



RACING HOME

Working mothers in the horseracing industry

November 2020

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FOREWORD

**By Tallulah Lewis, Chair, Women in Racing
November 2020**

Women in Racing is now in our 11th year having celebrated our 10-year anniversary in 2019 and we are very proud to be bringing our second piece of academic research to the industry. This research study follows on from our ground-breaking piece of work “Women’s Representation and Diversity in the Horseracing Industry” undertaken by Oxford Brookes’ Centre for Diversity Policy Research and Practice (CDPRP) in 2017, and builds upon the areas highlighted in their original report around working mothers in our industry.

“Racing Home: working mothers in the horseracing industry” is the output of a year-long project undertaken by Women in Racing and our partners Simply Racing. Simply Racing has been alongside us from the start and has been fundamental in bringing our vision for the project and research to life. The project was launched in November 2019 at a Symposium in London which was attended by over 65 key industry stakeholders. The event kick-started the conversation around what it feels like to be a working mother in the horseracing industry, understand the decision making that takes place and explore the impact of returning to work after maternity leave. A panel of keynote speakers, hosted by Simply Racing, enabled us to begin this conversation with the industry and bring further awareness to how women are impacted by motherhood throughout their careers.

We once again chose to work with the expert team at Oxford Brookes’ Centre for Diversity Policy Research and Practice, who worked alongside the team at Simply Racing to undertake the research across a series of workshops. It is testament to both these teams and the horseracing industry that despite the impacts of Covid-19 we were able to continue with the research, moving the data gathering workshops to online webinars and that participants were enthusiastic to be part of the project. We thank everyone for the effort made.

In addition to the Simply Racing and the team at Oxford Brookes this piece of work would not have been possible without funding from our sponsors. We are eternally grateful to The Racing Foundation and Kindred Group PLC, as Women in Racing is a voluntary organisation with income coming purely from membership subscriptions.

The funding from these two organisations has been essential to ensuring the project and the research could be undertaken.

Special mention must go to the following individuals; Dena Merson, Michael Armstrong, Dr Kate Clayton-Hathway and Dr Bianca Stumbitz as without them this project and piece of research would not have taken place. The work of these individuals has enabled this significant piece of research to be produced. Our thanks also go to the CDPRP team for their help in reviewing the developed drafts, and in particular Mieke Tyrrell for her ongoing support. It is the first of its kind in the horseracing industry and indeed many other sports. Our aim is that it allows our industry to move forward and take steps that will positively impact the day-to-day lives of women that are so important to its future.

Women in Racing will continue to be accountable for the outcomes of this research but without the input and contribution of all sectors of the sport we will not be able to make the positive impacts that we believe can be made. It is with this in mind that we have created the ‘Solutions and Next Steps’ section of the report, where we indicate actions that can be taken and suggest organisations within the industry who we can partner with to bring ideas to fruition. We are passionate about implementing the suggested solutions rather than simply pointing out areas of concern and we are greatly looking forward to working with all participants and organisations across the industry to bring these solutions to life.



Tallulah Lewis
Chair, Women in Racing

Racing is part of who I am. I feel blessed that I can get up every day and do something that I love and I hope that we can make it easier for women to do that.

EXECUTIVE SUMMARY

INTRODUCTION

The 'Racing Home' project began with a symposium on 18th November 2019, examining what it feels like to be a working mother in the horseracing industry, understanding the decision-making that takes place, and exploring the impact of returning to work after maternity leave. The symposium provided a forum for discussion on the decisions working women make, with a panel of experienced keynote speakers sharing invaluable insights with an audience of 60+ participants.

The symposium represented the first in a number of bold steps. The impact of having children is a topic which women who work in the sport often report as one they are reluctant to discuss, as they fear it could adversely affect their career prospects and others' perceptions of them. Building on discussions from the symposium, and on previous work carried out for Women in Racing by the Centre for Diversity Policy Research and Practice at Oxford Brookes, this research project was designed to highlight these voices in the industry. It collected experiences of motherhood and parenting 'on the ground', and explored the views of a range of stakeholders.

It is generally recognised that women form an increasing proportion of the horseracing workforce, though this shift has not been widely acknowledged or catered for. Both attitudinal barriers and structural barriers have been causing many women either to leave the industry prematurely, or to simply decide not to join in the first place, creating a drain on talent and resources with cost implications, often for employers operating under tight margins.

Maintaining a flow of new talent, and also keeping experienced staff is essential for the ongoing success of the industry and the retention of expertise and organisational memory. The following, qualitative study builds on previous work by Oxford Brookes/on motherhood in the horseracing industry and explores the ways in which the industry can improve retention of working mothers and parents as one way to achieve this. Through this work, we aim to broaden understanding of industry experiences relating to motherhood, identify what needs to change and share expertise to develop potential solutions.

Finally, this study built on the, primarily quantitative, work of Oxford Brookes University for Women in Racing's 2017 study. That work identified a need for greater support

for women during pregnancy and maternity, in addition to more generally in dealing with family life and caring responsibilities. This subsequent qualitative study has enabled us to develop a much deeper understanding of what is needed through a rich set of data, where we engaged with close to 120 individuals. As well as collecting opinions based on lived experience, we were also able to collate good practice for employers and wide-ranging suggestions for solutions.

We look forward to seeing the industry take up the challenge and work together to move forward.

THE RESEARCH PROJECT

The overall aims of the project were to explore the practicalities of being a working mother in the horseracing industry, including working practices, maternity leave, managing perceptions and work-life balance. These were discussed during the initial symposium, with panellists and some audience members sharing their experiences. The next stages of the study involved desk-based research to assess existing literature followed by face-to-face and online discussions.

Key issues identified from previous research on motherhood and employment generally/more broadly included the persistence of discrimination related to pregnancy and maternity; a prevailing 'motherhood penalty', where women remain disadvantaged in the labour market despite their advancements in education and workforce participation (in contrast to a 'fatherhood wage premium'); workplaces being designed around (outdated) ideas of an 'ideal worker' who has no social or caring obligations outside work; and the positive and negative aspects of working flexibly to accommodate childcare. Women who are mothers are under constant pressure to comply with societal ideas of 'good parenting', or if they are child-free by choice seen as less nurturing. Research in horseracing shows that women's experiences generally are often characterised by gender stereotypes and tradition.

Data collection involved eight workshops, two of which were face-to-face and the others online to comply with COVID-19 restrictions. These involved 50+ attendees, with a very broad range of representation from across the industry, including training yard and stud staff (past and present), educational staff from the racing colleges, welfare and careers advisors, trainers and current, former and aspiring jockeys. Various aspects of horseracing, for example, racing administration (including regulators and governing bodies), betting and gaming, marketing, racecourse management, bloodstock and breeders, finance and accounting and HR were represented. Participants ranged from those relatively new to the industry, eg, students to those with vast experience across different parts of the industry. In addition, seven telephone and video-link interviews were conducted with senior industry stakeholders to contribute to a macro-view of the industry and add to the rich data obtained from the workshops.

Industry overview

Working in horseracing is generally considered to be a vocational, lifestyle choice, where the demands of the industry can be extensive and difficult to reconcile with family life, with long hours, evening and weekend working. There are stark differences within the industry, with some parts of the sector, such as racecourses, governing bodies and generally more 'corporate' and office-based roles being more able to provide good work-life balance with policies and procedures to support this. A widespread perception, identified by many participants who contributed to this project, is that some roles in the industry simply do not allow for women to have both a family and a successful career. It was often commented that the conversation around these factors has been slower to change in horseracing than elsewhere and that family responsibilities are a reality of life. Where these issues are not discussed they can become taboo, contributing to a tone of intolerance towards experiences such as pregnancy, maternity and childcare which are considered wholly 'feminine' concerns.

The working environment

Findings relating to the work environment differed according to the size of employer as well as the section of the industry in which participants worked. Larger employers, such as some of the bigger racecourses, usually have formal structures in place to facilitate better family-life balance.

Smaller training yards and studs at the other end of the scale would be less likely to have these resources, and tend to have a more informal approach to staff management, and staff may have less access to formal support.

Training yards were highlighted as being particularly diverse in their approach, and participants described larger and smaller yards as having different pros and cons: larger ones, for example, may be able to offer greater flexibility of roles, though may be more hierarchical and impersonal.

Smaller yards and rural employers were often described as more willing to 'make something work' despite fewer resources, with closer family-like relationships and an appreciation of individual skills and loyalty.

The hubs, particularly Newmarket, were felt to be inflexible in some respects, though participants described a new generation of trainers coming through with better understanding of a need for improved work-life balance, and potentially be more receptive to change.

Overall, the industry was described as being compartmentalised, existing in many silos. This can mean individuals are expert in their one area, but it also constrains learning and sharing of good practice across different areas of expertise. Teamwork and loyalty are strong across the industry and highly valued.

We've always done it this way'

There is a perceived reluctance to change existing structures and practices because "we've always done it this way" which needs to be addressed. Some employers were described as 'short-sighted' and reluctant to consider any types of change or different working patterns, such as flexible working, part-time hours or job-sharing, which might provide more family-friendly options. Failure to embrace change is not confined to one area, with an old-school mind-set' described as typical of the wider industry.

In governance and administration as well as areas such as hospitality and events management, some observed that "times have changed a lot in ways for the better". Where there is slower change, such as some training yards it was recognised that this can be a pressurised environment operating on low margins leaving less room for flexibility.

Motherhood and 'having it all' or child-free by choice?

A key discussion point was whether women can 'have it all', ie both a career and children. Those who felt they had done both successfully said they had to work extremely hard, compromise and make 'tough choices'. Others argued that the expectation to have both shows an unreasonable "sense of entitlement" or is "not necessarily something that the racing industry has to deal with."

It was described as "incredibly hard" for women to make decisions about having children, and how narrow their options can be, in trying to fit family with career, with pregnancy and maternity having a "stigma" attached. Several participants shared their dilemma of deciding when to have children in order to fit with their career. offer greater flexibility of roles, though may be more hierarchical and impersonal.

Those who had decided not to have children, feeling that there had never been a right time and, for them, staying in the industry took precedence. Both senior women who are child-free and those with children were described as positive role models within the industry, though it was argued that having more mothers in senior roles would lead to positive cultural change.

Yard staff discussed how having children can preclude you from some of the most enjoyable and exciting aspects of the job and that you 'move down the pecking order' as soon as you are pregnant. Combining riding as a jockey with motherhood was seen as close to impossible, and a lack of specific support to help women jockeys to stay in the industry following pregnancy and maternity was felt to be an important negative factor.

The 'leaky pipeline'

Many participants identified women they knew who had reluctantly left because they could not cope in combining childcare with the role, citing poor treatment and lack of support as well as an unspoken understanding that (new) motherhood and racing were simply incompatible. Those who had been able to stay in the industry also considered themselves "lucky" to have remained.

A lot of capable young women in the industry who are keen to progress are leaving the industry prematurely. Some 'leave mentally' long before they leave physically, believing that employers would not want to take them on because they may become pregnant, and that once they start a family their opportunities for career progression, or even remaining in the industry are small.

There were some reports of poor (including discriminatory) employment practices, for example, being asked about their plans to have children in a job interview, being refused a role following maternity leave being told 'no, that job's for a boy' and having pool money withheld when on maternity leave.

It was agreed that the industry needs to plan for this, educate young women and make them fully aware of their options.

Access to guidance (failing to understand entitlements)

Employees often do not engage with the support mechanisms available to obtain advice and guidance (though some participants talked about accessing NARS), and some individuals are not aware of the statutory minimum support. In smaller companies, staff may find it particularly difficult to seek advice, particularly if they want to avoid sharing plans for starting a family due to fears of negative judgement.

Some participants reported a lack of transparency or easily-available information on their employment terms and conditions and entitlements around pregnancy and maternity, and it was also suggested that there is little understanding around paternity leave.

Experiences of pregnancy, maternity and early motherhood

Workshop participants reported a wide range of experiences working within the industry during pregnancy, maternity leave and/or caring for children. Several spoke of the need to manage others' perceptions of themselves within the workplace, which could go as far as not mentioning their motherhood at work at all.

Some discussed the negative reaction to their pregnancy announcement from employer and colleagues. There were several reports of women delaying telling their employer because they were fearful of the reaction. This had put off other women in various parts of the industry, who were still deciding whether to have a family, but did not feel confident about broaching the subject. Some participants reported that once they were pregnant they were viewed differently, excluded or punished.

A resultant lack of open communication surrounding pregnancy has a detrimental effect on staff management and further reinforces negative connotations of staff pregnancy and maternity as a burden.

Women with children talked about the guilt they experienced over the long hours their children spent in childcare, or feeling the need to work even when their child was unwell. While these feelings of guilt are not exclusive to mothers in the horseracing industry, for some there was the additional worry of neglecting their horses. Some also felt that they were made to feel like "an inconvenience" for having children at all, and not being seen as a team player by both employers and colleagues.

Negative experiences were often exacerbated by being freelance or self-employed, and it was reported that it is not uncommon for women to be pressured into becoming self-employed for avoidance of paying maternity pay.

Participants felt that racing is behind the curve in this area, with those in other sectors being able to take a 'reasonable' amount of maternity leave, whereas those in racing often take much shorter leave. Women who had left because they were unable to cope may have been able to stay in the industry if they had been supported in easing back into the role and there had been more sensitivity around individual needs.

Returning to work after maternity leave

Some participants voiced concerns about receiving a negative reception from employer and colleagues when returning to work after maternity leave, and limitations to their career options. Good practice was described by some of the women, for example, paid 'keeping-in touch days' during maternity leave that also helped to ease the way back into work after maternity leave and instil confidence. Keeping in touch days, though, are not always the norm, with women describing a need to 'educate' their employers.

Some had found it relatively easy to return to their jobs after maternity leave. Others described difficulties where there were expectations that they would resume their duties as before which was not always possible. Changes in attitudes to their job (eg, greater risk aversion once becoming a parent), physical capabilities and childcare issues, however, can vary greatly between women, and this potential for difference should be recognised and supported accordingly. This was particularly relevant in yards where good practice is for trainers to have a conversation with women about their individual needs, carry out a risk assessment and take medical advice.

Flexible approaches for a better work-life balance

Working hours were identified as the biggest barrier for mothers with greater flexibility (eg, around early starts and weekends) needed to retain more women in the industry. It was acknowledged that this is easier in office settings and for those not directly working with the horses, though many gave examples of working patterns being adjusted successfully, particularly in smaller and more rural yards.

Whilst certain roles can be done flexibly (in terms of hours or location), others cannot, for example, those which require you to be on-call. The ability to offer flexibility can be constrained by business needs, and this needs to be dealt with transparently.

Part-time working was seen to be a solution for some, though this (or job-sharing) was rarely seen as an option for many job roles. This was particularly true for work involving extensive travel or some specialist roles, such as veterinary care, where clients are said to require continuity and this has also been problematic for some of the participants. The very small number who had worked part-time said that it was really full-time in terms of hours, but nevertheless gave some flexibility.

Work-life balance is not just about women and childcare, but about all aspects of work and broader life which should therefore be of concern to all. The 40-hour working week had made a positive huge difference for many.

Several participants also made the point that younger people joining the industry increasingly value the availability of work-life balance options. The annual leave included in an employment package, for example, or occasional weekends off to spend time with friends and family are now felt to be a higher priority than in the past.

Childcare and support

Childcare was described as a 'hot potato' for the sport and a constant source of anxiety, with inconsistent availability across the different locations of the industry, insufficient providers and hours of provision which do not meet the needs of racing staff. Those with children of all ages and needs must be considered. Affordability, and understanding what is available are also issues.

Participants described a range of ways they had managed to 'make it work', for instance, by starting their children at nursery early in the day and other personal workarounds which often depended on employee/employer relationships with heavy reliance on family and friends. Participants discussed social pressures and judgement experienced by women though this is likely in many types of jobs.

Yard staff in particular discussed the need for open channels of communication, cooperation and collaboration to help make a yard run smoothly, and for trying to accommodate one another according to different circumstances whether they have children or not.

Views varied about solutions, for example, with some supporting child- and family friendly solutions such as a 'kiddie's corner' at events while others felt that some elements of racing are not appropriate for children.

Some factors increase difficulties around childcare and support, for example, coordinating shift patterns between partners to have family time, or being a single parent, and a lack of work flexibility can exacerbate this.

It was identified that men can take a significant role in childcare, though most do not think about fathers taking their two weeks of paternity leave. Several participants said that concerns about the detrimental impact on their career stops men requesting this. Examples of senior men as involved fathers from across the industry would help to establish good practice.

Mentoring, training and career progression

In the past there were limited opportunities for career development, partly attributable to a lack of qualifications and career structures within the industry. Structures now in place can support development, including CATS and JETS¹.

The impact of having children was widely felt to be detrimental for career prospects and retaining talent in the industry, with women 'pulling back' from opportunities. Causal factors identified for poorer opportunities include the inability to freely discuss plans around having children and alternative career paths; a lack of a formal career structure which exists in other industries, and failure to create career options that acknowledge transferable skills and facilitate transition into another role.

A key factor for women returning to the workplace with children is to build their confidence, and linking them to a support worker/mentor is therefore a good idea. Senior women being seen as involved with their families were felt to have a particular role in leading by example, being seen as involved with their families.

¹ Respectively, the Careers Advice and Training Service <https://racingwelfare.co.uk/cats-careers-advice-training-service/> and the Jockeys Education and Training Scheme <http://www.jets-uk.org/>



EXAMPLES OF GOOD PRACTICE AND COPING STRATEGIES

The box below presents examples of current good practice and coping strategies identified in the workshops. Coping strategies refer to practices used to 'make things work' where formal workplace supports were not available, insufficient or not directly addressing women's support needs, and are an important basis for the development of future good practice.

BOX 1: EXAMPLES OF GOOD PRACTICE AND COPING STRATEGIES

The importance of dialogue

A key theme cutting through all workshops was the importance of having open conversations about the needs of workers with family responsibilities, colleagues and employers. There is no 'one size fits all' solution as different people and workplaces have varying needs that are also changing over time (e.g. pregnancy, return to work after maternity leave, school-age children).

Mothers in leadership positions as role models and agents of change

"[I've known a large yard with] women at the top of their organisation ... who had had children and were managing and they had that as a good example to others. And actually those two women supported the people below them. I think it's the age old thing of 'if you can't see it, you can't be it. ... I'm not saying that it was easy for those women with children in that yard, because they worked damned hard, but they managed and when other women were pregnant, there was a degree of understanding and support that I think probably wasn't evident in other yards where people hadn't got those role models for them." (Senior stakeholder interviewee, woman)

Non-discrimination in recruitment practices - motherhood as 'transferable skill'

One employer who participated in the workshops argued that she saw the added value of applicants with family responsibilities as they had a more structured approach to work and were able to multi-task.

Changing workload and type of tasks during pregnancy and upon the return to work

For example, one participant reported that her role was changed to office-based tasks when she found it increasingly difficult to work directly with the horses in the late stage of her pregnancy. Another participant stated that, after the return from maternity leave, she changed to a new role which included working hours that were more compatible with her new care role.

'Keeping-in touch days' during maternity leave

For instance, one participant stated that she found being included in emails and attending paid 'keeping in touch days' very valuable, as she continued to feel part of the team and did not feel isolated when she returned from maternity leave.

Flexible and family-friendly working arrangements

The most important theme across workshops was the need for more flexibility in response to the individual needs of staff, for example:

- Changing hours of work (e.g. allowing to work part-time; flexible hours)
- Allowing workers with family responsibilities to work from home if possible

Childcare support

Formal: for example, a member of staff was employed to look after the children of her colleagues, and also worked with the horses.

Informal: this involved allowing parents to bring in children in emergencies or, in a few cases, on a regular basis, as long as the safety of the children could be secured.

Give and take – "Happy employees ride more winners"

Many participants acknowledged the benefits of providing flexible working options and generally a supportive workplace culture for staff with family responsibilities. Comments included that staff that were feeling supported would be happier, and 'give back' by being more committed and loyal. The development of a family-friendly reputation was also seen as a way to attract good staff, and to become an employer of choice which helped to compete with large racing centres like Newmarket.

Mentoring and career progression

One example could be found in form of a mentoring programme by Women in Racing, which also involved recruitment of a mentor dedicated to advising women on childcare.

Constrained choice: children v career – although the experiences of combining work and motherhood/parenthood are similar to other industries, these are exacerbated in horseracing, a traditionally masculine environment where having a family is still often perceived as incompatible. The perception that ‘women can’t have it all’ and thus have to choose between children or career remains particularly prominent in the industry, although perceptions and support vary by employment setting (office, yard) and skill-level. Many participants spoke about the need to change mind-sets in the industry with respect to ‘the way in which things are done’ to prevent losing highly motivated, loyal and experienced staff.

Lack of awareness or workers’ rights and low sense of entitlement to support - the need for communication between employer and employee was emphasised. Responsibility is often seen to be that of the employee. This is problematic as women across occupational levels in the industry often have a low sense of entitlement to support, and fear of being labelled as ‘not a team player’. Those who are often treated as easily replaceable (eg, stable staff, jockeys) are also less likely to seek the conversation with managers/employers. The need for awareness raising and education was a consistent theme, and is important for men and women at all levels to understand the key issues and the importance of family-friendly values.

No ‘one size fits all’ - views on pregnancy and motherhood are pervaded by assumptions and stereotypes. Yet everybody is different with women having different experiences and support needs during pregnancy and upon the return to work. All of these are a regular part of life, and the industry could be more mindful of these

individualised pressures.

Flexibility and Childcare Support - The need for flexibility was a key theme but the nature of needs varied between workplace contexts and during pregnancy and upon the return to work. Lack of flexibility in working hours in some yards is seen as key barrier. There is disagreement on the feasibility of changing riding patterns/hours although changes in working hours have been implemented successfully in some yards. The example of the 40-hour week for stable staff, however, was an example of successfully redesigning and reshaping working models. A ‘COVID legacy’ was also identified, where there might be longer term implications for working patterns and support practices, with conversations about different work patterns opening up which allow a re-think on work-life balance. This situation, though brought challenges for those trying to operate alongside their children, highlighted some women’s reliance on childcare provision, and showed the precarious situation for the self-employed.

Pockets of Good Practice and the Business Case - losing experienced staff is an important issue to address and that the industry is ‘short sighted’ in this respect. Smaller workplaces, in particular, can tend to focus on short-term survival and resource scarcity can prevent longer-term business planning. It is important to ensure ways for sharing good practice, not least to demonstrate that some change is possible. To ‘demystify motherhood’, the conversation must reach all areas of the industry from training in colleges to senior management. This can support a ‘can do’ culture, rather than feelings of guilt and secrecy due to fears of negative implications.

SOLUTIONS AND NEXT STEPS

Suggested next steps, which build on good practice examples identified and solutions suggested by the research participants, are summarised in the following table.

SHORT TERM ACTIVITIES:	
Developing accessible resources for employees and employers	Develop a ‘Working mothers’ webpage on the Women in Racing (WIR) website, which can be shared with stakeholders to include (but not limited to) existing material.
Communication and outreach	<p>Develop ‘Racing Home’ research findings and build on these, to encourage more open discussion about pregnancy, maternity and family life, feeding into the development of both formal and informal solutions. A set of composite ‘case studies’ (add cross-ref to relevant section in the report) have been developed within the full report. These use stories from project participants, to help us better understand and explore solutions for some of the dilemmas faced by those in the industry.</p> <p>Build on existing informal childcare arrangements with a ‘networking’ structure (‘Mumsnet’ for racing?), for sharing news and tips about childcare, breaking down isolation, coffee chats (this could be online and face-to-face); and feeding into a champions’ network as this develops (see next row).</p>

Promotion and awareness-raising	<p>Share examples of positive role models who balance career and family and are willing to openly share their challenges and show what can be achieved.</p> <p>A poster campaign to provide guidance and context-sensitive information (bathrooms, changing rooms, staff rooms, kitchens and canteens)</p>
Childcare and support	<p>Develop a 'buddy' scheme where women have another mother as mentor/buddy (eg, someone with experience of pregnancy and returning to work) – online or face-to-face and confidential.</p>
MEDIUM TERM ACTIVITIES	
Developing accessible resources for employees and employers	<p>Develop a 'Working mothers' Toolkit, drawing on industry expertise for distribution to all training providers and trainees.</p>
Communication and outreach	<p>Maintain existing work and develop new initiatives to engage with women.</p>
Promotion and awareness-raising	<p>A series of promotion and awareness-raising initiatives and events.</p>
Career development	<p>Mentoring to build confidence in women and girls. This will build confidence, and the likelihood they will seek support and advice.</p> <p>A specific maternity mentoring arm added to the WIR Programme, open to the industry with specialist mentors.</p>
LONGER TERM WORK	
Developing accessible resources for employees and employers	<p>These could include a Hotline to inform employees and employers about rights and entitlements, as well as informal forms of support, Horseracing Participants Advice Bureau on the lines of the Citizens Advice Bureau (CAB) or rehabilitation and racing centres to develop mental and physical support programmes for returning mothers.</p>
Career development	<p>Developing longer-term career strategies within the industry, which might involve increasing awareness around transferability of experience to other roles in racing and creating the necessary routes/pathways that allow staff to stay in the industry.</p>
Childcare and support	<p>Conduct a review of childcare at the hubs, enabling those who use it to design solutions and meet the need for more flexible and affordable childcare in these locations.</p> <p>Review methods for introducing a mechanism of pooled funding to cover maternity leave for self-employed women. This would begin to address seriously the issue of women jockeys and other self-employed women in terms of their right to family life.</p>
Facilitating cultural change	<p>Explore potential for greater access to HR advice and facilities (eg, through a centralised HR function)</p> <p>Sharing and embedding good practice around family life to 'mainstream' this across the industry's processes.</p>

**Facilitating cultural change
(Continued)**

Understanding and acknowledging the rigidity of some constraints (eg, timings for gallops, shift patterns) which set some work patterns in the industry, ensuring that solutions are developed which are sensitive to the needs of particular industry roles and functions.

Conduct a review of possibilities around part-time and flexible work and job-sharing. This would benefit from a **Pilot Scheme** in one or more yards, to explore the issues and develop good practice that can be shared and used as an industry template.



