

Diversity & Inclusion—The RCA Commitment

Vision

The Racecourse Association (RCA) is a leading organisation in the governance of British Horseracing. We strive to be an open, fair and inclusive place of work, representing the 59 racecourses of Great Britain.

The only hurdles in our sport should be on the track.

Why

British Horseracing welcomes 5.7m racegoers each year, making it the second most-attended sport in the country. As employers, 59 racecourses provide jobs for thousands of people. As venues, racecourses are often central to the local economy and provide a hub for community-based activity to the benefit the neighbouring populous.

The RCA plays a central role in supporting racecourses with all elements of their business operation. It is critical that we set an example and welcome people from all backgrounds; demonstrating inclusion where the views of all are genuinely considered and creating a welcoming and open culture.

Our four key values of excellence, innovation, leadership and togetherness can and do apply to promoting diversity and inclusion. Our commitment, which follows, is to demonstrate this in action.

How

Underpinned by data and discussion, the RCA's Diversity & Inclusion commitment encompasses internal and external initiatives where we believe we can make a positive impact. Our commitment is aligned to the British Horseracing industry commitment to Diversity & Inclusion of which we were a co-author and signatory.

1. **Leadership & Accountability**—How we set an example
2. **Good Governance**—How we take responsibility for our actions
3. **Education & Awareness Raising**—How we grow and learn
4. **Celebrating Racing's Diversity**—How we encourage and inspire our members
5. **Engaging New Audiences**—How we actively approach and secure new racegoers and employees
6. **Our Work So Far**—A summary of initiatives implemented by the RCA to promote Diversity & Inclusion within the sport.

Our strategy will operate a two-year cycle.

Leadership & Accountability

As a key organisation in the governance of horseracing, the RCA has a responsibility to lead by example. As the trade association for all 59 of Britain's Racecourses, the RCA is ideally situated to encourage this culture throughout its membership.

Our Board of Directors is determined by the RCA's constitution in that it must be representative of the structure of British Racecourses: the Chief Executives of ARC and Jockey Club Racecourses, a large independent racecourse representative and three independent racecourse representatives. It is currently comprised of two women and five men, all of whom are white British.

To ensure our Diversity & Inclusion work is incorporated into all levels of our organisation, the RCA has or will implemented the following initiatives:

- Identified **Hazel Peplinski**, a Director on our Board, as our designated D&I champion. Through this role **Hazel** will help ensure the industry's commitment to creating a more diverse and inclusive culture is embedded, monitored and reported on as part of Board meetings.
- Our **Chief Executive David Armstrong** has included within his job description a specific reference to leading and driving change within the RCA and subsequently to racecourses via our future operating plans, creating genuine accountability upon which the organisation is measured.
- Identified **Paul Swain (Raceday Experience & Communications Manager)** as lead officer for the RCA's D&I work, ensuring it is part of our day to day roles and offering full time resource to subsequent initiatives.

In addition, the RCA will launch a mentoring programme open to under-represented groups wishing to progress their careers within the RCA structure. This is putting into action our plan to work towards achieving recommendations set out by UK Sport to adopt a target of, and take appropriate actions to encourage, where possible, a minimum of 30% of each gender onto their Boards by the end of 2022 and offering avenues for other under-represented groups to fulfil their career aspirations.

Good Governance

From our Board of Directors to our Executive, it is important that the RCA's own stable represents a diverse range of views and encourages inclusivity in all aspects of its work.

Our steps to encourage diversity & inclusion from a governance perspective:

- Create new Diversity & Inclusion working group to be chaired by **Paul Swain**, our D&I Lead Officer, to promote the subject across racecourses and provide a safe, open forum for discussion.
 - KPI: D&I group to meet a minimum of four times annually.

- KPI: D&I group to be comprised of at least 50% female colleagues and encourage further representation from ethnic minority candidates working at British Racecourses.

RCA Team

The RCA's Executive Team is comprised of eleven full-time individuals, including five men and six women. We are an equal opportunity employer and will look to widen our scope in placing future job advertisements.

The RCA's values of Excellence, Innovation, Togetherness and Leadership are the cornerstones of all that we do. We offer each team member the opportunity to chair a monthly meeting with the rest of the Executive Team on a subject that is personal to them, promoting inclusion and providing a platform for them to share their hobbies and interests.

Our steps to encourage diversity & inclusion within our own team (present and future):

- Consult all job marketing material to ensure it is appropriate and includes relevant, recent legislative checks.
- Promote all RCA external job advertisements through a wider, more diverse range of sources
 - KPI: all external job advertisements to be marketed to at least one specialist recruitment source per agreed protected characteristics, including women, LGBT+ and ethnic minority.
 - KPI: RCA to receive applications from protected characteristic groups in line with national averages (50% gender split, 15% ethnic minority, 5% LGBT+)
- All applicants to be directed to a central source within the RCA to collect and securely hold diversity data prior to sharing all applications to the Hiring Manager with identifiable data remove.
- Hiring Manager to operate a blind recruitment policy.
- RCA will provide a diverse interview panel for all first-round interviews
 - KPI: RCA to provide an interview panel comprised of both male and female executives.
- RCA to provide platform for open agenda meeting for Executive to host
 - KPI: RCA to host monthly staff meetings with rotating chair.
 - KPI: RCA to include company-evaluation in all Executive appraisals for open feedback on team culture.

Education & Awareness Raising

Racecourses have a significant workforce comprising of a number of different roles. Central resource has begun to be made available to educate our people, both the RCA's Executive and racecourse teams, on diversity and attempt to embed it as business culture. This work is ongoing to achieve our goal.

Our steps to educate on the subject of diversity & inclusion:

- Offer specific, annual D&I training to our Board of Directors to increase understanding of the subject
 - KPI: Executive to present three options for training to be agreed by Board.
 - KPI: all Directors to undergo agreed training at least once annually.
- Offer specific, annual D&I training to our Executive to increase understanding of the subject
 - KPI: Executive to present three options for training to be agreed by Board.
 - KPI: Executive to agree and undertake one training module per annum relating to D&I
- Host at least one workshop/masterclass for racecourses on a subject pertinent to D&I annually.
 - KPI: A minimum of 30 delegates to attend an annual workshop specific to D&I annually.
 - KPI: Feedback from this workshop to score at least an 8 (all RCA workshops are evaluated via delegate feedback) on learning and effectiveness.
- Actively participate in the industry D&I working party, learning from industry colleagues and sharing best practice amongst group.
 - KPI: RCA to be represented at all D&I working party meetings.

Celebrating Racing's Diversity

The RCA brings together Britain's 59 racecourses and offers unique forums from which to share best practice. The RCA Showcase & Awards, now in their 11th year, are attended by a significant number of racecourse and industry delegates and it is viewed as a both a key learning opportunity and platform to celebrate successes within racecourses.

To celebrate racing's diversity and share best practice that all racecourses may take inspiration from, the RCA will:

- Maintain D&I as a specific category within the Showcase & Awards.
- Actively promote and signpost the D&I submissions within the Showcase Hall of Fame to a wider audience.
- Include a speaker (keynote or otherwise) to address the annual RCA Showcase Seminar on a subject pertinent to D&I.

Engaging New Audiences (How we actively approach and secure new racegoers and employees)

As Britain's second-most attended sport, racecourses have a responsibility to continue to grow the fanbase and reach new audiences.

In marketing of experiences and careers, racecourses should seek to demonstrate genuine diversity and a welcoming atmosphere.

Our steps to ensure racecourses may offer a diverse and welcoming representation of the sport:

- Via industry Marketing Services programme, offer best practice guidance in diverse marketing and effective placement.
- Review RCA career marketing for gender-specific language

Our Work So Far

Outwith this strategy, the RCA has successfully implemented a number of initiatives to promote D&I within the sport and amongst British racecourses:

- Founder and signatory to British Horseracing D&I commitment (2021)
- Introduced specific D&I Award to the RCA Showcase & Awards (2019)
- Introduced national sunflower lanyard scheme to promote invisible illness and reassurance to customers (2020*)
- Offered site audits focussing on accessibility for all racecourses by expert third party (2021*)
- Undertaken extensive research project into the perceptions of racing and barriers to attending from ethnic minority communities across specific geographic areas (2021)
- Founding member of Autism in Racing—a collective group promoting awareness of Autism, using the power of racing to assist those living with the condition and piloting initiatives at racecourses to welcome families/individuals living with autism (2021)
- Undertaken research project into female jockeys' facilities on racecourses (2019)
- Hosted Raceday Experience Forum exclusively looking at D&I (2019)
- Participated in and acted as conduit for information to racecourses to support industry-wide initiatives promoting D&I, including Stonewall's rainbow laces campaign.