



Gender Pay Gap Report 2021

This report details and addresses our gender pay outcomes, based on the mandatory snapshot date of 5th April 2021. The figures show the difference in the average pay between our males and our females on the snapshot date. This is different to equal pay, which would show the differences between males and females who carry out the same job or similar jobs of equal value.

The year 2021 has again been atypical due to the ongoing impact of the global pandemic which began in in early spring 2020 and the associated, unprecedented effects of it on our organisation. For YHA, as a charity and as an accommodation and hospitality provider, our operation has been substantially impacted, this continued with most of our employees being on furlough on the snapshot date of 5th April 2021 and the scheme continued to be utilised until the Government scheme ceased at the end of September 2021. This resulted in a headcount of only 116 who were in receipt of 100% pay on this date and who are therefore eligible to be included in our reporting for 2021. For comparison, we have included data from September 2021, which provides a more representative snapshot nearer to pre pandemic levels and demonstrates the difficulty of resource availability within hospitality and the general employment market.

Despite the challenges of this year, we have made progress on our strategy which was launched in March 2020, a 10-year journey to our centenary in 2030. Since the last report, we created a cross functional project team looking at how we renew the organisation post pandemic ensuring we remain on track with the strategy, taking account of a reduction in resources. We continued to support our people, and this was measured through our annual engagement survey, with positive results that showed an increase in our scores over 2019, underpinned by our organisational values and with a specific focus on Wellbeing and Respect at Work. The organisation recognises that the gradual return of our teams through the pandemic had a significant impact on health and mental resilience and we have followed a flexible-Hybrid way of working for all employees within the National Office and in the network we continued assessing risk and safety measures, based on government guidelines for our hostel teams. We are continuing to support 360° feedback and leadership coaching within our Senior Leadership team and have made progress in the delivery of our Management Development, Apprenticeship and Kickstart programmes.

We have approved and published a 3-year people strategy and retained our Investors in People Gold Award in our November 2021 assessment. We remain committed to continuing our journey making progress on equity, diversity and inclusion and career development for our employees and our volunteers and ensuring we are paying our people fairly and appropriately, in line with the changing employment landscape. Our commitment to delivering change in equity and diversity has been cemented by the appointment of an EDI lead. We are continuing with our Reward project, building on the work that commenced at the start of the pandemic. We are working to understand how the employment market has changed due to people reassessing their life choices, what is driving change across all sector's and importantly understanding the huge impact on the hospitality and leisure market.

We set out below our gender pay reporting figures based on the snapshot date of 5th April 2021. For comparison, we also set out figures on 5th April 2020, 13th March 2020 (which included the headcount prior to furlough) and the figures on 1st September 2021 (which included the majority of headcount post furlough).

As of 5th April 2021, * there were 116 included in the headcount and this population was our primary business recovery team. The recruitment of seasonal team members began in January & February 2021, in an uncertain trading landscape whilst still in a pandemic. We have also included a data snapshot from September 2021, which is more representative of the workforce pre pandemic.

5th April 2021*		5th April 2020**		13th March 2020***		1st September 2021****	
Mean	Median	Mean	Median	Mean	Median	Mean	Median
17.39%	24.85%	17.32%	16.96%	8.65%	3.77%	6.75%	9.32%

*116 employees, ** 164 employees ***1008 employees, ****722 employees

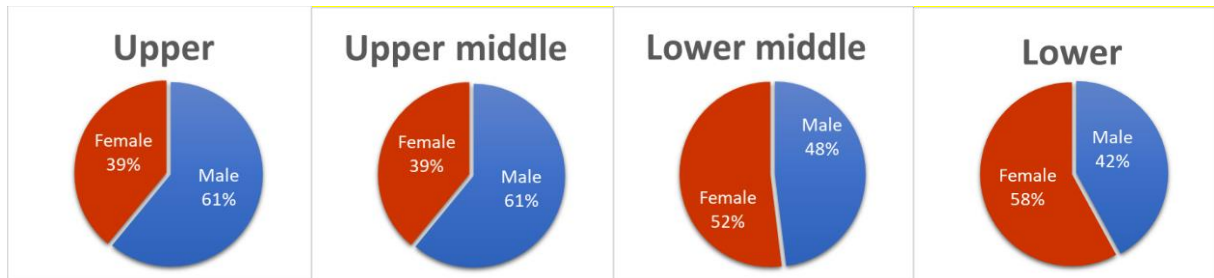
What the numbers tell us about our gender pay gap in year 5

The data shows that on 5th April 2021 our average hourly rate paid to females is 17.39% lower than the average hourly rate paid to males, with a median average pay gap of 24.85%. This compares with a mean of 17.32% in April 2020 and a median of 16.96%. It is important to note that in both cases this only reflects the small number of staff who were in receipt of 100% of salary (or not under furlough) on the respective dates. The majority of those are in management or technical roles due to the closure of the Hostel network.

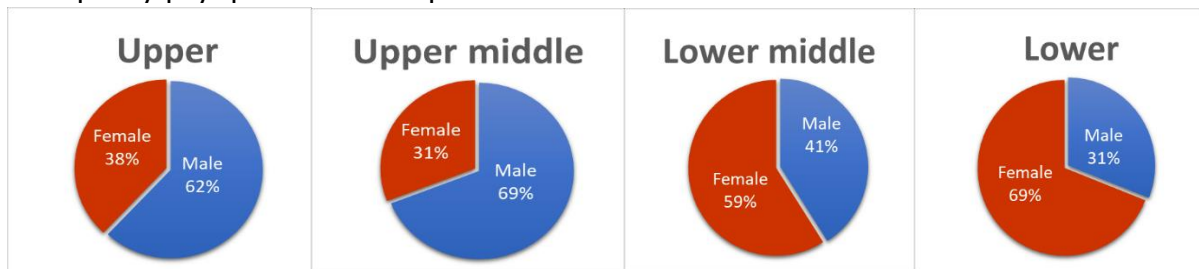
For comparison on 13th March 2020 our average hourly rate paid to females in 8.65% lower than the average rate paid to Males, with a median average pay gap of 3.77%. on 1st September 2021 the average pay gap reduced to 6.75% lower with a median of 9.32%. This demonstrates progress in reducing the gender pay gap.

Charts based on snapshot dates 5th April-For the reduced headcount (exc. furloughed employees)

Our split by pay quartile on 5th April 2020:



Our split by pay quartile on 5th April 2021:



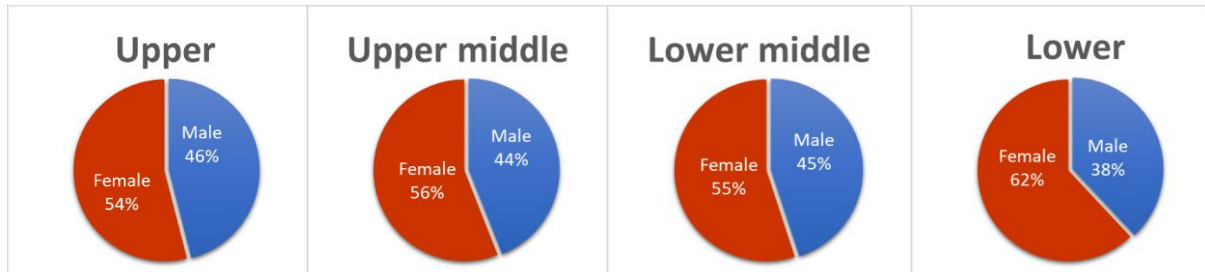
The overall gender balance of our 116 eligible employees included in the snapshot data 5th April 2021 was 49% female and 51% male, which has not changed since last years' data. This shows an almost equal gender split of those who were in receipt of 100% pay and therefore not on furlough leave on the snapshot date. However because there was a higher proportion of females in the lower quartiles, this has given rise to the pay gap on this date.

We have explored the reasons behind this pattern. There is generally a good gender balance in the Senior Leadership Team at Head of Department and above, but there were a greater proportion of upper quartile operational and technical roles needed within the non-furloughed COVID recovery team. These roles are predominantly held by men, and there has not been a significant move in these areas since 2021. For context, it is recognised within the digital and technology and property sector that females historically tend to be underrepresented which in the future needs to be addressed as turnover of roles allows. Within YHA, our most senior role in IT is held by a female, but most of the IT team is male. In the case of our Operations function, our most senior roles are held by females but the requirements/conditions of the role in the past may have deterred females with caring responsibilities and this is a situation we have proactively addressed this year with the introduction of a flexible working policy supporting all employees with childcare and caring responsibilities. We expect this to help improve the balance in these roles in future. We need to consider the difficulties in the marketplace for talent and the reward project is critical in

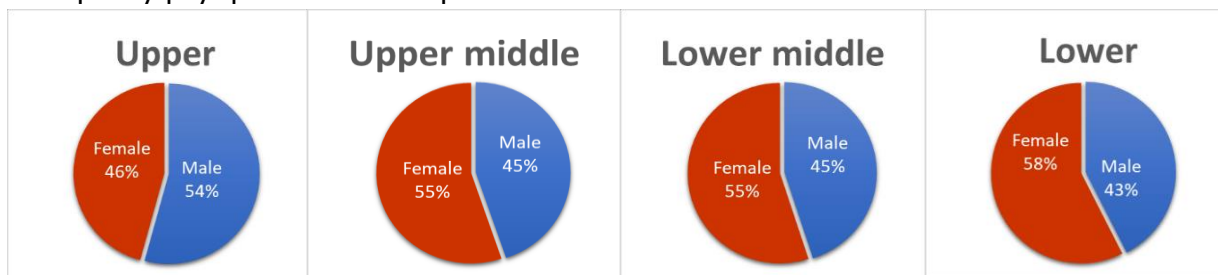
retention of our workforce and the attraction of talent from every background and lived experience and building on our EDI strategy.

Charts on comparison dates 13th March 20 and 1st September 21- For a more usual headcount (all employees)

Our split by pay quartile on 13th March 2020:



Our split by pay quartile on 1st September 2021:



The gender balance by quartile shows that there has been a significant shift in the upper quartile since before the pandemic.

The gender pay gap has been reduced in the Operations & People and Strategy & Engagement Directorates where the average pay for females is ahead of the average pay for males, reflecting that a larger proportion of females hold senior roles in these Directorates. However, in Property, Finance, IT & CEO average pay for males is ahead reflecting that there are more males than females in these departments This is reflective of the earlier narrative about the types of roles and we will continue to address this in our recruitment policy and ways of working practices this year.

At the most senior levels of the organisation, the Executive Team now has a majority of females for the first time.

YHA does not operate a bonus scheme at any level within the organisation.

Taking account of these findings, we will continue to work on developing our inclusion and diversity strategy by:

- Continuing to deliver on our 2020 strategy which is that access for all means all. This means working with our employees and volunteers, as well as those who stay

with us in our accommodation, reflecting the demographics of England and Wales. We will achieve this by utilising our base data and working with external organisations, such as EDUK understanding further our current position and continue to build greater diversity into our recruitment processes. Positive progress has already been made in all areas of recruitment; hybrid working has supported progression as we are able to consider talent who are based further afield of Matlock. The pandemic has shown we can work effectively from a home base, providing the right tools and environment for an efficient and productive workforce, where the roles are not required to be in the office full time.

- Reviewing and embedding our recruitment and onboarding system to support the seasonal planned recruitment. The system now captures EDI data, which identifies the diversity of candidates who subsequently join us to ensure that the shortlisting, interview, and overall selection process does not create barriers to recruiting employees from diverse backgrounds and builds on lived experiences rather than relying on qualifications as a benchmark, where they are none essential or specialist.
- Developing a suite of recruitment literature that focuses on lived experience and diverse background and with the implementation of the flexible working policy, which supports a broader reach for our candidate pool and builds greater diversity within the organisation so our guests can benefit from people with similar lived experiences and backgrounds.
- Continuing to support flexible working, with a full review of hybrid working, to offer greater flexibility of 'workplace' and less reliance on a main head office base, which should enable us to attract a more diverse workforce, especially in what have traditionally been our 'office based' roles.
- Continuing to work with partners, as the success of our Generation Green project is demonstrated through the impact on young, vulnerable people.
- Progress further our YHA Campus project to develop young people as employees and/or volunteers, providing support in starting careers utilising government programmes, activities, engagement contracts and partnering with external organisations.
- Implementing the recommendations from our recent successful reassessment of our Investors in People Accreditation to demonstrate our commitment to all our employees, volunteers, trustees, Youth Engagement Team, Enterprise colleagues and contractors.

Declaration

I confirm that the information contained within this narrative is accurate.

Signed:



Name: James Blake

Position: CEO

Date: 21/02/22