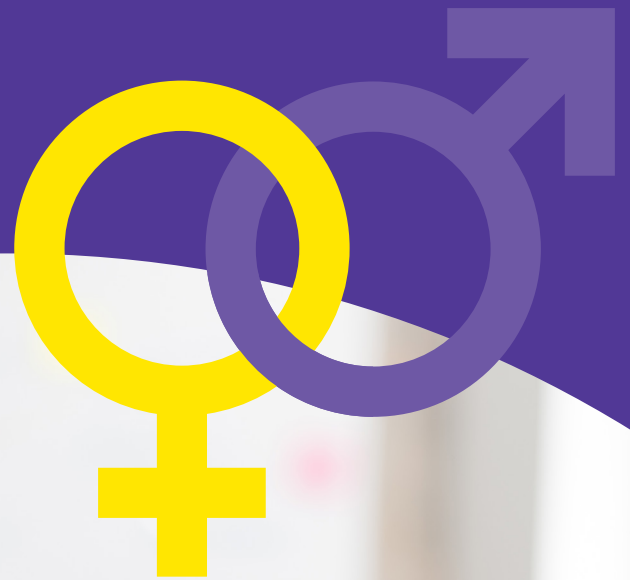


Better value, delivered.



Gender Pay Gap Report 2025

Published March 2026





Foreword from Simon Hill



As Managing Director of YPO, I am pleased to introduce our Gender Pay Gap Report for 2025. This report reflects both our statutory responsibilities and our ongoing commitment to fairness, transparency, and inclusion across the organisation.

Equality remains fundamental to creating a successful and supportive workplace. Our data continues to demonstrate a consistent gender pay gap in favour of female employees. While this outcome highlights the positive impact of our efforts to strengthen representation and development at all levels, it also provides important insight into areas where we can further enhance our approach. Ensuring that every colleague has the opportunity to develop, progress, and thrive continues to be a key priority.

We recognise that gender pay gaps - and the factors contributing to them - are complex. Addressing them requires ongoing monitoring, informed action, and a culture that actively supports diversity. YPO maintains balanced representation across much of the organisation, including strong female representation within senior leadership roles. At the same time, we remain committed to improving balance in areas where representation differs.

I would like to express my appreciation to our employees for their continued dedication and for their contribution to making YPO a workplace where people feel valued and supported.

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.

Simon Hill
Managing Director YPO

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Introduction

This report presents YPO's ninth annual Gender Pay Gap analysis, fulfilling the statutory requirement for public sector organisations with more than 250 employees. It outlines our performance on the key measures defined in legislation, including:

- Mean and median gender pay gaps
- Mean and median gender bonus gaps
- Proportion of male and female employees receiving bonus pay
- Gender representation across each pay quartile

All findings in this report are based on the snapshot date of 31 March 2025.



YPO continues to show a gender pay gap in favour of female employees, a consistent trend over the past nine years.



YPO's Gender Pay Gap

As of 31 March 2025, YPO employed a total of **571 employees**, comprising **294 males** and **277 females**.

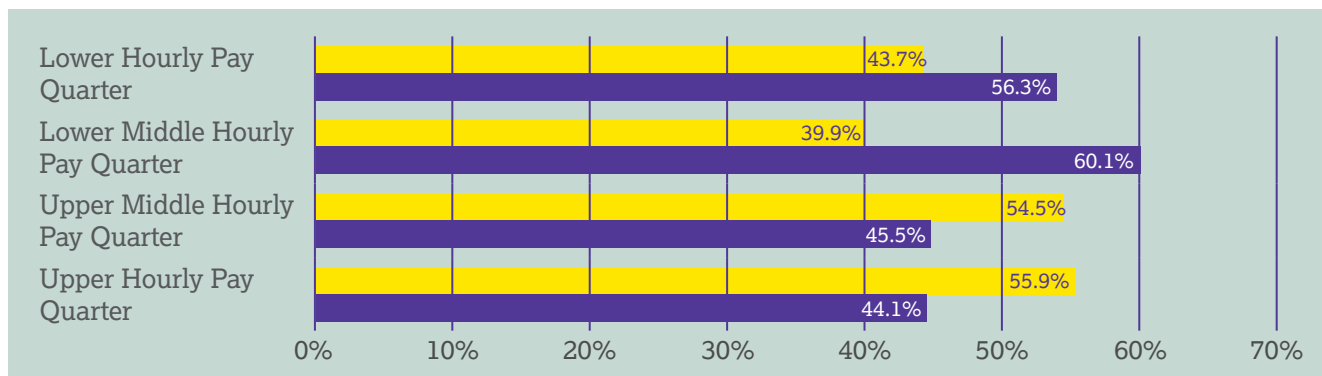
Analysis of hourly pay shows:

- **Mean gender pay gap:** -6.20% (favouring females)
- **Median gender pay gap:** -10.35% (favouring females)

These results indicate that, on average, female employees continue to earn more per hour than male employees at both the mean and median levels.



Pay by Quartiles



YPO uses an analytical job evaluation process to ensure roles are graded fairly based on skills, knowledge, and accountability. 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), with the Trade Unions.

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

The gender distribution within each pay quartile for 2025 is as follows:

- **Upper Quartile:** 55.9% female, 44.1% male
- **Upper Middle Quartile:** 54.5% female, 45.5% male
- **Lower Middle Quartile:** 39.9% female, 60.1% male
- **Lower Quartile:** 43.7% female, 56.3% male

While representation varies across quartiles, the upper quartiles continue to show stronger female representation, contributing to the overall pay gap being in favour of females.

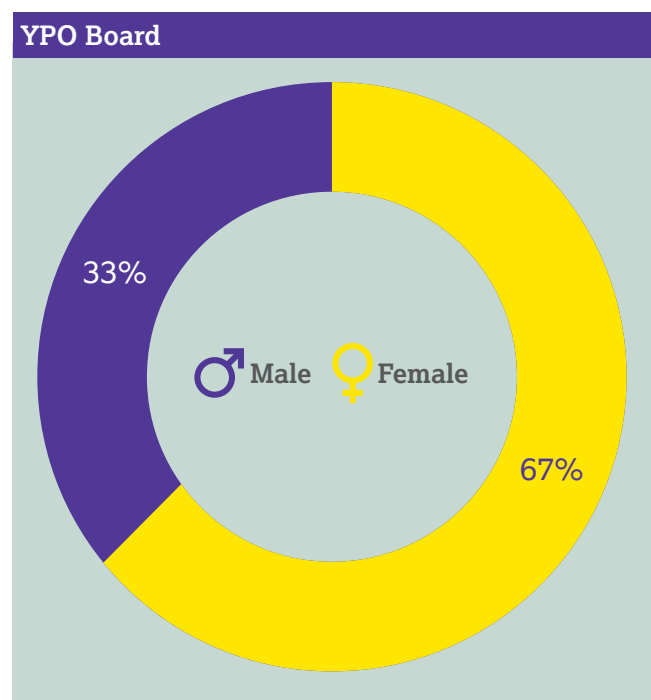
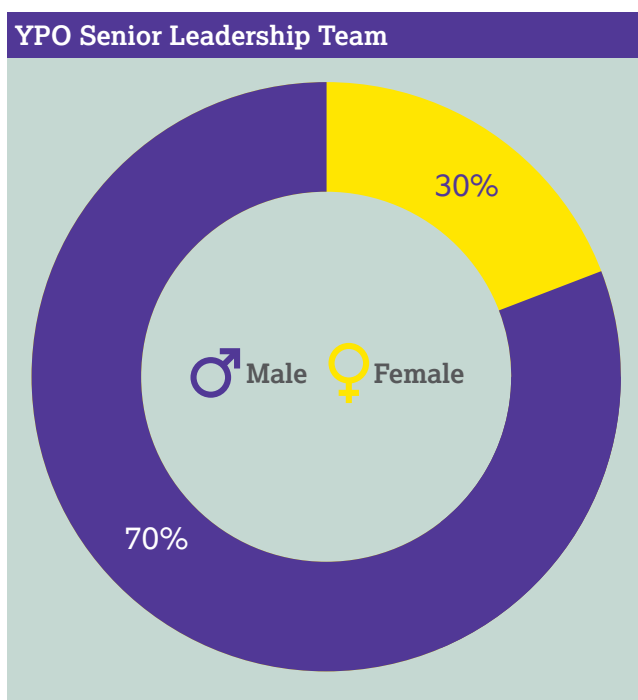


Senior Leadership Team and Board

Gender representation at leadership level is as follows:

- **YPO Board:** 67% female, 33% male
- **Senior Leadership Team:** 30% female, 70% male
- **Combined Leadership (Board + SLT):** 44% female, 56% male

Although the SLT remains majority male, the overall leadership proportion shows continued progress toward greater balance.



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Gender Breakdown at YPO

Across the organisation as a whole, the gender balance remains almost even:

- 51% male
- 49% female

This demonstrates a well balanced workforce, helping support diverse perspectives across the organisation.



Bonus Pay

For statutory reporting purposes, bonus pay includes one off payments, performance related recognition, and long service awards. Although YPO does not operate a formal bonus scheme, one male employee received a long service payment in this reporting period.

Bonus outcomes:

- **Mean bonus gap:** 0%
- **Median bonus gap:** 0%
- **Bonus recipients:** 0.2% of males, 0% of females

These figures reflect the very limited use of bonus type payments at YPO.

Summary

The 2025 data shows YPO continues to maintain a **favourable position for female employees**, with both mean and median hourly pay gaps remaining in their favour

YPO are confident that our gender pay gap is not because we pay male and female differently for the same or equivalent work. Instead, our gender pay gap is because male and female work in different roles and those roles have different salaries.

YPO remains committed to fair, transparent pay practices and will continue monitoring trends to support an equitable and inclusive workplace.

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