



Year to April 2024
Gender Pay Report

aching System

effective and highly flexible system that
train and coach people anywhere in
provide coaching 'in the moment' by using
and see' to help people apply the right tools,
me.

We will expect all our leaders
to live the Unipart Way philosophy
and coach our employees in the
tools and techniques



Unipart Gender Pay Report



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Foreword by our Chief Executive



Darren Leigh
Chief Executive Officer

At Unipart we recognise that a diverse, healthy, engaged and inclusive workforce is essential to our long-term sustainable growth and core to the values that underpin The Unipart Way.

As a supply chain performance improvement partner, we operate in a diverse range of sectors and are well aware of the wide variety of industry challenges when it comes to equality and inclusion and we know there are no quick fixes to delivering meaningful progress. However, at Unipart we see a challenge as an opportunity and through The Unipart Way we are always seeking to continuously improve at every level of the company. The Unipart Way is the beating heart of our culture, demonstrated in the way we think, the way we work and the way we behave.

I want every person who comes to work for Unipart to know they can enjoy a fantastic career with us, using The Unipart Way to learn and develop and deliver our customer promise: to meet the real and perceived needs of our customers better than anyone else, and serve them better than anyone else. We call our development program 'Gate to Great', and wherever I go in the business I meet incredible people who demonstrate The Unipart Way in the way they think, work and behave, living the company values.

We will continue to focus effort on programmes and activities that will help us reduce our pay gap, including attracting more women into exciting roles across every level of our company. We are working with our people, customers and stakeholders throughout the value chain to understand how we can achieve equality and continue driving the success for the benefit of every Unipart person.

That is The Unipart Way Forward



What is the gender pay gap and how do we calculate it?

The gender pay gap is a measure of the difference between the average hourly pay or bonus of men and women who work for Unipart. It doesn't take account of any other factors such as the sort of job they're doing or level of seniority or age or length of service and it can be influenced by factors such as how many women are employed in the organisation and how many women occupy senior leadership positions. It is completely different from equal pay which is a direct comparison between two or more people doing the same work, or work of a comparable value.

When we report on our gender pay gap we are legally required to include factors such as performance related pay and allowances (such as shift premiums) as well as basic pay in our calculations; overtime is not included. We must also show the difference in pay for men and women using both median and mean average figures as well as the percentage of men and women who received a bonus.

How we do our calculations.....

Hourly rate of pay

All of our employees are paid an annual salary. In order to calculate our pay gaps we must first calculate an approximate hourly rate. To do this we add up the total salary and regular pay each employee received in the year, divide that number by 52 and then divide the result by the number of hours an individual is contracted to work every week. To this end we are including all employees, not just those who work full time.

Median Pay gap

The median pay gap is the difference between the hourly rate of pay for the 'middle' man when the male employees are ranked in order of their pay and the 'middle' woman when the female employees were ranked in order of their pay.

Bonus gap

We calculate the mean and median bonus gaps in the same way we do the hourly pay gaps.

Mean pay gap

This shows the difference between the average hourly pay of men and women. It is calculated by adding up the total amount earned by all the men, and dividing the result by the number of men; and then doing the same for the women and subtracting the women's mean pay from the men's. If the result is a positive number it indicates that the women's hourly rate is lower and if it's a negative number it indicates that the women's hourly rate is higher.

As a group of companies, under the regulations, we are required to report separately on each of our legal entities employing at least 250 colleagues. We currently have two such entities, Unipart Group Ltd and Unipart Rail Ltd. The gender pay and bonus gap reported for both of these entities is based on the data snapshot taken in April 2024.

Our data - Unipart Group Ltd



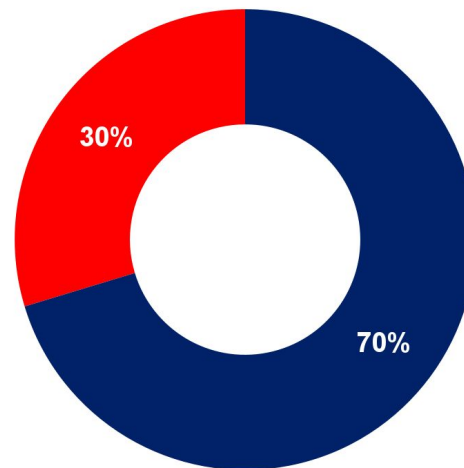
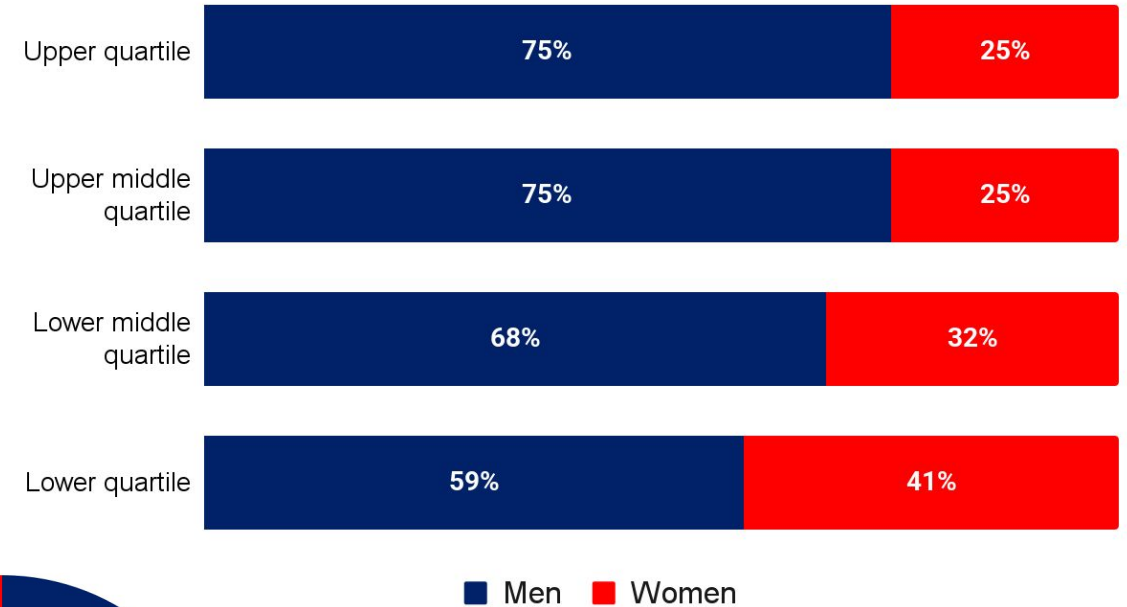
Pay	
Mean Gap	Median Gap
5.29%	5.47%
	UK average 13.1%*

Bonus	
Mean Gap	Median Gap
-3.55%	-13.11%

Colleagues receiving a bonus	
Men	Women
23.05%	22.08%

* Office for National Statistics
April 2024: Gender pay gap for
all employees

Proportion of men and women in each pay quartile



Proportion of men and women overall



Our data - Unipart Rail Ltd



Pay

Mean Gap

13.82%

Median Gap

12.47%

UK average 13.1%*

Bonus

Mean Gap

29.65%

Median Gap

0.00%

Colleagues receiving a bonus

Men

8.86%

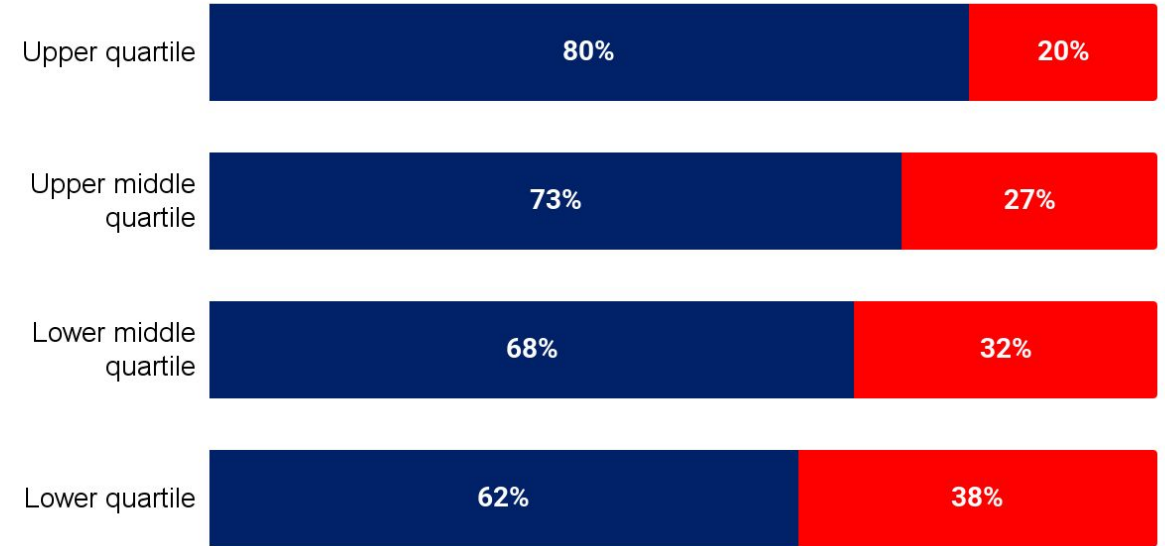
Women

16.84%

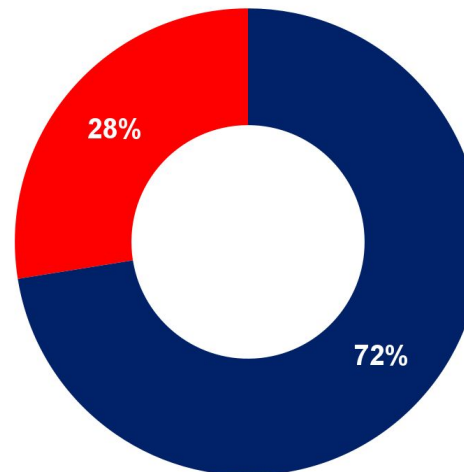
* Office for National Statistics
April 2024: Gender pay gap for
all employees



Proportion of men and women in each pay quartile



Men Women



Proportion of men and women overall

Understanding our pay gap

Unipart is a privately-owned company with roots in the automotive industry although over the years we have diversified and expanded into other sectors including rail and manufacturing. These are industries that have traditionally attracted more men, and this is reflected in the underrepresentation of women who make up just 30% of our workforce. We continue to experience relatively low levels of turnover, particularly amongst our senior leaders, which will inevitably impact the pace at which we can achieve change at this level. Furthermore, one of our key capabilities is Supply Chain Management and Logistics; and as a third party provider of these services we experience regular and large-scale changes to our work force as a result of transfers in and out of our business, leading to fluctuations in our pay gap which are outside our control.

Our median pay gaps in Unipart Group Ltd and Unipart Rail Ltd, at 5.47% and 12.47% respectively, both compare favourably to the national average pay gap figure of 13.1%. Whilst this is pleasing it is not a cause for complacency and we will continue to focus on the actions we can take as an organisation to reduce our gap in the following ways:



Increasing representation of women in our businesses.

We know that increasing the percentage of women we employ is key to reducing our gender pay gap and fluctuations in our pay gap (as illustrated by our 2024 Unipart Rail figure which has seen changes impacting a very small number of individuals having a significant impact on the pay gap number) however, despite our efforts over the past few years, we have not seen a significant change in this ratio. In 2024 we set clear aspirations across our businesses to increase the representation of women across our workforce.

Increasing the representation of women in Senior Leadership positions.

As our data is illustrating, the number of women amongst our senior leadership population is not representative of the women in our organisation. As previously referenced, our low levels of turnover at this level will inevitably impact the pace of change but nonetheless in 2024 we set aspirations across our business to improve the representation of women in the upper and upper median pay quartiles.

Increasing the representation of women in high paid disciplines such as IT and Engineering.

Unipart is by no means unique in terms of the underrepresentation of women in our IT and Engineering functions, where rates of pay are typically high compared to other functions. The causes of this imbalance are seldom a consequence of actions or omissions on the part of employers thus we will focus on community/education programmes and early careers interventions as well as internal development programmes, linked to aspirational targets.

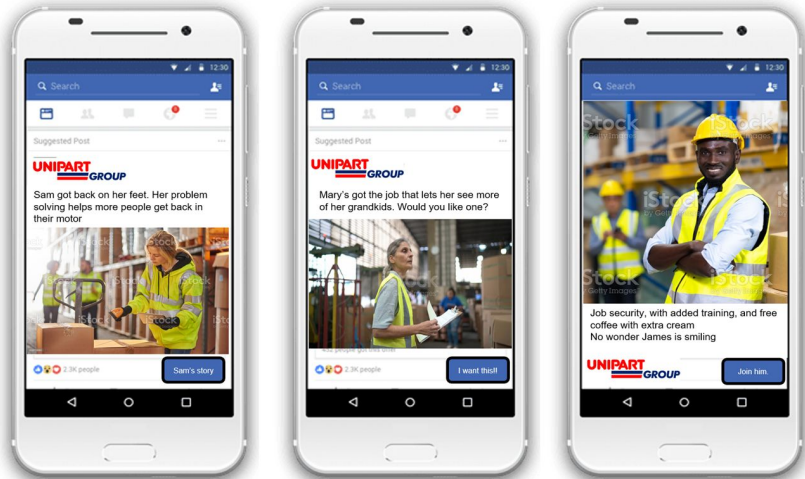
What we're doing to close the gap

Recruitment and candidate attraction

If we are to achieve our objective of increasing the representation of women, in our business we need to increase the number of women applying for roles with us. This in turn should result in the gender balanced shortlists that will lead to more women joining our business.

In support of this, over recent years we have thoroughly examined our recruitment practices to better understand the applicant profile and enable us to increase the diversity of this profile. We have taken steps such as changing the images used in campaigns to reflect our workforce more widely and have adopted the use of social media campaigns via Facebook, Instagram, LinkedIn, and YouTube using our own colleagues as role model 'Brand Ambassadors' to give an authentic insight into what it's like to work at Unipart.

Our careers pages have been updated to support that authentic insight and we engage with market-leading specialists to help us to continue to develop our external messaging in support of our employee value proposition. This means that we are not only communicating what it's like to work at Unipart, but also communicating the benefits of working here, including our organisation, the rewards, our people, the Sustainability The Unipart Way 2023 work and the career opportunities on offer.



Capability and career development programmes

Our dedication to employee development extends to all levels of our workforce, and we have a development program called 'Gate to Great' to support this goal. This equitable and inclusive approach allows each employee to progress at their own pace based on their experience, abilities and preferred learning style and is rooted in the belief that with intentional practice within a structured system, everyone can achieve their potential.

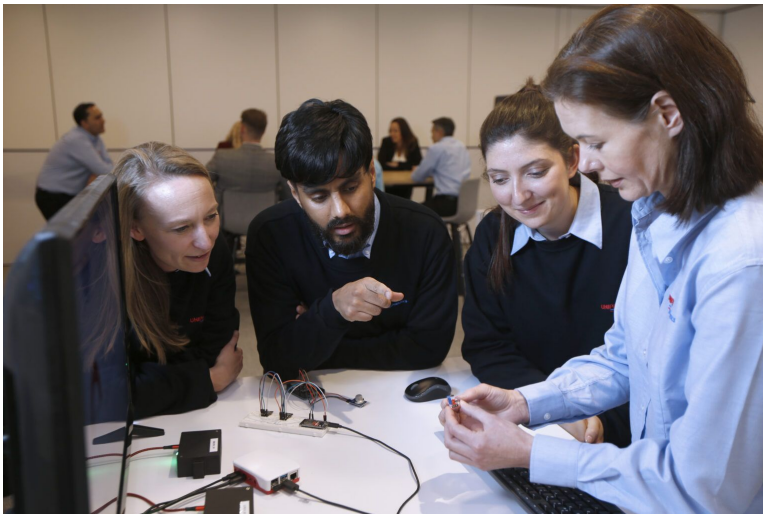
We have specific programmes aimed at developing our talent and future leaders including career mapping coaching and development to prepare them for their next likely move. We are careful to ensure that the demographic composition of these programmes is a fair and accurate reflection of the individuals who are working at those levels of the organisation.

In addition to these programmes we offer apprenticeships across a range of disciplines including finance, human resources, business improvement techniques, leadership and management, digital, business administration and customer services.

What we're doing to close the gap

Flexible working and family friendly policies

Our range of "family friendly" policies are aimed at empowering both men and women to work in a manner that enables them to meet their home life commitments while fulfilling their roles within our organisation. We also have a 'Blended/Hybrid' Working Policy to enable those colleagues who are able to do so to combine working at home with working in a Unipart Workplace, providing additional flexibility to meet both work and family commitments. Furthermore we have introduced 'school day' friendly shifts on some sites to support working parents which have proved popular with both men and women. These policies are a vital tool in attracting and retaining valuable skills across our company and contribute significantly to improving retention rates.



Employee engagement and our inclusive working environment

At Unipart people make the difference. This is one of the fundamental principles of The Unipart Way, of which employee engagement is one of the four systems. Unipart cannot operate and achieve its strategic goals without engaged employees who feel appreciated and motivated to deliver for customers and Unipart's long-term success. Every September we take time to understand how colleagues feel about working at Unipart by conducting the annual employee engagement survey. Over recent years we have included demographic information on our survey to help us understand how the day to day experiences of colleagues with different characteristics may vary and take action as appropriate.

We are proud of our 'CARE' recognition framework which empowers everyone at Unipart to recognise positive, inclusive, respectful behaviour which delivers excellence for customers, communities, and the environment. These behaviours embody The Unipart Way values.

Community and early careers programmes

Improving the representation of women in high pay disciplines such as IT and engineering is a key aspiration of our Diversity and Inclusion strategy.

But we know that to secure the resources we need, both male and female, to sustain and grow our businesses, we need to work proactively with schools and colleges to develop the industry-ready employees of the future.

Our strategy, which continues to evolve, includes programmes to address students aged 10 upward and covering all abilities and backgrounds. Programmes focus on raising awareness of how what they are learning in school and college, particularly in STEM subjects, can be applied in real jobs and exciting careers in manufacturing and logistics.

In 2025 we will continue to work with our partners to understand how we can focus our efforts to build more diversity into the pipeline for our early careers programmes.

WE ARE UNIPART, WE MAKE
A DIFFERENCE BECAUSE WE




Continually improve & Innovate

Always deliver excellence

Respectful ways of working

Encouraging and inclusive

A woman with blonde hair, wearing a yellow high-visibility vest over a dark jacket, is speaking to another person whose back is to the camera. They are in a warehouse or industrial setting with shelves of blue boxes in the background. The text is overlaid on the image.

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