

# Olleco

## Gender pay gap commitments

Olleco has a culture of openness and engagement, and is committed to equality throughout the organisation. Our gender pay gap figures have been calculated in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all figures relate to the snapshot date of 5th April 2017. As a company we embrace this reporting requirement as an important tool to support us with our ongoing efforts to ensure a meritocratic organisation which thrives through its inclusive style.

Gathering the data is the easy part. The real value comes from the work we have undertaken to understand the reasons behind the data, and the commitments we have made to close the gap.

### Gender balance

Olleco operates in a predominantly male sector and, whilst at 28% female employees we are ahead of the national average of 25%, this imbalance affects our gender pay statistics.

There is a national issue with attracting females into the driving industry. Only 7% of commercial licence tests (Class 1, 2 and 7.5t) are taken by women, who then make up only 1% of employed commercial drivers. At Olleco, drivers are 34% of our workforce but we do not have any female drivers.

### Hourly rate gender pay gap

Olleco's women's hourly rate is:  
7.52% lower (mean)  
10.94% lower (median)

Whilst these figures are substantially better than the national average of 18% (gov.co.uk) there is still work to be done to achieve our goal of zero.

### Olleco pay quartiles

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

<b>Upper quartile</b>	80% men	20% women
<b>Upper middle</b>	88% men	12% women
<b>Lower middle</b>	75% men	25% women
<b>Lower quartile</b>	69% men	31% women

### Olleco bonus pay

Women's bonus pay is:  
69.65% lower (mean)  
58.90% lower (median)

### Who received bonus pay?

80.37% of men  
67.77% of women

## What does this mean?

Clearly gathering the data and producing the numbers before is the easy bit. The real work comes in identifying the reasons for our pay gap.

The imbalance between the gender make up of the workforce in our industry is one factor, as is the high proportion of drivers in our workforce and the national shortage of female commercial drivers.

The following data is a selection of the analysis done to try to determine the causes of our gender pay gap.

At present the only benchmark figure available is the national mean pay gap figure which is 18% lower for women (gov.uk). At 7.52% we are performing better than the national average, but we want to reduce to this to zero.

## Bonus

In some respects the bonus disparity is easier to explain than the pay disparity. At present the majority of our drivers receive a substantial proportion of their earnings through bonus arrangements. As a result the amount earned by male versus female employees is disproportionately high, as is the percentage of males who earn a bonus. Our female employees of a similar level tend to work in office based roles where we historically structure pay differently.

## Who received bonus pay (without drivers)?

63.71% of men

67.77% of women

By removing the impact the structure of driver pay has on these figures we see an improvement swinging the proportion of women earning bonus, from a deficit of 12% vs men, to a positive of 4%.

## Pay

Pay by role – also known as equal pay, we have looked at roles across the organisation where we have both genders in the same role and are confident that Olleco operates on an 'equal pay for the same role' footing.

Although we have proportionately less female employees in the upper middle and upper quartiles, our managers and directors are actually 35% female. This is higher than the overall proportion of women in the Olleco workforce (manager defined as someone with a manager job title and direct reports, director defined as a member of the operating Board).

Due to the nature of our industry and the competitiveness of the logistics market, our operational roles tend to attract higher salaries than non-operational roles. Whilst we are comfortable that this is appropriate to remain competitive in the marketplace, it has a major impact on our gender pay balance. For example we have 43 people in operations supervisory/management roles within our fleet business and only 3 of them are held by female colleagues. That means that for a business with a workforce that is 28% female, we aren't doing enough to bring females into the operational side of the company or encourage our female employees to consider an operations career path.



### What next?

Olleco are committed to achieving a gender pay gap of zero and understand that the figures and the reasons behind them are just one step of our journey. The steps that really matter are those where we do something with these findings. The raft of information available, both within and outside of Olleco, makes it clear that there isn't a single solution to achieving this goal.

We are committed to a range of long term actions to deal with the complex tapestry that creates the gender pay gap.

### Within Olleco the key reasons for the gap have been identified as

- 1. Gender imbalance within our industry
- 2. Lack of females in operational roles

### The actions we are committing to take are as follows

- 1. **Operation pipelines** – looking at where we can encourage female employees into more operational roles.
- 2. **Sourcing** – ensuring we are sourcing candidates in the best way to encourage the best candidates of both genders to apply.

- 3. **Female support** – working with our female colleagues to understand how we can best support their development. This may take the form of women's networks or mentoring, but we need the input of those whom this affects to determine the best path forward.
- 4. **Education** – whilst we do not believe we have an issue with gender discrimination, we recognize that every individual brings their own biases to their day to day activities. We will educate our colleagues on unconscious gender bias, its impact and how we can all counter this on a practical level.

