



Performance in motion

Sustainability Report 2025



Chief Executive Officer Introduction



Our ambition is to be the driving force behind efficient, resilient, and sustainable supply chains.

As a supply chain performance improvement partner, we are committed to helping our customers' supply chains perform better, and more sustainably.



For over 50 years, Unipart has built a reputation for excellence in supply chain innovation, underpinned by a deep commitment to operational efficiency, rigorous governance, and a culture of continuous improvement. In 2025, as the world continues to navigate complex geopolitical, economic and environmental challenges, we are proud that this strong foundation is enabling us to respond with agility and ambition.

In 2024, we achieved a significant milestone by reducing our Scope 3 emissions by more than 11%. This is not only a testament to our own decarbonisation journey, but also highlights how we are working hand-in-hand with our customers and suppliers to build supply chains that are both more sustainable and more resilient.

We were again recognised by the British Safety Council with our second consecutive 'treble' – for health, safety, wellbeing, and sustainability. These awards reflect our world-class standards and demonstrate that we don't just talk about excellence – we have it rigorously audited and verified.

Our people remain at the heart of everything we do. I am particularly proud that employee engagement has risen to a record score of 4.0, supported by the highest-ever response rate to our annual survey. This level of engagement fuels our performance and reflects the strength of our culture – The Unipart Way.

Technology and talent are central to our future. That's why we continue to invest in our Centres of Excellence, working closely with academia, industry and government to identify and scale transformative technologies, and bridge the skills gaps that exist across our sectors. We welcome the UK Government's new Industrial Strategy and will remain a proactive partner in shaping a national capability for advanced manufacturing, electrification, and decarbonised logistics.

As we look ahead, our commitment remains clear: to deliver outstanding value for our customers, shareholders, and communities, while embedding robust compliance and a profound sense of responsibility into our strategy. At Unipart, sustainability is not a bolt-on – it is integral to who we are and how we perform.

Together, we will continue to drive performance in motion – for the benefit of our planet, our people, and all our stakeholders.

Darren Leigh



Chief Sustainability Officer Introduction

At Unipart, sustainability is fundamental to how we operate and embedded in our culture of continuous improvement. Every action outlined in this report stems from that mindset.

Our sustainability strategy is grounded in robust governance and measurable progress. Our Sustainability Steering Committee ensures that our Net Zero 2040 roadmap, validated by the Science Based Targets initiative, is fully integrated into decision-making.

To ensure focus, we conducted a Double Materiality Assessment engaging employees, suppliers, and customers to identify the ESG issues that matter most. These insights shape our priorities across all three pillars: Planet, People, and Principles.

Our operations reflect real progress. In 2024, we reduced gas consumption by 10% through the installation of our own proprietary Eco Insight technology and removing our reliance on gas. Over 97% of our UK operations now run on renewable electricity. Our logistics sites have maintained zero waste to landfill since 2016, with 94% of waste recycled and the remainder used as fuel in cement kilns, eliminating landfill entirely.

Sustainability in action also means embedding circular economy principles. We've eliminated more than 1,000 tonnes of single-use plastic since 2018 and now use 100% FSC-certified sustainable packaging. We're also addressing transport emissions: our fleets use Euro 6 engines as standard, while HVO and electric vehicle options are being deployed across our sites. More than 115 EV charging points now support our low-emission company car scheme.

Our people continue to be the engine behind this change. Nearly 3,000 colleagues completed our carbon literacy and sustainability e-learning in 2024, reinforcing responsible practices both at work and at home. Whether redesigning products to reduce lifecycle carbon (43,903 tCO₂e saved to date) or protecting biodiversity on our sites, their dedication inspires confidence.

But we cannot succeed alone. We are actively collaborating with suppliers to scale impact: our goal is for 75% of our top suppliers to have carbon reduction targets by 2027, up from 35% today.

This report reflects our progress, but more importantly, it underscores our ongoing commitment. I'm proud of what our people have achieved, and confident that together, we will continue to build a safer, more sustainable future.

Andy Pyne



Who we are

Unipart is a supply chain performance improvement partner working with global brands to enhance the efficiency, resilience, and sustainability of their supply chains. Unipart's business model involves positioning within customers' supply chains to design, make, move, and improve components. This approach is underpinned by 'The Unipart Way', focused on continuous improvement and employee engagement to deliver operational excellence and value. Unipart operates in the UK and 21 international markets, providing solutions to customers in 70 countries.

Unipart engages suppliers for quality, investing in people's skills, using technology and innovation, and forming strategic partnerships. Unipart aims to improve customer efficiency, competitiveness, and sustainability, leading to long-term, profitable growth. Employees benefit from engagement, wellbeing, and development, communities and the environment gain from Unipart's responsible practices and reduced carbon footprint. Further information on financial performance, core sectors, and description of the business model can be found on pages 8-14 in the 2024 Annual Report and Accounts.

Our services



Unipart is committed to setting the highest standards for colleague safety and wellbeing.

Unipart has an ambitious Net Zero 2040 Plan validated by Science Based Targets initiative (SBTi).

Unipart has 12,000+ colleagues supporting operations in the UK and 21 international markets



Core sectors





Accreditations

Environment



Unipart has approved near and long-term science-based emissions reduction targets with the Science Based Targets initiative.

Safety



Quality Standards



Unipart has successfully been audited against the ISO 20400 Sustainable Procurement standard by LRQA

2024 Performance

Environment

Scope 1 & 2 emissions
5.36% reduction from 2023

Scope 3 emissions
11.4% reduction from 2023

Carbon intensity ratio **82.6tCO₂e/£m**
13% reduction from 2023

Recycling rate **94%**

Gas **10%** reduction from 2023

Safety

Riddor rate
151

Lost Time Incident Frequency rate **0.5**

People








Mental Health First Aiders
1 for every **37** UK employees

Employee engagement **4.0** up from **3.9** in 2023



Approach aligned to UN Sustainable Development Goals

- 1 No Poverty** Savings programs, debt management support, and educational resources which cultivate planning and saving practices. 
- 2 Zero Hunger** Support given to Oxford Food Hub (who rescue food from landfill and redistribute it to the community) and the Nuneaton Food Bank. 
- 3 Good Health and Wellbeing** Compliance with ISO 45001 and is pursuing ISO 45003 certification to ensure employee, customer, and visitor health, safety, and wellbeing. 
- 4 Quality Education** Apprenticeships and graduate schemes across engineering, IT, operations, and commercial sectors and collaboration with Coventry University. 
- 5 Gender Equality** Reporting of gender pay gap, policies to ensure fair remuneration and achievement of Best Training or Development Programme in the Women in Rail Awards 2025. 
- 6 Clean Water and Sanitation** Reduction of water consumption by 18% in 2024, and is committed to a 5% reduction annually. 
- 7 Affordable and Clean Energy** Targeted 5% yearly reduction in energy use, 97% of UK locations using renewable electricity. 
- 8 Decent Work and Economic Growth** Scalable, sustainable, profitable growth, and strategic investments that create jobs and advance low-emissions technology. 
- 9 Industry, Innovation and Infrastructure** Solutions to drive innovation via investment in technology, automation, AI, and R&D, developing new products as a supply chain performance improvement partner. 
- 10 Reduced Inequalities** Grievance mechanisms, discrimination and bias remediation, and inclusive recruitment practices, covering the signatories of the Social Value Recruitment Covenant. Unipart is a signatory of the Military Charter. 

- 11 Sustainable Cities and Communities** Sustainable commuting, and collaboration with Oxford City Council through the Zero Carbon Oxford Partnership. Support of the Climate Ed charity with volunteers and funds providing climate education to primary schools. 
- 12 Responsible Consumption and Production** Optimised resource use and product life cycles through repair, refurbishment, and recycling. 
- 13 Climate Action** Declares adaptation and mitigation strategies against climate change, reducing direct emissions by 17% compared to the baseline year, with validated emissions reduction targets. 
- 14 Life Below Water** Elimination of single-use plastic from the Sky supply chain introduced as part of the Sky Ocean Rescue. Since 2018, Unipart has eliminated over 1,000 tonnes of single-use plastics. 
- 15 Life on Land** Annual recycling target of 95%, zero waste to landfill since 2016. In 2024, roll out of Biodiversity Policy, and Biodiversity Action Plans. 
- 16 Peace, Justice and Strong Institutions** Comprehensive compliance framework and policies addressing bribery, corruption, modern slavery, recruitment, whistleblowing and human rights. 
- 17 Partnerships for the goals** Stakeholder relationships with the CBI, Logistics UK, B4 Oxford business network, Make UK, and the Society for Motor Manufacturers and Traders. 

Double Materiality Assessment Overview

Unipart's 2025 Double Materiality Assessment identified key ESG issues impacting both its operations and long-term value, aligning with European Sustainability Reporting Standards (ESRS).

The Sustainability function is responsible for the Double Materiality Assessment process, guided by the Sustainability Steering Committee and reviewed and approved by a specially-curated working group.

Unipart's process

- Stakeholder feedback was gathered based on resources, strategy, and relationship maintenance. Selection considered contact frequency, impact on turnover, influence on industry trends and Sustainable Development Goals (SDGs). Stakeholders were ranked (1-5) by their interest in and influence on the company's ESG strategy.
- Unipart gathered primary (surveys) and secondary data (reports, documents, registers, accounts) to identify key SDG priorities with minimal bias. Surveys of customers (30% of turnover), suppliers (15% of spend), and employees (300+ responses) asked which SDGs Unipart most depends on and impacts.
- A five-point Likert scale was used to evaluate the impactful and financial materiality indicated by the data against each SDG. Material SDGs trigger an assessment of [associated ESRS sub-topics](#). AI supported this process, and document weighting was determined by relevance and influence. Assessments were conducted for each material sector of the organisation.
- An SDG or topic is considered material if it scores 3+ for impactful materiality or 4+ for financial materiality.
- Sustainability matters assessed to be material have undergone [impact, risk and opportunity assessments](#) in order to reconfirm materiality and further inform business strategy. Time-bound targets (where available) with progress, and associated policies are discussed for material topics throughout this report.

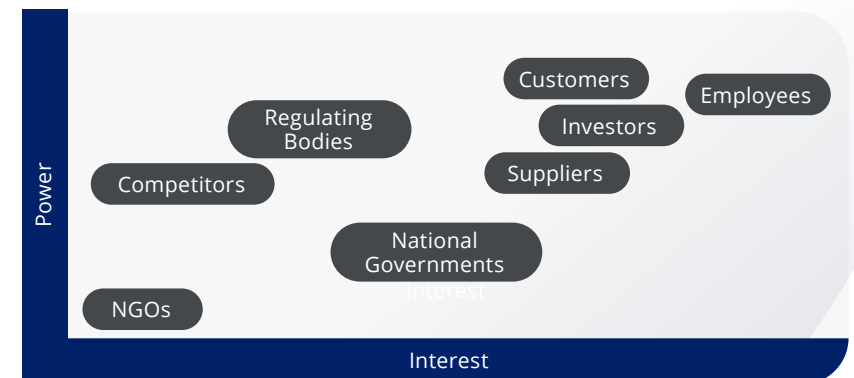
Unipart will further assess the alignment of its sustainability goals with its products, services, customers, locations, and stakeholders. It will evaluate significant offerings, markets, and customer groups against these goals. Based on this assessment and stakeholder feedback, Unipart will continue to adjust its strategy to better address material ESG topics. Survey participants have a contact for queries and can review the assessment's conclusions in this report.



Materiality of Sustainable Development Goals



Stakeholders





Planet



Unipart's Commitment



Unipart's Environmental Sustainability policy commits to pollution prevention, circular economy alignment, legal compliance, ISO14001 certification, publishing SBTi-verified progress, sustainable procurement, and employee awareness, covering global business operations, and direct and indirect environmental impacts. The CEO and CSO are responsible for its implementation. Unipart aligns with the SBTi, ISO 14040 for Life cycle Carbon Assessments, ISO 14064 for GHG emission reporting, and continues to maintain ISO14001 certification. The policy is communicated to all staff, contractors and suppliers, via arrangements for all persons working for/on behalf of the organisation, and is available publicly. Environmental Management Systems at 64% of sites were certified to ISO 14001 at the end of 2024, Unipart was awarded a Globe of Honour for sustainability by the British Safety Council for the 12th consecutive year in 2024.

Governance

Responsibility for coordinating Unipart's approach to sustainability is led by the CSO, who is a member of the organisation's Executive Leadership Team and Risk Committee. The CSO leads a team of sustainability specialists, local sustainability champions, and steering groups who review progress against initiatives and carbon reduction targets which are monitored using an in-house environment management system. This flows down to site-level visibility so all stakeholders can chart progress. Unipart's Sustainability Steering Committee meets monthly and is attended by sustainability leads, managing directors and other key functional leads from across the business.

Task Force on Climate-related Financial Disclosures (TCFD)

Unipart reports against TCFD disclosures, with climate change as a principal risk. Responsibility for managing climate risks, led by the Chief Sustainability Officer and supporting governance bodies, lies with the Board, Executive Leadership Team and Risk Committee. Risks and opportunities related to extreme weather conditions, heat stress, policy, market and supply chain changes, people and resource efficiency can be found in the [Annual Report](#) and Accounts pages 26-35. This includes risk of decarbonisation misalignment in the supply chain, and opportunities associated with investment into low-carbon products and services.



Net Zero 2040

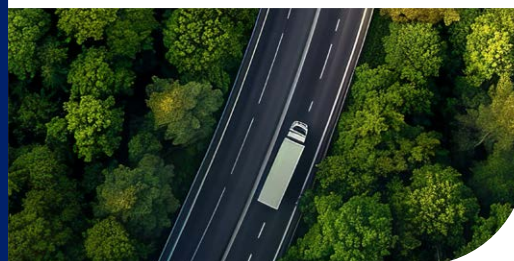
In August 2023, Unipart had its Scope 1 and 2 near-term emissions reduction target approved by the Science Based Targets initiative (SBTi) as consistent with levels required to meet the goals of the Paris Agreement. The SBTi also validated Unipart's Scope 1, 2 and 3 long-term target as aligned with SBTi's 1.5°C science-based, net-zero pathways by 2050 or sooner. Unipart is committed to updating its carbon reduction plans and progress annually and achieving net-zero greenhouse gas (GHG) emissions across the value chain by 2040.

Near-term targets

- 1 Unipart commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2030 from a 2021 base year.
- 2 Unipart commits that 75% of its suppliers by emissions covering purchased goods and services and upstream transportation and distribution will have science-based targets by 2027.
- 3 Unipart commits that 75% of its customers by emissions covering use of sold products will have science-based targets by 2027.

Long-term targets

- 1 Unipart commits to maintain at least 90% absolute Scope 1 and 2 emissions reductions from 2030 through 2040 from a 2021 base year.
- 2 Unipart commits to reduce absolute Scope 3 GHG emissions 90% by 2040 from a 2021 base year.



To date (end of 2024)
Unipart has reduced:

Total market-based emissions by

4.1%

since 2021 base year
(-25,197 tCO₂e)



Scope 1 and 2 market-based
emissions by

17.4%

since 2021 base year
(-5,446 tCO₂e)



Scope 3 emissions by

3.4%

since 2021 base year
(-19,751 tCO₂e)

*from the baseline year (2021)



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS 1.5°C
AMBITION FOR



Recalculation Policy

Unipart's Recalculation Policy has been developed to track emissions over time by recalculating base-year emissions when significant structural or methodological changes or errors occur, as per the GHG Protocol and SBTi guidance. A total carbon footprint emissions change of 5% or more due to the above may trigger a recalculation. A 2021 fixed base year is current for Unipart's net zero targets (Scope 1 & 2 by 2030, Scope 3 by 2040), a rolling base year may be considered later. Unipart will report any base-year emissions restatements and their impact in its sustainability reports.

It has been ensured that the baseline value is representative in terms of activities covered and influences from external factors by segmenting data by relevant operational areas, and accounting for significant non-recurrent events during the baseline period. Unipart ensures consistency by adjusting its base-year emissions when the underlying inventory boundaries or methodologies change, preventing the perusal of targets against an outdated or inaccurate baseline.

Net Zero Strategy

By the end of 2024, more than 17% of Scope 1 and 2 emissions were reduced through initiatives supported by approximately £8.6m of investment over the last five years from greenhouse gas management funds. Unipart understands that consistent annual effort, factoring in long-term carbon pricing, is crucial for achieving its net-zero targets.

Unipart targets a 90% Scope 3 emissions reduction by 2040. Emissions from powered products sold, constituting 54% of total Scope 3 emissions, pose the greatest risk to achieving this goal. Unipart products heavily rely on the UK rail network achieving its net-zero 2050 target. To manage transitional risk, Unipart conducts Life cycle Carbon Analyses (LCAs) on high-emitting products to improve energy efficiency and collaborates with suppliers for similar efforts.

The reduction plans are embedded into Unipart's wider strategy and corporate planning processes, including in growth forecasts, new business and proposition proposals, approvals and project sign offs to measure carbon forecasts against actuals as accurately as possible. Progress is reviewed monthly with the Executive Leadership Team and bi-annually by the Board.

Plans are reviewed externally against the ISO 14064 standard and by the British Safety Council's Environmental Sustainability audit annually.



Emissions Scope	Emissions reduction initiative	Date commenced	Targeted emissions reduction (tCO ₂ e)	Date/s for emissions removal	Associated opex/capex
Scope 1					
Gas	Annual 5% gas reduction target	Jan 25	178	Dec 25	
	Electrification of gas heating	Jan 23	221	Dec 24	£50k
Transport (excluding grey fleet)	8 EV trucks	Jul 22	555	Jul 23	£80k
	HVO implementation across Cowley contracts	Jan 25	760	Dec 25	£40k
	HVO implementation across remaining contracts	Jan 26	3593	Dec 27	£250k
Other fuels	Replacement of petrol/diesel on site equipment with electric	Jan 23	6	Dec 29	
	LED light upgrades	Jan 20	26	Dec 24	£2.65m
	Sub-metering installation	Jan 24	37	Dec 24	£150k
	Remove portable heaters	Jan 24	8	Dec 24	
	Hot water timers	Jan 24	7	Dec 24	
Scope 2 (location-based)	Air conditioning	Jan 20	7	Apr 25	£106k
	Sub-metering installation	Jan 26	6	Jun 26	£80k
	Air conditioning 2026	Jan 26	3	Jun 26	£50k
	Temperature control systems and mitigations	Jan 20	687	Aug 25	£5.6m
	Serck Gulf PV	Aug 26	1772	Aug 26	£800k
	Van Wezel PV	TBC	244	TBC	£800k

Our Roadmap



Unipart is dedicated to implementing sustainable practices across its operations, resulting in significant environmental benefits.

What we've achieved so far

Introduction of Smart LED lighting systems across sites led to a remarkable **23% reduction** in CO₂ emissions.

Unipart logistics and transport sites have achieved zero waste to landfill since 2016. In 2024, **94% (21,075 tonnes)** of waste was recycled, with the remaining 6% used as fuel in cement kilns, reducing fossil fuel usage.

97% of UK operations are powered by renewable energy sources, installation of Eco Insight across Unipart helped achieve a **10% reduction** in gas usage in 2024.

To minimise emissions, Unipart's transport fleet utilises **Euro 6 engines** as a baseline. The integration of HVO and electric vehicles are being used or explored across all locations.

Unipart reduced water consumption by **18% in 2024** through installing push taps, sensors, and implementing rainwater harvesting.

Since 2018, Unipart has eliminated more than **1,000 tonnes of single-use plastics** and now sources 100% sustainable UK packaging, certified by the Forest Stewardship Council, in line with circular economy principles.

Unipart has installed more than **115 EV charging points** across its sites to support an EV company car scheme. The company promotes low-carbon travel through annual surveys and green travel plans, identifying opportunities for EVs, public transport, and car sharing.

Roadmap to 2030

Unipart is implementing **site-specific green travel** plans that consider employee behaviours, local geography, and new transportation technology. Initiatives include car sharing, cycle to work schemes, local travel plans, and phasing out combustion engines.

Unipart emphasises sustainability training through e-learning aiding its net-zero goal. Nearly 3,000 employees completed Environmental Sustainability and Carbon Literacy modules in 2024, promoting sustainable practices both personally and professionally and fostering environmental responsibility.

Unipart commits to **Life cycle Carbon Analyses'** for all new products to identify carbon savings via material and technology replacements, achieving a 43,903tCO₂e reduction from product life cycles so far.

Unipart has implemented **biodiversity action plans** to encourage new and protect existing flora and fauna, achieving net gains where possible.

To drive energy improvements, Unipart will continue to oversee the roll-out of **sub-metering** across all operations by 2026. This will provide better granulation of energy data and enable targeted efficiency measures.

Unipart will continue to comply with the Companies Act 2006 by reporting against the Task Force on Climate-related Financial Disclosures in annual reports. By fiscal year 2028, reporting will transition to the European Sustainability Reporting Standard, the transition process has begun.

Unipart aims to have **75% of its top suppliers** to have carbon reduction targets by 2027, up from 35% in 2024. This supports Unipart's overall carbon reduction efforts and aligns procurement practices with the ISO 20400 sustainable procurement standard.

Energy

Unipart aims for annual 5% energy and gas reduction targets. 97% of its UK sites use renewable electricity, the business achieved a 6% energy consumption decrease in 2024 vs. 2023. By 2026, Eco Insight smart energy monitoring will be rolled out across the company. 80% of purchased electricity is renewable (wind, solar, hydro), verified by annual Renewable Energy Guarantee of Origin certification.

Eco Insight tracks and reduces energy consumption using sensors and data analytics, delivering cost savings and efficiency. It has prevented 198.4 tonnes of CO2 emissions and saved Unipart over £100k. Unipart also implemented smart LED lighting, winter energy plans, and is developing a property strategy for net-zero alignment, regulatory compliance, and improved EPC/BREEAM ratings.



Unipart complies with the Energy Savings Opportunities Scheme Regulations 2014, and undergoes a comprehensive energy audit to measure its total energy consumption, identify significant energy-saving opportunities, and formally notify the Environment Agency of its compliance, including publishing an action plan for implementing identified savings. Information in compliance with the Streamlined Energy and Reporting (SECR) Guidelines is found in the Annual Accounts and Report on pages 20 to 25.



Resource Consumption (2024)

	Energy Consumption (kWh)	%
Total on-site energy consumption*	70,906,336	100%
Fossil sources (gas consumption, on-site diesel and petrol consumption excluding transport)	31,723,953	45%
Renewable sources (biomass pellets)	570,000	1%
Purchased renewable electricity	29,619,369	42%
Self-generated renewable energy (solar panels)	42,473	0.1%
Purchased non-renewable electricity, heat, steam, or cooling	8,950,541	13%

*total energy consumption for real estate assets is calculated from actual meter readings and invoices from energy providers. Internal estimates constitute a minimal supplementary data source, covering a very small percentage of sites. Unipart does not produce renewable or non-renewable energy that is sold to the grid

	Resource	2022	2023	2024	2025 Target
Consumption Reduction (annual consumption reduction attainment)	Electricity	-5%	-3%	-0.4%	-5%
	Gas	-20%	-12%	-10%	-5%
	Water	15%	0%	-18%	-5%
	Recycling	96%	94%	94%	95%
Fuel Consumption (litres of fuel used by commercial fleet) % of renewable fuel		7,452,249 1.8%	8,114,417 4.5%	7,045,627 0%	-(15.6)% (reduction in diesel consumption)
	Switch all UK operations to green electricity and remove gas where possible (% of sites switched to green electricity)	85%	97%	97%	97%

	Fuel Consumption (kWh)	%
from renewable sources (biomass pellets)	570,000	2%
from crude oil and petroleum products (diesel for generator use, and other on-site diesel and petrol)	2,163,562	7%
from natural gas	29,560,391	92%

Circular Economy

Unipart's approach to circularity aims to do more with less for customers, the planet and its communities. It offers circular services that optimise operations, reduce waste, and meet environmental goals by offering sustainable solutions, resource optimisation, product life cycle expertise (reuse, repair, refurbishment, recycling), supply chain transparency (including life cycle assessments), and waste reduction strategies to achieve zero waste to landfill and maximise rebates.

- As part of Sky Ocean Rescue, Unipart eliminated 312 tonnes of single-use plastic from its supply chain, including cups, bottles, and cutlery, to support a circular economy. The Unipart team continues to collaborate with Sky on a circular packaging solution and trial reusable packaging after removing single-use plastic to save costs and improve customer experience.
- Unipart achieved 94% recycling (21,075 tonnes) in 2024. The remaining 6% of waste was used as fuel, further reducing fossil fuel consumption. All logistics and transport sites have operated with zero waste to landfill since 2016.
- Since 2018, Unipart has eliminated more than 1,000 tonnes of single-use plastics by embracing circular economy principles. UK packaging is now 100% sustainably sourced with Forest Stewardship Council support.
- BlueScope Steel in Port Kembla, Australia, installed Sicut composite sleeper bearers, replacing degraded timber. These composite bearers, made from waste plastic and fully recyclable, offer a sustainable and economical alternative to timber and carbon-intensive concrete.
- To celebrate Recycling Week 2024, Unipart's MetLase team repurposed laser cutting off-cuts into bird box protector plates for their community, contributing to a successful Pied Flycatcher breeding season. The team partnered with the British Trust for Ornithology and the National Trust Longshaw Estate to install these protectors and support local wildlife.



Unipart's operations in automotive, rail, and retail require a wide range of resource inflows. These include products, packaging (cardboard, plastic, pallets), manufacturing materials (steel, aluminum, plastics, rubber, electronics, critical raw materials), operational water, and significant property, plant, and equipment (warehouses, factories, machinery, transport, and IT infrastructure). Unipart manufactures diverse products and materials across automotive (fuel systems, powertrain including EV components, engine parts, remanufactured items), rail (signaling, windscreens, handling machinery, remanufactured parts), technology solutions (energy and condition monitoring sensors/devices), specialised tooling, and emergency services (hazard warning and LED lighting).

Impacts, risks and opportunities

Unipart has taken the first step in screening its business model for impacts, risks and opportunities (IROs) related to a circular economy through engaging stakeholders in a workshop to review IROs associated with increased general waste, changing cost of raw materials, supply chain management chains and additional demand on financial and professional resource required to implement circular economy processes.

Further assessment is planned to identify IROs associated with specific business activities and assets in the following years. Unipart recognises the importance of assessing the financial implications of its resource use and circularity efforts, and plans to develop and disclose this quantitative information in future reports.

Policies, actions and targets

The Environmental Sustainability policy, Procurement policy and Biodiversity policy address circular economy processes by promoting a shift from virgin resources through efficiency, reuse, and sustainable alternatives. [Environmental Sustainability policy](#) targets waste reduction and life cycle impact using a circular economy framework, focusing on minimising operational waste, single-use items, and promoting reuse and repair. [The Sustainable Procurement policy](#) promotes collaboration with suppliers on sustainable procurement of recycled, renewable, or sustainably-sourced materials. The Biodiversity policy indirectly supports this by drawing value to nature and encouraging less resource-intensive practices.

Circular Economy








Policy	Goals related to circular economy
Environment policy	Reduction of waste production.
	Reduce negative impacts of products and services throughout their life cycle by adhering to ISO 14040 and using a circular economy framework.
	Manage, minimise, and report operational waste according to the waste hierarchy.
	Reduce and eliminate single-use plastics and paper from business operations.
	Monitor and report on re-use and repair to maximise the life cycle of consumables and other assets.
Procurement policy	Collaborate with suppliers and subcontractors on sustainability commitments, such as reducing landfill waste and increasing recycling.
	Ensuring sustainability is considered in every purchase decision and procurement process.
Biodiversity policy	Monitor nature-related impacts, risks, and opportunities across the value chain, aligned with the Sustainable Procurement policy.
	Incorporate The Taskforce on Nature-related Financial Disclosures (TNFD) recommendations and guidance to evaluate Unipart's business and financial nature-related dependencies, impacts, risks, and opportunities.

Targets related to circular economy processes are set in response to the annual review of performance against general waste reduction, legislation on waste management, and feedback from regulating bodies, such as the British Safety Council in audits on environmental performance.












Unipart adheres to waste management legislation, including The Waste Regulations 2011, which mandate that businesses apply the 'waste hierarchy' in its operations, and the Environmental Protection Act 1990 which establishes a legal 'duty of care' for Unipart to manage its waste responsibly, prevent harm, and ensure it is handled only by authorised parties. Unipart continues to align with the UK Government's circular economy goals and is compliant with related laws such as the Plastic Packaging Tax and Extended Producer Responsibility.

Target relates to:

-  Resources
-  Increase of circular design
-  Increase of circular material use rate
-  Waste management
-  Other matters related to resource use or circular economy

Targets

Layer in waste hierarchy

1	Recycle 95% of all waste generated from Unipart sites in 2025	 	Recycle
2	Increase total reuse rate by 1% in 2025	  	Reuse
3	Implement ISO 14001 standard at all Unipart sites by the end of 2026		All
4	Implement ISO 20400 procurement standard, covering all Unipart operations by the end of 2026	 	Prevent Reduce
5	Complete an additional 20 life cycle assessments on manufactured products by the end of 2025	  	Prevent Reduce



People

Chief People Officer Introduction



As Chief People Officer at Unipart, I'm proud to introduce the People section of our 2025 Sustainability Report.

Our colleagues are the driving force behind our success, resilience, and innovation. In an era of rapid change, our long-term people strategy is not a support function, it is foundational to delivering sustainable supply chains for our customers and communities.

Rooted in The Unipart Way, our approach empowers every employee to contribute to continuous improvement. This culture of engagement and development is reflected in our record employee engagement score of 4.0, with 85% of colleagues participating in our global survey, demonstrating a workforce that feels inspired, valued, heard, and motivated.

We are addressing the evolving skills landscape head-on. With apprentices throughout the business and an expanding graduate scheme that now spans engineering, IT, operations, and commercial roles, we're building a pipeline of talent equipped for the complexity of modern industry. Our collaboration with The Institute of Advanced Manufacturing & Engineering and involvement in Innovate UK projects help ensure our workforce is ready for the digital and technological challenges ahead.

Developing capabilities in Artificial Intelligence and digital transformation is also a priority. We are upskilling colleagues and attracting new talent to ensure we remain at the forefront of innovation. These capabilities are vital to building the sustainable, efficient, and resilient supply chains of tomorrow.

Inclusion is central to our strategy. Our commitment to Equality, Opportunity, and Inclusion is reinforced through mandatory training for hiring managers, comprehensive policies, and partnerships such as our work with the Socially Responsible Recruitment Advocacy Group. A diverse and empowered workforce is critical to an innovative and ethical business.

Health, safety, and wellbeing remain our highest priorities. For the second year, Unipart earned the British Safety Council's Sword, Shield, and Globe of Honour, recognising our excellence in safety, wellbeing, and environmental management. Our alignment with ISO 45003 and our network of Mental Health First Aiders further supports psychological safety and wellbeing across our business.

Ultimately, our people strategy powers our sustainability goals. By investing in skills, wellbeing, and inclusion, we strengthen our culture and our ability to deliver for customers. As we move forward, our people will remain at the heart of our mission to lead in building sustainable, high-performing supply chains.

Vicki Hooper



Employee Engagement

Unipart believes its people are the cornerstone of its success. The company's commitment to fostering a deeply engaged workforce is a core principle of The Unipart Way - its culture of working. This commitment is demonstrated through a comprehensive and embedded framework that ensures every employee feels valued, heard, and empowered to contribute.

The company's approach is designed not just to meet but to exceed compliance standards, providing clear evidence of its processes and their effectiveness. In 2024, its annual Employee Engagement (EE) survey achieved an 85% response rate from over 85% response rate, yielding a positive engagement score of 4.0 out of 5.0, an improvement from 3.9 in the previous year.

Robust social dialogue and representation

Effective, ongoing dialogue is fundamental to the Unipart culture. The company has established multi-level channels to ensure every employee has a voice and is represented.

- **Structured engagement:** The engagement process includes a comprehensive annual EE survey, supplemented by more frequent 'pulse check' surveys to address emerging issues promptly.
- **Daily and monthly dialogue:** Daily team meetings at digital 'communication cells' and formal monthly 'Forum' meetings create regular platforms for discussion and feedback.

- **Full representation:** Through these Forums, 100% of employees are covered by workers' representatives. These representatives are empowered to discuss a wide scope of topics, from operational performance to workplace improvements, ensuring employee perspectives are integrated into decision-making at all levels.

Fairness, grievance, and remedy

Unipart is committed to providing a safe and fair environment where employees can raise concerns without fear of reprisal. Its processes for grievance and remedy are clear, transparent, and accessible to all and are subject to a comprehensive assessment of effectiveness.

- **Raising concerns:** Employees can use formal grievance procedures or the confidential 'Speak Up' whistleblowing policy to report any issues.
- **Transparent resolution:** All concerns are formally investigated, and feedback is provided to the individuals involved (as far as possible without compromising anyone's right to privacy), ensuring a fair and transparent resolution process.
- **Commitment to human rights:** These procedures are enshrined in the company's human rights policy, which is reinforced by its procurement and modern slavery policies to protect the rights of everyone in its value chain.



Empowerment through performance and improvement

Unipart believes engagement is strongest when employees are directly involved in the success of the business and its processes are designed to connect individual contributions to company-wide goals.

Employees are actively involved in setting their own objectives and tracking performance using the company's HR system, Dayforce. Daily operational targets are managed collaboratively in its communication cells. This fosters a sense of ownership and ensures employees understand how their role contributes to collective success.

Furthermore, The Unipart Way provides every employee with a powerful suite of creative problem-solving tools, empowering them to identify and implement improvements. This systematic approach cultivates a culture of continuous improvement and ensures that employee engagement is not just a metric, but the engine of the company's ongoing success.

85%

Unipart achieved its
highest ever Employee
Engagement survey
response rate in 2024

Health, Safety, and Wellbeing

Unipart's commitment to the health, safety, and wellbeing of its people is a cornerstone of its operational philosophy. The company's ultimate ambition is to achieve zero harm, a goal pursued through a culture of care and a robust compliance framework. This approach is validated by world-class audit success, including numerous awards from the British Safety Council.



Occupational health and safety (OHS) management system

The company's approach to health and safety is built on internationally recognised standards. Its comprehensive OHS management system covers 100% of its employees and meets the requirements of ISO 45001. Demonstrating a forward-thinking approach to mental wellbeing, Unipart is also aligning its practices with ISO 45003, the global standard for psychological health and safety, with certification anticipated by November 2025. This dual focus ensures a systematic process for identifying, managing, and reducing both physical and psychological risks in the workplace.



Performance and key metrics

Unipart's vision of zero harm is supported by a strong and transparent safety record. The company has had no work-related fatalities in the last 30 years. In 2024, it recorded an extremely low Lost Time Incident Frequency Rate (LTIFR) of 0.5. The company's RIDDOR rate of 151 also compares favourably to the UK Health and Safety Executive's RIDDOR all-industry rate of 217 for 2023/24. This performance has been consistently recognised by the British Safety Council, with Unipart achieving the prestigious 'treble' in 2024: the Sword of Honour for safety, the Shield of Honour for wellbeing, and the Globe of Honour for environmental management.

Mental health and wellbeing support

Unipart prioritises mental health through a multi-layered support system. A network of Mental Health First Aiders (MHFAs), at a ratio of approximately one for every 37 UK employees, provides an initial point of confidential contact. This is supplemented by trained StRaW® (Sustaining Resilience at Work) practitioners who can offer more formal support for mitigating occupational stress. In 2025, a new external partnership with Everymind at Work will enhance this provision, introducing an external platform with additional safeguarding measures, particularly for vulnerable individuals and those in early careers.



Social protection and accessibility

All direct UK-based Unipart employees are entitled to statutory and company sick pay and are covered by comprehensive policies for maternity, paternity, and other family leave.

The company is committed to providing a safe and accessible environment. Its Workplace Adjustments Policy, compliant with the Equality Act 2010, ensures reasonable adjustments are made for colleagues with disabilities. This includes creating Personal Emergency Evacuation Plans (PEEPs), utilising accessible ground-floor spaces, and making physical modifications to buildings where feasible.

This holistic approach demonstrates that health, safety, and wellbeing at Unipart are not merely about regulatory compliance. It is about fostering a deeply-embedded culture of care where every individual feels safe, supported, and valued, driving both operational excellence and long-term sustainability.



Equality, Opportunity, and Inclusion

Unipart is committed to cultivating an environment where equality, opportunity, and inclusion are integral to its culture. The company operates on the principle that a diverse and inclusive workforce is critical to innovation and sustained success. This commitment is upheld through a comprehensive framework that ensures every employee is valued, respected, and empowered, aligning with The Unipart Way philosophy.

Equal treatment and preventing harassment

Unipart ensures compliance with equality legislation through a robust suite of policies. Central to this is a zero-tolerance policy for bullying, sexual harassment, and harassment related to any legally-protected characteristic. Accountability is embedded at all levels, from the Chief Executive Officer down to line managers, ensuring senior oversight.

To prevent discrimination, the company has established clear and accessible grievance mechanisms. Employees can raise concerns informally with managers or use formal grievance and whistleblowing procedures. These policies guarantee confidentiality and impartiality, and explicitly protect against any form of retaliation, ensuring all employees feel safe to report issues. This preventative approach begins at recruitment, with mandatory unconscious bias training for all hiring managers to ensure equitable and objective decision-making.

Inclusive recruitment and positive action

The company's commitment to equality extends to its recruitment practices, which are designed to be socially inclusive. The careers website features accessibility tools to cater to diverse jobseeker needs. Unipart also engages in positive action to support groups at risk of vulnerability. It actively collaborates with organisations like the Socially Responsible Recruitment Advocacy Group (SRAG) and is a signatory of the Military Charter, creating opportunities for veterans, reservists, ex-offenders, care leavers, and refugees.

Equitable skills development and progression

Unipart provides equitable opportunities for all employees through significant investment in training and skills development. Its proprietary business system, The Unipart Way, inherently promotes skills development by empowering employees with problem-solving tools.

Specific initiatives like the 'Gate to Great' programme provide structured career advancement pathways, while the 'Elevate' talent programme nurtures leadership potential. The company also runs extensive apprenticeship and graduate schemes to foster the next generation of talent. Unipart is developing key performance indicators (KPIs) to monitor participation and effectiveness, ensuring these opportunities are distributed fairly and contribute to a diverse talent pipeline.

A culture of continuous improvement

For Unipart, fostering equality and inclusion is an ongoing commitment. The company regularly reviews its policies and practices against legal requirements and the evolving needs of its workforce, using feedback from its annual Employee Engagement survey as a key indicator of its workplace culture. Through its robust compliance framework and unwavering adherence to The Unipart Way, the company continues to build a workplace where every individual has an equitable opportunity to contribute and thrive.





Principles



Governance at Unipart

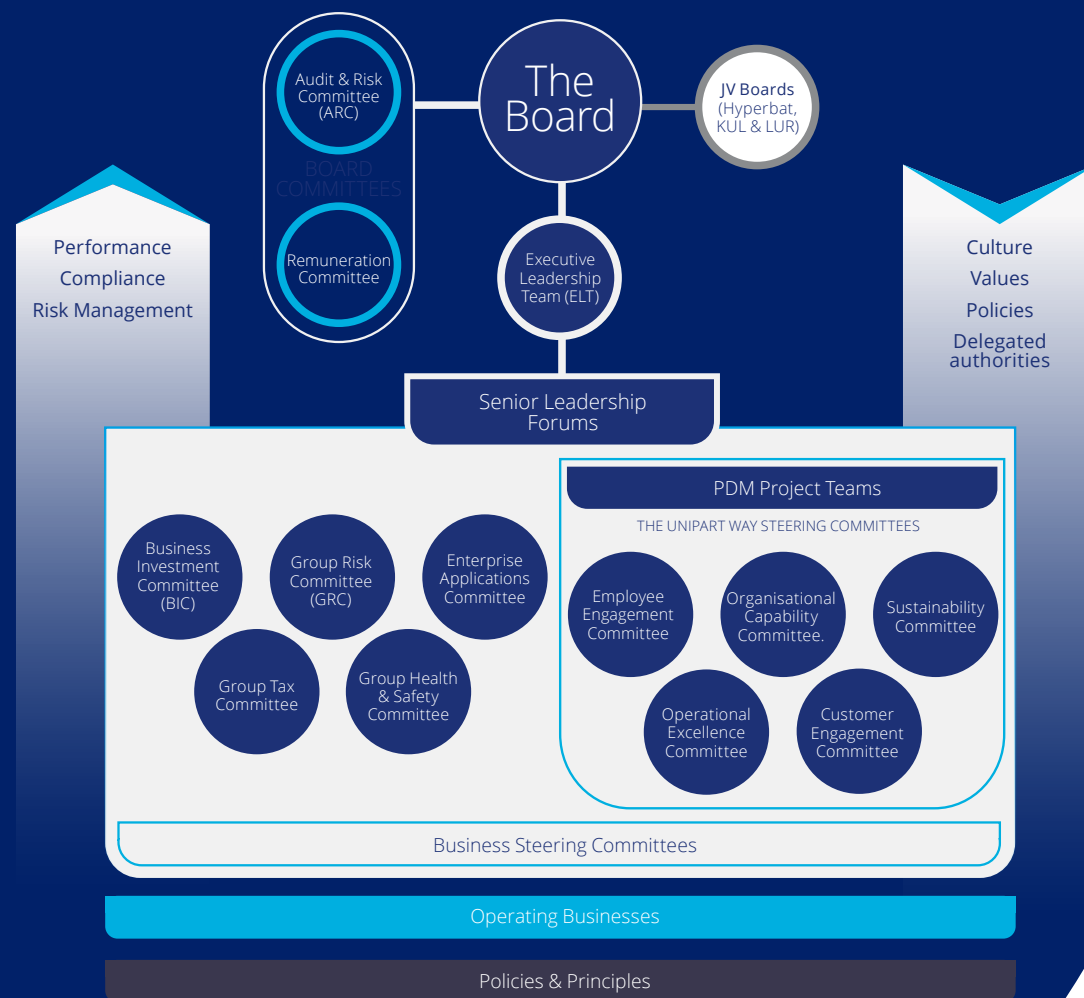
Supporting sustainable partnerships with stakeholders

The governance framework of a company plays a critical role in enabling sustainable partnerships with stakeholders. In the case of Unipart, the Board and governance framework are designed to support and encourage long-term sustainable partnerships with customers, employees, suppliers, local communities, and other stakeholders. This section provides an overview of Unipart's governance structure, the role of the Board, how it enables the company to consider stakeholders in key business decisions, and additionally, it outlines Unipart's application of the Wates Corporate Governance Principles for Large Private Companies, and its commitment to fostering effective relationships with stakeholders.

Governance framework at Unipart

Unipart's governance framework serves as a structure for managing the Group, facilitating responsive and effective decision-making. It involves collaboration among the Board, its committees, the Executive Leadership Team, and senior management. The framework is continuously monitored and evolved to meet the needs of the business and fulfil stakeholder responsibilities.

“designed to support and encourage long-term sustainable partnerships”





Board Members' Experience



Bryan Jackson CBE

Chairman

Appointed Chairman in September 2024, Dr. Jackson's career includes 14 years at Toyota Motor Manufacturing (UK) Limited, where he retired as Managing Director. He has held senior roles in vehicle manufacturing across the UK and Europe and has chaired several organisations, including Sharing in Growth UK Limited. For his services to industry, he was awarded an OBE and CBE.



Darren Leigh

Chief Executive Officer

Mr. Leigh became CEO in October 2022, having joined as Chief Financial Officer in April 2020. With over 30 years of experience in financial leadership at companies like Rolls-Royce plc, his expertise spans software, logistics, and automotive industries. He has a strong track record in transformational leadership and managing mergers and acquisitions.



Raymond Leung

Chief Financial Officer

Appointed CFO in August 2024, Mr. Leung has over 25 years of experience in financial leadership. He joined Unipart in 2001 and has since managed significant international expansion in sectors such as automotive and technology. A Chartered Accountant, he previously worked at Deloitte & Touche.



Mark Johnstone

Senior Independent Non-Executive Director

Mr. Johnstone joined the Board in September 2023. He has extensive strategic and operational experience in global markets, including transportation and manufacturing. Previously, he was the Group Chief Executive Officer of Signature Aviation plc. He is a Chartered Accountant with board-level experience in audit, risk, and ESG matters.



Catherine McDermott

Independent Non-Executive Director

Appointed in January 2025, Mrs McDermott is an experienced engineer and supply chain expert with over two decades of board-level experience. Her career includes key roles at Amazon, the NHS, and McKesson. She holds Master's degrees in Engineering and Arts from Cambridge University and an MBA.



Dominic Edmonds

Independent Non-Executive Director

Mr. Edmonds joined the Board in January 2025, and has a distinguished career in logistics and supply chain management. He held senior positions at Kuehne + Nagel Group, including Head of EMEA Contract Logistics. He is a member of the Association of Chartered Certified Accountants.



Unipart and the Wates Corporate Governance Principles

Unipart is committed to a high standard of corporate governance, adopting the Wates Corporate Governance Principles for Large Private Companies. This framework is fundamental to The Unipart Way - the company's core business philosophy - and guides the Board in delivering long-term, sustainable value for all stakeholders. It ensures a robust structure for oversight, accountability, and ethical behaviour across the organisation.



Board oversight and strategic integration

The Unipart Board is responsible for ensuring the company's purpose and strategy are aligned with sustainable growth. It is composed of a balance of executive and independent non-executive directors who provide a diverse range of skills for effective oversight and constructive challenge. The Board has clear responsibility for integrating sustainability considerations into the corporate strategy, policies, and decision-making processes.

This oversight includes the establishment of a robust risk management framework. The Board, supported by its Audit and Risk Committee, ensures that material risks and opportunities, including environmental, social, and governance (ESG) factors, are identified, assessed, and managed effectively in line with the company's risk appetite.

Stakeholder engagement and remuneration

Fostering strong stakeholder relationships is central to Unipart's governance. The Board oversees effective engagement with employees, customers, suppliers, and the communities in which it operates. Insights gained from this dialogue are a key consideration in strategic decision-making, ensuring the company's direction reflects the interests of those it impacts.

To further align leadership with long-term success, the Remuneration Committee ensures executive incentive structures are linked to strategic objectives. This includes performance against key sustainability goals, ensuring that senior leadership is rewarded for creating lasting, sustainable value. Unipart's adherence to these governance principles is reviewed annually and is central to its commitment to being a responsible and sustainable business.

Business conduct and culture

Unipart is dedicated to fostering a culture of integrity. Its business conduct policies, which apply to all employees, explicitly prohibit bribery and corruption, with compliance embedded through mandatory training and awareness programmes. These principles are a core part of the company's due diligence processes and extend to its relationships with suppliers, ensuring ethical conduct throughout the value chain.

Remuneration

Unipart is committed to upholding a high standard of remuneration compliance, ensuring its pay practices are fair, transparent, and align with its core values and strategic objectives. The company's approach is underpinned by robust governance and a dedication to equality and inclusion across its entire workforce.

Gender Pay Report



The Remuneration Committee, comprising two independent non-executive directors, plays a pivotal role in this. It meets at least three times a year and is responsible for developing the policy on executive remuneration, and in particular determining pay and benefits for Board directors and ELT members. This ensures compensation aligns with Unipart's objectives, The Unipart Way Forward strategy, and long-term sustainable performance. Crucially, the Committee operates independently, preventing any executive Board member or the ELT from influencing decisions about their own salary and benefits.

Unipart's commitment extends beyond executive levels. The Remuneration Committee also provides broader oversight of general workforce remuneration and related policies. This includes reviewing remuneration policies for the entire Unipart workforce to ensure pay practices are free from bias and actively promote diversity, equality, and inclusion. The Recruitment Policy, overseen by Human Resources, states that recruitment and selection procedures are designed for consistency,

fairness, and equal opportunity, with selection based on technical and behavioural competencies, regardless of personal attributes.

Unipart is dedicated to providing fair pay and benefits that meet or exceed national legal requirements. It ensures all employees receive clear, written information about their pay and benefits and does not permit deductions from wages as a disciplinary measure. Furthermore, Unipart is committed to equal pay for work of equal value, irrespective of any protected characteristics. Unipart reports on its gender pay gap annually, reflecting its ongoing efforts to address the underlying causes and to foster an equitable working environment. While remuneration is not currently directly tied to specific sustainability performance metrics for all employees (some employees will have sustainability-related objectives attached to their bonus), the Remuneration Committee ensures that overall remuneration policies support Unipart's long-term sustainable success and are aligned with its company purpose and values.



Customers and Suppliers



Suppliers

The Sustainable Procurement policy focuses on acquiring goods and services with long-term value, societal benefits, and minimal environmental impact. It aligns with Unipart's sustainability, equity, diversity, and inclusion strategies and commits to collaborate with suppliers on sustainability reporting within contracts. This mitigates misalignment of supplier ESG strategy and emissions reduction targets. Unipart's Chief Sustainability Officer is responsible for the implementation of this policy which is available to colleagues and suppliers.

Unipart requires suppliers to collaboratively improve, meet quality standards, uphold human rights, and manage the social and environmental impact of their offerings, as stated in their supplier code of conduct. All suppliers declare ownership of an anti-corruption policy, and compliance with minimum wage laws. Risk assessments address misalignment on carbon and resource reduction, insufficient insurance, human rights policies and management, non-adherence to sectoral standards, and limited external accreditation for Tier 1 suppliers. On-site audits are planned for 21 suppliers in 2025, focusing on environmental certification, labour laws, working conditions, and mechanisms to monitor environmental performance.

In 2024, Unipart hosted three online supplier workshops with the Supply Chain Sustainability School (SCSS) on carbon reduction strategies, engaging with more than 100 suppliers as a follow up to Unipart's previous supplier conference.

Unipart trains its procurement team on transparency in supply chains in collaboration with SCSS, enhancing their knowledge on supply chain mapping, implementing ISO 20400 which informs how an organisation designs and selects sustainable internal procurement processes, 17% of buyers have received training (mid-2025). Engineering teams are trained on the drivers, strategies and mechanisms needed to design for carbon reduction.

Unipart achieved certification to ISO 20400 for its procurement team based in Doncaster. ISO 20400 is the international standard for sustainable procurement and provides guidance on embedding sustainability into procurement practices.



Customers

Unipart supports customer sustainability goals by providing carbon data or carrying out LCAs for services and products, removing single-use plastic from the supply chain and processing waste to the necessary environmental permits, employing reduce, reuse, repair and recycle principles. This reduces risk of environmental management misalignment and enhances collaboration on decarbonisation trajectories.

Unipart's customer engagement (CE) system is managed centrally within the commercial function, the managing directors of each territory and capability across the business adopt the tools and processes within the CE system to ensure engagement with our customers in a consistent manner around the world. It delivers products and services to pre-agreed targets and evolving parameters set at the start of each year and reviewed quarterly.

Major customers complete engagement surveys every six months to measure effectiveness, gathering insight to understand progress and improvement requirements. Customers are provided with monthly reporting on ESG metrics as applicable, with detailed quantitative overviews at quarterly review meetings. Improvements, concerns or complaints are recorded via risk registers and action logs. Unipart's [Human Rights policy](#) commits to the safeguarding of customer data and ensuring that collection, storage, or processing of information is legally compliant.

Targets (2025/2026)

- 1 Work to improve the percentage of customers and suppliers with science-based carbon targets from 45% and 35% respectively, to 50%.
- 2 Transition the top 20 suppliers from spend-based methodology to activity based for emissions reporting.
- 3 Implement the ISO 20400 procurement standard across Unipart.
- 4 Complete a further 20 Life cycle assessments on manufactured products and define a consistent emissions reporting methodology for supplier-sold products, to increase the accuracy of emissions reporting for Unipart and its customers.

Risk Management

Unipart is committed to a robust risk management framework, integral to the delivery of its strategic objectives and the long-term sustainable success. Its approach ensures it identifies, understands, and manages risks effectively, while also leveraging potential opportunities in a considered and informed manner. In 2024, Unipart faced no convictions, fines, or financial penalties for violation of anti-bribery or anti-corruption laws, and had no confirmed incidents of either.



Unipart's approach to risk management

Unipart's risk governance framework is well established, with the Board holding overall responsibility for risk management and establishing the Group's risk appetite. An Audit and Risk Committee (ARC), composed of independent non-executive directors, meets three times a year and assists the Board in its oversight responsibilities, including the integrity of financial statements, internal controls, and risk management activities. The Board is supported by the Executive Leadership Team (ELT), which manages operational risk and ensures appropriate processes are in place to identify, manage, and mitigate principal financial and non-financial risks. Further support is provided by the Group Risk Committee (GRC), comprising ELT members and subject matter experts, which drives the consideration of risk and opportunity in decision-making and performance management.

Risk registers are maintained by each area of the business to identify, evaluate and monitor exposure to and the management of risk. Risks are evaluated using consistent measurements of likelihood, financial and reputational impact, both before (inherent) and after (residual) mitigating controls are taken into account. A named risk owner is responsible for ensuring adequate mitigating controls are in place and operating effectively. These are consolidated and reviewed by the GRC, ELT, and ARC. This structured process ensures risks, including those related to sustainability such as climate change, anti-bribery, and modern slavery, are proactively managed.

Compliance and training

Compliance with legal and regulatory requirements is a cornerstone of Unipart's risk management strategy. Unipart has strong codes of conduct and policies covering areas such as anti-bribery and corruption, competition law, and modern slavery. These policies are communicated through the employee handbook on the company intranet, leadership briefs, and mandatory compliance training, such as that provided via Skillcast, which is regularly updated and rolled out to relevant employees, including management. For instance, training on anti-corruption and anti-bribery is issued to relevant new joiners as well as refresher training for relevant employees on an annual basis.

Specific working groups, like the Modern Slavery Working Group, are established to strengthen policies and auditing processes, particularly within the supply chain. Regular risk assessments are conducted, covering areas like anti-bribery and corruption, gifts and hospitality, and modern slavery, leading to updated policies and improved engagement tools like the electronic gifts and hospitality register. Investigation results from any reported incidents, including whistleblowing, are reported to management bodies such as the Group Risk Committee and ELT, ensuring transparency and continuous improvement.

Impact, Risk and Opportunity Summary

Unipart conducted Impact, Risk, and Opportunity (IRO) analyses for material topics through workshops with the stakeholders responsible for managing and implementing related processes. Material IROs originate directly from core business operations, meaning the impacts are inherent to Unipart's activities and business relationships.

In order to realise opportunities and mitigate risks, Unipart requires a motivated, skilled and safe workforce to develop cost and carbon reduction solutions. Sustainable strategies from customers and suppliers are vital for low emissions innovation. Relationships between IROs are considered throughout the report.

Unipart will conduct further analysis to define time horizons for risks and opportunities.

Climate change risks and opportunities are assessed separately for TCFD reporting due to earlier legal obligations.

Risks and impacts

External consultants provided risk templates, which were then amended and scored using a five-point Likert scale based on their impact to people and planet, scope, likelihood, and remediability. Risks were also scored against direct and indirect financial loss, based on the internally developed risk scale. High-risk business activities, relationships, and geographies are linked to own operations and supply chains, and treated as a single set of risk observations.

The most impactful risks are presented below. See appendix for all [assessed risks and impacts](#).

ESRS Topic Stakeholders engaged**

E5	Health Safety & Sustainability Manager, Head of Sustainability, Environment Data Manager, Account Support Manager
S1	HR Director (Policy & Compliance), Head of Health and Wellbeing, Health & Safety Director, Head of Group Organisational Development
S4	Customer Engagement Systems Director, Technology Director, Group Data Protection Officer
G1	HR Director (Policy & Compliance), Legal Counsel, Procurement Director

***Documents used for the [DMA assessment \(page 7\)](#) have been used to understand how external stakeholders are impacted or affected by IROs listed below.*





Impact, Risk and Opportunity Summary

	Risk	Impact	Mitigation
E5	Supply chain management change	Inability to engage with territories or stakeholders, with breakdown of supply chain relationships and uncertainty in planning. Misalignment on sustainability strategy, concentrated environmental degradation and inability to audit circular economy practices. Increased stress on the workforce due to risk of regulatory non-compliance, loss of customers and potential for job loss.	Engagement with customers and suppliers on sustainability strategies Embedding a life cycle perspective to understand value chain impacts
E5	Increased cost of raw materials	Increased cost to end customer leading to loss of contracts, site closures and loss of employment. Reduced ability to innovate due to limited accessibility of raw materials. Increased pressure to sacrifice sustainability due to cost, driving environmental degradation and compromising circular economy objectives.	The Sustainable Procurement Policy reduces the risk of overpaying for sustainable materials Life cycle assessments to achieve cost and carbon reduction
S4	Reduced data security for consumers	Compromised ability to service contracts due to potentially unavailable or irrecoverable data. Risk of harm to people from leakage of personal data.	ISO 27001 and TAPA accreditation. Impact assessments, adherence to contractual requirements, training on information security
E5	Increased general waste	Increased hours and cost to manage waste streams. Increased dependency on landfill and incineration, increasing emissions, contribution to habitat degradation and long-lasting health impacts on communities.	Annual recycling target of 95%. ISO 14001 accreditation, business-wide environmental management systems and scorecards
S1	Inadequate human rights due diligence	Potential involvement in human rights abuses leading to legal repercussions, fines, and severe reputational damage. Operational disruptions and supply chain instability. Enabling of forced labour, child labour, unsafe working conditions, unfair wages, and discrimination within own operations and supply chains.	Human Rights, Whistleblowing and Safeguarding policies. Risk assessments and evaluation within own operations and supply chains
S4	Geopolitical issues	Social unrest and business changes (increased strikes, staff relocation) impacting staff mental health. Unforeseen changes in legislation, customer priorities, and demand can cause instability and damage stakeholder relationships. Reduced focus and/or buy in on environmental, social and governance strategies.	Business continuity planning and emergency preparedness plans, contingency planning in place with customers. Awareness of developments in international legislation
G1	Modern Slavery in the supply chain and business	Risk to physical and psychological safety. Severe reputational damage, increased legal and financial penalties, loss of customer contracts. Contribution to increased crime and corruption, and public health issues.	Modern Slavery policy. Modern Slavery Working Group

Impact, Risk and Opportunity Summary

Opportunities

Supply chain changes, board oversight, staff development, customer engagement, and low-emission alternatives have been identified as the most impactful opportunities. Aligning with stakeholder strategies drives growth, resource allocation, and green product development. Board engagement boosts opportunity identification, trust, and talent attraction. The business is developing workforce skills, [engaging its supply chain](#), ensuring [good governance](#), [fostering career development](#), and allocating resources to low-emission goods and services.

IRO management

IROs are reassessed annually, with findings reported to the senior stakeholders responsible for the associated business area, and the Risk Committee. IROs will be integrated into Unipart's Risk Register and opportunities will be looped into growth management and commercial processes.

Capacity to address and take advantage of material IROs, determined by the resilience of Unipart's business strategy and model, is reviewed through the annual strategic planning process. Unipart's Sustainability Steering committee has an annual ongoing skills and organisational capability project which works in conjunction with the training and development function to address gaps in development.

Policies, actions, metrics and targets will be reviewed annually to ensure their appropriateness in mitigating risk and enabling opportunities. The Board has overall responsibility, it monitors the IRO environment and reviews the relevance and appropriateness of the principal risks to the business, fed by processes in place to identify, manage and mitigate financial and non-financial risks.



Policies

Unipart's commitment to responsible business practices is a core component of The Unipart Way, its guiding philosophy. This commitment is operationalised through a comprehensive suite of policies designed to ensure the company upholds the highest standards of ethical conduct, complies with all legal requirements, and meets stakeholder expectations.

Core policies and commitment to human rights

Unipart maintains a framework of key policies that govern its operations and interactions. These include publicly available policies on Human Rights, Anti-Bribery and Corruption (ABC), Modern Slavery, and Whistleblowing.

The company's Human Rights policy is aligned with the principles of the Universal Declaration of Human Rights. It formalises a commitment to protecting fundamental human rights across all operations and business relationships. This includes explicit commitments to:

- Preventing child labour and all forms of forced or compulsory labour.
- Ensuring non-discrimination and promoting equal opportunities.
- Upholding the rights to freedom of association and collective bargaining.
- Ensuring fair wages and reasonable working hours.

These principles are embedded in the company's due diligence processes and apply to all employees, suppliers, and business partners, ensuring a consistent ethical standard across the value chain.

Implementation and training

Unipart ensures its policies are effectively embedded throughout the organisation. This is achieved through annual risk assessments that inform regular policy reviews and updates, such as the comprehensive relaunch of the ABC policy in October 2023.

Mandatory training on key topics like anti-bribery, modern slavery, and harassment is delivered to all relevant personnel upon joining the company and through annual refreshers. This training, delivered via platforms like Skillcast, ensures a consistent and up-to-date understanding of the company's expectations and legal obligations.

Reporting concerns and accountability

To maintain a culture of integrity and transparency, Unipart has established clear and accessible mechanisms for reporting concerns. The confidential whistleblowing hotline allows employees and external parties to report suspected wrongdoing or breaches of policy without fear of reprisal.

All concerns are formally investigated, with outcomes reported to senior management and the Audit and Risk Committee. The company enforces a strict anti-retaliation policy, ensuring that anyone who raises a concern in good faith is protected, in line with the UK's Public Interest Disclosure Act. This robust framework ensures accountability and supports a culture where ethical conduct is a shared responsibility.



Policies

Policy	Scope	Relevant Legislation
Anti-bribery and corruption (ABC) <i>Ensures Unipart and all Unipart people comply with all anti-bribery and corruption laws by: establishing expected conduct standards; clarifying responsibilities; providing guidance on recognising and avoiding bribery and corruption; and explaining how to report suspected acts.</i>	Unipart and all its subsidiary companies globally	Bribery Act 2010
Modern slavery <i>Ensures compliance with all applicable Modern Slavery laws and Unipart's commitment to conducting business responsibly and in line with Unipart's values.</i>	Unipart and all its subsidiary companies globally	The Modern Slavery Act 2015
Human rights <i>Ensures human dignity, equal opportunities and inclusion, freedom of association and collective bargaining, right to fair compensation, workplace safety and health, prevention of modern slavery, and privacy and data protection is upheld.</i>	All Unipart People, suppliers, business partners, and other stakeholders involved with Unipart globally	Human Rights Act 1998 Universal Declaration of Human Rights
Whistleblowing <i>Ensures individuals are guided on how to bring concerns relating to actual or potential wrongdoing at work to the attention of the Company, and communicate the legal protections they are afforded in doing so, and how concerns will be dealt with.</i>	All Unipart People and for use by any external third party or counterparty	The Public Interest Disclosure Act 1998



Appendix

Material Goals and Topics

	Sustainable Development Goal	ESRS sub-topics	Parent Topics
1	No Poverty	-	-
2	Zero Hunger	-	-
3	Good Health and Wellbeing	Work-life Balance / Health and Safety	S1 Own Workforce Working Conditions
4	Quality Education*	-	-
5	Gender Equality*	-	-
6	Clean Water and Sanitation	-	-
7	Affordable and Clean Energy	Energy	E1 Climate Change
8	Decent Work and Economic Growth	Secure Employment / Working Time / Adequate Wages	S1 Own Workforce Working Conditions
		Corporate Culture / Management of relationships with suppliers including payment practices	G1 Business Conduct
		Corruption and Bribery Incidents	G1 Business Conduct Corruption and Bribery
9	Industry, Innovation, and Infrastructure	Resources inflows, including resource use / Resource outflows related to products and services / Waste	E5 Circular Economy
10	Reduced Inequality*	-	-
11	Sustainable Cities and Communities	-	-
12	Responsible Consumption and Production	Responsible marketing practices	S4 Consumers and end- users Social inclusion of consumers and/or end-users
		Health and safety	S4 Consumers and end- users Personal safety of consumers and/or end-users
13	Climate Action	Adaptation / Mitigation	E1 Climate Change
14	Life Below Water	-	-
15	Life on Land	-	-
16	Peace, Justice, and Strong Institution	Social dialogue / Freedom of association, the existence of works councils and the information, consultation and participation rights of workers / Collective bargaining, including rate of workers covered by collective agreements	S1 Own Workforce Working Conditions
17	Partnership for the Goals*	SDG 17 has no associated ESRS sub-topics or topics. Unipart views its sustainability strategy's alignment with the Sustainable Development Goals as demonstrating its commitment to SDG 17.	

*SDGs and related ESRS sub-topics were identified as material within Unipart's specific business sectors but not at the overall parent company level.

Impact, Risk and Opportunity Scale

	Impact on People and Planet	Scope	Likelihood	Remediability	Financial Impact
1	No discernible change in environmental quality, well-being or access to resources.	Limited (5%+)	Rare (Less than 5% probability)	Relatively easy to remedy	Minimal
2	Minor, temporary environmental degradation or inconvenience to a small group.	Concentrated (25%+)	Unlikely (6%-20% probability)	Remediable with effort (time & cost)	Limited
3	Measurable and noticeable harm to ecosystems, disruption to local economy or decrease in well-being.	Medium (50%+)	Possible (21%-49% probability)	Difficult or only in medium-term	Some
4	Severe impacts causing long-lasting harm, significant depletion of resources or social unrest.	Widespread (75%+)	Likely (50%-79% probability)	Very difficult to remedy or only in long-term	Significant
5	Irreversible damage to the environment, or human rights violations.	Global (90%+)	Almost Certain (80%+ probability)	Non-remediable / irreversible	Very significant

Risks (continued)

Risk	Impact on People and Planet	Scope	Likelihood	Remediability	Financial Impact
E5 Increased general waste	●	●	●	●	●
E5 Increased cost of raw materials	●	●	●	●	●
E5 Supply chain management changes	●	●	●	●	●
E5 Demand on financial and professional resource	●	●	●	●	●
S1 Negative customer experience from untrained staff	●	●	●	●	●
S1 Inadequate social protection	●	●	●	●	●
S1 Non-compliance with labour laws	●	●	●	●	●
S1 Discrimination in career development, recruitment and remuneration	●	●	●	●	●
S1 Inadequate support to vulnerable groups	●	●	●	●	●
S1 Inadequate human rights due diligence	●	●	●	●	●
S1 Inadequate family-related leave policy	●	●	●	●	●
S1 Limited staff development opportunities	●	●	●	●	●
S1 Limited staff engagement and feedback	●	●	●	●	●
S1 Employment contract changes	●	●	●	●	●
S1 Physical health risk from vehicle operation	●	●	●	●	●
S1 Physical health risk from infrastructure	●	●	●	●	●
S1 Physical health risk from operational duties	●	●	●	●	●
S1 Physical disaster on-site	●	●	●	●	●
S1 Mental health risk to staff	●	●	●	●	●
S1 Limited support for diversity and diverse ways of working	●	●	●	●	●
S4 Changing customer behaviour	●	●	●	●	●
S4 Inability to substitute products and services with lower emissions alternatives	●	●	●	●	●
S4 Geopolitical issues	●	●	●	●	●
S4 Limited customer engagement	●	●	●	●	●
S4 Lack of transparency in data use	●	●	●	●	●
S4 Reduced data security for consumers	●	●	●	●	●
S4 Insubstantial product and service quality	●	●	●	●	●
S4 Supply chain solutions outpace business ability to adapt	●	●	●	●	●
S4 Products and services are inaccessible to regions, sectors and customers	●	●	●	●	●
G1 Ineffective whistleblower and complaints process	●	●	●	●	●
G1 Insufficient oversight at board level	●	●	●	●	●
G1 Undocumented supplier processes	●	●	●	●	●
G1 Exposure to corruption and bribery	●	●	●	●	●
G1 Conflict of interest	●	●	●	●	●
G1 Late payments to suppliers	●	●	●	●	●
G1 Modern Slavery in the supply chain and business	●	●	●	●	●
G1 Hostile working environment	●	●	●	●	●

To effectively model and report worst-case scenarios, potential risks were scored prior to the application of existing mitigation strategies.

Workforce

Employee Data (Q2, 2025)	Men	Women	Prefer not to say/ Unknown	Total
Headcount	5615* (57%)	2537* (26%)	1658* (17%)	11977
Average headcount	5643**	2495**	-	11677
UK headcount	5357***	2331***	-	7688***
Average UK headcount	5613***	2481***	-	8094***
Voluntary colleague turnover (UK)	10.8%	9.8%	-	10.5%
Headcount (permanent contracts)	5615*	2537*	-	9762
Headcount (temporary contracts)	-	-	-	2215
Executive members (executive grades)	25	10	0	35
Board members	6	1	0	7
Independent (non-executive) board members	3	1	0	4
Headcount at top management level****	84	46	0	130
*Data available for permanent UK and India based colleagues only, **UK only - average over 12 months, ***Permanent UK based colleagues, ****Employees at the highest level of management (senior leaders), excluding executives.				

Customers and Suppliers

Suppliers

Suppliers with SBTs (2024)	35%
Tier 1 suppliers whose contracts include environmental, labour, and human rights clauses (2024)	65%
Spend with Tier 1 suppliers whose contracts include environmental, labour, and human rights clauses (2024)	81%
Suppliers assessed for ESG risks (Q2 2025)*	63%
Suppliers holding ISO 14001 or equivalent (Q2 2025)*	60%

*Covering top 30 suppliers of Rail business area.

Unipart prevents late payments by establishing agreed credit accounts with suppliers, implementing an escalation process to address queries before invoices are overdue and completing statement reconciliations to ensure all invoices are either posted or in query with missing invoices sought through email or supplier contact.

New strategic bids follow a competitive tendering process, customer nominated suppliers do not. Anything over a specified annual spend must go through a competitive bidding process.

Customers

Customers with SBTs (2024)	45%
Complaints received from customers (2024)*	99

*Covering 36% of total revenue

Carbon Balance Sheet (2021-2024)

Emissions Scope and Scope 3 Category	2021	2023*	2024	% Change (against 2021)
Scope 1*	25,616	24,810	23,307	-9%
Gas	8,777	5,098	4,980	-43%
Transport (excluding grey fleet)	16,490	19,370	18,113	10%
Other fuels	332	342	214	-36%
F-gases	17	0	0	
Scope 2 (Location-based)*	9,051	8,174	7,926	-12%
Scope 2 (Market-based)*	5,621	2,377	2,484	-56%
Scope 3	580,926	633,619	561,126	-3.41%
Percentage of GHG Scope 3 calculated using primary data	34%	40%	40%	
1. Purchased Goods & Services	83,573	136,304	162,246	94%
2. Capital Goods	3,836	6,018	4,341	13%
3. Fuel- and Energy-related Activities	8,512	8,171	7,777	-9%
4. Upstream Transportation and Distribution	90,363	56,747	37,704	-58%
5. Waste Generated in Operations	1,020	500	586	-43%
6. Business Travel	398	1,278	1,459	267%
7. Employee Commuting	17,016	8,570	15,847	-7%
8. Upstream Leased Assets	8,895	21,126	16,492	85%
9. Downstream Transportation and Distribution	159	413	293	84%
10. Processing of Sold Products	n/a	n/a	n/a	n/a
11. Use of Sold Products	355,374	383,695	311,471	-12%
12. End-of-life Treatment of Sold Products	449	503	225	-50%
13. Downstream Leased Assets	n/a	n/a	n/a	n/a
14. Franchises	n/a	n/a	n/a	n/a
15. Investments	11,331	10,293	2,684	-76%
Total All Scopes (Location-based)	615,593	666,603	592,358	-3.8%
Total All Scopes (Market-based)	612,163	660,806	586,918	-4.12%
Turnover	917.3	1,047.9	1,081.1	18%
Emissions intensity (tCO₂e/£m) (Location-based)	671.1	636.1	548	-18%
Emissions intensity (tCO₂e/£m) (Market-based)	667.4	630.6	542.9	-19%

The Streamlined Energy and Carbon Report can be found in the Annual Report and Accounts 2024, and was produced prior to validation of 2024 GHG emissions.

Estimates included in the SECR table have been updated as data became available during the calculation and validation process. The SECR information for 2024 will be restated in the 2026 annual accounts.

*FY2023 emissions have been restated to align with updated FY2024 data and calculation methodologies. The impacted figures are Scope 1, Scope 2, and Scope 3 Categories 8 and 11. FY2023 Scope 1 and 2 emissions have been restated due to improved data on the split between Grey Fleet and Company Cars. FY2023 Scope 3 Category 8 emissions have been restated to include additional leased sites. FY2023 Scope 3 Category 11 emissions have been restated due to improved data quality and the inclusion of refrigerant leakage for Serck Gulf products.

Carbon Balance Sheet (2021-2024)

Emissions Scope and Scope 3 Category

Methodology

Scope 1*

Gas
Transport (excluding grey fleet)
Other fuels
F-gases

Calculated following GHG Protocol and ISO 14064 standards, guided by HM Government's Environmental Reporting Guidelines. Location-based and market-based methods are applied for Scope 2, using the Government Emissions Factor Database 2024 v1.1 for UK consumption and a mix of country-specific, supplier-specific, or residual grid factors for international and untracked UK sites.

Scope 2 (Location-based)*

Scope 2 (Market-based)*

1. Purchased Goods & Services

Supplier-specific: dividing a supplier's total emissions by their revenue, then multiplied by Opex.

Spend-based: Opex adjusted for inflation (Bank of England calculator) and multiplied by DEFRA emission factors.

2. Capital Goods

Spend-based: Capex converted to inflation-adjusted values (Bank of England), DEFRA spend-based emission factors applied.

3. Fuel- and Energy-related Activities

Average-based Approach: Apply UK Government's WTT and T&D loss factors to S1&2 energy consumption.

4. Upstream Transportation and Distribution

Supplier-specific: Factors derived from each supplier's total emissions per revenue, then multiplied by Opex.

Distance-based: Emissions for HGV, van, cargo ship, and freight flight calculated by applying DESNZ 2024 emission factors to known distances traveled.

Spend-based: Logistics service spend is adjusted for inflation (Bank of England calculator) before applying DESNZ 2024 spend-based emission factors.

Emissions Scope and Scope 3 Category

Methodology

5. Waste Generated in Operations

Waste-type-specific approach: DESNZ emissions factors for types of disposed material and disposal routes used.

6. Business Travel

Distance-based: DESNZ 2024 emission factors applied to provided mileage and hotel night data. For hotels, proxies from similar geopolitical countries are used when country-specific factors are unavailable.

Spend-based: Total travel distances and hotel usage estimated based on average costs per mile/stay, converted to emissions using DESNZ 2024 factors.

7. Employee Commuting

Employee survey data on commute distances, modes, and frequency converted to annual emissions per employee using DESNZ 2024 factors (vehicle/fuel type, mileage), then extrapolated for all employees, apportioned by division, and adjusted for UK average leave.

8. Upstream Leased Assets

Asset-specific: Calculated from electricity consumption data using DESNZ 2024 factors (UK) or Carbon Footprint 2024 factors (non-UK), and from natural gas/fuel consumption using DESNZ 2024 factors.

Average-based: Multiplying floor area by CIBSE energy benchmarks (kWh/m²/year), then applying DESNZ 2024 factors (UK) or Carbon Footprint 2024 factors (non-UK).

Emissions Scope and Scope 3 Category

Methodology

9. Downstream Transportation and Distribution

Spend-based approach: Emissions from third-party logistics services are calculated by converting spend to inflation-adjusted values (Bank of England), then applying DESNZ 2024 emission factors.

11. Use of Sold Products

Average-based approach: Emissions for product use (energy, fuel, refrigerant leakage) calculated using estimated average product consumption/leakage, usage hours, days of use, and lifespan, converted to DESNZ 2024 emissions factors. For Rail products, available LCA energy use data was scaled by units sold, or average product-specific LCA data used as a proxy.

12. End-of-life Treatment of Sold Products

Waste type-specific approach: mass of disposed products assumed based on the weight of sold products and material type. DESNZ emissions factors for types of disposed material and specified disposal routes.

15. Investments

Investment-specific: Apportioned investee's S1,2&3 emissions to Unipart based on share of enterprise value.

Average-based: Conversion of revenue to inflation-adjusted values (Bank of England), share of enterprise value and industry-specific DEFRA spend-based emission factors is applied.

Employee Training

Q2, 2025	Completion rate
Bribery prevention*	67%
Data protection*	67%
Preventing sexual harassment*	73%
Gifts and hospitality*	68%
Modern Slavery*	60%
Mental health in the workplace*	66%
Diversity, discrimination and harassment issues*	98%
Building resilience (electronic learning module)*	2741
Competition law**	93%
Environmental Sustainability	2378
Whistleblowing	70%
Carbon Literacy	687
*All colleagues excluding operatives (3500). **Colleagues in legal business area	

ESRS S1

Employee Engagement

2024	Men	Women	Self-describe	Prefer not to say / unknown	Total
Employees covered by formal Trade Union agreements (UK)	-				10%
Employees covered by an Employee Forum (UK)	-				100%
Employees that participated in regular performance and career development reviews (all grades) (UK)	63%	71%	-	92%	66%
Employees that participated in regular performance and career development reviews (U92+) (UK)	94%	95%	-	100%	94%
Employee satisfaction score	3.9	3.9	2.9	3.2	3.8
Employee engagement score	4	4	3.2	3.5	4

Equality, Opportunity and Inclusion

Q2, 2025	Yes	No	Unknown
Employees with physical disabilities	0.2%	16%	83.7%
Employees who identify themselves as neurodivergent	0.5%	15.7%	83.7%
Employees with an unseen disability	0.7%	15.5%	83.7%

Subject to legal restrictions on collection of data

2024

Number of grievances raised (via grievance mechanism) by employees (UK)	161 (0.01% of workforce)
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Unipart has had zero fines, penalties, or compensation payouts related to incidents of discrimination or harassment, nor have there been any severe human rights issues or incidents connected to our own workforce.

Safety

2024

Employees covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines	100%
Number of recordable work-related accidents for own workforce	52
Rate of recordable work-related accidents for own workforce*	0.46
Number of days lost to work-related injuries from work-related accidents or ill health from ill health	4.81

*Number of incidents / hours worked * 200000. UK only

Wellbeing

2024

Employees covered by mental health first aiders	100%
Ratio of mental health first aiders per employee	1-37
Number of mental health first aider conversations taken place	469
Number of mental health first aiders	250
Employee engagement with financial wellbeing platform	30%

UK only

Waste Data

	Waste type (2024)*		Quantity (tonnes)	% of total waste
Diverted from disposal	Hazardous	Recycled	663.16	2.9%
	Non-hazardous	Recycled	13,198.17	58.6%
		Reused	7,213.98	32.0%
Non-recycled Waste			1,437.17	6.4%
Total waste			22,512.48	

*Waste streams relevant to Unipart's sector and activities includes non-hazardous and hazardous waste as a result of damaged or surplus products, product packaging inclusive of plastic packaging (shrinkwrap and banding), wood (crates and pallets), metal, cardboard, paper, food, hygiene/clinical, paints, oils, aerosols, cables, textiles, batteries and WEEE. Unipart has mixed waste such as 'general waste' and 'dry mixed recycling' (DMR).

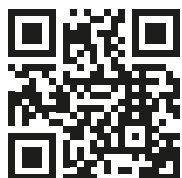
	Recycling rate
2021	93.9%
2022	95.8%
2023	93.5%
2024	93.6%

Circular Economy

Targets	Actions and Resources	Relationship with IROs and Policies
1 Recycle 95% of all waste generated from Unipart sites in 2025	Unipart has an annual recycling attainment target of 95%, and continues to achieve this through investment in awareness and training materials, waste sorting infrastructure, and colleague time dedicated to boosting recycling.	Increasing the recycling and reuse rate at Unipart improves environmental performance and reputation, reduces environmental impact (supporting Environment policy objectives), and mitigates risks and costs associated with increased general waste, landfill, and waste treatment resources. Increasing reuse also mitigates the risk of additional spend on more expensive raw materials. The recycling and reuse rates serve as key performance indicators for general waste reduction. Metrics are calculated by dividing total recycled or reused material by total waste produced by sites on a monthly basis.
2 Increase total reuse rate by 1% in 2025	The logistics business has achieved a reuse rate of 11.6% in 2024 compared to 5.5% in the baseline year (2021). The project requires staff time to identify reusable materials, provide on-site storage, and report on reuse performance.	
3 Implement ISO 14001 standard at all Unipart sites by the end of 2026	ISO 14001 provides a framework for managing environmental impacts, focusing on resource efficiency, waste reduction, and life cycle thinking in design. 64% of Unipart sites held ISO 14001 accreditation in 2024 (93% in the UK), Unipart aims to improve this to 75% by the end of 2026.	ISO 14001 accreditation across sites indicates how well circular economy processes are systematically embedded throughout the business's key operations. This drives measurable improvements in resource management and waste reduction. Consequently, it reduces potential conflicts in environmental priorities with customers and suppliers by facilitating alignment with external partners and adaptation to changing supply chain requirements and gives the business a competitive advantage, and supports the Environment Policy.
4 Implement ISO 20400 procurement standard, covering all Unipart operations by the end of 2026	ISO 20400 encourages the procurement of resource-efficient products and services with circular designs, reducing waste across the supply chain. Unipart achieved its first ISO 20400 verification in 2024 and is focused on spreading this across all procurement practices across the business, with a dedicated team of 30+ colleagues focused on achieving this.	By implementing ISO 20400, procurement teams can reduce dependence on expensive raw materials by prioritising materials with recycled or renewable content and those designed for easy reuse and recycling. This approach also utilises supplier knowledge to better manage the financial and professional resources required for circular economy projects. This supports the goals of the Sustainable Procurement Policy.
5 Complete an additional 10 Life Cycle Assessments (LCAs) on manufactured products by the end of 2025	LCAs evaluate a product's environmental impact, promoting waste reduction, durability, reuse, and recyclability in design. Unipart engaged external expertise and invested £30,000 into completing LCAs for its top selling 10 products by the end of 2024, and aspires to cover a further 20 products by the end of 2025 by training its engineers to carry these out in house as part of the design and retro processes.	Life Cycle Assessments (LCAs) provide detailed data on waste hotspots, enabling targeted waste reduction and lower disposal costs. LCAs mitigate reliance on volatile virgin materials by evaluating full material costs and promoting cost-effective recycled alternatives, and can align Unipart's supply chain on circular economy goals through objective impact data, increasing collaboration to design out waste. This understanding will improve Scope 3 emissions data collection for sold products, and supports Unipart's sustainability consultancy offerings.



Performance in motion



To find out more about the content of this report or about Unipart, email contactus@unipart.com, phone +44 1865 778966 or scan the QR code.

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