



Gender pay gap report 2024

YHA is a national youth charity that believes in the power of travel and adventure to change lives. Accessible to everyone, 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 5 April 2024. 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.

2024 was another challenging year, with continuing cost pressures due to the legacy of COVID, higher inflation, interest payments and constrained demand due to cost-of-living pressures. This has led to significant change in our teams, as we work towards creating a viable YHA for the future.

Overall, after several years of positive movement, we have seen a slight backward movement in the gender pay gap figures for this year. The report is based on a headcount of 906, a slight decrease of 4.6% versus last year.

There is good gender balance across all pay quartiles. However, the main reason for the movement in 2024 is a small increase in the proportion of females at the lowest two pay quartiles. While the % of females in the upper quartile has increased to 49%, the higher numbers of employees in the two lower pay quartiles means these small changes have a higher impact on the overall gender pay ratio.

5 April 2024*

Mean	Median
5.74%	6.39%

* 906 employees

5 April 2023**

Mean	Median
3.61%	4.41%

**949 employees

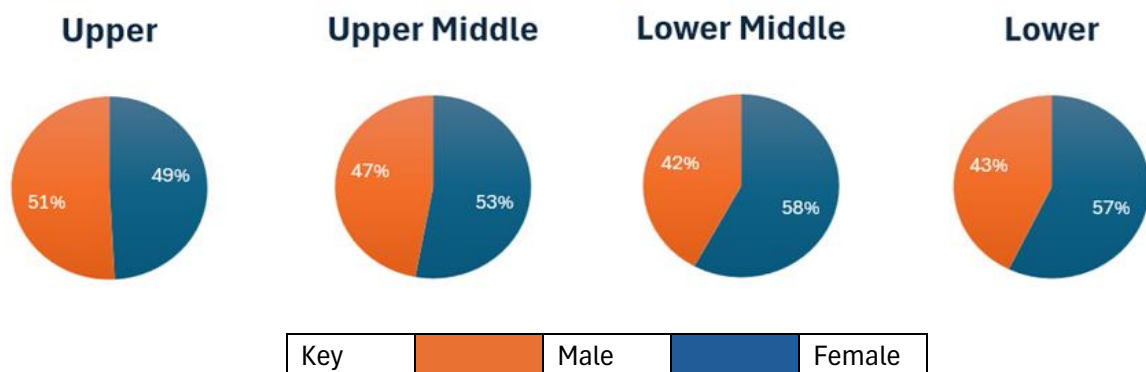
What the numbers tell us about our gender pay gap in year eight

This shows that our average hourly rate paid to females on the mandatory snapshot date is 5.74% lower than the average hourly rate paid to males, with a median average pay gap of 6.39%. The data is compared to a snapshot on 5 April 2023 and demonstrates an increase in both, based on a slight decrease of employees of 4.6%. The reasons for this are noted above. We are disappointed that recent progress has not been continued this year, with a decrease in the mean of 2.1% and the median of 1.98%.

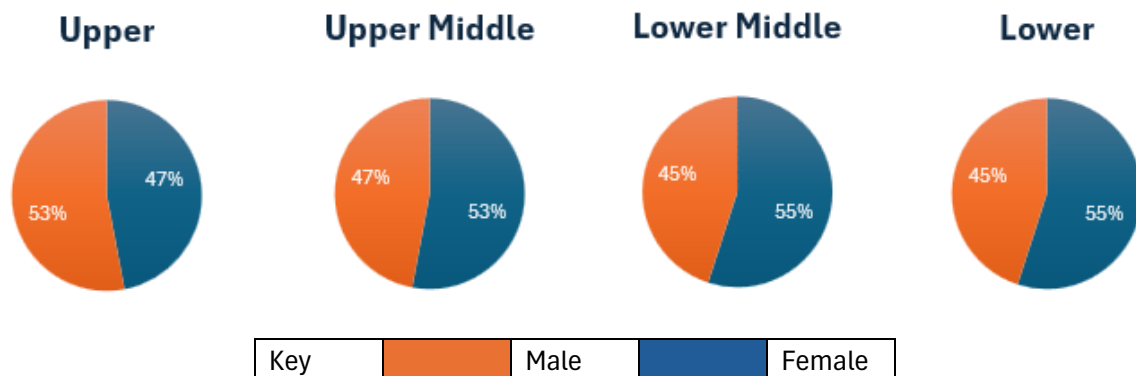
We remain committed to eliminating the gender pay gap entirely. Our recruitment policy is focused on recruiting a diverse workforce and based on assessment of suitability of their competence, and on personal flexible choices candidates and our people make around work patterns and work-life balance, not on gender. We continue to grow and develop our talent from within, wherever possible based on individuals' 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 still remain difficulties within the hospitality sector, 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 2024 with workforce diversity at 23% — up 3% from the prior year. Our engagement scores within diverse groups such as sexual orientation and religious beliefs is higher than the overall YHA engagement, which indicates our aim towards becoming an inclusive employer is impacting positively on our workforce.

Our split by pay quartile on 5 April 2024:



Our split per pay quartile on 5 April 2023



The charts above identify the percentage of females versus males employed in each pay quartile in 2024. The upper has improved by 2%, the upper middle remains unchanged and lower middle and lower quartile have seen a shift from 2023 with an increase in the proportion of females employed at these levels (by 3% and 2% respectively). It is this latter change, which has had the impact on the gender pay gap. Compared to 2023 fewer males are being employed in the lower middle and lower quartile in entry level roles within hospitality such as catering/housekeeping and customer service roles. Positively, the trend of more females being appointed and holding leadership roles (Director level roles) has continued in 2024, with the ratio nearing parity at 49% female, 51% male.

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

These findings are disappointing; however, we understand the impact of changes and our commitment to continue our focus in progressing with our Equity, Diversity, and Inclusion strategy.

We continue to work through our People and EDI strategies to eliminate the gender pay gap and build on recent progress on ensuring our workforce at all levels is representative of the population we serve. This includes:

- Ongoing development of people structures, and specialist skills required for our strategic and franchise network. We will continue to identify and support a pipeline of talented females who may take on higher level roles within the organisation, which are predominately occupied industry wide by males, such as Commercial (Sales & Marketing), IT/Business Systems and Operations Managers, which traditionally attract a higher proportion of male employees and managers. All three areas now have a female Director, and we now have both female and male Operations Managers, although there is more work to do to get to parity in these areas. In the same way, we are also looking to attract more males into traditionally female hostel roles, such as housekeeping. We are looking at recruitment practice as well as continuing to benchmark all our salaries in these areas against equivalent internal roles as well as to the industry.
- Continuing to deliver our EDI strategy, which has shown continued success in applications from minority ethnic groups and a significant improvement in workforce diversity. We will continue to work with external organisations, such as Inclusive Employers, Henpecked and All the Elements, as well as our own YHA Youth Panel to contribute to greater diversity in our recruitment processes.
- Wider work supporting our Investors in People 'Gold' reaccreditation this year which demonstrates our commitment to all our employees, volunteers, Trustees, Youth Panel, franchise colleagues, contractors, and third-party suppliers.

Declaration

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

Signed:



Name: James Blake

Position: CEO

Date: 24 December 2024