

YMCA ST PAUL'S GROUP

Gender Pay Gap Report

April 2026

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Introduction

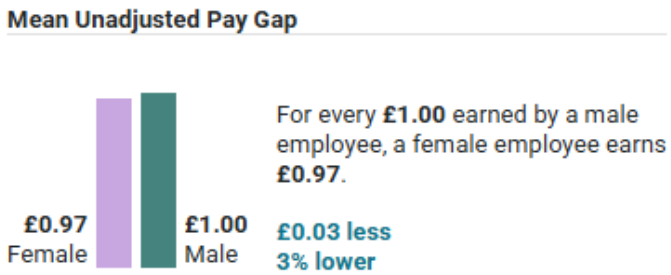
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 introduced the requirement to report gender pay gap information for all organisations employing more than 250 employees. The gender pay gap is the difference in average pay between women and men in an organisation. The gender pay gap is different from equal pay, which stipulates that women and men must receive equal pay for the same or similar work. YMCA SPG is fully committed to Equity, Diversity and Inclusion and have made steady progress in reducing our gender pay gap over the last few years.

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.

Gender Pay Gap Analysis

Over the last few years, we have achieved pay parity between men and women in favour of women or have come slightly under. This year (2026-27), the Mean Gender Pay Gap is 3.22%, which has increased since 2025-26 when it was -5.84%. Women now earn £0.97 compared to men (£1.00), with a marginal difference of £0.03 in men's favour.



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

Although the Mean Gender Pay Gap is in favour of men, the Median (average) Gender Pay Gap is in favour of women. The Median Gender Pay Gap is -3.08%, in 2025-26, the Median Pay Gap was 0.00%.

A major reason for the changes in the Gender Pay Gap relates to the transfer out of over 130 employees from the organisation in 2025 when one of the Charity's

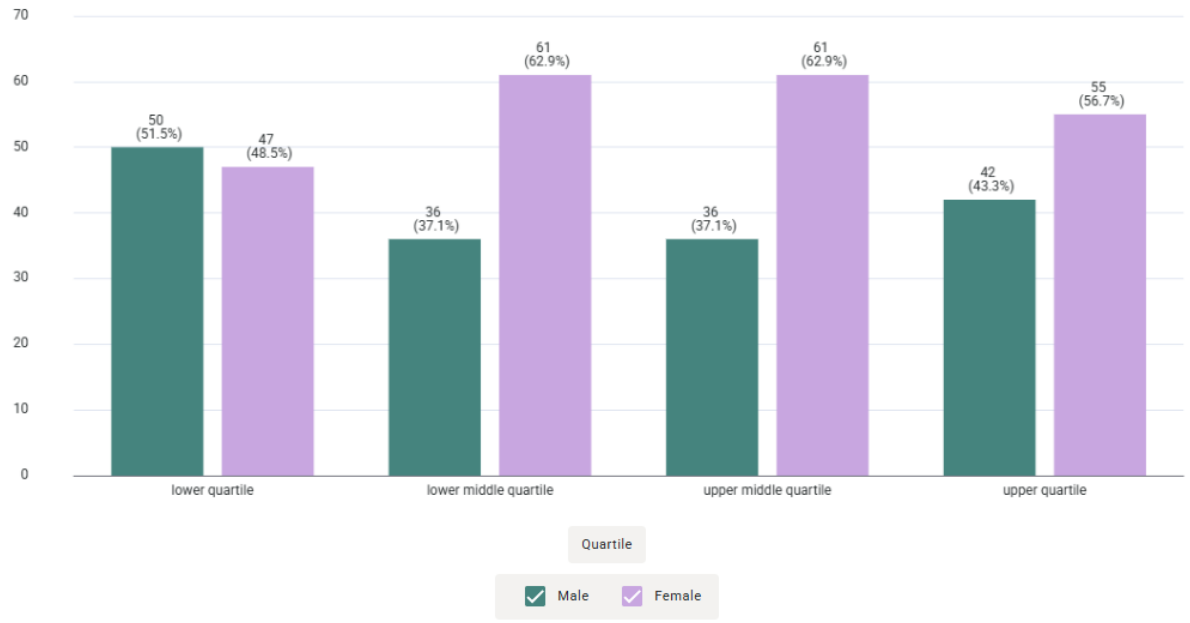
contracts came to an end. This had a significant impact on the number of women versus men in the dataset, with 100 women transferring out of the Charity compared to 40 men.

Over the last 4 years, both the Mean and Median Gender Pay Gap have been mostly in favour of women.

YMCA SPG	2023-24	2024-25	2025-26	2026-27
Headcount in dataset	472	515	527	388
Mean	-3.89%	1.17%	-5.84%	3.22%
Median	-7.88%	0.00%	0.00%	-3.08%

Quartile:

Female participation in the YMCA SPG workforce remains higher than that of males, at 57.73% women compared with 42.27% men. The graph below shows that higher female participation occurs at almost all levels in YMCA SPG:

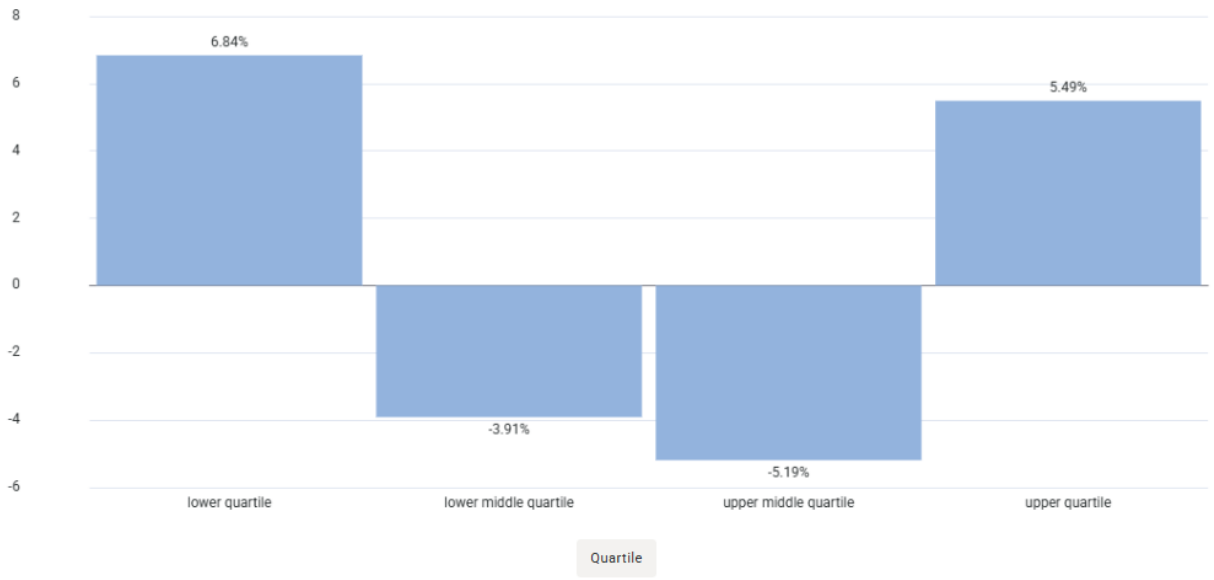


This graph also shows the difference in the actual numbers of employees within the separate pay quartiles.

Quartiles / Gender	Women	%Women	Men	%Men
Q1 (lower quartile)	47	48.45	50	51.55
Q2 (lower middle quartile)	61	62.89	36	37.11
Q3 (upper middle quartile)	61	62.89	36	37.11
Q4 (upper quartile)	55	56.7	42	43.3
Total	**224**	**57.73**	**164**	**42.27**

- 1 in 4 Women are high earners (upper quartile).
- 1 in 5 Women are low earners (lower quartile).

The contribution to the overall pay gap varies across each quartile. As shown in the table below, the upper middle and lower middle quartiles make the largest contributions to women achieving parity with men. The largest contributor to our mean pay gap is the lower quartile, at 6.84%. This means that the lower quartile contributes 6.84% of the 3.22% mean pay gap. There is a pay gap between the upper and lower quartiles, with men earning 6.84% and 5.49% more than women, respectively.



Actions

Our commitment to keeping the Gender Pay Gap in favour of women is reflected in our dedication to Equality, Diversity and Inclusion as an organisation. 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.
- Widen overall EDI training offer (including Active Bystander).
- Develop the work of the Women Employee Representative Group.
- Enable our Women's Employee Representative group to continue their positive work in promoting the views of women in our workforce and continuing to develop policies to support women at all levels.

Recruiting staff

- Roll out our mandatory recruitment and interview training to all interview panellists.
- 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 opportunities for promotion.
- Use blind CVs and application forms to ensure fairness in shortlisting.
- Advertise the salary for all positions.

Developing and promoting staff

- Offer the 'Charity Bond' six-week, high-impact leadership training exclusive to women. This will help them develop confidence, self-esteem, networking and learn how to overcome career obstacles – at work and at home. It will ensure women are developed to continue progressing in their careers and

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into the upper quartile of the Charity. The higher percentage of women to men in upper-quartile roles demonstrates that YMCA SPG no longer has a 'glass ceiling' and that opportunities are available to all, regardless of gender.

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

Increasing transparency

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

Supporting employees experiencing menopause

We have already introduced policies, staff and management guidance on menopause. We will take the following actions to further support colleagues:

- Introduce a Menopause support page for colleagues on the staff intranet.
- Refresh and communicate the Menopause policy.
- Provide training for managers and staff on understanding and supporting colleagues dealing with menopause, including responding sensitively to needs and making workplace adjustments.
- Encourage colleagues going through menopause to discuss adopting flexible working arrangements where needed with their manager.
- Employee Representative Group for Women will organise support groups, awareness campaigns and events to support women experiencing menopause.
- Highlighting services that support menopause, including our Employee Assistance Programme.
- We will ask colleagues for feedback to evaluate the effectiveness of our policies and actions.

Tracking progress

We will track the progress of these actions by measuring:

- the breakdown of all applicants and successful candidates by sex – including the combination of sex and other characteristics (such as ethnicity or

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disability status) to highlight specific trends for different groups of men and women

- how many returners and candidates who have previously applied for roles in your organisation you hire
- retention rates of new recruits from targeted groups at milestones – for example, 12 months after starting
- 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.
- the number of managers finishing the training.
- what managers learned after training to see the impact.

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 women to succeed in their careers, removing all barriers to pay and progression so they can contribute fully to the delivery of our goals as a Charity.

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