

Better value, delivered.



Annual Report

2018

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Les Shaw
Chairman

Chairman's Statement

Councillor Les Shaw

On behalf of the YPO Management Committee, I'm delighted to introduce the YPO Annual Report and Performance Summary for the 2018 financial year.

After a sustained period of challenging budget cuts across the public sector, 2018 saw a slight upward change in some of our key markets, specifically education. Although there's still a long way to go for markets to fully recover, at YPO we saw this as an opportunity to go for growth and position ourselves for the year ahead.

Current market conditions have led some competitors to enter price wars with heavy discounts offered in order to retain their positions. At YPO, we have remained strong and not relied on this risky strategy, focusing instead on customer service to maintain and grow our position in the market.

In 2018, we focused strongly on retaining our customer base and maximising spend in the education sector, whilst developing a diverse range of new procurement services for local authorities. We have also used this opportunity to further strengthen the creation and reporting of social value and

support for local economies through our procurement activities.

During the year, we continued to look for innovative ways to add value to the public sector and meet the demands our customers are facing. In a first for YPO, all 13 founding members agreed to a unique investment in a start-up edtech (education technology) company, Edtech Impact. This new online platform will help schools across the country access a range of edtech suppliers, which have all been measured for their impact in improving educational outcomes.

2018 also saw the start of a new three-year strategy period for YPO, themed around 'relevance'. I'm pleased with the outcomes I've seen so far, as the organisation strives to remain relevant to its customers, members and associate members and to the evolving commercial and public sector landscapes in which we operate.

The other founding members and I would like to thank all the staff at YPO for their hard work over the year, and I look forward to seeing how we continue to meet our objectives in the challenging times ahead.



Simon Hill
Managing Director

Managing Director's Statement

Simon Hill

2018 saw a strengthened headline financial performance, with increases in profitability and in dividend returned to our members and associate members. Naturally we're very proud of this result, as we know that the dividend we provide, increasingly helps to fund crucial frontline services for our member authorities. However, apart from the purely financial measures, there are many other aspects of 2018 of which we're equally proud.

We're proud that 20% of our total dividend is returned directly to schools through our loyalty vouchers, again helping to support increasingly stretched finances in the education sector.

We've also done some innovative things that you might not expect of a local authority-owned organisation. We've expanded our sales footprint into 10 overseas territories, supporting the provision of education resources around the world through a network of international distributors. We've also made an entrepreneurial investment into a start-up business, providing an online marketplace

for the evaluation, selection and purchase of education technology solutions. This places YPO at the forefront of the coming edtech revolution and completely aligned with the Department for Education's recently published EdTech Strategy.

Closer to home, I personally met with the Chief Executives of our member authorities during 2018. They reinforced to me that the creation of social value and support for the local SME economy were high priorities for them. We're therefore proud of the work we do in reporting social value and supply chain spend in each local authority area. We're also working hard to ensure that these figures are as high as possible through our Meet the Buyer programmes and workshops with local Chambers of Commerce to encourage greater participation in public sector contracts.

I am particularly proud of our achievements as an employer. 2018 saw another successful intake of apprentices into the organisation. In total since 2011, we have engaged 66 apprentices. Of the 45

who have so far completed their term, 91% have progressed to full employment with YPO, creating a strong pipeline of future talent. We've restructured our pay grades in line with increases in the national minimum wage, ensuring that our lowest paid colleagues were rewarded with a proportionately higher increase. We also reported a positive gender pay gap, in favour of our female employees, reflecting the equal gender balance which exists in both our Board and Senior Leadership Team.

These achievements have been produced by a dedicated and loyal workforce, all of whom are committed to providing the best possible outcomes for the public sector on a daily basis – something to be really proud of!

Simon Hill
Managing Director

Staying relevant

2018 marks the start of a new three-year strategy for YPO, themed around 'relevance'. Supporting our vision 'that every single public organisation achieves the best possible value for money when procuring its goods and services', our new strategy sets out how we can deliver value by continuing to be relevant, now and in the future.

This centres around our diverse customer groups in education and local authority procurement teams, plus others in the emergency services sector, housing, early years settings as well as health and social care.

We also strive to stay relevant to our owning member authorities, who came together in 1974 to establish YPO and buy education supplies cost-effectively. This gave our organisation a clear rationale and purpose and we must make sure that every aspect of our future activity has a similar recognisable sense of purpose.

To achieve this, we've continued to broaden our

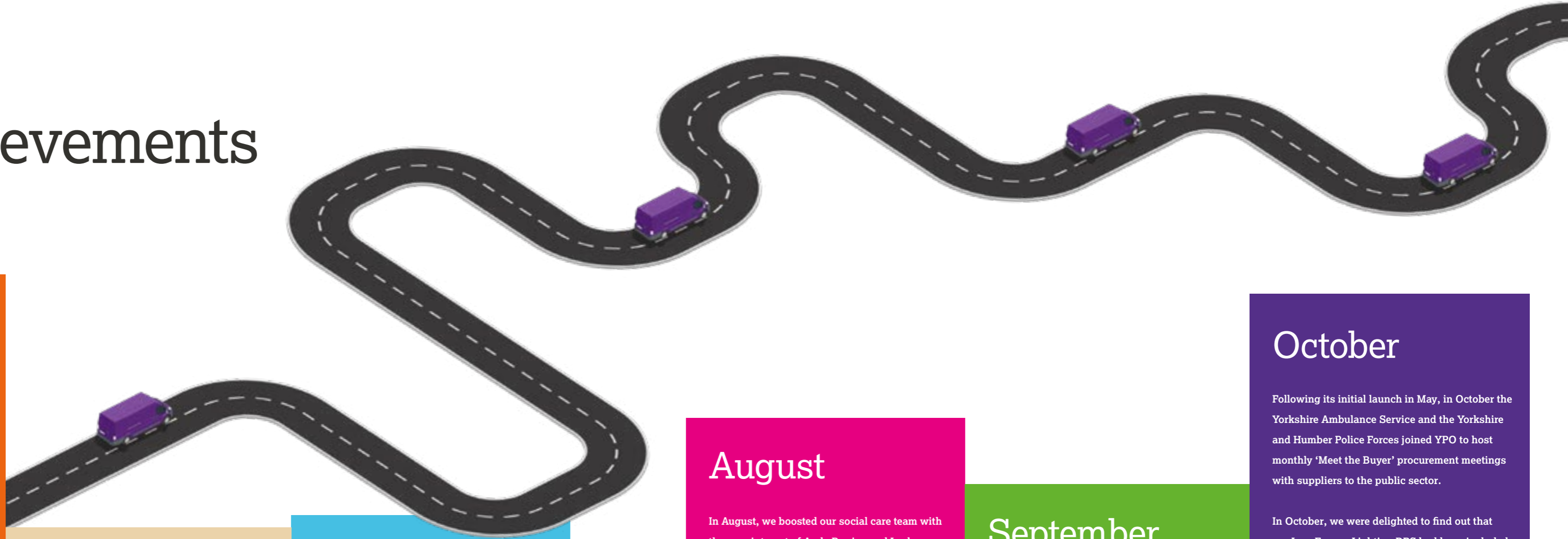
commercial activities, with bespoke customer journeys and a focused attention on the different customer needs and business models. For example, we tailored our energy frameworks for schools for the first time, which required a completely different approach and offering to our normal local authority market.

Looking to the changing market, we're increasingly seeing local authorities turning to outsource providers to manage activity, including procurement. While of commercial benefit to the authority, there's risk of transferring public money into private shareholder hands. This created an opportunity for us to offer a 'Shared Service', providing procurement support and consultation to key customers, free of charge.

The three-year strategy is customer focused and ensures that we'll continue to be a successful and relevant organisation, meeting the needs of our customers, employees and owning members.



Achievements in 2018



February

In February, we were awarded 'Gold Trusted Service Award 2018' by Feefo, an online platform used by customers to leave reviews. Feefo is an independent review system that promotes both positive and negative reviews on an organisation's products and service. We've been using it at YPO since 2016 and have received nearly 2,000 reviews, while maintaining an average score of over 4.6/5.

Also in February, we were awarded a prestigious local government award for our excellent levels of customer service. The 'Scotland Excel Supplier Excellence Awards' are the only awards programme dedicated to the role of suppliers in public procurement, and celebrates the economic, social and environmental benefits delivered for communities through Scotland Excel contracts.

April

In April, we created a new role for a Sustainable Procurement Manager. A role not commonly found in many public sector organisations, Melissa Bell's focus is to work closely with our customers and suppliers and explore opportunities around sustainable procurement and social value.

July

In July, we launched the first ever public sector procurement chatbot.

The Procurement Information Provider, or PIP for short, is an alternative and effective way for users to navigate their way through our online services and discover the frameworks on offer.

August

In August, we boosted our social care team with the appointment of Andy Perrins and Lesley Harper as Category Managers. Both bring a wealth of experience having previously worked for local authorities in commissioning, as well as social care providers.

In their roles, Andy and Lesley are responsible for ensuring that health and social care commissioners have a range of products and services available to them to help them achieve their goals.

September

In September, we partnered with Edtech Impact, an innovative online solution to guide teachers and school leaders through the vast choice of edtech products, by evaluating their specific needs and accessing the impact of the solutions available.

Investment was provided by YPO's 13 member authorities.

October

Following its initial launch in May, in October the Yorkshire Ambulance Service and the Yorkshire and Humber Police Forces joined YPO to host monthly 'Meet the Buyer' procurement meetings with suppliers to the public sector.

In October, we were delighted to find out that our Low Energy Lighting DPS had been included in the NHS Improvement Guide, recommending our solution to help improve the experience of patients, staff and visitors within the NHS buildings through a better quality of lighting.

Also in October, we launched the first and only one of its kind, online procurement portal for our apprenticeship framework, allowing the public sector to access apprenticeship training from a range of local and national suppliers.

edtech impact

Last summer, the Department for Education challenged the tech industry to launch an education revolution for schools, colleges and universities. Only a minority of schools are currently optimising opportunities to utilise state-of-the-art technology to bring education to life, and also reduce the time teachers spend on administrative tasks.

Already in development at this point, was 'Edtech Impact' an online platform designed to guide teachers and school leaders through the vast choice of edtech products, by evaluating their specific needs and accessing the impact of the solutions available.

With investment provided by our 13 owning member authorities, YPO has helped develop the platform with Innovate My School, which was launched to suppliers at the end of 2018. In a first for YPO, the unique investment from our members demonstrated how local authorities are adopting new and innovative ways of thinking, by working with us to offer a solution to tackle today's and future edtech challenges.

The platform will benefit all primary and secondary schools across the country, as well over 1,000 edtech providers.



“Schools are spoilt for choice in edtech, but don't have access to reliable information about what would most likely work in their context. A tool which aggregates robust evidence from schools across the country could save the sector money and deliver replicable impact.”

Dominic Norrish, Director of Technology
(United Learning Multi-Academy Trust)

Helping early years settings flourish



We're continuing to expand our range of early years products, all carefully selected by our team of experts. With our strong range, great quality and pricing we're aiming to not only be a supplier of choice to the sector, but a trustworthy partner that can provide guidance and creativity to help early years settings flourish.

Our Little Learners magazine is issued every quarter to settings across the UK and provides inspiration, resources and activities. The magazines look at the great outdoors, learning through creativity, using technology, building healthy futures and understanding the world.

Since launching our Little Learners magazine, our circulation has now grown to 21,000 copies per issue.

Creative Roald Dahl learning for 'titchy toddlers'

Now into its third year, our Roald Dahl Story Company partnership continues to develop, and in 2018 the lesson plans and party packs were extended to the early years sector.

The magic of Roald Dahl is as powerful now as it's always been and with the Roald Dahl Story Company, we've brought the best-known stories of Roald Dahl to life through fun activities for children of all ages to enjoy.

The Enormous Crocodile has been igniting the imagination of little ones for over 40 years, and for the first time we worked with Roald Dahl to create a party pack especially for titchy toddlers to make sure that those in preschool don't miss out on the fun. The

pack was filled with 'phizz-whizzing' activities such as 'dot-to-crocs', colouring and education games galore!



In terms of reaching early year settings, the results speak for themselves:

There's been over 6,000 downloads of the pre-school teaching resources including the party pack for titchy toddlers - a great success for its first year!

The partnership continues to add a great amount of credibility to our brand, as a trustworthy, good value and quality supplier of resources to early years.

Our world of procurement

In 2018, we introduced a new marketing concept bringing together our procurement services offering in a way that would encompass all our frameworks and solutions, as well as recognise the challenges our customers face on a daily basis.



The new look and feel included some new categories and branding, as well as our first ever procurement conference organised and hosted by YPO - suitably titled the 'World of Procurement'.

The inaugural event took place in London in September and welcomed around 120 public sector customers and suppliers. Opened by keynote speaker Professor Sue Arrowsmith from the University of

Nottingham, we tackled the subject of post-Brexit public procurement with some possible implications that could be significant for public procurers.

We also held sessions on cyber security, social value, purchasing for education, and health and social care – all prevalent topics that currently concern our public sector customers.



Our digital customer experience

Investment into our customers' online experience continues, as we again enjoy an upward trend in our performance statistics in 2018:

- Product orders through our website totalled just under £32m, up 10% on the previous year
- Website visits increased by 9%
- Transactions increased by 27%

Working with our new digital agency Sagittarius, we implemented several new changes to further enhance the online experience - including the UK's first public sector procurement chatbot to help procurement professionals access framework information, as well as a portal to support the apprenticeship framework, allowing customers to browse through apprenticeship providers and run tendering exercises.

We also launched our first ever Instagram account which is used to solely promote our early years offering. From research, we know that Instagram is widely used for product inspiration in the sector, so our account is showcasing the best, most colourful, fun and engaging early years products to help raise

our profile in the sector.

Since its launch in 2015, we've been working with schools across the country to implement the Capita Finance Management System which links YPO's website to the school's existing ordering system. This significantly speeds up the ordering time for schools, reduces paperwork and enables schools to take full advantages of YPO's online promotions. This year, we've ramped up our sales and marketing activity which onboarded 143 new schools.

"... including the UK's first public sector procurement chatbot to help procurement professionals access framework information..."

Driving efficiencies through operations

Our customers buying habits continue to diversify. Along with the traditional large school orders placed ready for the start of term, customers are also placing small orders more frequently.

Historically, our warehouses have operated on a two-shift basis, covering early morning to late evening working hours. Customers want next day delivery and, in the future, allocated delivery times. Our two-shift approach wasn't compatible anymore, so we needed to adapt and continue to deliver value to our customers.

We started by looking at our operations strategy and how our workforce could deliver more efficiency savings by streamlining processes and being more flexible.

Three-shift operations

To effectively and efficiently provide next day delivery alongside our standard offering, we made the decision to implement a late shift and extend our operating hours, providing enough capacity to process next day delivery orders placed before 2pm.

Changing to a three-shift operation we were able to reduce operating costs, while delivering our promise of better value, delivered.

Workforce engagement

In 2018, we invested in a performance management

programme for our operations staff to revisit our YPO values and set expectations around how we need to perform as a team, to be the best public sector partner to our customers. This included ways for team members to continuously develop, wellbeing support, and one-to-one guidance.

The performance management framework has seen great results as our operations team have increased performance by 10% and reduced the use of agency staff, all while maintaining excellent quality standards.

Our operation teams have delivered savings of £379,595, during our peak time of May to August 2018, through increasing performance, reducing the use of agencies and reducing operating hours.

Innovative framework development



We're constantly adding to and diversifying our framework offering in line with the ever-changing marketplace. In 2018, for the first time, we promoted a specific framework to the education market. We also reacted to changes in government funding by creating a framework that not only provided a procurement route to market, but also a tailor-made portal to access services.

Energy for Schools

As more and more schools move away from local authority control and academise, the need for centralised services and renewed contracts has become a new challenge for many. Energy contracts, (mainly gas and electricity) were

identified as one of the key areas in which schools required additional support, due to the complex nature of energy tariffs and available deals. Many schools don't know who supplies their energy; whether it be their local authority, or through a public sector buying organisation like YPO, so we developed a marketing campaign to inform schools and handhold them through their options.

With the additional pressure of private sector brokers turning up at schools, offering attractive pricing but often with hidden costs, our campaign focused on our public sector status, supporting schools with understanding their

“We're really pleased with the lights. They look so much better and now the children can even see what they're eating for lunch! We're very happy with them, I'm sure as winter comes, they'll be greatly appreciated.”

Bev Stell
Sheriff Hutton Primary School

energy requirements and our mission to deliver competitive and transparent pricing. We also provided options and advice on energy reduction and efficiency.

As a result of the campaign, we've generated 75 new school leads so far with high levels of customer satisfaction which is a key end-result. Our frameworks are now also recommended by the Department for Education.

Apprenticeship and Associated Training Framework

In response to the change in apprenticeship funding through the introduction of a levy, YPO launched the first and only national apprenticeship framework. The aim was to help public sector organisations make the most of their levy funds by creating an online portal which allows customers to access the framework and find apprenticeship providers in their area.

The framework is intended to reduce administration costs and enable apprenticeship levy funds to be spent more effectively, knowing the providers have been compliantly sourced through our procurement process. By using our framework, customers are assured of a high standard of providers through a simple route of procurement.



“I use the portal daily to help managers identify if there's a potential training provider for the apprenticeship they need. I can only guess at the massive amount of work YPO has done to attract training providers to apply. It's very much appreciated.”

Rotherham Council

Our sustainability journey



For the last few years YPO has been on a sustainability journey to help add value to our customers and suppliers. As a public sector buying organisation, we truly believe in the positive impact good procurement can have on the world, and the huge benefits it can have on our customers, suppliers and our communities. As well as compliance, value for money and good quality - public sector procurement, now more than ever, needs to be sustainable.

That's why in 2018 we created a new role dedicated to helping us deliver our sustainability objectives. The Sustainable Procurement Manager was tasked with developing environmentally-aware procurement practices by embedding sustainable and social value outcomes into every YPO tender.

Very few organisations have such dedicated roles within procurement which shows our commitment to procuring efficiently, economically and consciously.

We've also made a commitment to embed the UN Sustainable Development Goals into all our procurements, which will help us to drive social value into everything we do and deliver real benefits to local communities.

Like many organisations, YPO has played around the edges of sustainability and social value for quite some time, focusing on environmental issues like recycled products. This is obviously something that we'll continue and develop further, however there's so much more that we and others can do.

Social value, a term used widely in the not-for-profit world used to demonstrate value over and above the usual financial value, is still an emerging concept for many. However, we want to be at the heart of the debate when it comes to sustainability and social value. We're by no means an expert, but we're ready to start conversations and take as many customers and suppliers on this exciting journey with us.



Rising stars

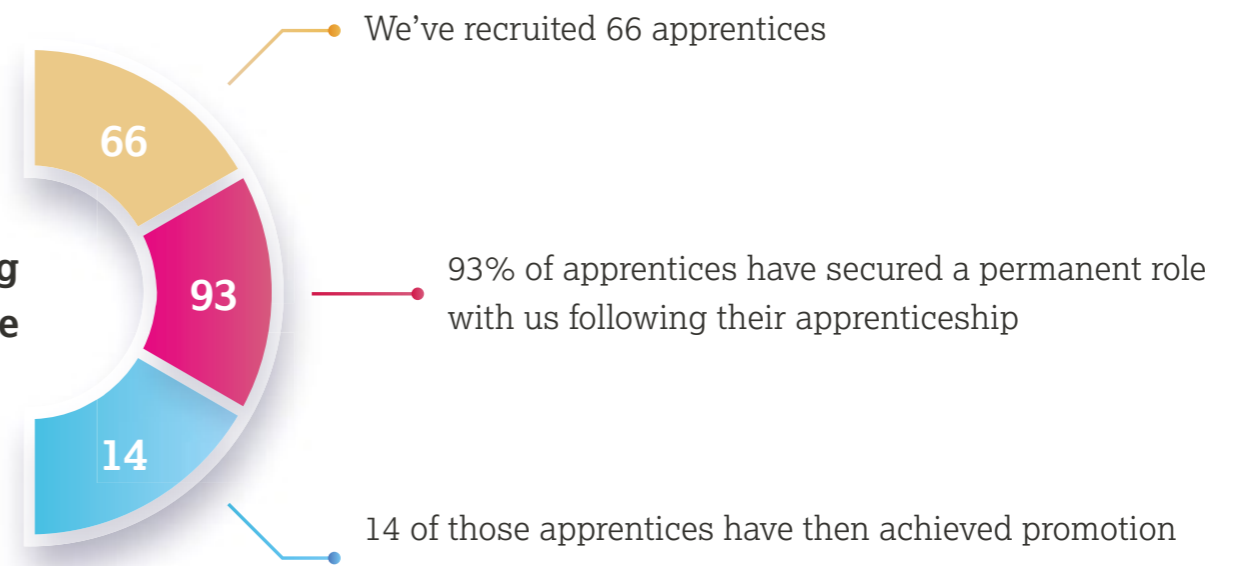
We continue to invest in the future of young people in the community, as we pride ourselves on our challenging but rewarding apprenticeship scheme.



Launched in 2011 and now in its eighth year, our popular apprenticeship scheme offers young people the opportunity to combine further education with workplace learning. We employ apprentices from all areas of the business, including procurement, quality, HR, customer services, marketing, sales, IT, operations and logistics.

We're also part of the Yorkshire and Humber Ambassador Network and the Young Ambassador Network, raising the profile of apprenticeship opportunities across the region.

Since starting the programme





Outwood Grange Academies Trust (OGAT) are one of the largest multi-academy trusts (MATs) in the UK with 31 academies in its group. With schools located across the North of England, the MAT central office is based in Wakefield - born out of the success of Outwood Grange Academy, a school gaining record exam results every year for the last 10 years and one of largest secondary schools in the UK with 2,220 pupils.

Located close to YPO in Outwood near Wakefield, OGAT approached us in 2018 with a unique proposition to help them after a period of unsettlement in the area (following the collapse of Wakefield City Academies Trust).

After a period of consultation, we agreed to provide a free-of-charge, one-day a week secondment for a member of the YPO procurement team to work with OGAT's Procurement Manager in their office at the trust. Ash Cartwright, Category Manager at YPO, was selected to provide a free consultancy service and offer guidance around the use of complex procurement in the education sector. This included impartial advice on which frameworks OGAT should use to set up contracts, regardless of whether that's with YPO or another public sector buying organisation.



By placing Ash into OGAT for a secondment, he's been able to support the trust in making significant financial savings, including:

- £82K annual saving against a number of schools cleaning services contract, totalling a massive £412K saving across the life of the contract.
- Advice to switch to second-class stamps saving £12K.

- £50K saving in a bulk buy of laptops, through a mini competition exercise.

- Review of catering contracts, with an annual saving of £111,411.

The money that OGAT has saved will be invested back into student learning and development and will enable the trust to spend better in the future.

The collaboration has worked so well that YPO has now recruited a permanent member of staff called a 'Shared Service Buyer'. Amanda Quinn's new role will include taking over Ash's secondment at OGAT to continue the great work already delivered. Amanda will also be replicating this successful format with other MATs across the UK and is already in high demand from MATs that are eager to receive her services.

Sharing profits with the public sector

Being solely publicly owned means we're in the unique position of being able to return our profits back into the public purse. Eight years ago, we took the opportunity to not just return the profits (through dividends), but to also reward our customers through a loyalty scheme.



Once a year, we send our loyal customers YPO vouchers that they can use where they see fit to offset against the cost of a product. We also make sure to guide them with potential options and ideas to help them spend better.

Our long-established reputation with schools right across the country is of great value to us so it's important that we make sure investments are continually made in within the education sector. Last year, we returned £1.5m to around 13,500 schools across the UK. Some schools received over £1,000 and used the vouchers to invest in new furniture or sports equipment. Over the eight years, we've returned £14m in total through the scheme, helping to reinvest in school's resources and pupil's futures.

In 2018, our members and associates received £7.5m in dividends from YPO to help drive economic growth at local level. By using YPO's frameworks to deliver essential services such as HR, facilities management and food services, members and associates members all receive a share of profits which are paid back to them to invest in local services.



“YPO has always helped local authorities find the best routes of procurement whilst keeping costs low. The dividend return is a timely reminder that YPO is not just a procurement organisation but a public sector provider that can generate healthy returns.”

Councillor Fred Walker, Wigan Council



Valued members and partners

We welcomed a further six new associate members in 2018 which included Buckinghamshire County Council, Harrogate Borough Council, Humberside Police, Lancashire Police, North Yorkshire Police and Telford and Wrekin Borough Council, bringing the total number now to 65.

Including our 13 member authorities, YPO is the largest formally constituted public sector buying organisation in the UK with 78 member organisations. Using our strategic relationships built around the

associate membership structure, we've partnered with London Borough of Islington to procure a new framework solution for Occupational Health and Employee Assistance Programmes.

Our engagement with the regional procurement group in Yorkshire and Humber continues, and we're now a full participative strategic member – as does our work with the Connected Procurement group in the North West.

We've continued to host the Public Sector Buying Forum where we bring together the largest collaborative buying organisations in the public sector, as well as continuing to develop our procurement networks right across the UK, including devolved government areas such as Scotland and Wales.

Customer spend under management, on YPO collaborative framework solutions in 2018 has remained strong at £1,066 million - despite continued downward pressure on public sector spending - which reaffirms our position as a leader in public sector procurement.

“YPO is the largest formally constituted public sector buying organisation in the UK with 78 member organisations”

Our founding member authorities



Our associate members





Our plans for the future

Looking ahead to the second year of our three-year strategy on ‘relevance’, we remain focused on delivering our customer centric objectives and positioning YPO as a commercial partner of choice for the public sector.

“We’ll also be looking into more online solutions such as mobile apps and website portals for customers to more efficiently access services.”

Staying relevant couldn’t be more significant when we consider the increasing requirements of customers to save time and be more efficient. To support this, in 2019, we’ll be working with Amazon Business to provide a framework for local authorities so they can buy compliantly, as well a process for schools, where they can buy all the other items they can’t get from YPO’s 30,000 product range. Working with Amazon Business will enhance our customer service offering, while returning a rebate figure on the sales through Amazon Business back to the public sector.

Building on the foundations now in place, we’ll be introducing a Sustainability Strategy and Policy which will define our commitment to sustainability

and set out our ambitions, which will lead us to become a more sustainable and responsible business.

Our stakeholder engagement activity will increase, as we’ll proactively connect with more relevant central and local government representatives through a public affairs programme. This includes key stakeholders in education with the Department for Education and other government departments.

Following a significant downturn in our food turnover, mainly due to a number of impactful customers moving to academy status and seeking alternative streams of supply, in 2019 we’ll refocus our efforts to protect and grow our public sector food offering.

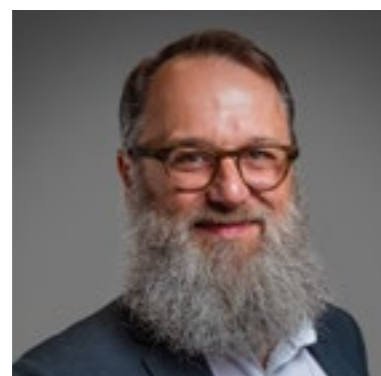
In other category areas, we’ll continue to develop our framework offering with alternative solutions such as Dynamic Purchasing Systems and Shared Services. We’ll also be looking into more online solutions such as mobile apps and website portals for customers to more efficiently access services.

Our board of directors



Simon Hill
Managing Director

Simon joined YPO in July 2011 from former regional development agency Yorkshire Forward, where he was an Executive Director. Previously, Simon was Managing Director for electronic automotive manufacturer Kostal UK Limited. With experience across procurement, sales and general management, Simon also has 10 years public sector and 20 years commercial experience.



Paul Smith
Deputy Managing Director

Paul joined YPO as a Director in November 2010 having previously held senior roles with Aviva, Capita, RM and Ford. He leads the organisation's Business Change and IT, Finance and Procurement functions. Paul currently represents YPO with our key partners including Society of Procurement Officers, Crown Commercial Service, Local Government Association, other public purchasing organisations and the EU. In 2016 Paul was named Finance Director of the Year (Public Sector) at the Yorkshire FD Awards.



Jo Marshall
Executive Director

Jo joined YPO as a Business Development Manager in September 2010 from her position as Head of Public Sector at Samsung Electronics, and was promoted to Commercial Director the following August. With a strong sales background, Jo has been working with the public sector for over 20 years. She leads the organisation's Commercial and Trading functions including Sales and Marketing and Customer Experience. Jo is the board strategic lead for customer service and is also a vice president with the Institute of Customer Service.



Julie Wray
Executive Director

Julie joined YPO in September 2010 as Head of HR and she currently looks after HR, Business Support, Facilities Management, Health and Safety, and the Warehouse and Logistics teams.

Julie has a mix of public and private sector experience. She joined YPO from Wakefield Council where she spent nine years working in HR and organisational development roles, and prior to that she spent 13 years working for Barclays Bank in various regional and national roles.



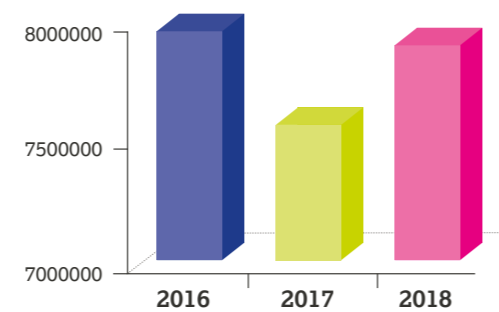
Rob McWilliam
Independent Director

Rob was appointed in November 2017 to provide independent guidance to the organisation as a member of the Board of Directors. He has over 25 years management experience working with leading global businesses including Amazon and ASDA/Wal-Mart. Most recently, he was Vice President at Amazon UK, where he was responsible for the consumer goods businesses, including grocery and healthcare.

Performance summary

Dividend paid back to the public sector

2016	2017	2018
£7,928,000	£7,492,000	£7,850,000



Turnover by category (£000s)

	2017	2018
Stores	£71,111	£73,480
Direct Supply	£24,684	£25,190
Food	£15,171	£14,211

New associate members

Buckinghamshire County Council
Harrogate Borough Council
Humberside Police
Lancashire Police
North Yorkshire Police
Telford & Wrekin Borough Council

Turnover by category 2018



This table is an extract from the YPO Audited Statement of Accounts. To view the full document visit www.ypo.co.uk

Income and expenditure account (£000s)

Income and expenditure account	2018
Invoiced turnover	£112,881
Cost of sales	£(81,239)
Gross margin	£31,642
Discounts	£137
Rebates	£4,773
Other income	£1,990
Gross surplus	£38,542
Operating expenses	
Employees	£(17,719)
Premises	£(984)
Supplies and services	£(7,051)
Transport	£(4,685)
S.L.A Costs	£(127)
Financial and miscellaneous	£(16)
Depreciation and revaluation increase/(decrease)	£(191)
Pension service gain (cost) net of charges made to the general fund	£(2,138)
	£(32,911)
Surplus/(deficit) on trading operations	£5,631

Performance summary (continued)

Total spend under management	£1,066m
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Accounts activated in 2018

Joint Committee accounts	3635
Limited Company accounts	4719

Institute of Customer Service Benchmarking (Customer Satisfaction Index)

YPO CSI	89.1%
Our category average CSI	82%
Overall CSI	78.1%

YPO Customer Survey

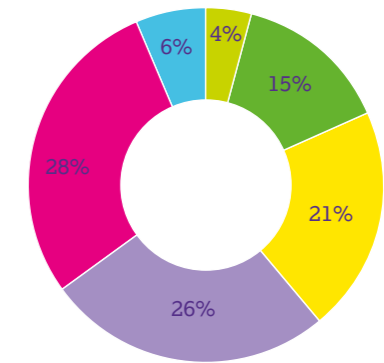
Customers satisfied or highly satisfied with the level of service received from YPO	98%
Customers were satisfied or highly satisfied with the price	97%
Customers that would recommend YPO	95%

Environmental savings in 2018

Environmental KPIs	2018	2017	Difference
CO2 emissions (tonnes)	1881.71	1973.5	-4.65%
Electricity usage (kWh)	1617679.8	1743720.6	-7.3%
Water usage (m ³)	3033	2767	+9.6%
Diesel usage (litres)	274562.42	291223	-5.72%

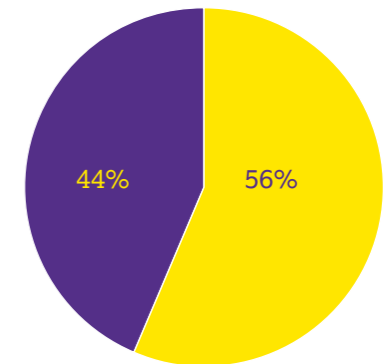
Employees by age

<21	30
21-30	68
31-40	121
41-50	117
51-60	146
>60	39
Total	521



Employees by gender

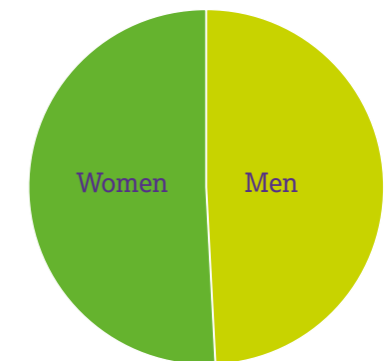
Male	288
Female	233



Gender pay gap

Mean hourly rate for men	£11.16
Mean hourly rate for women	£11.69

Women paid 4.75% higher than men



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