



# 2025 GENDER PAY GAP REPORT



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 † The Jockey Club, we're committed to creating an inclusive place to work where everyone feels valued and rewarded fairly as part of one team.

This supports our purpose of promoting the long-term success and sustainability of British horseracing and breeding.

We believe that a diverse workforce leads to better decision-making, stronger performance and improved outcomes for our customers, participants and communities.

We maintain a gender split of 43% women and 56% men across our racecourse leadership teams (General Managers and Racecourse Directors), demonstrating our continued focus on balanced leadership, supported by inclusive recruitment and development practices.

We remain committed to strengthening our approach to diversity, equality and inclusion over time.

## ABOUT THIS REPORT

The gender pay gap measures the difference in average earnings between men and women across an organisation.

It is different from equal pay, which means men and women being paid the same for doing the same or similar work.

Under UK law, organisations with more than 250 employees must publish gender pay gap data each year.

This reporting is based on legal sex (male and female), in line with government requirements. We recognise that gender is not binary, but this is not yet reflected in statutory reporting.

### HOURLY PAY

MEAN

2.9%

MEDIAN

-13.5%

### BONUS

MEAN

-11%

MEDIAN

0%

### HOURLY PAY GAP

On average, men are paid 2.9% more per hour. However, when looking at the midpoint of all employees, women are paid 13.5% more per hour.

For bonuses, women received slightly higher bonuses on average (11% more), while bonuses are equal for men and women at the midpoint.

# PAY GAP REVIEW



## YEAR-ON-YEAR MOVEMENT

The mean hourly pay gap has changed from -1.3% in 2024 to 2.9% in 2025

The median pay gap has widened slightly in favour of women (from -12.3% to -13.5%)

The mean bonus gap has improved significantly, from -244% to -11%

The median bonus gap remains at 0%, showing consistent outcomes at the midpoint.

Changes in bonus figures can vary year to year due to individual high-value payments and performance outcomes.

## UNDERSTANDING OUR GENDER PAY GAP

Based on data from 5 April 2025, our mean gender pay gap is 2.9%.

This is mainly influenced by how roles are distributed across the organisation:

- A higher proportion of men are in senior executive roles, which increases the average pay gap
- Women are well represented in middle and senior management roles, which contributes to the median pay gap being in favour of women

These results reflect where men and women work within the organisation, rather than differences in pay for doing the same job.

**We regularly review our pay practices to ensure fairness and consistency.**

## FACTORS INFLUENCING OUR PAY GAP

One factor influencing our gender pay gap is our commitment to flexible and family-friendly working.

We support colleagues with caring responsibilities through flexible working arrangements. More part-time roles are held by women, which can affect average earnings and the overall pay gap.

We are proud of these policies and the inclusive environment they support. At the same time, we continue to review their impact.

## OUR COMMITMENT

We are committed to reducing our gender pay gap over time by:

- Supporting inclusive career progression
- Ensuring fair and transparent pay practices
- Embedding diversity and inclusion across the organisation

We will also continue to:

- Regularly review pay and progression
- Apply clear governance to salary and bonus decisions
- Identify and address any emerging gaps
- Senior leadership are accountable for progress in this area.



## BONUS PAY GAP

Our bonus framework rewards both individual and business performance.

On average, women received slightly higher bonuses, while outcomes at the midpoint are equal.

We remain committed to fair, transparent and performance-based reward practices.

### IN SUMMARY

Our 2025 results show:

- A small overall pay gap
- A median pay gap in favour of women
- Strong female representation across management roles
- Balanced leadership at racecourse level

We recognise that there is more to do to improve representation at the most senior levels. While some results vary year to year, our overall position reflects the distribution of roles across the organisation. We remain focused on making continued, sustainable progress.



## PAY QUARTILES

	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	HIGHER QUARTILE
Those who identify as female	43.7%	57.4%	50.7%	30.4%
Those who identify as male	56.3%	42.6%	49.3%	69.6%

This graph illustrates the distribution of our colleagues across four equal pay quartiles, categorised by binary gender.

Our 2025 results have shown a fluctuation in the percentage of women across all quartiles.

### Director's Statement

I confirm that the information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Jim Mullen**  
Chief Executive Officer