



Gender Pay Gap Report 2022

YHA is a national youth charity that believes in the power of travel and adventure to change lives. Accessible to everyone, everywhere, YHA operates throughout England and Wales, and is a leading social enterprise that provides inclusive adventures, in extraordinary buildings in amazing places. This report details and addresses our gender pay outcomes, based on the mandatory snapshot date of 5th April 2022. 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.

Noting that 2022 has again been atypical due to the workforce shortages experienced generally since COVID 19 and in particular across Hospitality. This has had an impact on the network operations and operational adaptations have been implemented throughout the year to support wellbeing and the retention and growth of our people.

The year 2022, compared to 2021, is the first year since the pandemic without furlough and therefore we are pleased to see significant improvement. The report is based on a headcount of 789 and we have also noted comparison against the results from April 2019, when we were fully operational without the impact of furloughed staff, noting that we are pleased to see that despite being an atypical year, we have made progress with the mean gap, and it is now showing at its lowest level since we began collecting data.

5 April 2022*

Mean	Median
5.06%	6.34%

5 April 2021**

Mean	Median
17.39%	24.85%

5 April 2019***

Mean	Median
5.84%	6.05%

*789 employees

**116 employees

***878 employees

What the numbers tell us about our gender pay gap in year 6

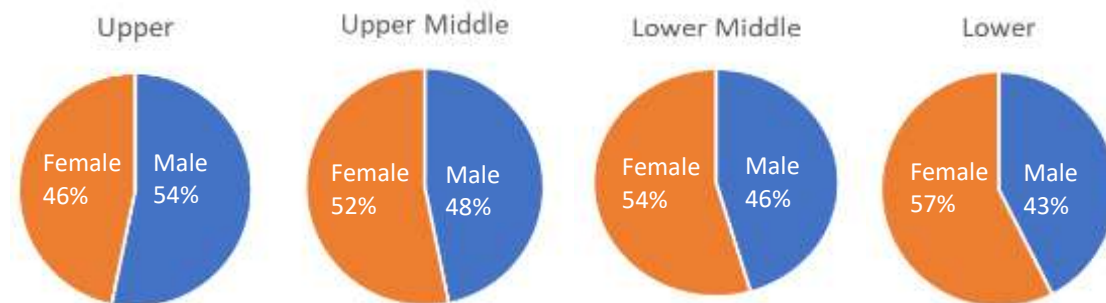
This shows that our average hourly rate paid to females on the mandatory snapshot date is 5.06% lower than the average hourly rate paid to males, with a median average pay gap of 6.34%. The data is compared to a snapshot on 5th April 2019 which provides a more equal comparison.

We are pleased that there have been improvements in the mean data, an improvement of 0.78% against 2019 taking the mean gap to its lowest level since data started being reported. There has however been a slight increase of 0.29% against the median. and as an organisation we continue to strive to eliminate the gap entirely.

Our recruitment policy means we will continue to assess and recruit for roles based on competency, and on personal choices our people make around their work patterns and work-life balance, not on gender. We will continue to grow and develop our talent from within, based on any individual's drive and needs. All roles are subject to pay benchmarking using independent tools and pay is adjusted in line with our pay principals: affordability, simplicity, equality, flexibility, and transparency. The difficulties in the recruitment marketplace and therefore the retention of our workforce and the

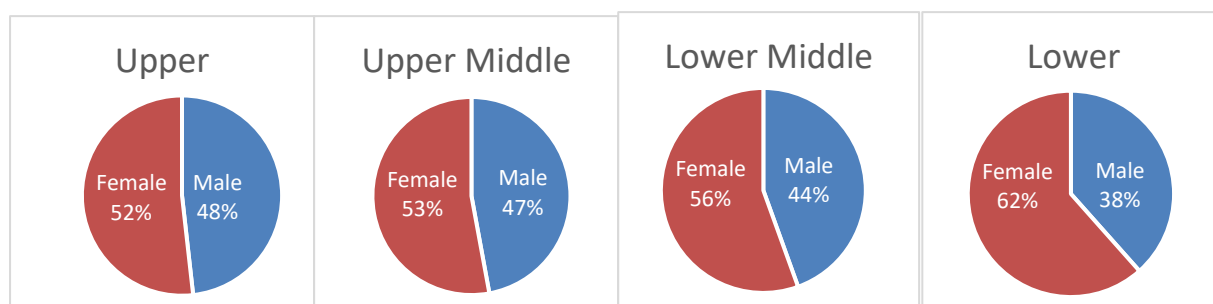
attraction of talent from every background and lived experience is paramount. We have made great progress in attracting candidates from minority ethnic backgrounds during 2022 with workforce diversity at 7% from 2% in the prior year.

Our split by pay quartile on 5th April 2022:



The charts above and below identify the number of females versus males employed in each pay quartile in 2022 and the last comparable full year in 2019. The upper quartile has seen a shift from 2022 with fewer females than males employed, mainly due to a higher proportion of males in technical and IT roles, typical of this sector, however, at the most senior roles (Associate Director and Executive Director level) are held by females. The number of females employed in the lower and lower middle quartiles are primarily held by staff within the hostel network, in hospitality/catering/housekeeping and customer service roles, which is typical of the gender balance in these types of roles across the UK.

Compared to 5th April 2019



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 equity, diversity, and inclusion strategy. This will include:

- Focus this year on growth, in the business and our people.
- Developing our talent, career and succession mapping alongside the work undertaken on our 4 box grid assessments. This will enable us to identify and support a pipeline of talented females who may take on higher level roles within the organisation, that are predominately occupied by males, such as Operations Managers.
- Whilst we understand the societal reasons for the gap, we are striving to target areas where gaps are industry norms, for example more females in IT and more males in hostel roles,

such as housekeeping. We are looking at both recruitment in those areas and also continue to benchmark all of our salaries in these areas against equivalent internal roles as well as to the industry.

- Continuing to deliver our tactical EDI plan, which has shown an increase in applications from minority ethnic groups and an improvement in workforce diversity. We will continue to work with external organisations, such as EDUK understanding further our current position and continue to build greater diversity into our recruitment processes.
- 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.
- The ongoing work supporting our Investors in People 'Gold' 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: 30 January 2023