UNIPART

Performance in motion

Impact Report 2025

The way we made a difference to our people and our planet throughout 2025

Contents

About this report

This report has been prepared to reflect Unipart's impact throughout the 2025 financial year. It also sets out our key impact goals and focus for 2026 for across Unipart.

To reflect the reporting period and align with ESRS reporting standards this report is dated 2025, but published in 2026. Previously our reports have been dated according to the year they were published. To address this and for consistency, our previously published sustainability reports will be renamed according to the period they cover.

Chief Executive Officer's Introduction

In 2025, we repositioned Unipart as a supply chain performance improvement partner - with an ambition to be the driving force behind efficient, resilient, and sustainable supply chains.

At Unipart, responsible business is not a separate workstream; it is the fundamental outcome of how we deliver, underpinned by our culture of continuous improvement, The Unipart Way, commitment to operational efficiencies, and rigorous governance.

We are therefore committed to emphasising 'Our Impact' from 2026.

This transition in approach represents our belief that true impact extends far beyond environmental sustainability alone; it encompasses our deep-rooted commitment to developing our people, empowering local communities, and partnering with academia to co-create future capabilities. It delivers outcomes, not just intent.

2025 was a period of significant transition and achievement for Unipart, in our second full year of delivering The Unipart Way Forward strategy. It was a year where we underwent a transition to a new operating model to enable greater collaboration and innovation across the business, and increased our breadth of solutions for our customers. We launched an electric vehicle (EV) battery proposition to support the full EV battery supply chain, and achieved full ownership of Hyperbat, cementing our position at the forefront of advancing UK electrification. These weren't just commercial milestones - they were impactful ones. By scaling high-performance battery production and expanding our global freight forwarding capabilities, we are directly enabling the decarbonisation of our customers' supply chains.

We maintained our British Safety Council 'treble' - for health, safety, wellbeing, and sustainability - for the third consecutive year. This demonstrates that our growth is disciplined, ethical, and rooted in our "Zero Harm" philosophy, recognition I am extremely proud of, and one that reflects our world-class standards.

These achievements are a testament to our people and highlight the strength of The Unipart Way, our unique culture. I am particularly proud of our employee engagement, which remained in the upper quartile for the second consecutive year, showing the depth of dedication across all our teams.

As we navigate continued geopolitical and economic volatility, our commitment remains absolute: to deliver outstanding value for our customers, shareholders, and communities whilst having a positive impact for our planet and our people.

Chief Sustainability Officer's Introduction

At Unipart, creating lasting impact is enabled by our unique culture of continuous improvement - The Unipart Way - and delivered by our greatest asset, our people.

Our approach is grounded in robust governance and measurable progress, ensuring our sustainability commitments are fully integrated into every operational decision. As we continue to make significant progress on our Net Zero 2040 roadmap, validated by the Science Based Targets initiative (SBTi), our focus remains on translating these ambitious targets into tangible environmental benefits across our entire value chain.

In 2025, we made significant strides toward our Net Zero 2040 goal. We have now achieved a 45% reduction in gas consumption against our 2021 baseline through the continued rollout of our proprietary Energy Insight (EI.) technology and a dedicated move away from fossil-fuel heating. Today, 99.8% of our UK electricity is from 100% renewable sources, a 19% improvement since 2021.

A key area of focus for our impact lies in Scope 3. With over 90% of our emissions sitting within our value chain, collaboration is our greatest tool. With 50% of our top suppliers now having carbon reduction targets, we are on track to achieve our 75% goal by 2027. By conducting detailed life cycle assessments (LCAs) on our manufactured products, we are giving our customers the data they need to make lower-carbon choices.

By engaging more than 8,500 colleagues through sustainability awareness, our people continue to be core to delivering our efforts. More than 4,700 of our colleagues have completed the sustainability, carbon literacy, and waste learning modules on Unipart's e-learning platform, demonstrating their commitment to responsible practices both at work and at home.

Through the integration of the European Sustainability Reporting Standards (ESRS), we are ensuring that environmental impact is as visible and managed as significantly as our financial performance. We are moving beyond compliance to a future where Unipart is synonymous with the circular economy.

Delivering true impact means recognising that social impact is just as vital as our environmental milestones. Guided by The Unipart Way, our commitment to social value goes far beyond the balance sheet to protect our planet and benefit the communities around us. Whether we are powering communities through partnerships with the Trussell Trust and the Railway Children, or equipping our workforce with future-ready skills, we are ensuring our growth directly creates a positive, lasting impact across our entire value chain.

This report stands as clear evidence of our progress, but more importantly, it underscores our unwavering commitment to the journey ahead. I am immensely proud of our people, whose passion for continuous improvement and The Unipart Way is the engine behind our success. I am confident that together with our people, suppliers, and customers we will continue to build a safer, more sustainable future.

Governance of our impact

Responsibility for coordinating Unipart's approach to sustainability is led by the Chief Sustainability Officer (CSO), who is a member of the organisation's Executive Leadership Team and Group Risk Committee. The CSO leads a team of sustainability specialists, local sustainability champions, and steering groups that review progress against initiatives and targets. 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.

The CSO and Chief People Officer work closely on all social aspects of sustainability, and a social value committee has been to facilitate further collaboration between the people and sustainability functions.

Chief Sustainability Officer

Sustainability Director

Social Value Lead

Head of Reporting

Net Zero Lead

Head of Sustainability

Carbon Data Analyst

Environmental Sustainability Managers

Who we are

Unipart is a supply chain performance improvement partner. Our ambition is to be the driving force behind efficient, resilient, and sustainable supply chains. We design, make, move, and improve components in our customers' supply chains – keeping their operations and assets moving and working better, for longer. This approach is underpinned by 'The Unipart Way', focused on continuous improvement and employee engagement to deliver operational excellence and value. Unipart operates in 22 countries, 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 10-13 in the 2025 Annual Report and Accounts.

As we service customers in a number of territories and sectors, environmental, social and governance (ESG) regulations vary across each of our operating locations. By implementing The Unipart Way across the entire business we are streamlining and standardising our approach to managing ESG. Aligning our annual reporting process to the European Sustainability Reporting Standard (ESRS), is part of this transition and we expect full adherence by FY2028.

The Unipart Way

The Unipart Way is at the heart of everything we do at Unipart. It is demonstrated in the way our colleagues think, work, and behave. The Unipart Way empowers colleagues with a growth mindset to deliver operational excellence and added value to our customers every day.

Think with a growth mindset

Work through our four systems

- Employee Engagement
- Organisational Capability
- Operational Excellence
- Customer Engagement

Behave in line with our CARE Framework

- Continually improve and innovate
- Always deliver excellence
- Respectful ways of working
- Encouraging and inclusive

Unipart has more than 8,500 colleagues supporting operations in the UK and 21 international markets

Health & Safety

- 14 Consecutive Globes of Honour for sustainability
- British Safety Council 'treble' - recognition for safety, sustainability, and wellbeing received for a third consecutive year
- 136 trained mental health first-aiders
- 15 Consecutive years of 5 star audits from the British Safety Council
- 75 Swords of Honour for safety

Our supply chain expertise

Our expertise and broad range of capabilities covers seven core areas of supply chain specialism:

- Supply chain consulting
- Supply chain planning
- Design and manufacture
- Transportation and logistics
- Wholesale and distribution
- Circular economy services
- Advanced technology solutions

Our 2025 impact

Accreditations & Quality Standards

Environment

BRITISH SAFETY COUNCIL
Globe of Honour 2025 Winner

BRITISH SAFETY COUNCIL
Five Star Environmental Sustainability Audit 2025

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Safety

BRITISH SAFETY COUNCIL
Sword of Honour 2025 Winner

BRITISH SAFETY COUNCIL
Shield of Honour 2025 Winner

BRITISH SAFETY COUNCIL
International Safety Awards 2026 Distinction

BSC Treble Hat-trick

Quality Standards

bsi
ISO 14001 Environmental Management CERTIFIED
ISO 45001 Occupational Health and Safety Management CERTIFIED

LRQA VERIFIED

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

Planet

Scope 1 & 2
emissions reduced by
-25% vs base year (2021)

electricity down
-2%
vs 2024

gas down
-9%
vs 2024

water down
-10%
vs 2024

recycling rate
92%

Carbon intensity ratio
-41% **reduction** vs base year (2021)

edie x2

Shortlisted for two **Edie** Net Zero Awards:

Innovation of the Year
and Product of the Year

People

HEALTH • SAFETY • WELLBEING
ZERO HARM

RIDDOR rate
80

Lost Time Incident frequency rate
0.51

Employee Engagement
4.0/5.0

Inclusive culture

Women in Logistics and Transport
every woman
WR WOMEN IN RAIL

£62,000 raised
for charities in 2025 and new charity partnerships established

Railway children
Fighting for street children

Trussell
Ending hunger together

How we manage our impact

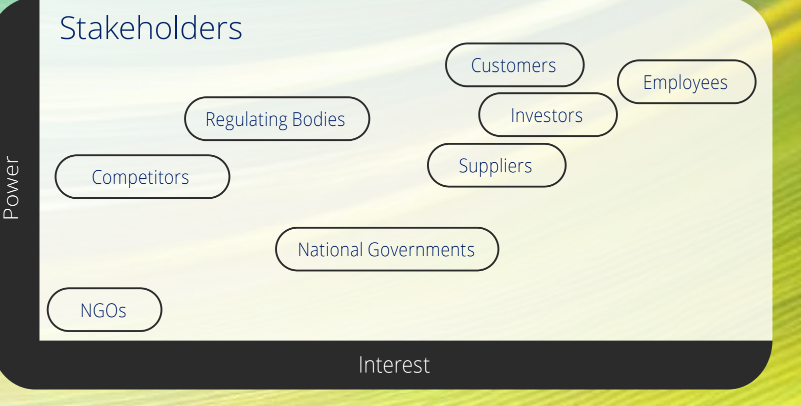
To ensure our efforts and resources are focused in the right place, Unipart conducted a double materiality assessment in 2025. This incorporated the UN Sustainable Development Goals (SDGs), and European Sustainability Reporting Standards (ESRS).

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 data (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.

At Unipart we will further assess the alignment of our sustainability goals with our products, services, customers, locations, and stakeholders. We continue to evaluate significant offerings, markets, and customer groups against our ESG strategy to ensure we remain focused on material topics. Survey participants have a contact for queries and can review the assessment's conclusions in this report.



Material UN SDGs and ESRS Topics

Unipart commits to addressing all of the UN SDGs in the way we operate as a business. Throughout this report we focus on the ESRS topics we define to be material to us. This ensures our efforts are targeted where we can have the most impact.

Sustainable Development Goal	Unipart Approach	Parent Topics	ESRS Sub-Topics
3 Good Health and Wellbeing	Alignment with ISO 45001 and ISO 45003 standards to ensure employee, customer, and visitor health, safety, and wellbeing.	S1 Own Workforce	Working conditions: Mental and physical health & safety*
7 Affordable and Clean Energy	Targeted 5% yearly reduction in energy use, 97% of UK locations using renewable electricity.	E1 Climate Change	Energy
8 Decent Work and Economic Growth	Scalable, sustainable, profitable growth, and strategic investments that create jobs and advance low-emissions technology.	S1 Own Workforce S2 Workers in the Value Chain*	Working conditions: Secure employment / working time / adequate wages Equal treatment and opportunities for all
		G1 Business Conduct	Corporate culture / management of relationships with suppliers including payment practices
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.	S4 Consumers and end- users	Information-related effects for consumers and/or end users*
12 Responsible Consumption and Production	Optimised resource use and product life cycles through repair, refurbishment, and recycling.	E5 Circular Economy	Resources inflows, including resource use / resource outflows related to products and services / waste
13 Climate Action	Adaptation and mitigation strategies in place against climate change, reducing direct emissions, with validated SBTi carbon reduction targets.	E1 Climate Change	Adaptation & mitigation
16 Peace, Justice and Strong Institutions	Comprehensive compliance framework and policies addressing bribery, corruption, modern slavery, equality, whistleblowing and human rights, within Unipart and across the value chain..	S1 Own Workforce	Working conditions: 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
		S2 Workers in the Value Chain*	Management of relationships with suppliers
		G1 Business Conduct	Corruption and bribery incidents / Protection of whistleblowers / Political engagement

Other SDGs and related ESRS sub-topics were identified as material within Unipart's specific business sectors or subsidaries but not at the overall parent company level.
**Topics added during this reporting period, after revision of the double materiality assessment.*

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.

Further information on Unipart's climate change risks and opportunities can be found in its TCFD report on pages 28-33 of its 2025 Annual Report and Accounts.

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**
E1	Climate change risks and opportunities are already deemed material due to legal obligations under TCFD reporting standards
E5	Health Safety & Sustainability Manager, Head of Sustainability, Environment Data Manager, Account Support Manager
S1 S2	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 S2	HR Director (Policy & Compliance), Legal Counsel, Procurement Director

***Documents used for the DMA assessment (page 11) have been used to understand how external stakeholders are impacted or affected by IROs listed on the following page.*

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 (LCAs) to achieve cost and carbon reduction.

S4 Data security breach

Compromised ability to service contracts due to potentially unavailable or irrecoverable data.

Risk of harm to people from leakage of personal data.

ISO 27001, CE/CE+ 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

S2 Working conditions and equal opportunities for workers

Supply chain disruption, long-term business continuity and reputational damage.

Modern Slavery policy

Sustainable Procurement Policy

Human Rights Policy

Group policies can be found on unipart.com

Impact, risk, and opportunity summary

Opportunities

The most prevalent sustainability related opportunities in Unipart have been identified as supply chain management changes, sufficient oversight of sustainability at board level, staff development opportunities, customer engagement, and lower emissions alternatives to products and services. Aligning with stakeholder strategies drives growth, resource allocation, and green product development. Board and senior leadership engagement on sustainability boosts opportunity identification, trust, and talent attraction. Unipart is developing workforce skills, engaging our 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 have been 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 are 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.

Planet

The way we make a difference to our planet

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 (LCAs), ISO 14064 for GHG emission verification, and continues to maintain ISO 14001 certification. The policy is communicated to all staff, contractors, and suppliers, working for/on behalf of the organisation, and is available publicly. Environmental management systems aligned to ISO 14001 are in place across Unipart, with certified sites covering 52% of operational employees globally. In 2025 Unipart was awarded a Globe of Honour for sustainability by the British Safety Council for the 14th consecutive year.

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, belongs to the Board which is supported by the Executive Leadership Team, and in turn, the Group Risk Committee. Specific responsibility for coordinating the Group’s approach to climate risks and opportunities is led by the Chief Sustainability Officer (CSO). 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 on pages 28-33. This includes risk of decarbonisation misalignment in the supply chain, and opportunities associated with investment into low-carbon products and services.

Committed to 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.

Unipart's carbon emissions reporting for 2024 and 2025 is verified in alignment with ISO14064*.

*Emissions from non-UK business functions have been excluded from the verification process.

Near-term targets

	Target	2025 progress
1	Unipart commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2030 from a 2021 base year.	▼ Scope 1 and 2 market-based emissions **reduced by 25%** vs base year (2021)
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.	▲ 50% of our top 75% suppliers have carbon reduction targets in place
3	Unipart commits that 75% of its customers by emissions covering use of sold products will have science-based targets by 2027.	▲ 82% of Unipart's customers have carbon reduction targets in place

Long-term targets

	Target	2025 Progress
1	Unipart commits to maintain at least 90% absolute Scope 1 and 2 emissions reductions from 2030 through 2040 from a 2021 base year.	Not applicable until 2030
2	Unipart commits to reduce absolute Scope 3 GHG emissions 90% by 2040 from a 2021 base year.	▼ Scope 3 emissions **reduced by 22%** vs base year (2021)

▼ Unipart's **carbon intensity ratio per £1m of revenue has reduced by 41% since the baseline year**, from 470tCO_2e per £1m of revenue down to 280tCO_2e despite 31% revenue growth during that period, showing that sustainable growth is possible

In summary

To date (end of 2025) Unipart has reduced:

Total market-based emissions by

22% ▼

since 2021 base year (-68,119 tCO_2e)

Scope 1 and 2 market-based emissions by

25% ▼

since 2021 base year (-4,172 tCO_2e)

Scope 3 emissions by

22% ▼

since 2021 base year (-63,946 tCO_2e)

intensity ratio target

-41% ▼

since 2021 base year (-190 tCO2e / £m)

*from the baseline year (2021)

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS AMBITION FOR 1.5°C

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.

2025 Restatement

In 2025 Unipart reports base-year emission restatements to ensure 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 that occurred during 2025. The details of this restatement can be found on page 49-51.

Net Zero strategy

Approximately £3.2m have been invested since 2022 to support our Net Zero Strategy and our carbon emission reductions.

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 upstream transport and distribution, constituting 12% and purchased goods and services 65%, of total Scope 3 emissions, pose a significant risk to achieving this goal, with the UK and global carbon transition needed across the transport sector and sectors more broadly relied upon.

To manage transitional risk, Unipart conducts life cycle carbon assessments (LCAs) on its high-emitting products and services 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 to commence	Targeted emissions reduction (tCO_2e)	Date/s for emissions removal	Associated opex/capex
Scope 1					
Gas	Annual gas reduction targets	Jan 22	**334**	Dec 25 ✓	£50k
	Electrification of gas heating	Jan 23	**207**	Dec 24 ✓	
Transport (excluding grey fleet)	HVO implemetnation across Logistics contracts	Jan 27	**3,001**	Dec 29	£400k
	HVO implementation across Van Wezel	TBC	**804**	Dec 29	£128k
Other fuels	Replacement of petrol/diesel on site equipment with electric	Jan 23	**7**	Dec 29	
Scope 2 (location-based)	LED light upgrades	Jan 20	**70**	Dec 27	£2.66m
	Sub-metering installations	Dec 24	**92**	Dec 27	£230k
	Remove portable heaters	Dec 24	**19**	Dec 27	£0
	Hot water timers	Dec 24	**17**	Dec 27	Negligible
	Air conditioning replace/upgrade	Apr 25	**24**	Dec 27	£173k
	Air Handling Unit fan upgrades	Dec 25	**8**	Dec 26	£40k
	Heating efficiency improvements	Jan 25		Dec 25 ✓	£33k
	Serck Gulf PV	Aug 27	**1,410**	Aug 28	£800k
	Van Wezel PV	TBC	**208**	TBC	£800k

Our roadmap to 2040

What we've achieved so far

Introduction of smart LED lighting systems across sites led to a remarkable 23% reduction in CO_2 emissions.

Unipart's UK logistics and transport sites have achieved zero waste to landfill since 2016. In 2025, 92% of waste was recycled, with the remaining 8% used as fuel in cement kilns, reducing fossil fuel usage.

99% of electricity usage for UK operations are powered by renewable energy sources, installation of Energy Insights across Unipart helped achieve a 11% reduction in gas usage in 2025.

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 10% in 2025 through installing push taps, sensors, and implementing rainwater harvesting over the last five years.

Since 2018, Unipart has been eliminating single-use plastics from its supply chains and now sources sustainable cardboard packaging in the UK, 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.

Upskilling the Unipart workforce

in sustainability topics and green skills aids the Unipart net-zero goal. More than 4,700 e-learning modules have been completed in Environmental Sustainability, Carbon Literacy, and Waste Management topics, promoting sustainable practices and fostering environmental responsibility at home and at work.

Product Life cycle Carbon Assessments

for all new and existing Unipart products identify opportunities for carbon savings, via material and technology replacements. 31 completed assessments to date, have improved our reporting on the impact our products have by c200,000 tCO_2e.

Biodiversity action plans

encourage new, and protect existing flora and fauna at Unipart sites, achieving net gains where possible. In 2026 a new biodiversity toolkit will launch to empower more sites to take action.

Unipart sustainability reporting will continue to evolve

Unipart reports against the Task Force on Climate-related Financial Disclosures in the annual financial accounts. To further support our ESG goals, by fiscal year 2028 reporting will fully transition to the European Sustainability Reporting Standard, the transition process is ongoing.

To drive energy improvements

Unipart will continue to roll-out sub-metering across all eligible operations, to provide better granulation of energy data. So far this has reduced energy spend by more than £500k.

Supply chain engagement on carbon reduction

is essential for Unipart to achieve its net zero goals. 50% of key suppliers have carbon reduction targets in place, and Unipart targets 75% by 2027. This is enabled by the ISO 20400 sustainable procurement standard, and aims to address 69% of scope 3 emissions that come from purchased goods & services.

Energy

99% of electricity used across Unipart's UK sites came from renewable electricity, the business also achieved a 7% energy consumption decrease in 2025 vs. 2024. Energy Insight (EI.) smart energy monitoring is now rolled out across 90% of eligible sites across the company. 75% of purchased electricity globally is renewable (wind, solar, hydro), verified by annual Renewable Energy Guarantee of Origin certification.

Energy Insight (EI.) tracks and reduces energy consumption using sensors and data analytics, delivering cost savings and efficiency. It has saved Unipart over £500k so far in energy costs. Unipart also implemented smart LED lighting, winter energy plans, and has developed a property strategy aligned to net-zero, 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 page 27.

Energy & resource consumption

	2024		2025		
Energy consumption	**Energy Consumption (kWh)**	**% of total**	**Energy Consumption (kWh)**	**% of total**	**Change vs 2024**
Energy consumption from **renewable sources** (see below for breakdown)	22,439,571	43%	22,233,912	45%	-1%
Energy consumption from **non-renewable sources** (see below for breakdown)	30,446,387	57%	26,878,008	55%	-12%
Total on-site energy consumption*	52,885,958	100%	49,111,920	100%	-7%
Renewable sources:					
Biomass pellets	519,300	1%	602,388	1%	16%
Purchased renewable electricity	21,920,271	41%	21,631,524	44%	-1%
Self-generated renewable energy (solar panels)	50,362	0.1%	50,362	0%	0%
Non-renewable sources					
Fossil sources (gas consumption, on-site diesel and petrol consumption excluding transport)	22,922,086	43%	19,599,531	40%	-14%
Purchased non-renewable electricity, heat, steam, or cooling	7,524,301	14%	7,278,477	15%	-3%

**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*

Fuel consumption**	2024 (kWh)	2024 %	2025 (kWh)	2025 %	Change vs 2024
from **renewable sources** (biomass pellets)	519,300	2%	602,388	3%	16%
from **crude oil and petroleum products** (diesel for generator use, and other on-site deisel and petrol)	2,599,588	11%	1,052,819	5%	-60%
from **natural gas**	20,322,498	87%	18,546,712	92%	-9%

***Energy and fuel consumption figures have been updated to align with Unipart's 2025 emissions restatement, as detailed on page 19.*

Reduction figures & consumption	Resource	2022	2023	2024	2025	2026 Target
Consumption Reduction (annual consumption reduction attainment)	Electricity	-5%	-3%	-0.40%	-2%	-10%
	Gas	-20%	-12%	-10%	-9%	-20%
	Water	15%	0%	-18%	-10%	-5%
Recycling rate	Recycling	96%	94%	94%	92%	94%
Switch all UK operations to green electricity and remove gas where possible. (% of sites switched to green electricity)		85%	97%	97%	97%	97%

Circularity

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.

Our commitments align to the UK Government Circular Economy Taskforce and UN Sustainable Development Goals. Central to this is embedding circular principles across all operating practices, utilising the Ellen MacArthur Foundation framework of the 9R's to Refuse, Rethink, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose and Recycle.

Waste & recycling			2024**		2025	
Waste type*			quantity (tonnes)	% of total waste	quantity (tonnes)	% of total waste
Total waste			13,854		13,319	
Diverted from disposal	Hazardous	Recycled	553	4.0%	587	4.4%
	Non-hazardous	Recycled	11,591	83.7%	10,332	77.6%
		Reused	701	5.1%	1,295	9.7%
Waste to landfill or energy conversaion	Non-hazardous		945	6.8%	1,068	8.0%
	Hazardous		63	0.5%	36	0.3%

**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).*

***2024 waste figure has been revised to align with rebaseline figure for emissions reporting.*

Waste data is collected from sites on a monthly basis, all Unipart sites instruct waste management companies to produce reports of waste streams and volumes. Waste data is consolidated for all Unipart sites.

Impacts, risks and opportunities

Unipart screens 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 resources 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 Circularity Policy, supported by the Sustainable Procurement, Environmental Sustainability and Supplier Code of Conduct addresses the processes that will create a shift from a linear "take-make-dispose" economy to a circular one. With targets for recycling annually (globally and at site level), training targets for all employees, engineering and procurement teams, a commitment for life cycle assessments (LCAs) to be completed for a minimum of 50% of manufactured products by 2030 and more all detailed in the circularity policy, acting as the driving force to continue making circular supply chains a reality.

Circularity in action

Unipart achieved 92% recycling rate in 2025 globally. All logistics and transport UK sites have operated with zero waste to landfill since 2016, and non-recyclable waste from those sites are sent for waste-to-energy conversion.

Unipart services a wide range of faulty, obsolete, or high-maintenance electrical, electronic, hydraulic, and mechanical systems for the rail industry, promoting reuse and reducing costs. For example, we service up to 24,000 signalling relays annually for Network Rail. Over several schemes in 2025, we serviced an additional 1,700 relays for new works, avoiding 1,122kg of CO_2e and saving £599k compared to providing new relays. Unipart has also taken the step to introduce plastic free packaging for all serviced relays.

Unipart repurposed large bespoke wooden crates for an automotive client, generating a £362k annual saving and avoiding 89tCO_2e of waste related emissions.

Reducing waste in construction

Manufactured Reinforcement System

Unipart developed the Manufactured Reinforcement System (MRS) to replace traditional steel reinforcing bar (rebar) with digitally optimised, precision-engineered laser-cut steel structures. Manufactured in the UK using green steel, low-carbon concrete, and 100% renewable energy, MRS eliminates Scope 2 fabrication emissions, lowers embodied carbon in structural concrete by up to 65% and reduces material usage by up to 40%. On a recent multi-storey build, the technology reduced the total structure mass by more than 50%, delivering a 540t (540tCO2) CO_2 saving.

Slim Floor Beam Solution

Developed in collaboration with PCE Ltd, Unipart's precast slim floor beam is a hybrid structural frame solution that combines sheet steel, reinforcing bar, and concrete. The system was successfully deployed in a high-rise residential development in North London, where it achieved a 65% reduction in embodied carbon compared to traditional precast and cast in-situ floor solutions by utilising high-recycled-content green steels and low-carbon concrete mixes. Manufactured in the UK to minimise transport emissions, the system arrived on site ready to be lifted and grouted, which accelerated installation times by 40% and eliminated the carbon emissions typically associated with in-situ concrete works. Additionally, the beam was fire-tested to eliminate the need for secondary cementitious coatings or intumescent paints.

People

Chief People Officer's Introduction

Vicki Hooper
Chief People Officer

Our people strategy remains foundational to our success, rooted in The Unipart Way, and focused on a simple logic: engaged people deliver excellent service, which in turn creates a sustainable and impactful business.

Last year, we achieved a record employee engagement score of 4.0, supported by an incredible 89% participation rate in our annual survey. This isn't just a metric; it is evidence of a culture where colleagues feel valued, heard, and safe to innovate. Our Zero Harm focus, which unites our health, safety, and wellbeing strategies, has successfully embedded a culture of care across our 22 countries.

As we transitioned our operating model during the year to establish a simplified, more collaborative enabling function structure, our focus on organisational design became more critical than ever. This evolution has allowed us to foster a workplace where cross-functional capability is unlocked, letting our people work seamlessly across different sectors and geographies. Our commitment to equality, diversity, and social inclusion - evidenced by our active support of the Rail Gender Equity Charter and Social Recruitment Covenant - ensures we are not only building a high-performing workforce, but a highly responsible one that mirrors the communities we serve.

Fostering a world-class environment of physical and psychological safety is paramount to our culture. Our efforts in this area were, for the third consecutive year, validated by the British Safety Council, where we were awarded the prestigious 'treble' - the Sword of Honour for safety, the Shield of Honour for wellbeing, and the Globe of Honour for environmental management. Central to this achievement is our alignment with the ISO 45003 standard, the international benchmark for psychological health and safety at work. This rigorous framework underpins our mental health strategies and actively supports our network of Mental Health First Aiders, providing them with the structural support, safeguarding, and tools required to champion psychological wellbeing and proactive care across our global operations.

We are also addressing the global skills gap head-on. Through our "Gate to Great" development pathways and our expanding apprenticeship and graduate schemes, we are building a talent pipeline equipped for the digital and technological challenges of modern industry. Through targeted upskilling in advanced fields like AI-driven logistics and battery manufacturing, we are directly equipping our people to design, build, and operate the resilient, low-carbon supply chains our customers and communities need.

This responsibility extends beyond our walls through active community engagement on landmark projects like the Institute for Advanced Manufacturing and Engineering (AME). We are also undertaking a comprehensive review of the social value we create to challenge what more we could be doing for our communities. This vital work will be codified by the launch of our new Social Value Strategy in 2026, formalising our next generation of external impact.

By fostering an environment of equality, opportunity, and inclusion, we ensure that Unipart remains a place where everyone can reach their full potential and contribute to our collective impact. This commitment translates directly into our communities, perhaps most powerfully through our passionate support of charities like the Railway Children and Trussell. Organisations that work to protect vulnerable people at risk on transport networks, and provide food to families most in need in the current cost of living crisis.

Engaging Unipart colleagues

At Unipart we believe our people are the cornerstone of our success. Our commitment to fostering a deeply engaged, safe, and equitably rewarded workforce is a core principle of The Unipart Way. This commitment is demonstrated through a comprehensive and embedded framework designed to meet and exceed global compliance standards, providing clear evidence of our processes and their effectiveness.

Empowerment through performance and improvement

Unipart believes engagement is strongest when employees are directly involved in the success of the business and personal development is linked 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 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.

Through our "Mark in Action" awards and "25 Year Club", we celebrate the commitment and outstanding service that define our culture. In 2025, 87 colleagues were recognised for going the extra mile for our customers.

This strong culture of engagement and development through The Unipart Way delivers a below market average attrition rate, with a voluntary turnover of staff of 9.7% in 2025.

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:

- Our engagement process includes a comprehensive annual Employee Engagement (EE) survey, which in 2025 achieved a record high 89% response rate.
- Daily operational targets are managed collaboratively at digital 'communication cells,' while formal monthly Employee Forum meetings create regular platforms for feedback and decision-making.
- Through these Employee Forums, 100% of our UK workforce is covered by elected workers' representatives. The Employee Forums are designed to discuss a wide scope of topics, from operational performance to workplace improvements.

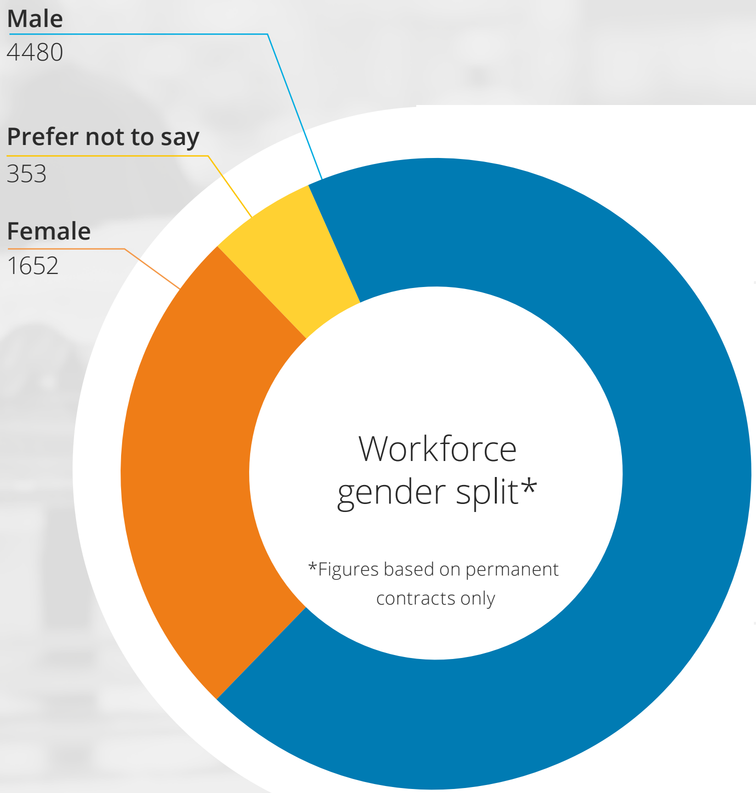
Aligned policies

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.
- Workplace Safety & Wellbeing.
- Right to Privacy and Data Protection.

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

Unipart workforce



Employee satisfaction score

3.8/5.0

Employee engagement score

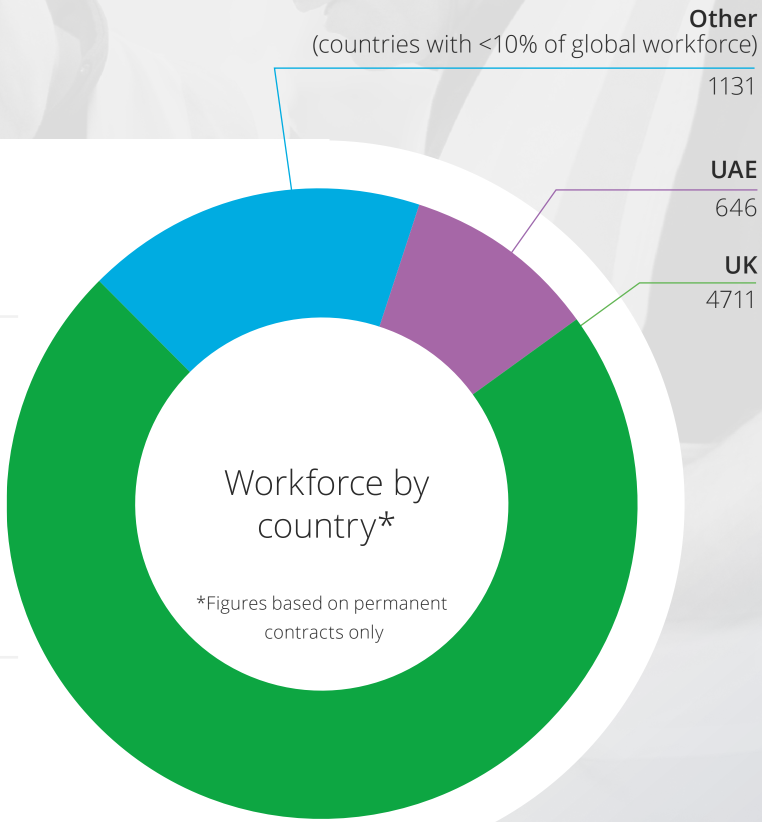
4.0/5.0

Voluntary turnover figure

9.69%

Employee Forum coverage (UK)

100%



Zero Harm

Our unified brand for Health, Safety, and Wellbeing ensures every colleague returns home safe, both mentally and physically, a reflection of our operational philosophy and commitment to Unipart colleagues. The company's ultimate ambition is to achieve zero harm, a goal pursued through a culture of care and a robust compliance framework.

Occupational health and safety (OHS) management system

Unipart's approach to health and safety is built on internationally recognised standards. Our comprehensive OHS management system covers 100% of employees and meets the requirements of ISO 45001, with 52.9% of sites being certified to the standard.

Demonstrating a forward-thinking approach to mental wellbeing at Unipart we also align our practices with ISO 45003, the global standard for psychological health and safety, with certification now achieved at our Cowley head office. This dual focus ensures a systematic process for identifying, managing, and reducing both physical and psychological risks in the workplace.

To facilitate this approach, Unipart has a Zero Harm brand which encompasses all aspects of safety for colleagues, which is built into every day messaging and the company culture.

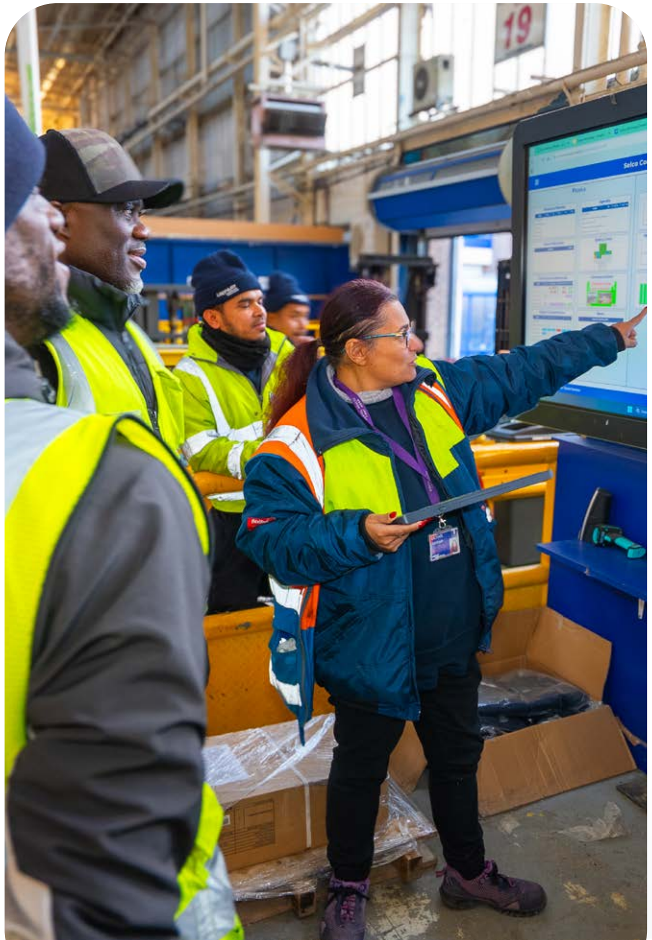
Mental Wellbeing

We maintain a network of Mental Health First Aiders (MHFAs) at a ratio of 1 per 33 UK employees, ensuring confidential support is always within reach. Unipart colleagues have access to counselling support via our Telus health support line. 100% of colleagues are covered by a robust wellbeing programme which provides a variety of social benefits such as volunteering support, .

In 2026, a new external partnership with Mind - a mental health charity - will enhance this provision, providing access to additional resources for colleagues and further emphasising our commitment to our colleagues mental health.

Performance backed by data

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 2025, it reduced the RIDDOR rate to 80 from 151 - well below the industry rate of 217, and continued to achieve an extremely low Lost Time Incident Frequency Rate (LTIFR) of 0.51. This performance has been consistently recognised by the British Safety Council, with Unipart achieving the prestigious 'treble' in 2025: the Sword of Honour for safety, the Shield of Honour for wellbeing, and the Globe of Honour for environmental management, making it now the first organisation to achieve the hat trick in three consecutive years.



Future commitments

Furthermore, in 2026 Unipart is making new commitments to further support colleague physical & mental wellbeing;

- 100% of managers trained in Managing Mental Health in the workplace.
- Implement standards to ISO 45003 across all our sites
- Maintain our incident rates below industry standards including RIDDOR and LTIF

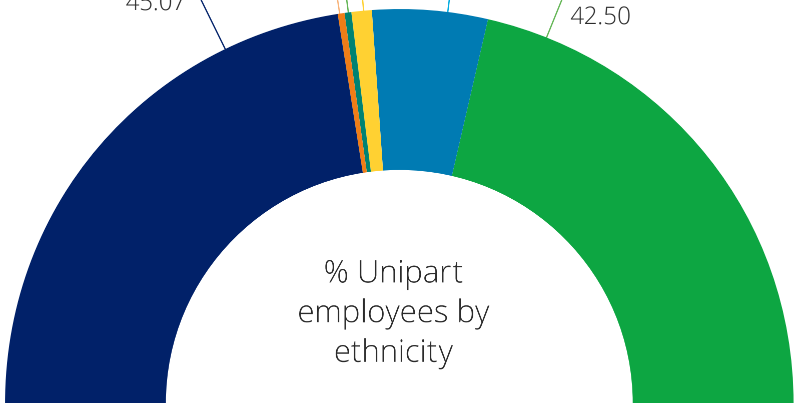
HEALTH • SAFETY
ZERO HARM
WELLBEING

Attracting inclusively

At Unipart we are committed to cultivating an environment where equality, opportunity, and inclusion are integral to our culture.

We believe that a diverse workforce is critical to innovation. Unipart is committed to removing barriers to employment and ensuring that our recruitment practices reflect the communities we serve.

- **Strategic partnerships:** We continue to drive meaningful change through partnerships with Women in Logistics and Women in Rail, focusing on increasing female representation across all levels of our organisation. In November, Unipart announced its commitment as a Founding Signatory of the Australasian Railway Association's (ARA) industry-first Rail Gender Equity Charter.
- **Impact led recruitment:** As a signatory of the Military Charter and a member of the Social Recruitment Advocacy Group (SRAG), we are developing more ways to provide opportunities for those that often face barriers to employment, including veterans, young people not in education, employment, or training (NEET), and those with disabilities.
- **Equitable development:** Our "Elevate" talent programme and "Gate to Great" workshops ensure that career advancement is based on merit and potential, providing 1,002 leaders and managers with the tools to unlock talent within their teams. In recognition of this in 2025, Unipart was awarded the Best Training or Development Programme at the prestigious Women in Rail Awards.
- **Reducing the gender pay gap:** In 2025 Unipart Group Ltd reported a median pay gap of 4.24% which compares favourably to the national average pay gap figure of 12.8%. We will continue to focus on actions we can take as an organisation to reduce our gap which are outlined in our pay gap report.
- **Equal treatment & harassment prevention:** To tackle 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. To support awareness, a new training programme will see all UK colleagues trained in preventing sexual harassment by the end of 2026.
- **Leave entitlement:** All direct UK-based Unipart employees are entitled to statutory and company sick pay and are covered by comprehensive policies for maternity, paternity, and annual leave to facilitate a suitable work-life balance. These policies cover the group but levels are adjusted for regional differences and local laws.
- **Accessibility:** The company is committed to providing a safe and accessible environment to all. Our 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.



Diversity statistics (As of Q2 2026)	Yes	No	Undisclosed
Employees with **physical disabilities**	0.53%	20.15%	79.32%
Employees who identify themselves as **neurodivergent**	0.87%	19.81%	79.32%
Employees with an **unseen disability**	1.16%	19.52%	79.32%

Gender pay gap	2023	2024	2025
Average unadjusted Gender pay gap	5.45% (median)	5.47% (median)	4.24% (median)

Future commitments

To further support those that face barriers to employment or are at risk of discrimination Unipart is launching a new social value policy in 2026 with new targets including;

- 100% of recruiting managers trained in unconscious bias in an annual period
- At least 40% of new hires are female by 2030
- At least 10% of new hires identified as overcoming barriers to employment by 2030

Remuneration

At Unipart, we are committed to upholding a high standard of remuneration compliance, ensuring our pay practices are fair, transparent, and aligned with our core values and strategic objectives. Our approach is underpinned by robust governance and a dedication to equality and inclusion across our entire workforce.

The Remuneration Committee, comprising of 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 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. In countries where such a national standard does not exist, our target minimum is the level paid generally within that industry, and we require that our suppliers do the same.

In addition to salaries, we seek to provide colleagues with a range of benefits to support their physical, mental, social and financial wellbeing. In the UK these include cycle to work, ‘Perks and Discounts’ through our wellbeing partners, company negotiated discounts with carefully selected organisations, salary advances, loans and ”Help to Save” as well as financial education through our financial wellbeing partner. All employees receive clear, written information about their pay and benefits and Unipart 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.

While overall 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 the company purpose and values.

Partnering with purpose

Collaborating for value chain excellence.

Our social impact is amplified through deep, trusted partnerships with customers, suppliers, and academic institutions.

- **Sustainable procurement:** We have achieved ISO 20400 verification for our procurement team and are rolling this standard across our global operations. This ensures that every purchasing decision considers long-term value for people and environmental impact. Over the past 18 months the procurement department has been restructured to ensure this consistent approach across the entire Unipart group. This has widened the coverage of our supplier ESG assessments into more areas of the business, and driven an increase in the number of suppliers signing our Code of Conduct - demonstrating their commitment to our Social and Environmental values in business operations.

  Throughout 2026, Unipart is committing to launching a new Social Value Charter with suppliers, and will be hosting workshops to share inclusive recruitment strategies and collaborate on opportunities for increasing our social impact through long standing relationships.

  Further information on supplier engagement can be found in the Governance section of this report.

- **Joint innovation:** From our full ownership of Hyperbat, to our work with the UK Rail Research Innovation Network (UKRRIN), we are co-creating more sustainable technologies - like high-power DCDC converters and hydrogen fuel cell demonstrators.

- **Academic partnerships:** We collaborate extensively with academia to co-design the future capabilities of our sectors. Through the Institute for Advanced Manufacturing & Engineering (AME) - our joint venture with Coventry University - we are directly bridging research and advanced technology scale-up, which is how Hyperbat was created. These partnerships create hands-on experience and entry level employment routes for young people within Unipart businesses.

- **Industry aligned memberships:** Unipart believes in collaboration and sharing insights, so holds membership with a variety of industry groups that support ESG topics and sustainable business methods. These partnerships include edie, British Standards Institute, the Automotive Industry Action Group and more within each of our differing business functions. More detail is available in the Governance section of this report.

Powering communities

Generating positive social impact to those that need it.

Our community engagement is driven by our colleagues and guided by our CARE values. We recognise that the people we can support through our network extends outside of our direct value chain, and Unipart has a heritage focused on supporting local communities.

Climate education

By supporting the charity ClimateEd, our volunteers provide essential climate literacy to primary schools, empowering the next generation to take environmental action. We have a target of engaging 250 primary school children throughout 2026 by providing volunteers to engage with schools throughout the UK with this charity.

The Big Charity Challenge

Unipart's annual Big Charity Challenge achieved its highest-ever fundraising total in 2025, securing £62,679 to benefit more than 30 charities globally. Across Unipart sites, teams hosted engaging events and activities to directly support local causes. Key fundraising milestones achievements included the Cowley Distribution Centre raising £7,368 for Helen & Douglas House, the Nuneaton site raising £4,902 for the British Heart Foundation, the Dordon site raising £1,909 for the Tamworth Wellbeing Cancer Support Centre, the Hexthorpe site raising £1,708 for Bluebell Wood Children's Hospice, and the Marketing Team raising £1,135 for ADAPT Prem Babies.

Railway Children

Unipart partnered with Railway Children to protect vulnerable young people at risk on transport networks by providing the charity with a dedicated operational base at the Crewe site. This collaboration represented an important step in strengthening ties with the rail industry, allowing both teams to work together closely, share knowledge, and make a real difference. By welcoming this crucial cause to the facility and providing a home for the charity's team, Unipart played its part in strengthening child safeguarding and protecting the next generation from exploitation and risk. Unipart supported a life-saving network that in 2025 alone trained 4,295 British Transport Police and rail staff, protected 3,308 children in India, and supported 1,665 young people in Tanzania.

Trussell

Unipart established a formal national partnership with Trussell Trust to transition from localised community support to a coordinated, nationwide effort. Underscored by internal insights revealing that 25% of the workforce had firsthand or direct experience with food insecurity, the collaboration focuses on three core pillars: food donations, structured volunteering, and sharing logistics expertise. In a key operational milestone, Unipart experts utilised its supply chain and process capabilities to facilitate strategic planning workshops and design an optimised workflow layout for their Warwick warehouse, and the 2025 Big Charity Challenge, coordinated the donation of 450kg of supplies across eight food banks.

We're committing to delivering more in 2026 and widening our impact through more strategic charity partnerships.

Data privacy & security

Unipart recognises that in an increasingly digital and interconnected global supply chain, information security is a key responsibility for the organisation. Unipart policies outline our approach to protecting data security and the privacy of our stakeholders including, our Privacy Notice, Human rights policy, Information Security Policy, Third Party Access Control Policy, and a Group Data Incident Policy, which align to UK and EU* data protection laws, and apply to all Unipart stakeholders.

Our Privacy Notice explains the data we process, our legal basis for doing so, and how anyone we process data for can contact us. It explains their rights as a data subject, how to access information on the data we collect, and how to exercise other individual rights that may also apply. Under the Unipart Whistleblowing policy anyone can raise concerns about data breaches. More information about this process is available in the Governance section of this report.

As a global organisation, our local data security policies and practices incorporate relevant laws from each region Unipart operates in.

Governance and policy framework

Governance of data security flows from the Unipart Board and Executive Leadership Team down through specialised committees who manage our policies, standards, and operational implementation of the information security management system. Our model is built on principles of accountability, transparency, and continuous improvement, integrating the **NIST Cybersecurity Framework (CSF)** as our overarching governance standard.

Aligning to global standards

Unipart leverages internationally recognised standards to validate our security governance and provide assurance to our stakeholders:

- **ISO 27001 Certification:** We maintain the **ISO 27001 standard at our HQ**, and our group policies and processes align with ISO 27001 requirements.
- **Regional accreditations:** We hold a number of regional certifications, including Cyber Essentials accreditations across all of our UK sites, and are continually evolving to meet wider standards throughout 2026, including incoming rail industry requirements IEC 63452.
- **Specialised security:** We maintain TAPA accreditation to meet the specific security requirements of the logistics and supply chain sectors. In addition, during 2026 we will be applying for TISAX, a cyber security standard relevant to the automotive industry.

Risk mitigation and performance monitoring

To foster a proactive, risk-aware culture, all relevant personnel undergo **mandatory data protection training** (which achieved a 100% completion rate in 2025) to ensure they are equipped to handle data responsibly and report suspicious activities in a timely manner. Throughout 2026 we will be widening the scope of our information security training to ensure all employees understand how to protect data in their day-to-day role. This will include weekly security training updates to the information security team, to ensure colleagues are aware of emerging threats.

Our reporting framework to the Board and ISSC focuses on **security outcomes and effectiveness** rather than mere activity volume. Key Performance Indicators (KPIs) include:

- **Risk exposure:** The percentage of actual risk exceeding our established appetite.
- **Control effectiveness:** The success rate of our technical protections, such as phishing resilience.
- **Assurance coverage:** The effectiveness and reach of our internal and external audit programmes.

During 2025 Unipart received no fines or sanctions for privacy violations and had zero confirmed information security incidents.

Governance

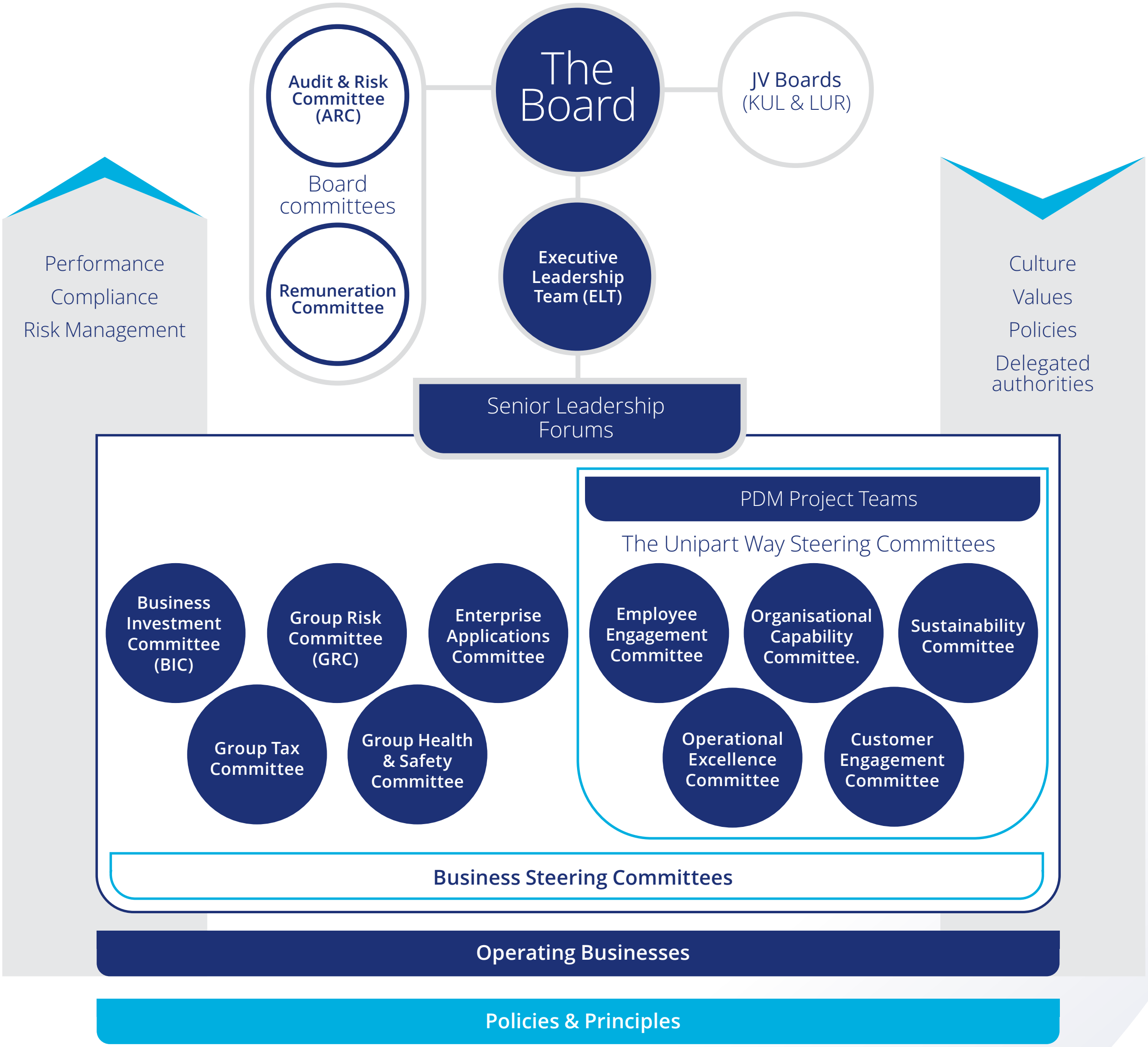
Governance at Unipart

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.

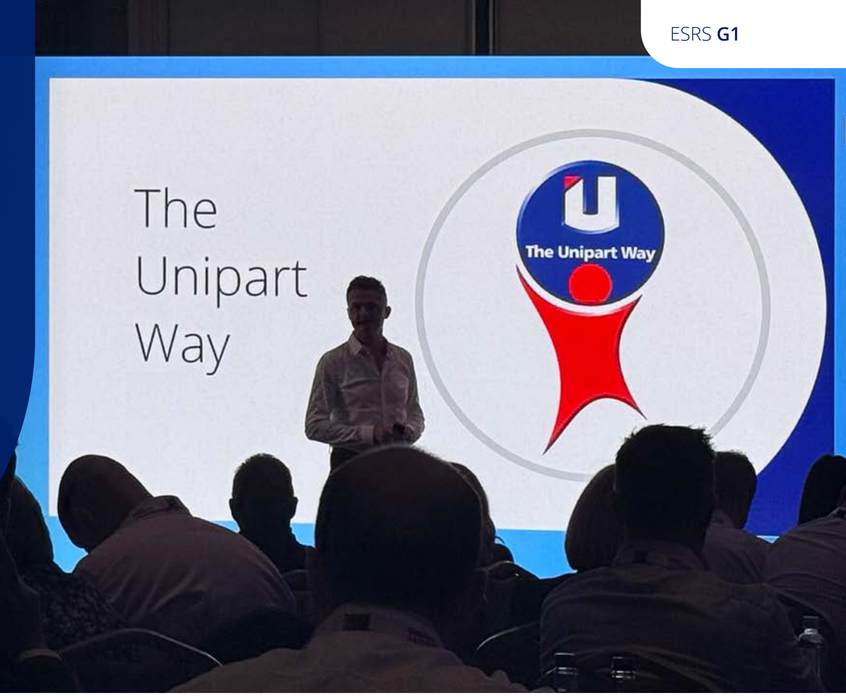
Dominic Edmonds

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.

Policies

Unipart's commitment to responsible business practices 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.

In 2025, Unipart faced no convictions, fines, or financial penalties for violation of anti-bribery or anti-corruption laws, and had no confirmed incidents of either.

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

Policies are communicated through the employee handbook on the company intranet, leadership briefs, and mandatory compliance training which is regularly updated and rolled out to relevant employees, including management.

Training on all these topics is issued to relevant new joiners as well as refresher training on an annual basis, which is linked to performance reviews if training is not completed. Unipart commits to 100% completion rates for these mandatory training sessions, which was achieved in 2025.

Annual risk assessments inform regular policy reviews and updates to all Unipart group policies. This approach ensures colleagues have consistent and up-to-date information 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. The platform is international and available in a wide range of languages.

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. Full details of how concerns are investigated can be found in the Whistleblowing policy.

Unipart publishes its group legal documents, including these policies on its website.

Policy	Scope	Relevant Legislation
Anti-bribery and corruption (ABC) *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.*	**Unipart and all its subsidiary companies globally**	Bribery Act 2010
Modern slavery *Ensures compliance with all applicable Modern Slavery laws and Unipart's commitment to conducting business responsibly and in line with Unipart's values.*	**Unipart and all its subsidiary companies globally**	The Modern Slavery Act 2015
Human rights *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.*	**All Unipart People, suppliers, business partners, and other stakeholders involved with Unipart globally**	Human Rights Act 1998 Universal Declaration of Human Rights
Whistleblowing *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.*	**All Unipart People and for use by any external third party or counterparty**	The Public Interest Disclosure Act 1998

Risk management

At Unipart, we are committed to a robust risk management framework, which is integral to the delivery of our strategic objectives and our long-term sustainable success. Our approach ensures we identify, understand, and manage risks effectively, while also leveraging potential opportunities in a considered and informed manner.

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

Compliance with legal and regulatory requirements is a cornerstone of Unipart's risk management strategy. As well as our codes of conduct and policies, specific working groups, like the Modern Slavery Working Group, are established to monitor policy compliance and manage auditing processes, both internally and across the value 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 that are then rolled out across the business.

Investigation results from any reported incidents identified through the monitoring processes, including whistleblowing, are reported to management bodies such as the Group Risk Committee and ELT, ensuring transparency and continuous improvement.

Value chain engagement

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 the 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. During 2025 Unipart audited 43 suppliers onsite, a process which includes checks for environmental certification, labour laws, working conditions, and mechanisms to monitor environmental performance.

Unipart continues to utilise the membership with Supply Chain Sustainability School (SCSS) on sustainable procurement strategies to ensure buyers are trained to monitor and assess suppliers for key ESG topics. 78% of buyers have completed training (Q2 2026) an increase of 61% on last year.

Within the procurement function, risk registers and matrices' have been updated to assess supplier risks including modern slavery, environmental impact, and business ethics standards. Due diligence exercises such as audits are conducted on priority suppliers to ensure compliance with Unipart code of conducts and relevant policies.

In 2026, Unipart is committing to hosting four new workshops with suppliers on social value to further develop how we can widen our impact on the people in our supply chain. More information on our approach to social impact throughout our supply chain can be seen in the People section of this report.

Payment practices

Unipart is committed to paying all suppliers in accordance with the mutually-agreed terms as outlined in the prompt payment code.

We have a statutory duty to report payment practices and performance on a six-monthly basis. We therefore monitor payment statistics, and as part of our commitment to continuously improve our payment performance, our finance teams are working with the business to understand where issues occur and working at ways to remedy these.

Throughout 2026 the procurement team are implementing new ways to categorise suppliers by size, so that those particularly vulnerable to payment timelines - such as SMEs - are easy to identify and report on.

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.

2025 progress & 2026 targets

1 In 2025, Unipart improved the percentage of main customers from 45% to 82%, and suppliers from 35% to 50%, who have carbon reduction targets. In 2026, Unipart aims to improve the supplier percentage to 60%.

2 In 2025, Unipart transitioned its top 20 suppliers from spend-based methodology to activity-based for emissions reporting, improving data accuracy by nearly 7,000 tCO_2e. In 2026, Unipart will extend this to its top 30 suppliers.

3 ISO 20400 procurement standard has been rolled out across the procurement function.

4 31 life cycle assessments (LCAs) have been completed on manufactured products and an improved methodology for supplier-sold products has been established reporting a significantly more accurate emissions impact picture, which prompted Unipart to rebaseline its emissions in 2025. In 2026, a further 30 LCAs will be completed.

5 Unipart has developed a new Social Value Charter, which enhances our existing Supplier Code of Conduct, on social impacts, and commits to rolling this out to all new suppliers by the end of 2026.

Political engagement

Through our annual double materiality assessment, Unipart identified geopolitical issues as a material risk to our operational resilience, and value chain stability. We recognise that political shifts can create regulatory uncertainty and volatility across our sectors.

We mitigate this risk by working closely with recognised trade bodies, industry groups, and academic institutions. Through these strategic partnerships, we provide technical expertise, and key learnings to address shared, industry-wide challenges. Our primary objectives in these engagements are to facilitate collaboration for improved industry solutions, champion industry resilience, and drive positive, systemic change.

Activities and commitments

Our political engagement during the reporting period was strictly bounded by our business conduct standards and our steadfast commitment to transparency.

The Executive Leadership Team maintains direct oversight of our association memberships, and related expenditures.

We maintain a strict policy of political neutrality. During the reporting period, the company made zero direct or indirect financial or in-kind political contributions to political parties, elected officials, or candidates for public office. We do not engage in direct, closed-door political lobbying.

Our indirect advocacy is conducted entirely through our memberships in industry associations and collaborative working groups such as the Confederation of British Industry, the Rail Industry Association, and The Society of Motor Manufacturers and Traders. The main topics covered by these activities focus on supply chain security, green energy transitions, and industry specific societal challenges such as skills shortages.

Within our HQ location, we are partners of Zero Carbon Oxfordshire. This gives us an opportunity to collaborate with other local businesses and organisations, including Oxford City and Oxfordshire County Councils, to work towards achieving Net Zero in Oxfordshire.

Unipart is not registered in the EU Transparency Register as our indirect engagements do not trigger mandatory registration thresholds.

A culture of continuous improvement

For Unipart, sustainability is an ongoing commitment. We regularly review our policies and practices against evolving ESG reporting requirements and the needs of our stakeholders. Through our robust compliance framework and unwavering adherence to The Unipart Way, we continue to build a workplace where our people and the planet thrive.

Appendix

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	Orange	Red	Green	Orange	Orange
E5	Increased cost of raw materials	Orange	Red	Yellow	Orange	Orange
E5	Supply chain management changes	Orange	Red	Red	Orange	Orange
E5	Demand on financial and professional resource	Yellow	Green	Yellow	Green	Yellow
S1	Negative customer experience from untrained staff	Blue	Blue	Green	Green	Green
S1	Inadequate social protection	Yellow	Orange	Green	Yellow	Yellow
S1	Non-compliance with labour laws	Orange	Orange	Blue	Orange	Yellow
S1	Discrimination in career development, recruitment and remuneration	Yellow	Green	Green	Green	Yellow
S1	Inadequate support to vulnerable groups	Orange	Orange	Blue	Yellow	Orange
S1	Inadequate human rights due diligence	Orange	Orange	Green	Orange	Orange
S1	Inadequate family-related leave policy	Yellow	Yellow	Yellow	Green	Green
S1	Limited staff development opportunities	Blue	Yellow	Green	Green	Green
S1	Limited staff engagement and feedback	Yellow	Orange	Green	Green	Green
S1	Employment contract changes	Green	Red	Blue	Green	Green
S1	Physical health risk from vehicle operation	Yellow	Green	Yellow	Yellow	Yellow
S1	Physical health risk from infrastructure	Green	Green	Green	Green	Green
S1	Physical health risk from operational duties	Green	Green	Green	Green	Green
S1	Physical disaster on-site	Orange	Yellow	Green	Orange	Orange
S1	Mental health risk to staff	Yellow	Green	Yellow	Yellow	Yellow
S1	Limited support for diversity and diverse ways of working	Yellow	Yellow	Yellow	Green	Green
S2	Working conditions and equal opportunities for workers	Orange	Orange	Green	Yellow	Yellow
S4	Changing customer behaviour	Blue	Blue	Yellow	Green	Green
S4	Inability to substitute products and services with lower emissions alternatives	Green	Green	Green	Yellow	Orange
S4	Geopolitical issues	Orange	Orange	Green	Orange	Orange
S4	Limited customer engagement	Green	Green	Green	Green	Blue
S4	Lack of transparency in data use	Green	Green	Green	Green	Green
S4	Data security breach	Yellow	Orange	Yellow	Red	Red
S4	Insubstantial product and service quality	Yellow	Orange	Blue	Yellow	Orange
S4	Supply chain solutions outpace business ability to adapt	Green	Green	Green	Yellow	Yellow
S4	Products and services are inaccessible to regions, sectors and customers	Green	Yellow	Green	Yellow	Yellow
G1	Ineffective whistleblower and complaints process	Orange	Yellow	Green	Orange	Orange
G1	Insufficient oversight at board level	Orange	Orange	Green	Yellow	Yellow
G1	Undocumented supplier processes	Yellow	Green	Green	Green	Yellow
G1	Exposure to corruption and bribery	Orange	Yellow	Blue	Orange	Orange
G1	Conflict of interest	Yellow	Green	Green	Yellow	Yellow
G1	Late payments to suppliers	Green	Blue	Blue	Green	Yellow
G1	Modern Slavery in the supply chain and business	Orange	Orange	Green	Orange	Orange
G1	Hostile working environment	Yellow	Green	Blue	Green	Green

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

Carbon balance sheet (2021-2025)

Emissions Scope and Scope 3 Category	2021 tCO_2e	2023 tCO_2e	2024 tCO_2e	2025 tCO_2e	% Change (against 2021)	% Change in 2025 (vs 2024)	% of Scope 3 emissions
Scope 1	**10,794**	**9,556**	**10,199**	**9,234**	**-14%**	**-9%**	
Gas	6,299	3,502	3,162	3,380	-46%	7%	
Transport (excluding grey fleet)	4,316	5,712	6,823	5,814	35%	-15%	
Other fuels	179	342	214	40	-78%	-81%	
Scope 2 (Location-based)	**7,604**	**6,485**	**6,267**	**6,481**	**-15%**	**3%**	
Scope 2 (Market-based)	**5,675**	**2,377**	**2,482**	**3,062**	**-46%**	**23%**	
Percentage of purchased electricity in market-based calculation that is tied to bundled instruments	43.8%	42.6%	44.3%	42.3%	-1.5pp	2pp	
Scope 3	**292,586**	**226,712**	**237,787**	**228,639**	**-22%**	**-5%**	
Percentage of GHG Scope 3 calculated using primary data	2%	2%	15%	18%	16pp	3pp	
1. Purchased Goods & Services	172,486	130,473	157,294	147,886	-14%	-6%	65%
2. Capital Goods	2,358	2,968	3,994	6,003	155%	50%	3%
3. Fuel and Energy-Related Activities	4,451	4,032	4,186	3,965	-11%	-5%	2%
4. Upstream Transportation and Distribution	67,739	42,203	32,055	27,660	-59%	-14%	12%
5. Waste Generated in Operations	768	303	531	469	-39%	-12%	<1%
6. Business Travel	323	1,246	1,317	1,369	324%	4%	<1%
7. Employee Commuting	12,047	7,533	8,733	13,975	16%	13%	6%
8. Upstream Leased Assets	6,073	21,126	16,493	17,649	191%	7%	8%
9. Downstream Transportation and Distribution	159	413	293	61	-62%	-79%	<1%
10. Processing of Sold Products	0	0	0	0			
11. Use of Sold Products	15,028	5,618	9,982	6,405	-57%	-36%	3%
12. End-of-Life Treatment of Sold Products	454	504	225	156	-66%	-31%	<1%
13. Downstream Leased Assets	0	0	0	28			<1%
14. Franchises	0	0	0	0			
15. Investments	10,700	10,293	2,684	3,013	-72%	12%	1%
Total All Scopes (Location-based)	**310,984**	**242,753**	**254,253**	**244,355**	**-21%**	**-5%**	
Total All Scopes (Market-based)	**309,055**	**238,645**	**250,468**	**240,936**	**-22%**	**-5%**	
Turnover	657.3	851.3	901	861.3	31%	-4%	
Emissions intensity (tCO_2e/£m) (Market-based)	**470.2**	**280.3**	**278.0**	**279.7**	**-41%**	**-1%**	
Turnover (£m) (actual aligned to Annual Report)	821.6	1,047.9	1,081.1	989.3	20%	-8%	
Emissions intensity (tCO_2e/£m) (Market-based)	**353.0**	**228.0**	**232.0**	**239.0**	**-32%**	**3%**	

Unipart revenue has grown 31% between 2021 and 2025, which has resulted in some scope 3 emissions categories increasing, for example category 3 - spend on capital goods.

The baseline year (FY2021) has been re-baselined to reflect changes in organisational structure, methodology and updated Carbon emissions data that materially affect the reported greenhouse gas emissions.

Carbon balance sheet (2021-2025)

	Methodology	Context
Scope 1 Scope 2 (location-based) Scope 2 (market-based)	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 2025 v1.1 for UK consumption and a mix of country-specific, supplier-specific, or residual grid factors for international and untracked UK sites.	New sites in North America have been added into 2025 emissions reporting, which has added approx 200 tCO_2e. Revenue growth has contributed to increase in transport related emissions. Zero F-gas leaks from air-conditioning units reported in 2025.
Scope 3 Cat 1	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.	Revenue growth has contributed to increase in related emissions.
Scope 3 Cat 2	Spend-based: Capex coverted to inflation-adjusted values (Bank of England), DEFRA spend-based emission factors applied.	New large machinery & equipment purchased to support growth, which includes assets required for the Manufacturered Reinforced System (see page 25).
Scope 3 Cat 3	Average-based Approach: Apply UK Government's WTT and T&D loss factors to S1&2 energy consumption.	
Scope 3 Cat 4	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 2025 emission factors to known distances traveled. Spend-based: Logistics service spend is adjusted for inflation (Bank of England calculator) before applying DESNZ 2025 spend-based emission factors.	
Scope 3 Cat 5	Waste-type-specific approach: DESNZ emissions factors for types of disposed material and disposal routes used.	

Carbon balance sheet (2021-2025)

	Methodology	Context
Scope 3 Cat 6	Distance-based: DESNZ 2025 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 2025 factors.	2021 baseline is not reflective of a typical year of business travel due to the pandemic.
Scope 3 Cat 7	Employee survey data on commute distances, modes, and frequency converted to annual emissions per employee using DESNZ 2025 factors (vehicle/fuel type, mileage), then extrapolated for all employees, apportioned by division, and adjusted for UK average leave.	Greater headcount included in 2025 commuting data as a result of addition of AsiaPac and North America sites. Increase in response rate means 2025 is a more accurate reflection of actual commuting patterns as we rely less heavily on estimates.
Scope 3 Cat 8	Asset-specific: Calculated from electricity consumption data using DESNZ 2025 factors (UK) or Carbon Footprint 2025 factors (non-UK), and from natural gas/fuel consumption using DESNZ 2025 factors. Average-based: Multiplying floor area by CIBSE energy benchmarks (kWh/m²/year), then applying DESNZ 2025 factors (UK) or Carbon Footprint 2025 factors (non-UK).	
Scope 3 Cat 9	Spend-based Approach: Emissions from third-party logistics services are calculated by converting spend to inflation-adjusted values (Bank of England), then applying DESNZ 2025 emission factors.	
Scope 3 Cat 11	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 2025 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.	
Scope 3 Cat 12	Waste type-specific approach: mass of disposed products assumed based on the weight of sold productsand material type. DESNZ emissions factors for types of disposed material and specified disposal routes.	

The Streamlined Energy and Carbon Report can be found in the Annual Report and Accounts 2025, and was produced prior to validation of 2025 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 2025 will be restated in the 2026 annual accounts.

Circular economy

Targets	Actions and resources	Relationship with IROs and policies
1 Recycle 95% of all waste generated from Unipart sites annually	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 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.
2 80% of all employees will complete Circular Economy training by end of 2027	9.32% of Unipart colleagues have completed Waste management training so far and a specific Circular Economy training is going live in 2026.	Increasing the awareness and knowledge of Unipart people will improve the culture and practical ability to identify opportunities to improve circularity in processes and design them from the start.
3 Identify the percentage of products Unipart manufactures that are made from recycled plastics and metals by 2028 with a roadmap to transfer all to recycled materials by 2031	Unipart produces hundreds of customized and safety-critical parts across multiple divisions, often creating bespoke runs for OEMs. Working through the supply chain to assess current recycled content and onward recyclability is key to producing a roadmap to improve both of these metrics.	A target at the heart of Unipart's Circularity Policy which will help the transition from a linear "take-make-dispose" economy to that of a circular one. Increasing the knowledge and opportunities in the baseline data mitigates risks and costs associated with such a transition that will feed into business, procurement and sales strategies going forward.
4 All Unipart manufactured products to have life cycle assessments (LCAs) completed by 2035, with a minimum of 50% completed by 2030	LCAs evaluate a product's environmental impact, promoting waste reduction, durability, reuse, and recyclability in design. Unipart has invested over £50,000 into completing LCAs for its top selling products and obtaining the necessary software and skills to complete these verified to the ISO 14040 standard. 31 LCA's were completed by the end of 2025, with a further 30 by the end of 2026.	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.
5 Improve ISO 14001 standard at all Unipart sites.	ISO 14001 provides a framework for managing environmental impacts, focusing on resource efficiency, waste reduction, and life cycle thinking in design. 52% of Unipart operations held ISO 14001 accreditation in 2025 (66% in the UK), Unipart aims to improve this to 77% 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.

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	Actions and resources	Relationship with IROs and policies
6 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 spread this across the primary procurement function in 2025, covering 100+ employee practices.	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.
7 All Unipart manufactured products to have life cycle assessments (LCAs) completed by 2035, with a minimum of 50% completed by 2030 ● ● ●	LCAs evaluate a product's environmental impact, promoting waste reduction, durability, reuse, and recyclability in design. Unipart has invested over £50,000 into completing LCAs for its top selling products and obtaining the necessary software and skills to complete these verified to the ISO 14040 standard. 31 LCA's were completed by the end of 2025 and with a further 30 by the end of 2026.	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.
8 Develop and adopt a framework to implement BS8001 Circular Economy by 2030 ●	BS 8001:2017 is the British Standards Institution guide that provides a flexible framework for organisations to transition to practices supporting a sustainable circular economy.	Aligning to this recognised guidance provides a test that Unipart's targets and policy decisions are achieving best circular economy practice, acting as a third party led mitigation for addressing gaps and identifying more opportunities to improve.

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

ESRS **E5**

Recycling rate

2021	93.9%
2022	95.8%
2023	93.5%
2024	93.6%
2025	92.0%

Unipart workforce, as of Q2 2026

	Men	Women	Prefer not to say	Total
Unipart employees - global unless stated otherwise				
Headcount (permanent staff only)	4,480	1,652	353	6,485
Headcount of temporary contracts (agency)	-	-	-	1,613
Total headcount - permanent & temporary staff	4,480	1,652	1,966	8,098
Average headcount over 12 months (Q3 2025 to Q2 2026 inc) - global permanent direct employees	5,097	1,934	77	7,108
Average headcount (over 12 months) of non-employee workers (contractors & agency staff in operational roles)	-	-	-	1,197
Headcount - DCO's - UK only	1,454	547	-	2,001
Headcount - Full time employees - UK only	3,157	1,236	-	4,393
Headcount - Part time employees - UK only	129	185	-	314
Percentage of voluntary turnover - Global	10.14%	8.66%	-	9.69%
Unipart employee headcount (permanent contracts) - by country if >10% of global workforce				
UK	3,289	1,422	-	4,711
UAE	615	31	-	646
Other (countries with <10% of global workforce)	576	199	356	1,131
Unipart management				
Number of executive members (executive grades)	23	8	-	31
Number of board members*	5	1	-	6
Number of independent (non-executive) board members	3	1	-	4
Head count at top management level**	83	43	-	126

**Total excludes one additional exec board member present on board from Jan to Sept 2025.*
*** Employees at the highest level of management (senior leaders), excluding executives. U98 & U99 grades only*

Age distribution of top management levels	<30	30-50	>50
Percentage of total employees covered by formal Trade Union agreements (UK)	4	79	43

Engaging Unipart colleagues

Own workforce - engagement	2024 Total	2025 Men	2025 Women	2025 Self-describe	2025 Prefer not to say	2025 Total
Percentage of total employees covered by formal Trade Union agreements (UK)	10%	-	-	-	-	10%
Percentage of employees covered by an Employee Forum (UK)	100%	-	-	-	-	100%
Percentage of employees that participated in regular performance and career development reviews (all grades, UK Only)	66%	79.5%	83.5%	-	-	81.0%
Percentage of employees that participated in regular performance and career development reviews (U92+, UK only)	94%	95.2%	98.6%	-	-	97.6%
Employee satisfaction score (Global EE Survey) Score is out of 5	3.8	3.9	3.9	-	3.3	3.8
Employee engagement score (Global EE Survey) Score is out of 5	4.0	4.0	4.0	-	3.5	4.0
Survey response rate (Global EE Survey)	85.0%	68.4%	27.4%	0.2%	4.1%	89.0%

Wellbeing & safety

Colleague safety

Colleague safety	2023	2024 (UK only)	2025 (Global)
Percentage of people covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines	-	100%	100%
Number of recordable work-related accidents for own workforce	-	52	32
Rate of recordable work-related accidents for own workforce	-	0.46	0.32
Working days lost rate, from work-related accidents or ill health*	-	4.81	4.56
RIDDOR Rate	120	151	80
Work-related fatalities	0	0	0
Lost Time Incident Frequency Rate (LTIFR)	0.4	0.5	0.51
% of all operational sites covered by an employee health & safety risk assessment	100%	100%	100%
% of total workforce across all locations represented in formal joint management-worker health & safety committees	100%	100%	100%
ISO 45001 coverage across operational colleagues	-	-	52.9%

**Working days lost / Hours worked x 200,000*

Colleague wellbeing

Colleague wellbeing	2024 (UK only)	2025 (UK only)
Percentage of colleagues covered by mental health first aiders	100%	100%
Ratio of mental health first aiders per colleagues	1-37	1-33
Number of mental health first aider conversations taken place	469	817
Number of mental health first aiders	250	136*
Colleague engagement with employee assistance platform	30%	34%
ISO 45003 Coverage across all operational sites	0%	7.69%

**Reduction in the number of mental health first aiders is due to the closure of NHS sites in 2025.*

Compliance training

Training topic	UK Colleagues completed by end of Q2 2025	UK Colleagues completed by end of 2025	Colleagues in training scope
Percentage of colleagues who have completed training on **bribery prevention**	67%	100%	All colleagues excluding operatives - 2500 total
Percentage of colleagues who have completed training on **gifts and hospitality**	68%	100%	All colleagues excluding operatives - 2500 total
Percentage of colleagues who have completed training on **competition law**	93%	100%	Colleagues in Legal business area
Percentage of colleagues who have completed training on **financial crime**	Not reported	100%	All managers, plus HR, Finance, commercial & procurement teams - 967 colleagues
Percentage of colleagues who have completed training on **whistleblowing**	70%	100%	All colleagues excluding operatives - 2500 total
Percentage of colleagues who have completed training on **data protection**	67%	100%	All colleagues excluding operatives - 2500 total
Percentage of colleagues who have completed training on **preventing sexual harassment**	73%	100%	All colleagues
Percentage of employees trained on **equality & diversity in the workplace**	98%	100%	All colleagues excluding operatives - 2500 total
Percentage of employees trained on **modern slavery prevention**	60%	100%	All colleagues excluding operatives - 2500 total
Percentage of employees trained on **mental health in the workplace**	66%	100%	All colleagues excluding operatives - 2500 total
Environmental sustainability	2378	3004	Optional
Carbon Literacy	687	1162	Optional
Waste Management	-	918	Optional

Customers & suppliers

Suppliers

Suppliers	2024	2025 Q2	Q2 2026	Reporting scope as of Q2 2026
Suppliers with carbon reduction targets	35%	-	50%	Top 75% of supplier emissions for rail & logistics
Suppliers whose contracts include environmental, labour, and human rights clauses	65% Top 30 tier 1 rail	-	50.79*%	Top 63 tier 1 rail suppliers
percentage of spend with suppliers whose contracts include environmental, labour, and human rights clauses	81% Top 30 tier 1 rail	-	89.79%	Top 63 tier 1 rail suppliers
percentage of suppliers assessed for ESG risks	-	63% Tier 1 rail	38.81*%	Top 75% of spend for rail & logistics
percentage of suppliers holding ISO 14001 or equivalent	60% Top 30 tier 1 rail	-	38.81*%	Top 75% of spend for rail & logistics
Percentage of buyers trained in sustainable procurement	-	17%	78%	All Unipart procurement colleagues
Suppliers that have signed Unipart's supplier code of conduct	-	-	68.66%	Top 75% of spend for rail & logistics

**Figure appears reduced as scope of reporting has widened to cover more suppliers*

Supplier payment terms*	2025
The average time (in days) taken to pay an invoice	45
Percentage of payments aligned with standard payment terms	83%
Number of outstanding legal proceedings for late payments	None

Payment terms vary across suppliers based on the type of service provided and the nature of the supplier. To try and avoid late payments, Unipart establishes 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

**Average mean figures based on published payment practice reports of Unipart Group Ltd, Unipart Rail Ltd, and Kautex Unipart Ltd in 2025*

Customers	2024	2025
Number of complaints received from consumers and/or end users during the reporting period	99*	143**
Percentage of all customers with carbon reduction targets	45%	82%

**covering 36% of total revenue*

*** covering 54% of total revenue*

ESRS **G1**

Business conduct & ethics data

	2025
Indirect political influence activities - *Total spend on memberships & associations that provide a voice for industry to government*	£110,460
Percentage of operational sites certified to ISO 27001 or similar information security standard (CE/CE+)	45.10%

ESRS **S1**

Grievances

	2024	2025
Number of grievances raised (via grievance mechanism) by own workforce	161 UK only (0.01% of workforce)	147
Amount of fines, penalties, and compensation for damages as result of incidents of discrimination, including harassment and complaints filed	£0	£0
Number of severe human rights issues and incidents connected to own workforce	0	0
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	£0	£0

UNIPART

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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