

YMCA ST PAUL'S GROUP

Ethnicity Pay Gap Report

April 2026

YMCA | Here for young people
Here for communities
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Introduction

At YMCA SPG, we are fully committed to equity, diversity, and inclusion (EDI), and we recognise that achieving and demonstrating pay equity is a moral and business-critical matter. Monitoring our ethnicity pay gap helps us understand pay disparities between employees from different ethnic backgrounds and identify actions to promote fairness and equity across the organisation.

YMCA St Paul's Group is pleased to publish our third ethnicity pay gap report.

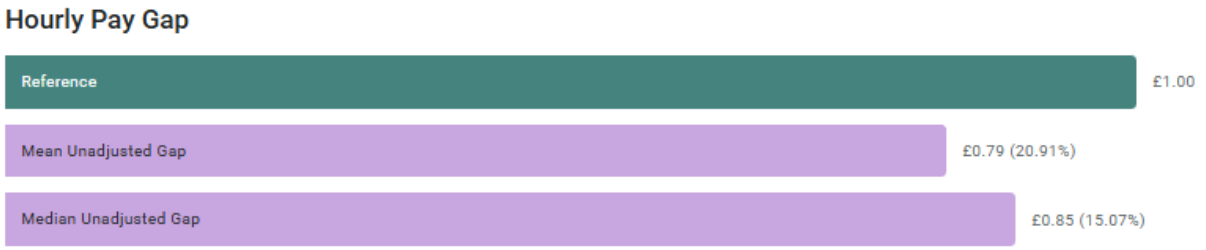
Reporting Period

The reporting year is 2026 to 2027. The snapshot date for staff being employed at the Charity is 5 April 2026. The reporting deadline is 4 April 2027.

Ethnicity Pay Gap Analysis

This year (2026-27), the Mean Ethnicity Pay Gap is 20.91%. The Median Ethnicity Pay Gap is 15.07%.

For every £1.00 earned by the reference group (White), the comparator group (Asian or Asian British, Black, Black British, Caribbean or African, Mixed or multiple ethnic groups, Other ethnic group) earns £0.79, with a difference of £0.21 in favour of the reference group (White).



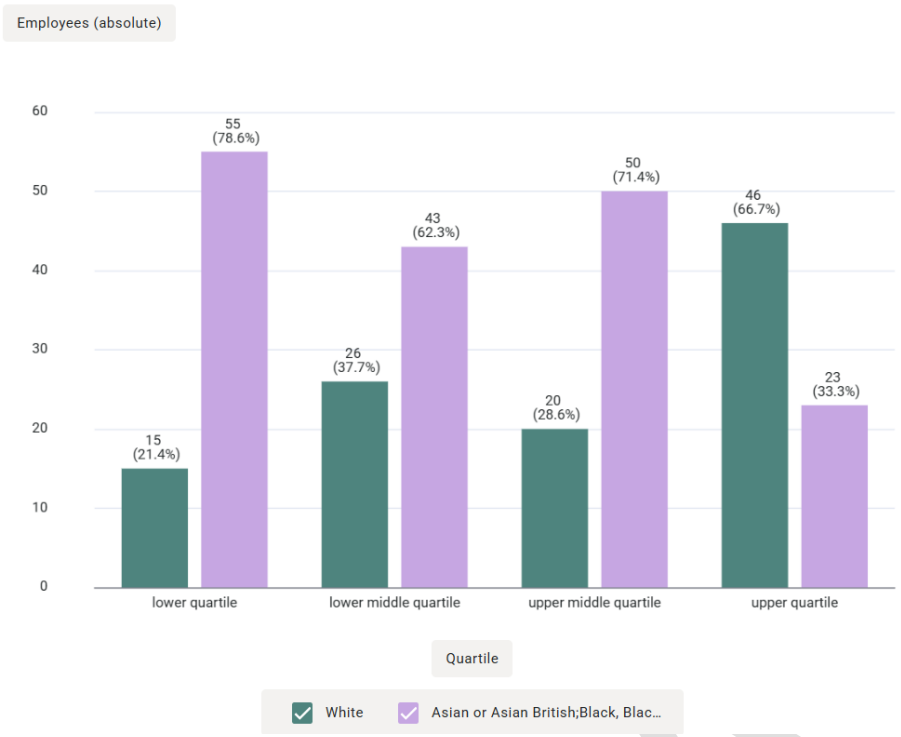
Note: The adjusted pay gap takes account of pay-determining factors such as job level, qualification requirements and length of service.

The most significant contributor to the pay gap (job title – 93.77%) indicates that the highest-paid job titles are primarily held by employees from the selected reference group (White).

Quartile

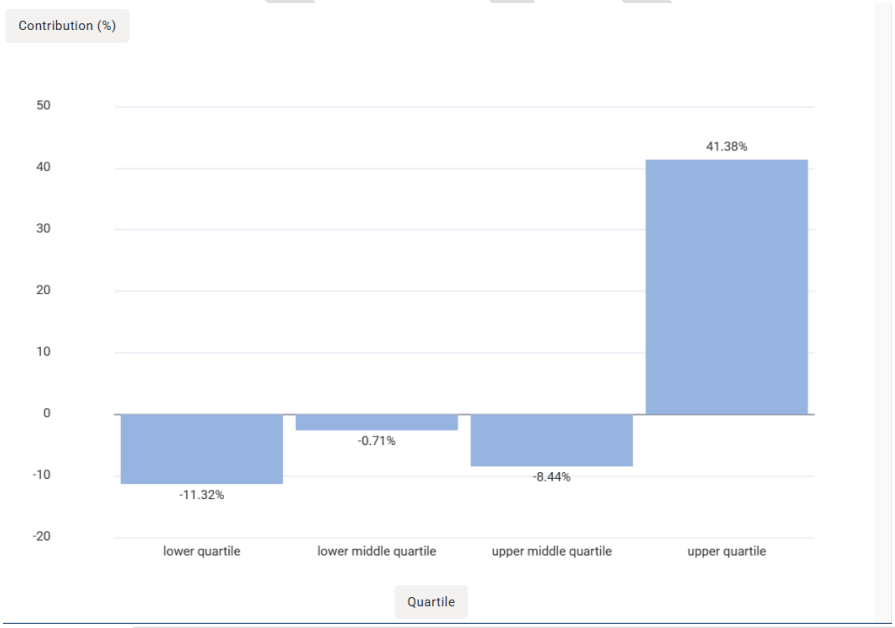
Employee participation in the YMCA SPG workforce from ethnically diverse employees remains higher than their white colleagues, at 61.51% (171) in the comparator group compared with 38.49% (107) in the reference group. The picture is not equal across different quartiles. The upper quartile has a significantly higher percentage of white employees; however, ethnically

diverse employees outnumber white colleagues in the lower, lower-middle, and upper-middle quartiles. See table below.



The contribution to the overall pay gap varies across each quartile. In the table below, the lower and upper middle quartiles make the largest contributions to ethnically diverse groups achieving parity with the White group. There is still a noticeable pay gap in the upper quartile, where the White group earns 41.38% more than the ethnically diverse groups.

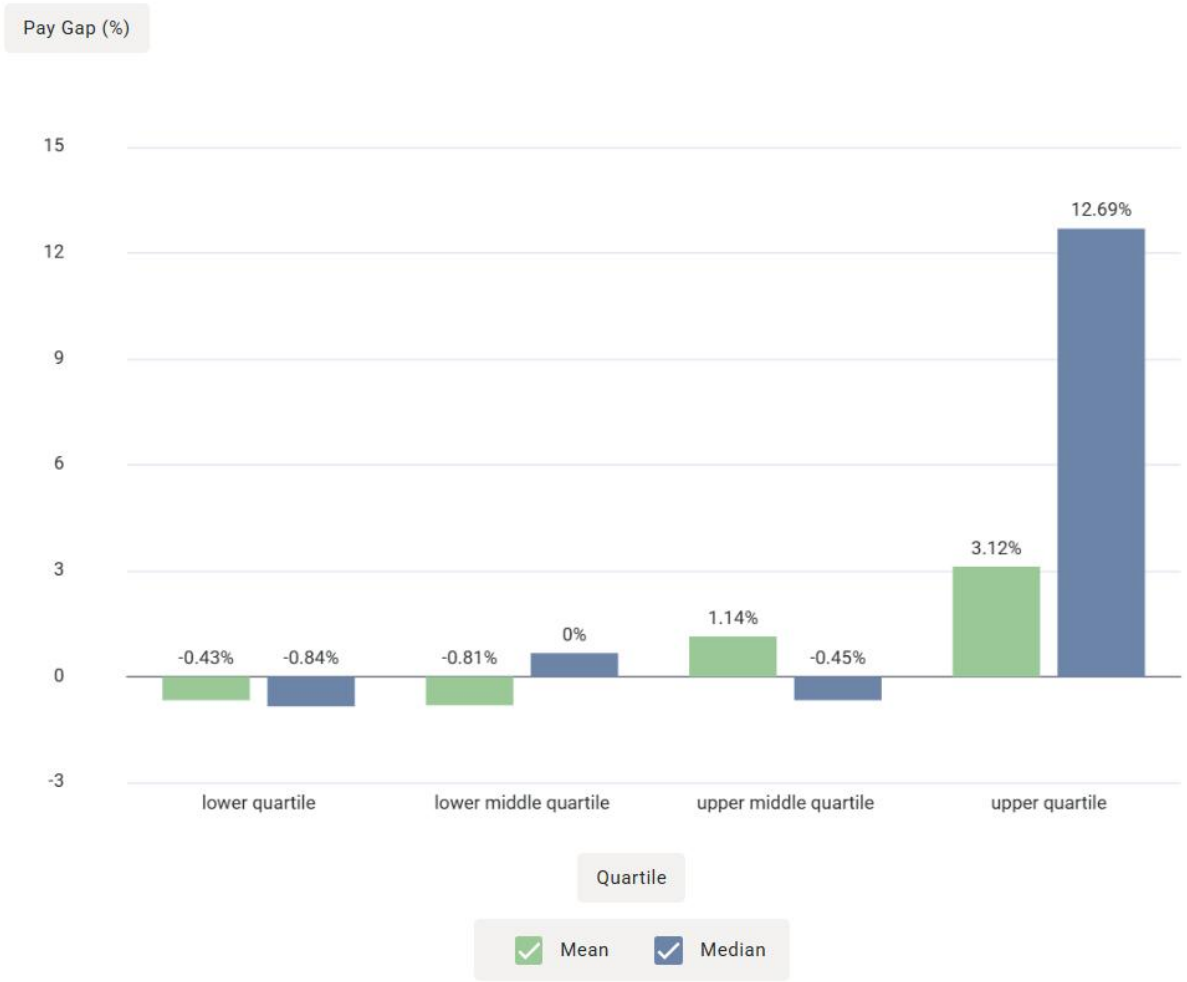
The table below shows the contribution of each quartile to the pay gap.



It's important to note that contributions are not about who earns more overall. They reflect which group has the higher weighted pay within each quartile, a combined result of both pay levels and group sizes. This helps uncover structural patterns in pay distribution that may not be visible when looking at averages alone.

Looking at the pay gap across each quartile shows an encouraging perspective:

- The mean ethnicity pay gap in the **lower quartile** is -0.43%.
- The mean ethnicity pay gap in the **lower middle quartile** is -0.81%.
- The mean ethnicity pay gap in the **upper middle quartile** is 1.14%.
- The mean ethnicity pay gap in the **upper quartile** is 3.12%.



Our actions will focus on increasing the representation of ethnically diverse employees in the upper-middle and upper quartiles, while also increasing the representation of white employees in the lower quartiles.

Actions

YMCA St Paul's Group is committed to Equality, Diversity and Inclusion as an organisation, ensuring that we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

Our commitment to improving the Ethnicity Pay Gap in favour of ethnically diverse groups is reflected in our dedication to Equality, Diversity and Inclusion. In 2026, we launched our EDI strategy with action plans to be delivered in line with the soon-to-be-published organisational strategic plan for 2027-2032. This EDI strategy reinforces our commitment to ensuring equity across our workforce, services and programmes.

Key actions include:

Building Diversity into the organisation

- Provide mandatory induction training on Equity, Diversity and Inclusion (EDI) for all employees. Further training is provided to managers on EDI awareness and Conscious Inclusion.
- Widen overall EDI training offer (including Active Bystander)
- Develop the work of the Race Employee Representative Group.
- Deliver the Reverse Mentoring Scheme between colleagues from white and ethnically diverse backgrounds.

Recruiting staff

- Roll our mandatory recruitment and interview training to all interview panellists.
- Review the recruitment policy and develop a toolkit to support managers and staff.
- Update job adverts to invite applications from a wide range of candidates with various backgrounds or protected characteristics.
- Advertise management and other positions via internal channels to give internal candidates more opportunity for promotion.
- Advertise the salary on all positions.
- Use blind CVs and application forms to ensure fairness in shortlisting.

Developing and promoting staff

- Offer the Global Majority Leadership course to employees from ethnically diverse backgrounds to develop the leadership and management skills needed to operate in higher level roles within the organisation.

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- Continue offering a range of management and leadership training for both employees to progress their careers.

Increasing transparency

- Refresh the job evaluation scheme to ensure pay parity across equivalent roles at all levels.

Tracking progress

We will track the progress of these actions by measuring:

- the breakdown of all applicants and successful candidates by ethnicity – including the combination of ethnicity and other characteristics (such as gender or disability status) to highlight specific trends for different groups
- how many candidates from ethnically diverse backgrounds applied for roles in management
- retention rates of new recruits from targeted groups at milestones – for example, 12 months after starting.
- the number of managers and panel members finishing the training.
- the recruitment experience of candidates.
- feedback from all employees who took part in development programmes and those who chose not to.
- if employees understand the policies and if managers feel confident offering support, using surveys to find out.

Where possible, we will compare any data we gather with 'baseline' data from previous recruitment campaigns and set realistic, time-bound targets for improvement by portfolio or department.

We will continue to ensure that we have a safe and supportive environment for ethnically diverse employees to succeed in their careers, removing all barriers to pay and progression so they can contribute fully to delivering our goals as a Charity.

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