



Diversity & Inclusion

Arena Racing Company

Delivering through Partnerships including The Stephen Lawrence Day Foundation

Should we be shortlisted, please note we require your to request prior permissions to use any direct quotes / names of the young people quoted as part of this submission

Proudly partnered by



Objectives



ARC's Aim: To increase workforce diversity through recruiting a broader, more representative pools of candidates across society

As a business we wanted to foster an inclusive culture and ensure sustainability and accountability embedding Equality, Diversity and Inclusion (EDI) into our people policies and practices.

We spent 12 months focused on equipping our business for change including;

- ✓ Partnering with providers to deliver company wide & tailored EDI training
- ✓ Preparing team to welcome apprentices from underrepresented backgrounds through partnership with Stephen Lawrence Foundation
- ✓ Reviewing & modernising policies (eg introducing video application options and implementing blind recruitment removing any subconscious bias through our ATS system)
- ✓ We know inclusive hiring ensures we attract and retain the best talent from all backgrounds and that developing partnerships with SLDF, Ebony Horse Club, Racing Media Academy and 10,000 Black Interns would ensure ARC is connecting directly with underrepresented groups

“Apprenticeships allow us to bring in brilliant, motivated people who might never have considered racing as a career.

The support we give them – from mentoring to practical experience – is helping them not just to succeed, but to flourish and to build future leaders for our business.”

Jayne Greenman, HR Director, ARC





Apprenticeship Day @ Doncaster Racecourse 2025

Building Careers in Horse Racing: Louise's Business Admin Story



To meet our objective we;

- ✓ **Launched Stephen Lawrence Foundation Apprenticeship Pilot** with Open Day at Lingfield Park Racecourse; attended by 20 young people leading to four apprentice appointments in Hotel, Sales Hub and Estates x2
- ✓ Recognised need for stronger pastoral support, safeguarding and adaptive live management as sadly two apprentices did not complete due to complex personal challenges outside of work
- ✓ **Developed ARC Apprentice Programme** and currently 24 in business across Finance, HR, Media, Sales, Hospitality, Grounds & Estates
- ✓ Apprentices have opportunity to apply for permanent ARC role and we offer above-market pay, benefits, and personal development
- ✓ Hosted 2 x Apprentice Appreciation Days at Doncaster & Lingfield celebrating achievements and giving Apprentices direct access to ARC SLT strengthening their belonging
- ✓ Worked with **Racing Pathway** supporting Business Admin with Racing apprenticeship standard
- ✓ Entered fourth year of partnership with **Racing Media Academy** aiming to diversify access into racing media and broadcasting (all participants were offered permanent ARC role after placement)
- ✓ Working on emerging and future partnerships including **Ebony Horse Club** (London) Taster day with x12 young people enjoying two week structured work experience and **10,000 Black Interns** offering placements in HQ Finance, Group HR and shadowing ED and GMs building leadership capabilities

Supporting Information

Data highlighting demographics at Lingfield Park;

ETHNIC GROUP IDENTIFICATION

IN ENGLAND & WALES

- 82% White
- 18% Black, Asian, Mixed or Other Ethnic Group

London is the most ethnically diverse region, with 46.2% residents identifying with Black, Asian, Mixed or Other Ethnic Group
(Data from Census 2021)

LINGFIELD PARK CUSTOMER PROFILE – Top 10 postcodes (Data from Census 2021)

	GREENWICH (4 OF TOP 10)	CROYDON	SOUTHWARK	TOWER HAMLETS	LEWISHAM	WALTHAM FOREST	ISLINGTON
Asian, Asian British, Asian Welsh	13.2%	17.5%	9.9%	54.1%	9.0%	19.9%	9.9%
Black, Black British, Black Welsh, Caribbean, African	21.0%	22.6%	25.1%	8.6%	26.8%	15.0%	13.3%
Mixed or Multiple Ethnic Groups	6.0%	7.6%	7.2%	4.2%	8.1%	6.5%	7.5%
White - British	55.7%	48.4%	51.4%	32.1%	51.5%	52.8%	62.2%
Other	4.2%	3.9%	6.3%	0.9%	4.7%	5.8%	7.1%



Office for
National Statistics

CENSUS 2021



EMPLOYEES 2023*

ETHNIC GROUP	TANDRIDGE
Asian, Asian British, Asian Welsh	3.7%
Black, Black British, Black Welsh, Caribbean, African	2.2%
Mixed or Multiple Ethnic Groups	3.8%
White - British	83.5%
White – Other	5.9%
Other	0.9%

ETHNIC GROUP	LINGFIELD
Asian, Asian British, Asian Welsh	5.3%
Black, Black British, Black Welsh, Caribbean, African	1.8%
Mixed or Multiple Ethnic Groups	0.0%
White – British	77.2%
White - Other	14.0%
Other / Prefer not to say	1.8%

*August 2023 - 57 current permanent employees – data as available

Data showed that our employees; whilst they are reflective of the borough in which Lingfield Park Resort is situated, were not reflective of our visitors who predominately come from far greater ethnically diverse areas and as such, our visitors would therefore not necessarily see their own ethnicity reflect through our employees.

We looked to reach a pool of applicants under a pilot scheme to sit under our EDI plan for four entry level roles at Lingfield Park Resort, with the following broad aim:

Candidates aged 16-24

Candidates from ethnically diverse backgrounds

Results

Lives changed

- **Eric Berete (Sales Hub Apprentice, Business Admin with Racing)** — *“This opportunity makes me proud – it’s a real step towards my dream of becoming a Manager.”*
- **Abi (Finance Apprentice)** — *“The best part of my apprenticeship is being exposed to new challenges and getting the opportunity to learn and grow while being around supportive and talented colleagues.”*
- **Louise (Business Admin with Racing Apprentice, Media Team)** – *“I have really enjoyed working at ARC where I’ve grown so much during my apprenticeship. The support from my team and my training coach has been amazing, and I’ve learnt so much about the media side of the business – from seeing how racing is filmed in the gallery to understanding the equipment used. Being part of ARC has made me feel included, supported, and excited about my future career”.*
- **Megan (Catering Apprentice)** — *“My apprenticeship has given me the knowledge and skill set to develop both professionally and personally, making me excited about my future career with ARC.”*

Result	Evidence
Ebony Horse Club	Taster day delivered with immediate & powerful feedback <i>“Please, I really want to come and work here – I just need a chance!”</i>
Scale & Reach	24 Apprentices currently employed by ARC
Employee Sentiment	76% employees believe ARC gives people from all backgrounds fair opportunities to progress Lingfield staff rated working for ARC 8/10
Industry Leadership	By working with partnerships ARC are setting a benchmark for inclusive pathways in racing

Supporting Information



HR DIRECTOR – JAYNE GREENMAN

One of my great passions is helping people to progress upwards through the business. I am very lucky that in my position I am able to ensure this happens. The Board invest a significant sum into staff training and there are a number of ways that we achieve our aims. We go far beyond the minimum health and safety standards of training and offer a true development path for employees in every part of our business.

Firstly, we are an apprenticeship levy paying employer which means we put a lot of focus on using these funds throughout all the areas of our business; we have a number of apprentices now working in our grounds and estates teams, finance teams, as well as customer facing roles.

Secondly, we support staff with relevant qualifications through part-funding, full-funding and paid time off to study and take exams. This is particularly relevant to employees working on their accounting or HR qualifications as well as our Clerks of the Course. In the last 3 years I am delighted to say that we have fully funded the training and accreditation for six new Clerks who are working around the business.

I am so delighted to be a part of seeing people develop through their employment with us; long may it continue!

Your journey will include...

- A starting salary of £18,000 per annum
- Arena Racing Company Induction
- Lingfield Park site-specific Induction
- Role-specific internal training
- Health & Safety Training
- Fully Funded Apprenticeship, with paid study time, leading to a nationally recognised qualification
- Permanent role from outset of employment
- Regular catch ups with your line Manager and HR; a culture of open communication for any queries, concerns and feedback throughout employment
- Networking opportunities with other apprentices across 21 ARC locations (expenses paid)
- Future career progression opportunities

As required, we will consider any needs for travel support, accommodation, reasonable adjustments – all to support your recruitment process and throughout employment.

- Mentor from SLF and travel subsidy (funded oyster card)

YOUR WORK PERKS

DAYS OUT AND LEAVE

- 2 Annual Members passes, giving access to over 500 racedays
- Hotel discounts* (*Subject to availability)
- Complimentary Golf* (*Subject to availability)
- Discounted event days, ARC days and Food* (*Subject to availability)
- Annual leave starting at 22 days plus BH's increasing on your work anniversaries up to 28 days!

(Increasing pro-rata to 23 days for 2 years' service, 24 days for 3 years, 25 days for 4 years, 26 days for 5 years, 27 days for 10 years, 28 days for 15 years)

HEALTH & WELLBEING

- Pension and Group life assurance schemes
- Health Shield (Company paid* health cash plan)
- Cycle to work scheme
- Uniform & PPE (provided as required)

PERSONAL DEVELOPMENT & BONUS

- Discretionary group annual bonus schemes
- Employee referral scheme
- Training & Development & Study assistance schemes are available for your role
- Personal Development Plans

