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Gender Pay Gap Report

March 2018



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Introduction

In 2017, the government introduced world-leading legislation that made it statutory for organisations with 250 or more employees to report annually on their gender pay gap.

Public sector organisations are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which came into force on 31st March 2017. These regulations underpin the Public Sector Equality Duty and require relevant organisations to publish their gender pay gap by 30th March annually. This includes 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.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

This report is YPO's second Gender Pay Gap report. It is based on the snapshot date of 31st March 2018.

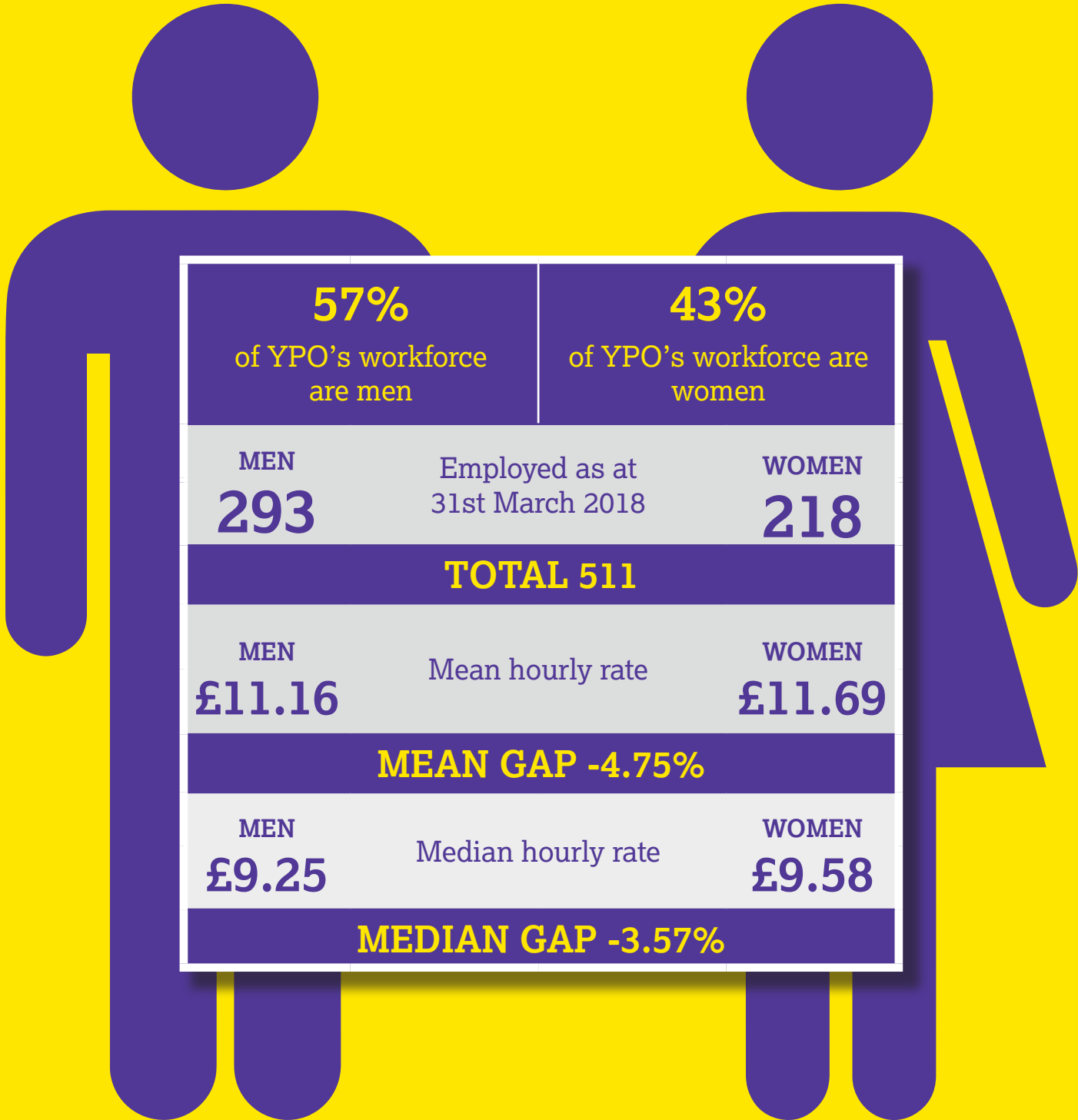
Declaration

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.

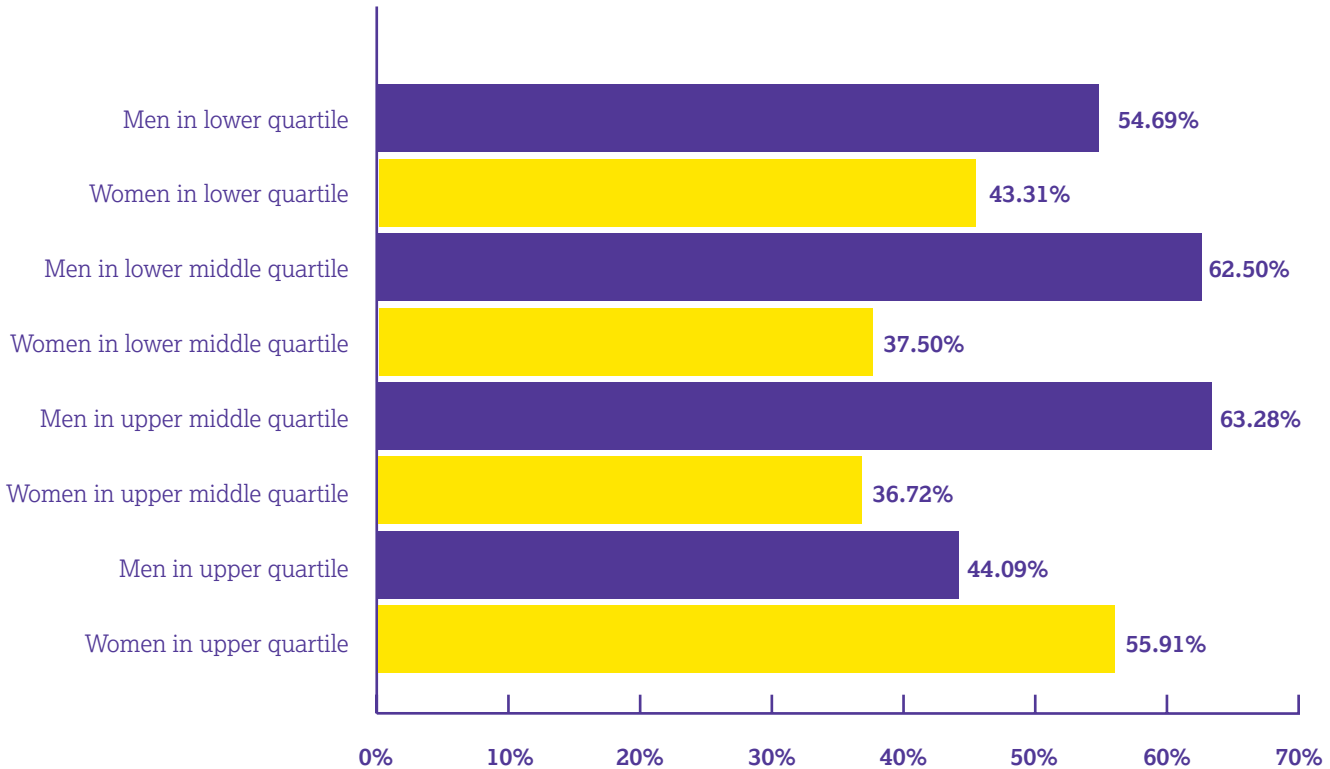
A handwritten signature in blue ink, appearing to read 'S Hill', written in a cursive style.

Simon Hill
Managing Director YPO

Gender Make-up of YPO



Pay by Quartiles



YPO is subject to the national agreement on pay and conditions of service negotiated by the National Joint Council for Local Government Services (NJC). YPO uses analytical job evaluation for its roles.

Each grade has a set pay range. Grades vary according to the skills, knowledge and levels of accountability that are required to perform the role. Staff are expected to progress up the pay range for their grade, therefore the longer period of time someone has been in a grade the more they would earn irrespective of their gender.

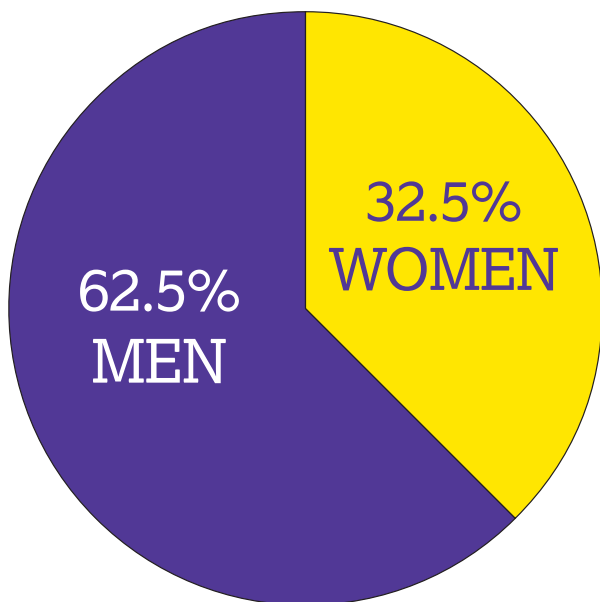
In addition, YPO pays enhancements to the hourly rate of lower paid employees in line with the living wage.

The majority of the roles that fall within the lower grades at YPO are those in the warehouse, transport, canteen and cleaning.

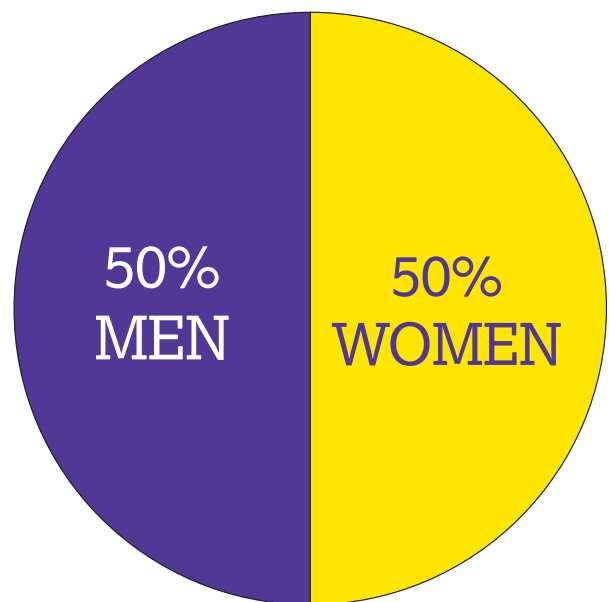
As at 31st March 2018 there were 239 employees working in these roles, a large portion of the total YPO workforce (47%), with 187 being men and 52 being women. 64% of YPO's total male workforce, as at the 2018 snapshot date, worked in these areas and only 24% of the total female workforce. Between 1st April and 31st March 2018, these areas recruited new staff that equated to almost 5.5%. This impacted the overall figures as the new recruits would have started at the bottom of their pay scale for the grade. Also, there were more males than females recruited. Overall this resulted in the mean and median pay gaps being in favour of women, because the majority of the male workforce at YPO still work in more junior roles.

The YPO Board is comprised of 50% each men and women, and the Senior Leadership Team is 62.5% men and 37.5% women which remains the same as last year.

Whilst the upper quartile figures have changed slightly since last year (2017 - 51.90% women and 48.10% men & 2018 - 55.91% women and 44.09% men), due to a few higher paid male employees exiting the business, we are pleased that this still shows only a small difference between men and women. The YPO Board is comprised of 50% each men and women, and the Senior Leadership Team is 62.5% men and 37.5% women which remains the same as last year.



Senior Leadership Team



Board

Bonus Pay

For the purposes of reporting, bonus pay includes payments made for profit sharing, productivity, performance, incentive and commission. Payments made to employees of YPO are honorarium and standby payments. They are made to recognise and reward employees undertaking additional duties over and above their normal roles.

84% of the men, and 75% of the women in receipt of bonus payments, were employed in the Logistics department, which is the lowest paid area of YPO, encompassing warehouse, transport, canteen and cleaning roles. Whilst there is a slight decrease for men from last year (87%) there is an increase for women of 7% from last year (68%).

Due to some changes within the business over the last year there has been an incline towards women in junior to middle management roles receiving bonus payments. This has had an impact causing a mean bonus gap in favour of women. It is expected that this is temporary and should not be the same next year. There is no median bonus gap between genders this year.

MEN 98	Number receiving bonus payments	WOMEN 28
Mean bonus gap in favour of women -28.8%		
Median bonus gap 0%		
MEN 33.45%	Percentage that received bonus payments	WOMEN 12.84%

Working to reduce the Gender Pay Gap

Whilst the gender pay gap has increased this year in favour of women, it is acknowledged that whilst this figure is affected by some temporary workforce changes it is also due to a large portion of male dominated roles being in the lower pay grades.

YPO has reviewed external job advertisements to ensure that family friendly benefits are advertised during all our recruitment campaigns. YPO offers flexible working such as job share, term-time working and compressed hours. This is to attract men as well as women, as more men take on caring roles within their families.

We are keen to attract more women into the traditionally male orientated areas (warehousing and transport) and whilst not included in this reporting year figures we have already had some success!

Internally YPO has offered coaching, interview technique training and job shadowing to all staff, to assist in promotion opportunities, but with a focus on those staff in warehouse and transport roles who wish to transition into office based and management roles.

In addition, YPO has introduced a modular course for aspiring managers who may not be in management roles currently. Both genders are encouraged to nominate themselves for this development opportunity.

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