

Annual Report 2025

Building the future, together

YPO®



Contents

04

Chairman's statement

05

Managing Director's statement

06

Our member authorities

07

Making a difference, together

09

Investing in the next generation

10

Stronger, together

11

Empowering procurement transformation

12

Delivering more than value

13

What we do matters

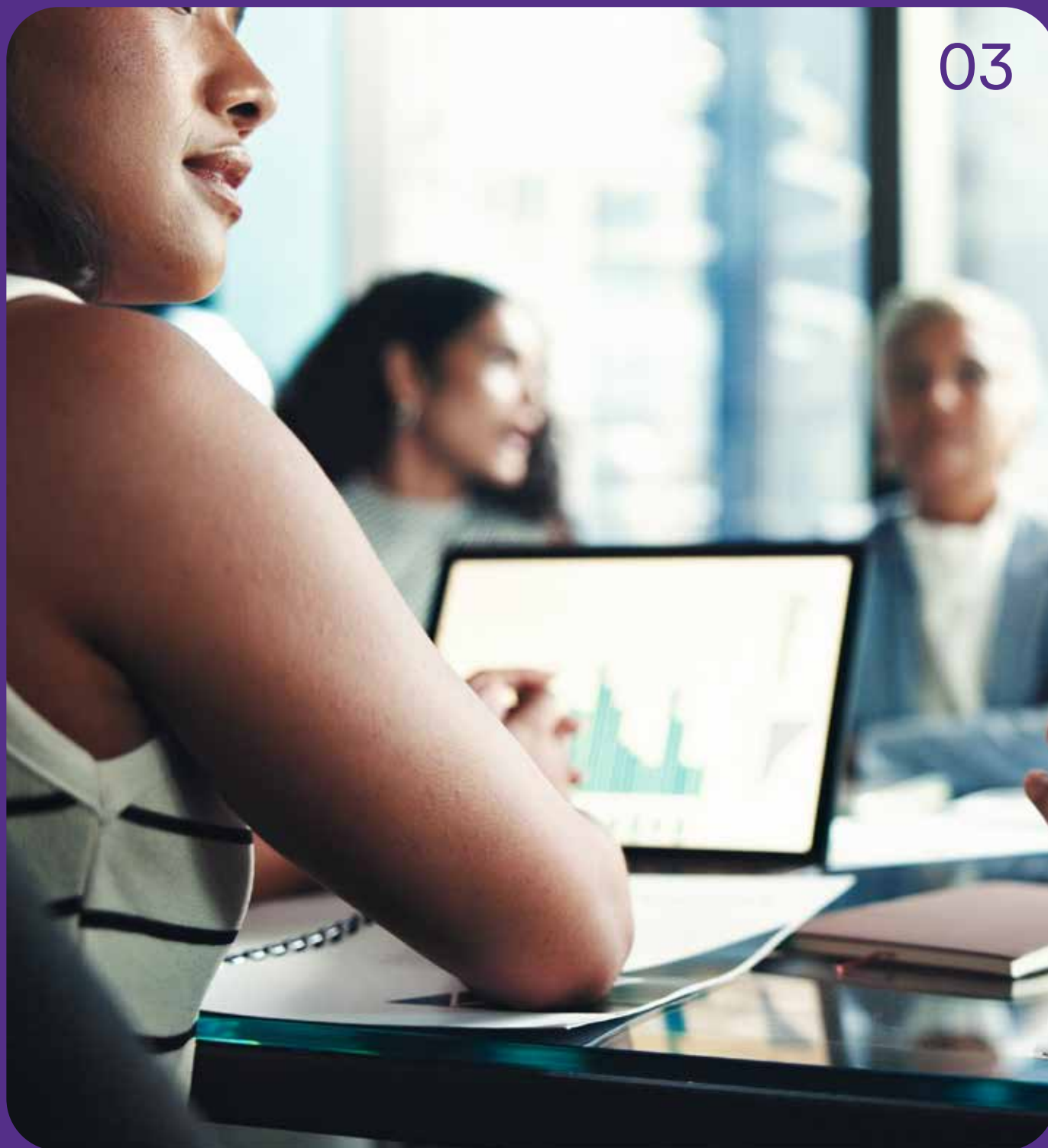
15

Performance summary

17

Our Board of Directors

03



Chairman's statement

Councillor Graham Turner

04

On behalf of the YPO Management Committee, I'm delighted to introduce the YPO Annual Report and Performance Summary for the 2025 financial year.

Public procurement remains one of the most important ways public money is put to work, with hundreds of billions spent each year across the UK on the goods, works and services that keep essential services running. At a time when councils, schools and other public bodies continue to face intense financial pressure, YPO has a vital role to play in helping customers buy effectively, secure upfront savings and achieve best value from every pound spent across both revenue and capital budgets.

This year, the Procurement Act 2023 came into force, marking a significant change in how public bodies buy goods and services. The new regime is designed to create a more transparent, flexible and accessible procurement system, making it easier for contracting authorities to secure the right outcomes and for a broader range of suppliers, including SMEs and VCSEs, to compete.

YPO has continued to support customers through that transition, helping them respond to change while maintaining a clear focus on value for money and the benefits that effective procurement can deliver for the public sector.

What remains clear is that YPO's role has never been more important: helping public sector organisations buy well, manage budgetary pressure, and continue delivering for the communities they serve.

All of this is only possible because of the hard work, dedication and professionalism of the staff at YPO. By buying effectively, helping customers save money, and running an efficient business, YPO can not only support the public purse but also generate a surplus returned to the public for public benefit. My fellow founding member representatives and I would like to thank YPO staff for their achievements in 2025.

Councillor Graham Turner
YPO Management Committee



“What remains clear is that YPO’s role has never been more important: helping public sector organisations buy well, manage budgetary pressure, and continue delivering for the communities they serve.”

Managing Director's statement

Simon Hill

05

In 2025, our focus remained firmly on delivering value for the public sector. At a time when every pound matters, YPO continued to help customers secure upfront savings through compliant procurement, competitive pricing and efficient routes to market, while also returning value directly to the public purse.

That enduring impact is reflected in the fact that YPO has now given back £164 million to the public sector through member dividends, underlining the long-term strength of our model for councils, schools and other public organisations.

That value is about more than commercial performance alone. Throughout 2025, we strengthened how we give back through the partnerships and initiatives that support our people, customers and communities. From our ongoing partnership with the NSPCC, which has now raised £114,000 in total, to continued investment in our teams and supplier relationships, we are building an organisation with public and social value at its core. Investing in our people and the partnerships around us remains essential to delivering for the sector in a changing environment.

**“YPO has given back
£164 million to the public
sector.”**

During 2025, we also continued to invest in building for the future by strengthening our procurement capability, expanding our framework offer and improving digital tools and customer experience. These investments are helping ensure that YPO remains agile, relevant and equipped to support the evolving needs of the public sector.

This year also saw the Procurement Act 2023 come into force, marking one of the most significant changes to public procurement in a generation. For customers across the public sector, the new legislation presents both opportunities and challenges as organisations adapt to a new regulatory landscape.

At YPO, we have an important role to play in helping customers navigate that change with confidence. Through our procurement expertise, compliant frameworks and practical guidance, we are supporting public organisations to understand the new regime, make informed decisions and continue achieving value for money while meeting their obligations.

That support is central to our business model. YPO now offers more than 100 framework solutions spanning a wide range of goods and services, helping customers buy compliantly, efficiently and competitively. By enabling organisations to secure better value and reduce procurement complexity, we help protect stretched budgets, redirect resources



to frontline delivery and generate a surplus that can be returned to the public sector and reinvested in communities.

As we look ahead to 2026, our ambition is to support even more customers, unlock greater savings, increase the value we give back and continue evolving YPO as a trusted, forward-looking procurement partner for the public sector. By combining commercial expertise with public purpose, we will continue to build an organisation that delivers long-term value to members, customers and the communities they serve.

Simon Hill
Managing Director

Our member authorities

06

Including our 13 member authorities, YPO is the largest formally constituted public sector buying organisation in the UK with 82 member organisations.

Our members



Our associate members



Making a difference together

In 2025, we delivered meaningful social value through the combined efforts of colleagues, partners and communities. Through volunteering, fundraising, education and strategic partnerships, YPO continued to make a positive and lasting impact.

Colleagues used their volunteering allowance and personal time to support local initiatives, from Town Field community group's national play day to projects like Kidz Klub. By giving their time and skills, they strengthened local connections and saw first-hand the difference they can make.

Fundraising and awareness activities also remained key focuses. Colleagues and board members took on challenges, including the London Marathon and Great North Run, in support of our charity partner, the NSPCC. In 2025, more than £56,000 was raised through fundraising and product-linked donations, bringing the total to a growing figure since the partnership began. This commitment was reinforced through a three-year extension and joint initiatives, such as the Kindness Challenge, that helped create safer childhoods.

Partnerships continued to extend YPO's impact. Collaborations with organisations including Currys Business, the Brownlee Foundation and Twinkl helped deliver practical benefits to schools and communities, from improving access to technology to supporting over 15,000 children to take part in active events and providing

essential educational resources. Closer to home, partnerships with Outwood Grange Academies Trust, Candlelighters, and Wakefield Hospice further demonstrated our commitment to supporting local communities.

Supporting education and young people remained central. Initiatives such as donating classroom resources through the NSPCC Kindness Challenge and supporting inclusive activities like Let Play Lead the Day helped create engaging learning environments and opportunities for children to thrive.

Across all activities, a clear theme emerges: the power of collective effort. By giving time, building strong partnerships and investing in future generations, YPO continues to strengthen communities and bring its social purpose to life.

“By giving time, building strong partnerships and investing in future generations, YPO continues to strengthen communities.”





Investing in the next generation

In 2025, we continued our people-first approach by investing in the next generation, with apprentices playing an essential role in our organisation's success.

We continued to create paid opportunities for young people, combining hands-on industry experience with relevant qualifications to develop in-house talent, workforce development and invest in future skills.

Since 2011, we have welcomed 120 apprentices aged 16 and above, providing relevant experience, structured learning and clear routes into long-term employment.

This year, we welcomed 11 new apprentices across a wide range of roles.

From National Apprenticeship Week to individual success stories, YPO continued to champion young people.

During National Apprenticeship Week 2025, YPO celebrated apprentice success stories. Shelbie Barratt, Business Administration Apprentice in the Social Value Team, said: "Apprenticeships at YPO are a very good way to learn and develop skills, as well as being able to earn money."

Tammy Stone, YPO People Development Business Partner, added: "Apprentices are an essential part of YPO's success story. They bring fresh perspectives, enthusiasm and a passion for learning."

We've also seen further success through our Apprenticeships and Associated Training Framework, which has supported approximately 4,130 call-off contracts since its launch in 2018 across sectors including police, fire, local authorities, education and the NHS.

We remain committed to building a skilled, resilient and future-ready workforce, with almost 4,060 learners in 2025 alone starting or advancing their careers through an apprenticeship via YPO's framework.

"Apprentices are an essential part of YPO's success story. They bring fresh perspectives, enthusiasm and a passion for learning."



Stronger, together

We have continued to strengthen our organisation from within, making deliberate strategic changes that better position us to serve customers across the public sector.

This year, we brought teams and services closer together under one unified YPO, creating a more joined-up organisation that reflects our values and strengthens the support we provide to customers. By aligning our people, expertise and offer, we are better equipped to respond to change, meet evolving customer needs and deliver long-term value.

A key step was creating a joint procurement function. By bringing our teams together, we have aligned our products and services more effectively and created a more consistent and connected customer experience. This helped us respond to changing markets and new legislation.

We also welcomed Richard Taylor, Commercial Executive Director, to YPO's Board. Richard's appointment reflects our commitment to strong leadership as we enter the next chapter in YPO's 50 year history. He has led significant change across our commercial areas, helping us navigate challenging market conditions while sharpening our focus on customer needs. With responsibility for sales, marketing, catalogue production, and customer engagement, Richard is helping ensure our commercial approach is fully aligned with the sectors we serve.

Richard also led a comprehensive brand review to ensure YPO is clearly positioned for the future: streamlined, accessible, and trusted across the public sector. This work is about more than identity alone; it reflects our wider ambition to strengthen how we communicate, connect and deliver for customers.

Together, these changes show how we are investing internally with purpose, creating a stronger, more aligned organisation ready to meet future customer needs while staying true to the values that have shaped us over the last 50 years.

“By bringing our teams together, we have aligned our products and services more effectively and created a more consistent and connected customer experience.”



Empowering procurement transformation

In 2025, YPO played a key role in helping the public sector prepare for and adapt to the Procurement Act 2023—one of the most significant changes to procurement legislation in recent years. Through training, guidance and collaboration, we ensured organisations were compliant and confident in navigating the new regime.

Central to this effort was the YPO Procurement Academy, which delivered practical training on the new legislation through targeted sessions, structured learning pathways, webinars and workshops.

This approach helped organisations build internal capability, apply the new rules with confidence, reduce risk and improve procurement outcomes.

Alongside training, we delivered a strong programme of thought leadership content to support a consistent understanding of the legislation. This included insight articles, briefings, and best-practice guidance designed to break down complex requirements into clear, actionable advice.

By offering expert commentary and practical interpretation we helped organisations understand not only what the Act requires but also how to implement it effectively. This positioned YPO as a trusted source of guidance during a period of uncertainty and change.

Recognising the importance of shared learning, YPO facilitated opportunities for collaboration and knowledge exchange. Through roundtables, forums and engagement events, procurement professionals and suppliers were able to discuss challenges, share experiences and explore solutions together.

These initiatives fostered a collective approach to implementation, helping build confidence and share best practice across the sector.

We also ensured our own frameworks and services aligned with the new legislation, providing members with compliant, ready-to-use procurement solutions that helped maintain continuity, save time and meet requirements with ease.



Delivering greater value

In a challenging and rapidly changing landscape, we continue to demonstrate that a publicly owned organisation can deliver tangible value while leading the sector through innovation, influence, and collaboration.

A clear example of this impact is the financial value returned directly to customers. In 2025, YPO distributed nearly £300,000 through its Loyalty Scheme, benefiting more than 8,000 public sector organisations. As a 100% publicly owned organisation, YPO reinvests profits into the sector, returning £19.2 million since the scheme's launch in 2011.

We have also shown resilience and foresight in responding to sector-wide challenges. Amid ongoing volatility in global energy markets, we implemented a robust three-year forward purchasing strategy to secure a significant gas supply for 2026 - 2028. This proactive approach helps shield customers from price shocks, providing greater certainty and enabling more effective long-term financial planning.

Innovation remains central to our approach. In 2025, we launched bespoke procurement consultancy services, offering expert, practical support tailored to the complex needs of public sector organisations. Alongside this, the introduction of a procurement and training academy reflects a commitment to building sector capability by equipping teams with the skills needed to navigate an evolving regulatory and commercial landscape.

YPO has further strengthened its role as a sector convener, creating platforms for collaboration and forward-thinking dialogue. Our first-ever Supplier Summit brought together leading suppliers and industry experts to explore key developments, and shape the future of public procurement.

Similarly, the inaugural Fuelling the Future of Public Procurement fleet event demonstrated YPO's leadership in addressing sustainability and decarbonisation challenges. Uniting local authorities, emergency services, and industry specialists, the event focused on practical pathways to cleaner transport solutions and highlighted the importance of collective action to achieve net-zero ambitions.

Through strong financial returns, strategic resilience, innovation and collaboration, YPO is not only delivering value today but actively shaping public sector procurement for tomorrow.

“YPO is not only delivering value today but actively shaping public sector procurement for tomorrow.”



What we do matters

Brand review: A modern brand for a modern YPO

Our brand is more than identity; it is how we deliver value. For over 50 years, YPO has supported organisations to deliver services people rely on.

We've built credibility and created long-standing relationships across education, local government and beyond. Our heritage is something to be proud of, and it remains a vital part of who we are.

But as the public sector changes, so too must the way we present ourselves. Refreshing our brand this year was essential to reflecting the organisation we are today, ensuring we remain focused, impactful and clear in our purpose.

Our refreshed brand will be launched to colleagues in May 2026, followed by an external launch for suppliers and customers in November.

Growth and innovation

We are entering a new phase of ambition, focused on accelerated growth and sustained innovation.

Building on strong foundations, we are expanding our reach, strengthening partnerships, and enhancing our offer to meet evolving customer needs. Innovation is at the heart of this journey, from developing smarter procurement solutions to creating more flexible and responsive services.

By anticipating change and embracing new opportunities, we will continue to deliver greater value, ensuring our customers benefit from forward-thinking solutions that save time, reduce costs, and improve outcomes.

“We will continue to deliver greater value, ensuring our customers benefit from forward-thinking solutions that save time, reduce costs, and improve outcomes.”



What we do matters continued

Giving back: Supporting customers in a changing landscape

YPO remains committed to delivering tangible value and meaningful support to our members.

Each year, we reinvest in the public purse, helping protect and enhance frontline services. This commitment is central to our purpose, and we are proud to play a role in enabling our customers to navigate an increasingly complex environment.

Looking ahead, we are going further. From 2026 to 2030, we are committed to giving back £35 million to our members, more than doubling our current contribution. This investment will help strengthen resilience, unlock efficiencies, and support better outcomes for communities.

Looking Ahead: A defining transition

2026 represents a pivotal year, a bridge between our current strategy and our next phase of growth from 2027 to 2030.

With a strong brand, a unified organisation, and a clear focus on delivering public value, we are well-positioned to take the next step. By working as one YPO, with clarity, collaboration, and ambition, we will enter this new chapter ready to deliver more than ever before.

Together, we will create greater impact, stronger partnerships, and lasting value for the public sector and the communities we serve.

“Together, we will create greater impact, stronger partnerships, and lasting value for the public sector and the communities we serve.”



Performance summary

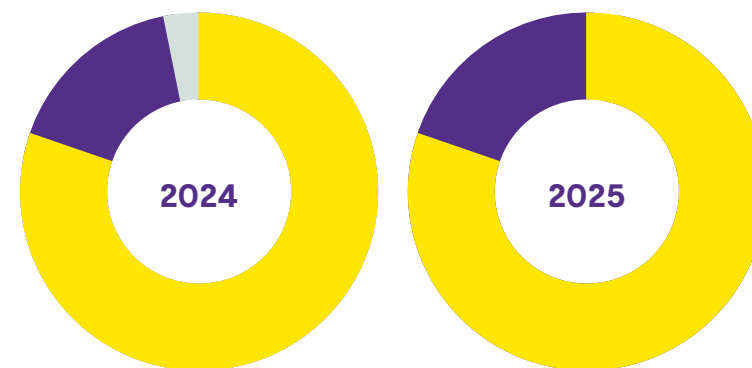
15

Income and expenditure account (£000s)	2024	2025
Invoiced turnover	£114,024	£111,681
Cost of sales	(£73,161)	(£69,961)
Gross margin	£40,863	£41,720
Rebate and other income	£11,692	£12,672
Overheads	(£43,506)	(£43,819)
Net profit/(loss) on trading operations	£9,049	£10,573
Exceptional costs	(£1,788)	(£1,234)
Net profit/(loss) after exceptional costs	£7,261	£9,339

Total spend under management

£2.038bn

Turnover by category (£000s)	2024	2025
Stores	£92,219	£89,799
Direct supply	£21,801	£21,881
Food	£4	£0
Total turnover	£114,024	£111,681



Accounts activated in 2025

Joint committee accounts	3,260
Limited company accounts	16,977

Performance summary continued

16



Gender pay gap

Mean hourly rate

Men ● £19.37

Women ● £20.48

Read our Gender pay gap report for 2024 on our website at:
<https://www.ypo.co.uk/about/social-value/people>

Employees by age

	Men	Women	Total
<30	67	58	125
31 - 40	57	65	122
41 - 50	58	66	124
51 - 60	74	81	155
60+	39	18	57
Total	295	288	583

Carbon emissions

	Baseline year 2018	2023	2024	2025	2025 comparison to 2018 baseline
Electricity (MWh)	1,604	1,527	1,388	1,450	-10.09%
Gas (MWh)	2,922	2,146	1,679	1,734	-51.03%
Diesal (Litres)	259,199	157,816	154,523	164,712	-44.56%
Carbon Emissions (Tonnes)	1,827	1,425	1,312	1,385	-27.52%

YPO partnered with Normative to enhance the accuracy and strengthen its carbon emission reporting. This collaboration has enabled the use of Normative's science-based emissions calculation methodology, improving both the quality and reliability of reported data. As part of this improvement, YPO has also expanded the coverage of Scope 1 and Scope 2 emissions, further strengthening overall reporting accuracy. Additionally, electricity and gas consumption are now reported in megawatt-hours (MWh) rather than Kilowatt-hours (kWh), providing clearer and more consistent energy reporting. While carbon emissions saw a slight increase in 2025 compared to the previous year, they remain significantly lower than the 2018 baseline. Demonstrating sustained long-term progress towards of carbon reduction targets.

Our Board of Directors

17

Simon Hill
Managing Director



Simon joined YPO in July 2011 from the former regional development agency Yorkshire Forward, where he was executive director for business. Previously, Simon was managing director of electronics automotive manufacturer Kostal UK Ltd.

With experience across procurement, sales, and general management, he also has 21 years of public sector and 20 years of commercial experience.

Simon is also the company secretary of YPO Procurement Holdings Limited.

Andrea Smith
Executive Director



Andrea Smith is an Executive Director with extensive expertise in procurement and commercial strategy across complex public-sector organisations. She has led major commercial portfolios, delivering value through strategic sourcing, governance and data-driven decision-making.

At Board level, she helps shape organisational direction, aligning commercial priorities with wider goals. Known for her collaborative leadership, Andrea builds strong relationships and resilient supply chains. She is particularly focused on unlocking value beyond cost, including social value, innovation and service improvement, while supporting high-performing teams to achieve lasting results.

Richard Taylor
Executive Director



Richard joined YPO in December 2024. From his consultancy role at Duca Del Cosma, Richard was Commercial Director and part-owner of Stromberg Golf, which he sold to private equity in 2019 (American Golf).

He has over 25 years' experience working in commercial roles within the private sector, including brands such as Hotpoint, Microsoft and Mark Two and has delivered growth in both B2B and B2C channels. He has a range of experience in e-commerce and has been instrumental in setting up and developing brands.

Our Board of Directors continued

18

Jacquie Lightfoot
Executive Director



Jacquie joined YPO in July 2021 and is responsible for leading the organisation's warehouse, logistics and IT teams. She joined from Arla foods where she held the position of head of logistics and warehousing for the UK. Jacquie's career has been dedicated to logistics.

She's worked for several blue-chip organisations including Carlsberg, Hallmark Cards, DHL, and Whitbread.

Jacquie has experience of managing both insourced and outsourced operations and a strong background in leading large teams and instigating business change.

Richard Hinds
Executive Director



Richard was born and raised in the South East, first moving to Yorkshire for university and has been in Yorkshire ever since.

Richard served in the army for four years after university with operational tours of Bosnia and Kosovo before training as a chartered accountant with PricewaterhouseCoopers (PwC) in Manchester.

After qualifying with PwC he took a role in industry with Speedy Hire plc where he stayed for 10 years in a variety of finance and broader operational roles.

Richard then spent roughly 10 years with DCC plc working in their energy and technology divisions.

Most recently he has spent two and a half years as Finance Director of Northern Trains helping to improve the financial and operational performance of the railway in the North of England.

Helen Lisle
Non - Executive Director



Helen Lisle has had a career spanning over 35 years, holding senior executive and non-executive roles in Local Government, the NHS and the Charitable sector. Helen is currently the managing director of CPP LLP, a wholly owned NHS organisation delivering procurement services at a national level to the NHS.

She is also very active outside her executive role, serving as a Public Governor of Northumbria Healthcare NHS Foundation Trust and, until recently, as a board member and trustee of the City of Newcastle Gymnastics Association.

As a dedicated commercial professional, Helen has also held senior voluntary positions in the Health Care Supply Association (HCSA) and the Chartered Institute of Procurement and Supply (CIPS). She is a Fellow of both the CIPS and the Chartered Management Institute.

