



Gender Pay Gap Report 2023

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 2023. 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 2023 has been a more typical year, there have been significant challenges due to the economic climate with exceptional increases in costs throughout - impacting on the business and the workforce, driving income but with a much higher cost base. Sales have been in growth overall, but the impact has been in supporting our teams with both mental and financial wellbeing and the critical issue of retention and growth of our people.

We are pleased to see significant improvement in 2023. The report is based on a headcount of 949, noting that significant progress has been made with both the mean and median gap.

5 April 2023*

Mean	Median
3.61%	4.41%

*949 employees

5 April 2022**

Mean	Median
5.06%	6.34%

**789 employees

What the numbers tell us about our gender pay gap in year 7

This shows that our average hourly rate paid to females on the mandatory snapshot date is 3.16% lower than the average hourly rate paid to males, with a median average pay gap of 4.41%. The data is compared to a snapshot on 5th April 2022 and demonstrates a positive change in both, based on an 18% higher number of employees.

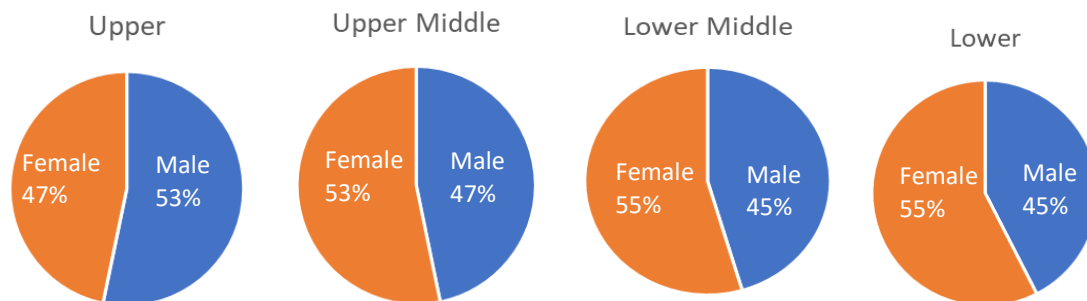
We are pleased that there have been improvements in both the mean showing an improvement of 1.45% and the median showing an improvement of 1.93% - the lowest level since data started being reported. However, as an organisation we continue to strive to eliminate the gap entirely.

Our recruitment policy is focused on recruiting a diverse workforce and based on assessment of suitability of their competence, and on personal choices candidates and our people make around work patterns and work-life balance, not on gender. We continue to grow and develop our talent from within, wherever possible based on individual's drive and needs. All roles are subject to pay benchmarking using independent tools and pay is adjusted in line with our pay principles: affordability, simplicity, equality, flexibility, and transparency.

There are still difficulties within the hospitality recruitment marketplace and therefore the retention of our workforce and the attraction of talent from every background and lived experience is

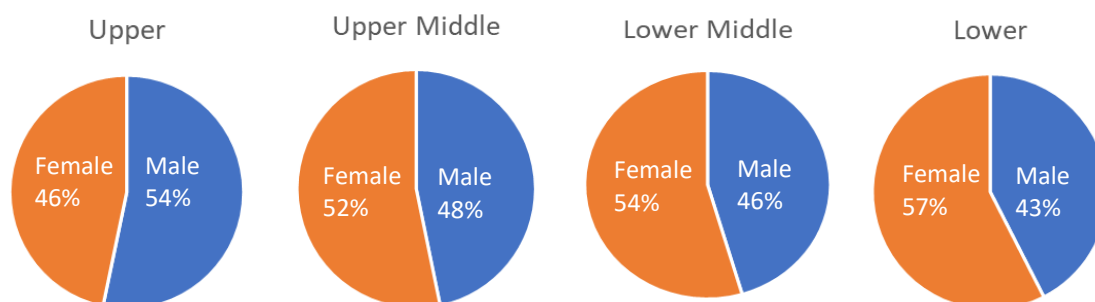
paramount. We have made great progress in attracting candidates from minority ethnic backgrounds during 2023 with workforce diversity at 20% - up from 7% in the prior year.

Our split by pay quartile on 5th April 2023:



The charts above and below identify the percentage of females versus males employed in each pay quartile in 2023. The upper, upper middle and lower middle quartile have seen a shift from 2022 with an increase in the proportion of females employed at these levels. It is this, taken together with a drop in the percentage of females employed at the lower quartile, that has led to a narrowing of the gender pay gap. Compared to 2022 more males are being employed in the lower quartile in entry level roles within hospitality such as catering/housekeeping and customer service roles, And the trend also reflects ongoing change in upper levels with more females being appointed and holding leadership roles (Associate Director and Executive Director level).

Compared to April 2022



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

These findings are very encouraging and demonstrate progress with our Equity, Diversity and Inclusion Strategy. This will continue to evolve:

- Focus this year on growth and efficiencies within the business plan and people retention and engagement.
- Ongoing development of our talent, career and succession mapping alongside the work undertaken on our 4 box grid talent assessments. This will enable us to identify and support

a pipeline of talented females who may take on higher level roles within the organisation, which are predominately occupied by males, such as Operations Managers. Work with Designate Operations Manager is already supporting growth into these traditionally male dominated areas.

- 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 and continue to benchmark all 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 Henpecked, and EDUK understanding further our current position and continue to build greater diversity into our recruitment processes.
- Progress further our YHA Education and Youth agenda 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: 21 December 2023