

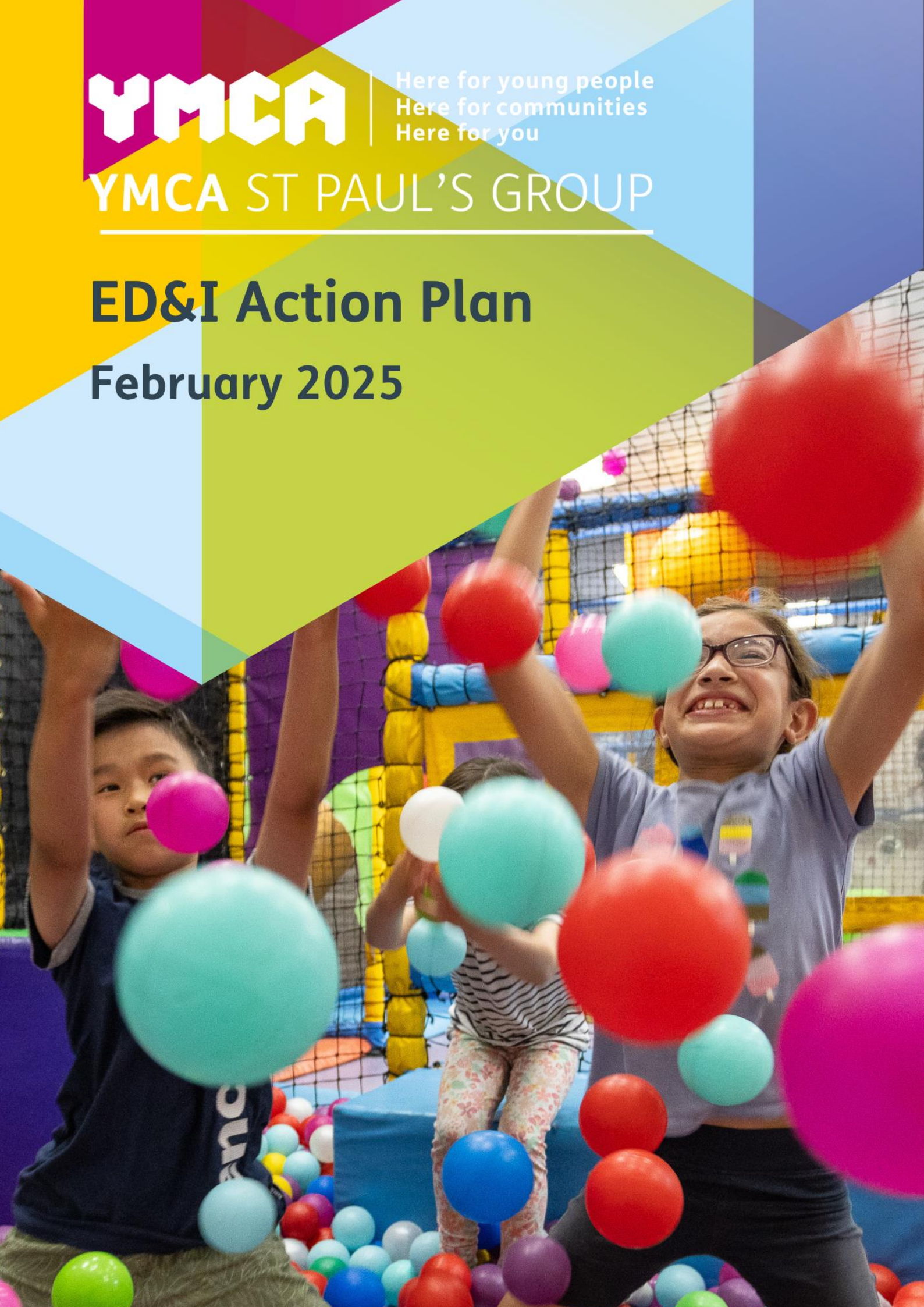
YMCA

Here for young people
Here for communities
Here for you

YMCA ST PAUL'S GROUP

ED&I Action Plan

February 2025



Introduction

YMCA St Paul's Group places great emphasis on being a place where everyone can be their best selves at work. As well as being a welcoming place for our staff and volunteers, the Strategic Plan sets a priority around understanding and responding positively to the diversity of our customer base.

As an investment partner with the Greater London Authority (GLA), the Charity has developed and published its EDI Action Plan that demonstrates how it complies with the GLA's requirements and what actions are being undertaken to become a more equitable, diverse and inclusive organisation.

Meeting the five standards

The Charity meets the five standards for GLA investment partners.

1. All investment partners must offer equality, diversity and inclusion training for all employees.

Equality, Diversity and Inclusion training is mandatory for all staff employed by YMCA SPG. Mandatory training completions are monitored as part of the Charity's KPIs.

2. All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying

The Charity takes a strict approach to breaches of its EDI policy, with consequences dealt with in accordance with its Disciplinary Procedure. Serious cases of deliberate discrimination may amount to gross misconduct resulting in immediate dismissal. In addition, the Charity's Anti-Social Behaviour policy sets out a zero-tolerance approach to any forms of harassment, discrimination or bullying behaviour.

3. All investment partners must broaden recruitment channels and encourage applications from diverse and under-represented groups.

The Charity actively encourages fair and non-discriminatory recruitment by using different strategies such as anonymised applications. These can ensure job adverts are gender bias free. Interview panels also have a diverse composition.

We use a number of Job Platforms, including Tribepad, Indeed, Charity Jobs, Total Jobs, Adzuna, Find a Job, and Monster Organic which provide us with data on the diversity of applicants. Several recruitment agencies around London and further afield are used, including Venn Group, Tumara Care, BCR, Pathway and Yvonne Lewis Group.

We have recently started working with the Working Chance charity, the UK's only employment charity for women with criminal convictions. We are looking into how to reach out to people with disabilities, mothers who can only work part time, veterans and young people (through our apprenticeship scheme).

As well as staff recruitment, Board and Committee diversity is also monitored and used to inform future recruitment needs.

4. All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the to the London benchmark.

YMCA SPG collects and monitors workforce data and benchmarks it against London demographics.

5. All investment partners must publish their gender and ethnicity pay gaps.

YMCA SPG collects and reports its gender and ethnicity pay gaps.

EDI Action Plan

The Charity has developed an EDI action plan that is based around the GLA's three key themes. This action plan is reported to our People and Governance committee with updates also being shared with our Resident Rep panel.

EDI Evidence and Action Plan

Theme	Requirement	Evidence of how YMCA SPG delivers this theme	Further Action	Who	When
Theme 1: Organisational equality, diversity and fairness	Improving Board and senior management diversity	Through our recent recruitment of two vacancies on our Executive Team, we were able to further improve our diversity amongst our top tier management with 60/40 gender balance and 40% being from an ethnic minority. As part of Board recruitment, we use portals and jobs board that target ethnic minority groups and those that support women onto Boards. The Board has set itself the target of it and its committee members being representative of the communities the Charity serves.	Support the establishment of 50% gender balance and 40% ethnic minority membership of Board and Committees	Co Sec & CEO	Nov 2025
			Establish pay gap targets, using 2023-24 data as benchmark Continue to monitor our pay gap data through annual reporting	Dir of People	Mar 2025
	Promoting development of staff from under-represented groups	We have established Employee Representative Groups (ERGs) to encourage staff to	ERGs and ICG to present their recommendations to Executive Team	Dir of People	Oct 2024

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		<p>enter meaningful dialogue about diversity and inclusion at work and develop plans. Our ERGs currently span Women, Race, Disability, LBGTQIA+. We also have an Information and Consultation Group (ICG) who represent all staff.</p> <p>We are a signatory to the Race at Work Charter, which signals our commitment to ensuring that we are creating an environment where staff feel that they have a voice and to ensure that our systems are inclusive. We are also a Disability Confident accredited employer.</p>	Review and refresh ED&I staff policy	Dir of People	Mar 2025
			Develop an ED&I policy for our customers.	Dir of Ops	Mar 2025
	Providing additional training, support and resources to support diversity	We currently require all staff to undertake EDI training during induction and refreshed every 3 years.	Continue to monitor course delivery and attendance Launch		On going

Theme	Requirement	Evidence of how YMCA SPG delivers this theme	Further Action	Who	When
	within organisations	Alongside this People Managers take part in Conscious Inclusion Training. We also run an Ethnically Diverse Leadership Development programme. Feedback from these programmes is used to inform future training needs	Pilot a reverse mentoring staff for senior leaders	Head of OD	Nov 2024
	Ensuring that all staff are employed on fair terms, reducing the use of non-standard contract workers and those on zero hours contracts.	The Charity does make use of some zero hour contracts for staff providing support in Health and Wellbeing services as well as those providing emergency cover. The numbers on zero hour contracts is kept under review.	Review our workforce establishment, including a review of our current utilisation of bank staff. Set targets for agency staffing levels	Dir of People and Dir of Ops	March 2025
	Use of staff feedback surveys to measure staff satisfaction across	We re-signed to take part in the Great Places to Work (GPTW) accreditation	Communicate survey results and develop action plan	Head of OD	February 2025

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	protected characteristics.	programme and were accredited in October 2024 for 1 year.	Next survey to be reassessed for accreditation	Head of OD	September 2025
	Improving recruitment practices to support a more diverse workforce	<p>We carry out an annual review to assess impact of our strategies to actively encourage fair and non-discriminatory recruitment such as:</p> <ul style="list-style-type: none"> • anonymised applications • making sure that the job adverts are gender bias free • having a diverse interview panel; panel chair will agree in advance • the interview questions to ensure fairness and consistency • EDI training • Ethnically diverse leadership programme <p>-</p>	Introduce job applicant diversity monitoring report	Dir of People and Head of HRSS	Mar 2025

Theme	Requirement	Evidence of how YMCA SPG delivers this theme	Further Action	Who	When
Theme 2: Sustainable and diverse supply chains	Adopting procurement methods that evaluate 'social value' or 'EDI' as a scored quality criterion when commissioning work.	We already use a number of SMEs in the provision of responsive maintenance, cyclical and capital works. We are reviewing our approach to procurement this year, to see how we can deliver improved value for money and efficiency whilst also supporting more SMEs and local purchasing and supply chains and harnessing greater social value.	Evaluate our annual Social Value impact using the HACT SROI model	Head of BI	Nov 2025
Theme 3 Working together with Londoners	Ensuring that residents' voices are represented in governance and decision making, such as residents' forums and Board membership.	A Resident Rep Panel meets regularly with Board and senior management to review the work of the Charity We work with Citizens UK, ensuring that YMCA residents have access, through Citizens listening	In light of the new consumer standard, refresh and relaunch our Residents Rep forum ensuring that YMCA tenants have the opportunity to scrutinise the Charity's performance and hold it to account.	Dir of Ops	Jul 2024

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		events, to influence policy and campaigns. We also are members of London Housing Panel, advocating for the young people in the Mayor of London policies.	Continue our work through the London Housing Panel and provide a platform through the Voice Working Group, for YMCA young residents to influence and inform policy and practice.	CEO	Ongoing
	Providing additional community assets within developments that can support local people and help tackle inequalities	Across London and beyond we create inclusive, active and healthy communities where everyone can flourish. In our Wimbledon development we created new facilities for the use of the local community including a community space which can be hired by local groups at a reduced rate.	Introduce and publish a new customer consultation calendar.	Dir of Ops	Jun 2025
			Implement actions from 2023-24 Local Authority stakeholder survey carried out by NfP.	Head of Comms	Dec 2024
Committing to ensuring that all communal amenity and play spaces within a development are accessible to all		Prioritising the health and wellbeing of residents in the brief of a project at the outset.			

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	<p>residents, regardless of tenure.</p>	<p>As an organisation, we are committed to supporting both mental and physical wellbeing which is reflected in the principles used for the recent Wimbledon development. Our gym and physical wellness facilities are available to all residents of the building, with access to classes and sessions to support their health and wellness journey. Our gym and classes are also available to the community at significantly reduced membership rates.</p> <p>We have counselling facilities provided by our professional counselling team at our Wimbledon development that are available to our residents for free and to the local community at a means assessed sliding scale rate.</p>			

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		<p>In addition to the above, our in-house progression teamwork with our residents in Wimbledon to ensure the resident facilities provided (such as the communal lounge, activity room and chapel) are accessible by and of interest to all residents within the building. In order to ensure that the activities provided are suitable and what the residents want we will refresh our resident engagement strategy.</p>			