

Better value, delivered.



Gender Pay Gap Report

March 2019



Published March 2020





Introduction

This report is YPO's third Gender Pay Gap report in response to the legislation introduced in 2017 when it became a statutory requirement for organisations with 250 or more employees to report annually on their gender pay gap.

In this report we highlight information relating to the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

We are pleased to be able to report that for the third year of reporting YPO once again has a gender pay gap in favour of women.

YPO is a public sector organisation and public sector organisations are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. These regulations underpin the Public Sector Equality Duty and require relevant organisations to publish their gender pay gap by 30th March annually.

This report is based on the snapshot date of 31st March 2019.

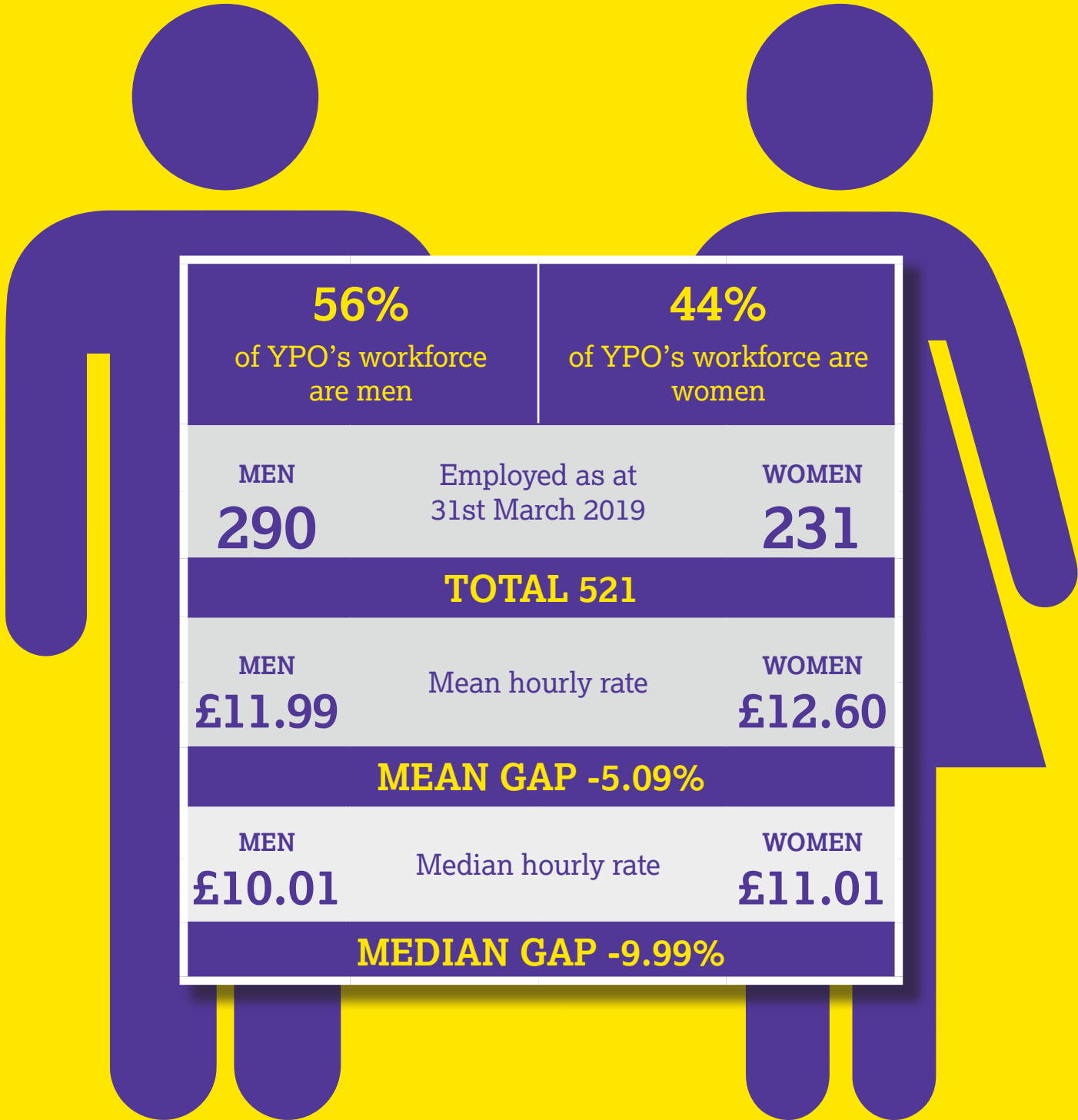
Declaration

I confirm that our data has been calculated according to the requirements and methodology of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

A handwritten signature in blue ink, appearing to read 'Simon Hill', written in a cursive style.

Simon Hill
Managing Director YPO

Gender Make-up of YPO



Bonus Pay

For statutory reporting purposes, bonus pay includes payments made for performance and incentive. Whilst we do not operate a traditional bonus scheme we do have a range of payments that can be paid to employees that for a limited period of time are undertaking duties over and above their normal roles.

Last year the mean bonus figure for YPO was in favour of women (-28.28%), this year sees a swing to being in favour of men, 12.8%.

This report shows a small increase in the number of women that received a payment during this year (approximately 1%), and a larger decrease in the number of men that received a payment, (approximately 10%).

Although there are less men in total receiving payments during this year due to structural changes in the organisation some of those receiving payments are at a more senior level which increases the overall average for men.

There is no median bonus gap between genders this year, which is the same as last year.

MEN 68	Number receiving bonus payments	WOMEN 31
Mean bonus gap in favour of men 12.8%		
Median bonus gap 0%		
MEN 23.44%	Percentage that received bonus payments	WOMEN 13.41%

Working to reduce the Gender Pay Gap

The YPO gender pay gap has increased this year in favour of women. This is partly attributable to the successful appointment and promotion of a number of females into management positions, whilst a large percentage of male employees remain on the lower pay grades.

The traditionally male dominated areas of YPO, (warehousing and transport) tend to remain static with minimal leavers, due to the good working environment and terms and conditions of employment that are offered to our employees.

By promoting our family friendly benefits in advertisements, throughout recruitment campaigns and on our website we have seen a small increase in women in the transport department where previously this was a male dominated environment.

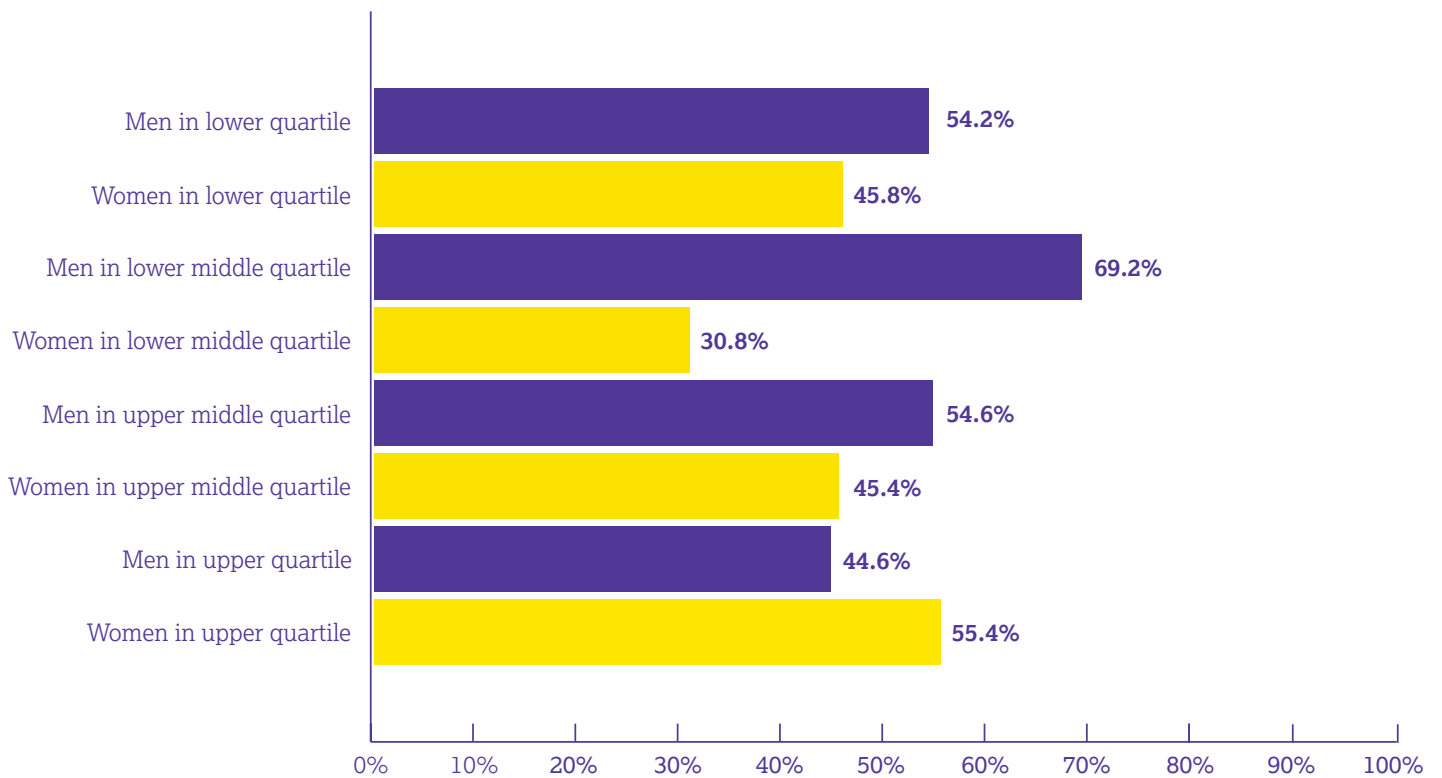
We are committed to offering equal opportunities to all our employees and have offered coaching, interview technique

training and job shadowing to all staff to assist in successfully gaining promotion opportunities. Whilst the opportunities are open to all staff we have focussed attention this year on those staff in lower graded, male dominated warehouse and transport roles who may wish to transition into office based and management roles.

YPO continues to run a modular course for aspiring managers. Both genders are encouraged to nominate themselves for this development opportunity and support is provided in applying for and attending the course.

YPO will continue to promote policies and initiatives to support equal opportunities for all our employees throughout our organisation. YPO is committed to fair pay for all staff irrespective of gender and will continue to support initiatives that will improve our gender pay gap.

Pay by Quartiles



YPO uses an analytical job evaluation scheme for all roles. Job evaluation is a systematic process for ranking jobs logically and fairly to determine the relative complexity of jobs and the relative importance of what they contribute to the organisation and its purpose.

Jobs are ranked and graded according to the skills, knowledge and levels of accountability that are required for employees to be competent when performing their roles.

Each grade has a set pay range which is aligned to the national agreement on pay and conditions of service negotiated by the National Joint Council for Local Government Services (NJC).

Annually, employees automatically progress through the pay range for their grade until they reach the top of the scale, therefore the longer period of time someone has been in a grade, the higher their hourly rate of pay would be, irrespective of their gender.

The majority of the roles that fall within the lowest grades at YPO are in the areas of catering and cleaning. These roles are predominantly filled by women and sit at the bottom of

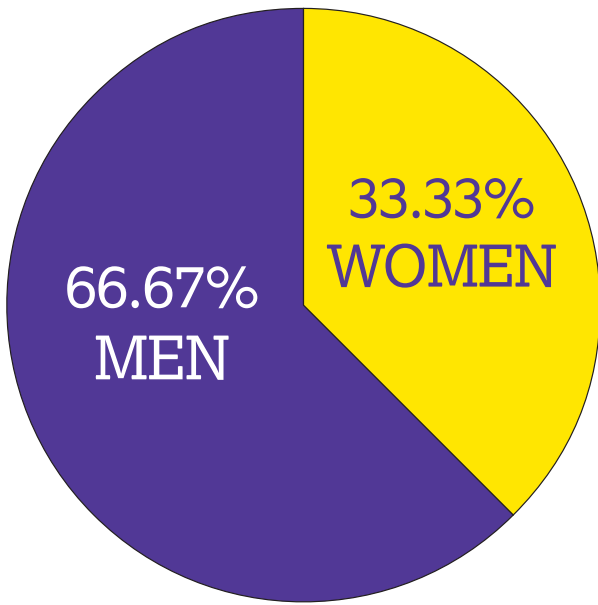
the lower quartile, with roles in warehousing, transport and customer services spread across the lower and lower middle quartiles.

As at 31st March 2019 there were 261 employees in these roles, just over half of the total YPO workforce 50.1% with 161 men and 100 women.

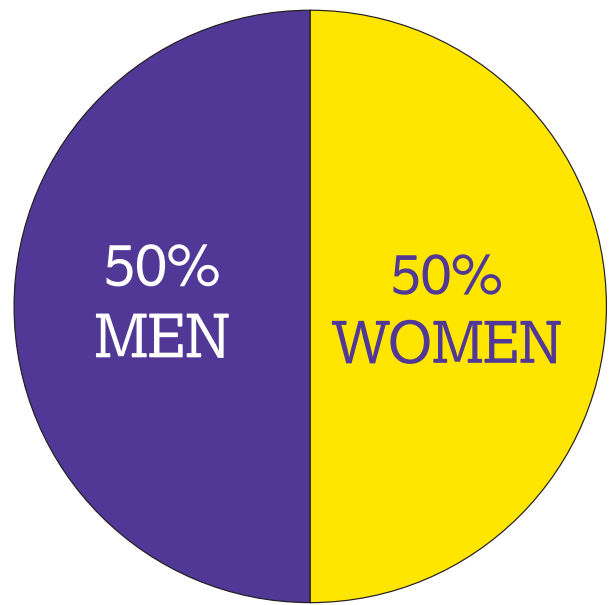
This year the upper quartile shows a small increase in men and a corresponding decrease in women (0.5%) from last year. This is due to a senior female employee leaving the organisation. The upper middle quartile shows an increase for women of 8% and a corresponding decrease for men since last year.

This has resulted in an overall mean gender pay gap of -5.09%, a figure favourable to women, and has widened the gap since last year (-4.75%). This year we have a median gender pay gap of -9.99%, increasing the gap since last year (-3.75%).

The increase in the overall positive figure has been influenced by more women being promoted to and recruited to, junior, middle and senior management positions, whilst the majority of the workers in the middle to lower graded roles are male accounting for almost 31% of the total YPO workforce.



Senior Leadership Team



Board

The YPO Senior Leadership Team has 66.67% men and 33.33% women which is a slight decrease in women from last year (due to the resignation previously mentioned), but we are happy to report that the YPO Board remains a balanced 50% each of men and women.

“The Senior Leadership Team is 66.67% men and 33.33% women. The YPO Board is comprised of 50% each men and women, the same as last year.”

