

# Inclusion at Olleco

## We do the right thing.

### What does doing the right thing mean at Olleco?

Whilst Olleco is an open and collaborative organisation, we recognise that true inclusivity is a continuous journey and are committed to continuing to improve. We want Olleco to be a place where every colleague has fair and equal access to opportunities. Where every colleague feels a sense of belonging, that they are treated respectfully, and where every colleague feels their perspective is valued and that they feel they are able to contribute meaningfully. Doing the right thing extends beyond how we treat our colleagues and into how we make each and every decision for each other, our customers, our communities, suppliers, stakeholders and the environment.

### Our inclusion and belonging journey began with the Gender Pay Gap

The gender pay gap is calculated by following some very specific instructions which are set out in law. It essentially tells you the difference, or 'gap' between all earnings for women versus all earnings for men at the snapshot date. In line with the UK legislation which governs gender pay, it categorises gender as male and female only.

### What does zero gender pay gap mean?

The gender pay gap is the difference, or 'gap' between all earnings for women versus all earnings for men at the snapshot date. For this year's report, the snapshot date was 5<sup>th</sup> April 2022. This is different from equal pay which is essentially about both genders being paid the same for doing the same work, or work of equal value.

We benchmark how we are doing by measuring ourselves in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As a company we continue to embrace this reporting requirement as an important tool to support us with our ongoing efforts to ensure a fair organisation which thrives through its inclusive style to enable Olleco, and every individual **to be the best we can be.**

## How are we doing?

### Gender balance

Olleco operates in a predominantly male sector. At 23.5% female employees, we are in a better position than the wider industry average of 13.7%.

There continues to be a national issue with attracting females into the driving industry. Although, we are pleased to have female drivers in our business.



### Hourly rate gender pay gap

**Olleco's women's hourly rate in 2022 is:**  
10.68% lower (mean) v 16.82% in 2021  
8.83% lower (median) v 10.43% in 2021

We have seen a big improvement in both our mean and median gender pay gaps. We have also seen a **39.41% improvement in our medium pay gap** since we began reporting in 2017!

### Olleco pay quartiles

Please see the proportion of men and women in each quartile below:

#### 2022

<b>Upper quartile</b>	81% men	19% women
<b>Upper middle</b>	85% men	15% women
<b>Lower middle</b>	83% men	17% women
<b>Lower quartile</b>	63% men	37% women

### Olleco bonus pay

**Women's bonus pay in 2022 is:**  
31.24% lower (mean) v 47.75 % in 2021  
5.11% **higher** (median) v 22.78% lower in 2021

#### Who received bonus pay in 2022?

48.78% of men v 66.29% in 2021  
66.9% of women v 60.99% in 2021

## What does this mean?

The imbalance between the gender makeup of the workforce in our industry is one factor, along with the national shortage of female commercial drivers, and female engineers. The high proportion of drivers and engineering-based roles in our own workforce means that this impacts our results negatively.

We remain committed to reducing our pay gap to zero and recognise that this is a long-term commitment to change the balance of gender within different roles across Olleco.

### Bonus

We continue to evaluate our approach to bonus arrangements to ensure that they remain appropriate and effective to the roles, activities and results required.

### Pay

Pay by role – also known as equal pay. Olleco continues to operate on an 'equal pay for the same role' footing.

There has long been high competitiveness within the logistics labour market, however, the combined pressures of the pandemic and Brexit have exacerbated these issues. In addition, the nature of our industry and the competitiveness of the logistics market means our operational roles tend to attract higher salaries than non-operational roles.



## Inclusion Activity

### What have we done so far and what's next?

As part of our commitment to inclusion, we commit to working with our colleagues across the business.

1. **Audit** – We continue to work with the ENEI as independent inclusion experts to help us understand how our colleagues experience working at Olleco and how we can continue to improve our inclusive culture.
2. **Action plan** – we have identified and committed to a number of actions aimed at rewarding everyone appropriately for the role they do.
3. **Operation pipelines** – we continue to consider how to encourage a culture of meritocracy and belonging across the organisation.
4. **Data and monitoring** – we are implementing a new HR system to ensure that we are able to monitor progress and work in a secure and trusted way with our colleagues to monitor progress and hold ourselves to account.
5. **Candidate Sourcing** – we ensure the use of gender-neutral language. We continue to look for ways to make our sourcing more inclusive for diversity of all kinds.
6. **Education** – whilst we do not believe we have an issue with gender discrimination, we recognise that every individual brings their own biases to their day-to-day activities. We deliver equality and unconscious bias training. This is to enable all our managers, supervisors, and employees to understand the importance of equality, and the impact of unconscious bias.

This report is just one step in our journey. The steps that really matter are those where we do something with these findings, and with the open communications we have within our business. The raft of information available, both within and outside of Olleco and the overall industry challenges makes it clear that inclusion and belonging is a continuous journey that requires a permanent and ongoing commitment to ensure that the organisation delivers on its promises to continue to provide a culture which allows everyone to be their best and whole selves whilst part of the Olleco family.



**This statement is just one of the ways Olleco is demonstrating its determination to live up to that commitment, and to do the right thing.**