a 'portfolio' career appeared to be widespread amongst participants, the data collected was not aimed at understanding motivation or priorities, and more research into career patterns might enable the industry to better understand these to provide proper support.

During the project, our findings allowed us to identify a range of opportunities which might be used to further support diversity in the sport. Firstly, the issue of women in STEM⁴³ subject careers is widely discussed across a variety of sectors, and was raised in a small way by some of the participants of our survey in the context of the industry empowering women who wish to work in a scientific field. Some of these areas, too are becoming increasingly feminised, for example, in 2014 78% of veterinarian science graduates were female (WISE, 2014), meaning the pipeline for some areas of horseracing is being transformed. Closer to home, the Horseracing Betting Levy Board was cited as an area in which women are particularly under-represented, and its replacement in 2017 is seen as an opportunity to address the lack of women in senior positions.

In terms of greater opportunities for female jockeys, many have highlighted the need for them to receive support and have the chance to showcase their talents. Positive initiatives to help achieve this include:

- The annual 'Ultimate Ladies Night' at Carlisle Racecourse where only female jockeys take part in the races and the evening is promoted as AmazingMonday⁴⁴;

- The Jockey Club North West's female jockey £20,000 development award⁴⁵;
- Arena Racing Company's launch of the £100,000 Silk Series for female jockeys across their nine ladies' day fixtures⁴⁶.

There are also exciting new areas for the industry to explore, for example, social media, can offer new opportunities for job roles, ways to grow the numbers of participants in the industry as well as ways to reach those who work within racing in different ways.

The work of WiR, through creating cross-industry networks and establishing a formal mentoring programme for ambitious women has set a strong example for ways to both build on and take the agenda forward, establishing a direction of travel for the industry as a whole. There was also enthusiasm from a number of participants for a project around gender diversity, with many seeing this project as a positive move and a foundation to build on.

“Racing must reinvent itself as a sport for the 21-22nd centuries engaging more those directly or indirectly involved and encouraging those that aren't to participate. No longer should that archaic term "sport of kings" be used to describe racing, it should be the "sport of the people". Your survey, I hope, is a welcome step in this direction.”

(Survey participant, male)

Finally, this work has been carried out at a time when the issue of women in sport is seen as increasingly important, including recent campaigns to encourage young women into sport such as Sport England's 'This Girl Can' nationwide campaign. In common with such campaigns, a crucial role of this report is to raise awareness and begin a conversation about the importance of diversity within horseracing. Whilst other sports receive public money to underpin their initiatives, horseracing does not, so this project is particularly welcomed. Under-representation of women at senior and executive levels is an issue faced by the whole sporting community, as well as wider corporate and business, leaving women under-represented in some important decision-making structures. By taking the initiative to find out more about this, horseracing has moved a step along the way to addressing such inequalities.

43. Science, Technology, Engineering and Mathematics.

44. <http://carlisle.thejockeyclub.co.uk/events-tickets/whats-on>

45. <http://carlisle.thejockeyclub.co.uk/more-information/news/jockey-club-development-award>

46. <http://www.arenaracingcompany.co.uk/news/story/298>

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The Centre for Diversity Policy Research and Practice (CDPRP)

The Centre for Diversity Policy Research and Practice (CDPRP) at Oxford Brookes University is a cross-institutional centre which specialises in inter-disciplinary research and knowledge exchange on equality and diversity with a focus on work and organisational settings and its (wider) societal impact. The Centre brings together academic and management expertise from the University's Faculty of Business, School of Law and the Directorate of Human Resources. Its main activities include: consultancy and knowledge exchange to assist organisations in developing and implementing equality programmes;

interdisciplinary research linking legal and management perspectives to inform equality policies and practices in the workplace and around; and events to facilitate debate and discussion on equality and diversity issues between academics, business representatives and policy-makers.

Recent projects have been undertaken in cooperation with and for organisations which include KPMG, the 30% Club, the European Commission and the Leadership Foundation for Higher Education.

PROFESSOR SIMONETTA MANFREDI – DIRECTOR OF THE CENTRE



Simonetta Manfredi is Professor of Equality and Diversity Management, Director of the Centre for Diversity Policy Research and Practice and acting Assistant Dean for Research and Knowledge Exchange in the Faculty of Business at Oxford Brookes University. Her research interests and expertise are primarily focused on gender and leadership, age discrimination and retirement policies, work-life balance, and applied diversity policy research in the Higher Education sector. She has published widely in these areas, led several projects funded by a range of organisations which include KPMG, the 30% Club, the European Commission, the Higher Education Funding Council for England, the Leadership Foundation for Higher Education and Equality Challenge Unit. Simonetta is regularly invited to speak at academic and practitioner conferences and her work has been featured by the press and media. She is co-author of *Managing Equality and Diversity*, published by Oxford University Press, which received the Chartered Management Institute Management Book of the Year Award in 2013.

KATE CLAYTON-HATHWAY – PHD RESEARCHER AND RESEARCH ASSISTANT



Kate Clayton-Hathway is a researcher and lecturer with the Centre for Diversity Policy Research and Practice. Building on a successful career in HR and change management consulting, Kate returned to study to gain an MA in Equality and Diversity from London Metropolitan University and spent a number of years working on public sector equality and widening participation educational projects. Her work as a researcher with CDPRP has included a qualitative study of equality issues in research careers and consultancy work assisting university departments achieve Athena Swan gender equality accreditation. Kate is also an active gender rights campaigner and has been the women's campaign coordinator for Amnesty International Oxford City as well as a founder member of Oxford Fawcett Group. She is in the fourth year of a part-time PhD: a socio-legal study assessing the impact of the Public Sector Equality Duty on single mothers using local authority services, with fieldwork conducted in Bristol.

DR ULRIKE FASBENDER – SENIOR LECTURER IN HUMAN RESOURCES MANAGEMENT (EQUALITY AND DIVERSITY)



Ulrike is Senior Lecturer in Human Resources Management (Equality & Diversity) in the Oxford Brookes University Business School. Before and during her academic career, she worked in human resources management and management consulting. Her research interest is on diversity management, work, ageing, and transition to retirement. Ulrike's preferences in academia are to work with people, for people. Her guiding principle for work is to conduct high quality research that creates a sustainable impact for society.

Methodology

A mixed methodology was adopted, which encompassed both a quantitative and a qualitative approach providing rich data sources and allowing both specific numeric analyses alongside more complex analysis of stakeholder perceptions. Using multiple methods can also help to achieve greater confidence in the research findings .

A literature review was undertaken to provide background and context, and initial discussions took place with a number of industry stakeholders from Women in Racing who formed a project steering group. This allowed us to identify some of the key issues facing women in the racing industry, and aided the development of research instruments for data collection. An online survey was developed, which aimed at exploring the career constraints and enablers of individuals involved in all areas of horseracing whether on a paid or unpaid basis (e.g. as volunteers). The survey was administered using SurveyMonkey and disseminated via a range of media including email from the steering group, industry websites and newsletters.

Themes surrounding diversity in the industry, particularly focused on gender, were further investigated through one-to-one, semi-structured telephone interviews with key industry stakeholders who had been invited to interview by members of the project steering group. Telephone interviews were chosen partly because they are more cost-effective but also because this method provides greater flexibility for the participants. This is especially useful when research participants are in very senior roles with many demands on their time, and may need to reschedule an interview at short notice. Men and women were asked to take part in both aspects of the research to obtain the widest possible range of perspectives.

The cross-sectional data was analysed to create descriptive and inferential statistics (i.e. chi-square tests and binary logistic regressions). Textual responses to open survey questions were content-analysed for common issues. Excel and SurveyMonkey analysis functions were used for basic descriptive statistics. SPSS (v.23) and EViews 9 were used for inferential and descriptive statistical analysis. For the purpose of conducting statistical tests, our sample of respondents was categorised into groups relating to: gender (males and females); primary job role (as per the categories described in section 2.2, Survey participation); years in the industry; and age.

The interviews were analysed with the aid of QSR Nvivo (v.10), which was used for data management and topic coding and this helped to make sense of a rich dataset. A thematic approach was adopted for the qualitative data analysis which reflected a) the topics identified in the preceding literature review (which influenced the questions asked during interviews), and b) themes identified inductively from systematic (re-)reading of data (including survey findings), followed by discussion and interpretation within the research team.

This research was potentially sensitive since it involved both contact with a number of key individuals from the horseracing industry and participants sharing their personal stories. Thus, considerations about research ethics were taken into account throughout the different stages of the research process in order to ensure that the work was carried out to the highest ethical standards. In particular, the report has been written in a way which ensures no participants are identifiable. Those taking part were provided with information about the purpose of this study, research ethics and confidentiality, as well as a link to the Oxford Brookes University Research Ethics Committee which had approved this research.

Survey questionnaire (questions 1-5)

Women's Representation and Diversity in the Horseracing Industry

About this survey

Thank you for visiting our survey – you have been invited to take part in this survey because of your involvement in horseracing.

This research is sponsored by The Racing Foundation supported by Women in Racing. It is being undertaken by the Centre for Diversity Policy Research and Practice at Oxford Brookes University to develop understanding of the current state of the sector. The project will investigate career development for women in the racing industry, along with the impact of other aspects of diversity such as age, ethnic group and geography. None of these important areas are currently monitored in British horseracing making this an important piece of ground-breaking research.

This survey is aimed at people working at all levels and roles within horseracing to obtain a wide range of input on their experiences. It should take you about ten minutes to complete.

A report will present the findings from our research and provide evidence-based recommendations to develop good practice to assist the industry in achieving greater diversity at all levels and understanding ways in which women can advance to more senior roles. The findings will be presented anonymously and published in a report that will be made publicly available via the Women in Racing website (<http://www.womeninracing.co.uk>). The survey is anonymous and all the information that you give us will be kept strictly confidential (subject to legal limitations), with only the Oxford Brookes research team having access to the data.

By completing and submitting this survey you are confirming that you have read and understand the information for the above study, including the statement about the legal limitations to data confidentiality and that your responses will be used anonymously for us to report back our findings.

Finally, the University Research Ethics Committee, Oxford Brookes University, has approved the research.

If you have any concerns about the conduct of this research project, you can contact the Chair of the University Ethics Committee at ethics@brookes.ac.uk (for more information you can check www.brookes.ac.uk/research/research-ethics/).

If you have any query about any aspect of the project, please do not hesitate to contact us (details below). Many thanks for taking the time to complete this survey and participating in pioneering work for British horseracing.

Professor Simonetta Manfredi, Project Leader: sm Manfredi@brookes.ac.uk, tel. 01865 483843

Women's Representation and Diversity in the Horseracing Industry

About your career as a whole

1. During your time in the racing industry, in which area(s) have you been involved? (Please tick all that apply)

- Breeder
- Racing administration
- Racecourse management
- Bookmakers
- Owner
- Trainer
- Jockey
- Stable-staff
- Equine medical
- Charitable sector
- Racing media
- Other (please specify)

2. How long have you been in the industry overall?

- Less than a year
- 1-5 years
- 5-10 years
- 10-20 years
- 20+ years
- Please add a comment if you wish

3. What is your job title and primary role in horseracing at present?

4. Is this role....

	Full-time	Part-time
Permanent employment	<input type="checkbox"/>	<input type="checkbox"/>
Temporary employment contract	<input type="checkbox"/>	<input type="checkbox"/>
Self-employed	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)		

5. How long have you been in your current role?

- Less than a year
- 1-5 years
- 5-10 years
- 10-20 years
- 20+ years
- Please add a comment if you wish

Survey questionnaire (questions 6-14)

6. Can you describe your route into this role, for example, through your family background, apprenticeship, answering an advertisement, or word of mouth?

7. During your time in this role, have you applied for promotion in a horseracing related post, a more senior level or other important career moves?

- Yes
- No
- Other (please specify)

8. If yes, were you successful?

- Yes
- No

9. If not, do you know the reason(s) for this?

10. Are you planning to apply for promotion, a more senior level or other important career moves?

- Yes
- No
- Other (please specify)

11. Please indicate the extent to which your career or involvement in horseracing has been developed by the following. If you have not experienced an option, please tick 'I have not had this experience'.

	Not enabled at all	Enabled a little	Enabled quite a lot	Enabled a lot	I have not had this experience
Positive role models in senior positions	<input type="checkbox"/>				
Mentor relationships	<input type="checkbox"/>				
Coaching support	<input type="checkbox"/>				
Good career advice	<input type="checkbox"/>				
Opportunities for training/development	<input type="checkbox"/>				
Opportunities for taking management responsibilities	<input type="checkbox"/>				
Opportunities for external exposure/responsibilities (e.g. membership of professional bodies)	<input type="checkbox"/>				
Networks within Racing	<input type="checkbox"/>				
Networks outside Racing	<input type="checkbox"/>				
Work experience outside Racing	<input type="checkbox"/>				

Please expand on your answer if you wish.

12. What personal qualities, experience or skills do you think have helped you most in your career?

13. To what extent do you believe that your career development or progression has been influenced by any of the following arrangements, if you have made use of them? If you have not made use of an arrangement, please tick 'have not used at all'.

	Not influenced at all	influenced a little	Influenced quite a lot	Influenced a lot	I have not used at all
Maternity or adoption leave	<input type="checkbox"/>				
Paternity or adoption leave	<input type="checkbox"/>				
Shared parental leave (unpaid entitlement to look after a child's welfare)	<input type="checkbox"/>				
Flexible working	<input type="checkbox"/>				
Career break arrangements	<input type="checkbox"/>				
Training or developmental initiatives for women	<input type="checkbox"/>				
Training or developmental initiatives for black or minority ethnic (BME) staff	<input type="checkbox"/>				
Equality networks	<input type="checkbox"/>				
Support for disabled staff	<input type="checkbox"/>				
Other (please specify)	<input type="checkbox"/>				

Please describe any other arrangements that have influenced your career development or progression, or expand on your answer if you wish.

14. Please indicate the extent to which you think that the following, if they apply to you, have constrained your career development. If the situation does not apply to you, please tick 'This has not happened to me'.

	Did not constrain at all	constrained a little	Constrained quite a lot	Constrained a lot	This has not happened to me
Lack of confidence	<input type="checkbox"/>				
Lack of opportunities for training/development	<input type="checkbox"/>				
Lack of role models	<input type="checkbox"/>				
Lack of mentoring	<input type="checkbox"/>				
Lack of career advice	<input type="checkbox"/>				
Lack of career planning	<input type="checkbox"/>				
Lack of networks	<input type="checkbox"/>				
Lack of opportunities for taking additional management responsibilities	<input type="checkbox"/>				
Lack of opportunities for external exposure/responsibilities (e.g. membership of professional bodies)	<input type="checkbox"/>				
Childcare responsibilities	<input type="checkbox"/>				
Caring responsibilities for an adult	<input type="checkbox"/>				
Limited opportunities to change employer/role	<input type="checkbox"/>				
Other (please specify)	<input type="checkbox"/>				

Please describe any other constraints you have experienced, or expand on your answer if you wish.

Survey questionnaire (questions 15-24)

15. Do you believe that in your career you have experienced less favourable treatment because of any of the following? If your answer is 'yes', please specify by ticking the area(s) this occurred, or leave blank if not applicable.

	Recruitment	Promotion	Opportunities for training/development	Opportunities for promotion / more senior roles	Opportunities for external exposure/responsibilities	Other area(s)
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nationality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maternity/Paternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other aspects of diversity or any other protected characteristic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify other aspects of diversity or other areas if ticked

16. If you answered 'yes' to the previous question, please give more details if you wish of your experience(s).

17. Do you feel that you have the following in your current role?

	Do not agree	Agree somewhat	Agree	Strongly agree	N/A
Support for the future of your career	<input type="checkbox"/>				
Access to training	<input type="checkbox"/>				

Please comment if you wish.

18. Can you describe any of the positive experience(s) you've had whilst working in the industry? Are there elements of good practice that you would like to share?

19. Can you describe any negative experience(s) you've had whilst working in the industry? What do you believe were the reasons behind this?

Women's Representation and Diversity in the Horseracing Industry

Personal details for data analysis

The personal information provided in this section will be used for data analysis purposes only.

20. Gender

- Male
- Female
- Other
- Prefer not to say

21. Which age range are you in?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

22. Which part of the UK are you based in?

- East Midlands
- East of England
- London
- North East
- North West
- Northern Ireland
- Scotland
- South East
- South West
- Wales
- West Midlands
- Yorkshire and the Humber

23. What is your ethnic group?

- White – Welsh/English/Northern Irish/Scottish/British/Other
- Black or Minority Ethnic
- Other (please specify)

Women's Representation and Diversity in the Horseracing Industry

Any last thoughts?

24. Do you have any final comments?

Women's Representation and Diversity in the Horseracing Industry

Thank you

Thank you for completing the survey.

Interview topic guide

-
- 1** Background: Please tell me briefly about your own background and organisation(s) you have worked for or been involved with within horseracing.
-
- 2** From your own perspective, what are your views on women's participation and the opportunities they have in the horseracing industry? Do you think they have the same opportunities as men?
-
- 3** Have you seen any change(s) in the opportunities women have, during your time in the industry (in your own area)? Do you think there has been positive progress? What evidence do you see for this? Is this replicated across all levels, e.g. are there differences between junior and senior levels?
-
- 4** In your experience, are there any areas where career development/progression for women might be constrained (e.g. maternity, childcare, or other issues you feel have a gender bias)? Are there ways their careers might be enabled (e.g. networking, senior women as role models)?
-
- 5** Are you aware of/have you or your organisation been involved in any initiatives or programmes to increase the numbers of women in the industry and/or support their careers? If so:
- please describe these
 - what role do you think these played in supporting them?
 - what were the most successful aspects?
 - what were the least successful aspects?
-
- 6** What more can be done, in practical terms, to:
- bring more women into the industry?
 - encourage and support women working there so that they can develop fulfilling careers?
-
- 7** Do you have any thoughts on what it would take for a woman in the UK to be retained as the leading rider for a major yard or owner, either fences or on the flat, particularly one where the trainer is no relation to the jockey?
-
- 8** Do you have any thoughts on other factors which contribute to diversity, e.g. older or younger people, those from black and minority ethnic backgrounds, geographical region, and the opportunities they have (or barriers they face)?
-
- 9** Do you have anything to add that you think is relevant to this research?
-

Statistical analysis

Question 7: During your time in this role, have you applied for promotion in a horseracing post, a more senior level or other important career moves?

We applied two binary logistic regression analyses to estimate the relationships between people's function, years in the industry, gender, primary role, age, and whether they experienced any form of discrimination to predict whether they have applied for promotion or whether they intend to apply in the future. Because the dependent variables are dichotomous, the independent variables either increase or decrease the likelihood of an individual to have applied for promotion or to intend to apply in the future.

With regard to whether people have actually applied for promotion in the past, results showed that people working in racing administration (including regulators/governing bodies), racecourse management, charitable sector or finance were more likely to have applied for promotion; whereas people working in bookmaking, are owners, working in equine medical and welfare were less likely to have applied for promotion as compared to stable staff. Further results showed that people who have been longer in the industry (5-10 years; 10-20 years, or 20+ years) were more likely to have applied as people who have been less than a year in the industry. No significant difference has been found between people who have been 1-5 years in the industry and people who have been less than a year in the industry. In addition, we found that being female significantly decreased the likelihood of having applied for promotion. No significant differences were found for people's primary role, i.e. it seems not to matter whether people work full-time or part-time. With regard to age, people aged 25-34 and 65+ were more likely to have applied for promotion than people aged 18-24; whereas people aged 45-54 were less likely. No significant difference was found between people aged 35-44 as compared to the youngest age group. Regarding whether people experienced any form of discrimination, we found that people who have experienced age discrimination were more likely to have applied for promotion, whereas people who experienced discrimination because of sex, ethnicity, nationality, disability, and maternity/paternity were less likely to have applied for promotion. Overall, the predictor variables explain 18% of variance in the outcome variable.

Question 10: Are you planning to apply for promotion, a more senior level or another important career move?

We applied two binary logistic regression analyses to estimate the relationships between people's function, years in the industry, gender, primary role, age, and whether they

experienced any form of discrimination to predict whether they have applied for promotion or whether they intend to apply in the future. Because the dependent variables are dichotomous, the independent variables either increase or decrease the likelihood of an individual to have applied for promotion or to intend to apply in the future.

With regard to whether people intend to apply for promotion in the future, results showed that people working in racing administration, racecourse management, bookmaking, education and training, finance or are trainers are more likely to intend applying for promotion in the future; whereas people working in equine medical and welfare or charitable sector are less likely to intend applying for promotion in the future as compared to stable staff. Also, results showed that people who have been working for 10-20 or 20+ years in the industry are more likely to intend applying for promotion in the future as compared to people who have been less than a year in the industry. No significant differences have been found for people who have been working 1-5 years or 5-10 years in the industry as compared to people working less than a year in the industry. Further, results show that being female decreases the likelihood of applying for promotion in the future as compared to being male. Again, no significant difference was found for people's primary role. Regarding age, people aged 25-34 are more likely to intend applying for promotion in the future, whereas people aged 65+ are less likely to intend applying for promotion in the future as compared to people aged 18-24. Finally, even though people have experienced discrimination because of their age, sex, ethnicity, nationality they are more likely to intend applying for promotion in the future. People who have experienced discrimination because of their disability or maternity/paternity are less likely to intend applying for promotion in the future. Overall, the predictor variables explain 13% of variance in the outcome variable.

Question 13: To what extent do you believe that your career development or progression has been influenced and/or supported by any of the following arrangements, if you have made use of them?

With regard to factors that could have supported individuals' career development, we have conducted a range of Chi-square tests to investigate whether there are significant differences with regard to gender and age group.

With regard to gender, we found that women indicated to be more influenced by maternity or adoption leave than men ($\chi^2 [3, N=95]=7.447, p\text{-value}=0.059$). Also, women indicated that they have benefited from flexible work arrangements to

a larger extent as compared to men (χ^2 [3, N=200]=7.559, p-value=0.056). However, we did not find significant gender differences for paternity or adoption leave, shared parental leave, career break arrangements, training or development initiatives for women, training or development initiatives for black or minority ethnic staff, equality networks, support for disabled staff.

With regard to age group, we found significant differences for paternity or adoption leave (χ^2 [15, N=64]=34.44, p-value=0.049), as well as for shared parental leave (χ^2 [15, N=49]=30.11, p-value=0.011); whereas no significant age group differences were found for maternity or adoption leave, flexible work arrangements, career break arrangements, training or development initiatives for women or for black or minority staff, equality networks, and support for disabled staff.

Question 14: Please indicate the extent to which you think that the following, if they apply to you, have constrained your career development.

With regard to factors that could have constrained individuals' career development, we have conducted a range of Chi-square tests to investigate whether there are significant differences with regard to gender and age group.

With regard to gender, we found that women indicated to be more constrained by lack of opportunities for training/development than men (χ^2 [4, N=385]=9.327, p-value=0.053). Also, women indicated that they feel more constrained from lack of career advice (χ^2 [4, N=385]=8.88, p-value=0.064) and lack of opportunities for taking additional management responsibilities (χ^2 [4, N=385]=7.9, p-value=0.095), childcare responsibilities (χ^2 [4, N=385]=26.22, p-value <0.001), caring responsibilities for an adult (χ^2 [4, N=378]=15.38, p-value=0.004), and limited opportunities to change employer/role (χ^2 [4, N=380]=13.13, p-value=0.001) as compared to men. However, we did not find significant gender differences for lack of confidence, lack of role models, lack of mentoring, lack of career planning, lack of networks and lack of opportunities for external exposure/responsibilities as potential factors constraining people's career.

With regard to age group, we found significant differences for lack of opportunities for external exposure/responsibilities (χ^2 [20, N=379]=32.31, p-value=0.040), as well as for childcare responsibilities (χ^2 [20, N=378]=38.064, p-value=0.009); whereas no significant age group differences were found for lack of confidence, lack of opportunities for training/development, lack of role models, lack of mentoring, lack

of career planning, lack of networks, lack of opportunities for taking additional management responsibilities, caring responsibilities for an adult, and limited opportunities to change employer/role as potential factors constraining people's career.

Question 15: Do you believe that in your career you have experienced less favourable treatment because of any of the following?

With regard to the experienced discrimination (i.e. age, sex, disability, pregnancy and maternity/paternity discrimination in either recruitment, promotion or opportunities for promotion/more senior roles), we have conducted a range of Chi-square tests to investigate whether there are significant differences with regard to gender and age group.

With regard to gender, we found that men indicated to have experienced more age discrimination in promotion (χ^2 [1, N=197]=3.70, p-value=0.054) and in opportunities for promotion/more senior roles (χ^2 [1, N=197]=26.3, p-value=0.043) than women; whereas women indicated to have experienced more sex discrimination in recruitment (χ^2 [1, N=197]=4.578, p-value=0.032), promotion (χ^2 [1, N=197]=5.99, p-value=0.014) and in opportunities for promotion/more senior roles (χ^2 [1, N=197]=21.35, p-value <0.001) as compared to men. Also, women indicated that they experienced more pregnancy discrimination in recruitment (χ^2 [1, N=197]=3.3, p-value <0.001) than men. However, we did not find significant gender differences for age discrimination in recruitment; disability discrimination in recruitment, promotion or opportunities for promotion/more senior roles; pregnancy discrimination in promotion or opportunities for promotion/senior roles; maternity/paternity discrimination in recruitment, promotion or opportunities for promotion/senior roles.

With regard to age group, we found significant differences for age discrimination in promotion (χ^2 [5, N=197]=12.43, p-value=0.027) and for opportunities for promotion/senior roles (χ^2 [5, N=197]=9.28, p-value=0.098), sex discrimination in recruitment (χ^2 [5, N=197]=18.77, p-value=0.002), promotion (χ^2 [5, N=197]=27.8, p-value <0.001) or opportunities for promotion/senior roles (χ^2 [5, N=197]=21.43, p-value <0.001), pregnancy discrimination in opportunities for promotion/senior roles (χ^2 [5, N=197]=12.8, p-value=0.025), and maternity/paternity discrimination in promotion (χ^2 [5, N=197]=10.25, p-value=0.068). No significant age group differences were found for age discrimination in recruitment; disability discrimination in recruitment, promotion, or opportunities for promotion/more senior roles; pregnancy discrimination in recruitment or promotion; maternity/paternity discrimination in recruitment or opportunities for promotion/senior roles.

