

WELCOME
TO THE

HOME OF BRANDS

UP GLOBAL SOURCING HOLDINGS PLC
▶ GENDER PAY REPORT 2021

UP[®]
ULTIMATE
PRODUCTS



A message from the board...

At UP we want to provide a business that has a diverse and inclusive culture, where people are accepted for their differences and are treated fairly and equally. In doing so we believe this will create the best possible environment for everyone to succeed.

Our gender pay gap is just one of the ways in which we assess the progress we are making across our diversity agenda as we continue to evolve as our business grows.

2021 is the first year of our gender pay reporting and we are pleased to report some good results from the pro-active steps we have already been taking well before our requirement to report.

One of our company values is to “strive to do the right thing” and providing fair pay and equal opportunities is something we feel strongly about.



Our business and the industry we work in is evolving to become a more diverse place to work that enables either gender to have the career that they choose.

We are pleased to be a business that is positively influencing this change across multiple job roles and areas of our business.

We are confident we are taking the right steps to close our gender pay gap and this will be seen further in the coming years.

We declare that the information presented in this report is accurate as of 5th April 2021.

A handwritten signature in black ink, appearing to read 'Simon Showman', with a stylized flourish at the end.

Simon Showman
CEO



Overview

At UP we **design, develop and supply** an extensive portfolio of branded consumer goods across multiple retail channels. It is our aim to provide:

“beautiful and sustainable products for every home.”

As such, our workforce is made up of a wide range of job roles from warehousing and distribution, to **sales, supply chain, buying, marketing, e-commerce, design and central back office support teams**. Each of these areas have career opportunities within them and whom play a critical part to the overall success of the business.

Each of these teams are made up of both genders and we **actively promote this within our recruitment plans** and career progression opportunities.



Our current UK gender split is:

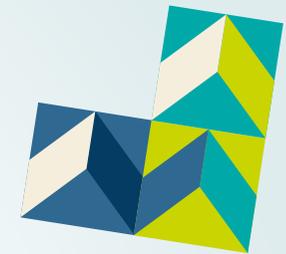
52% Male Colleagues

48% Female Colleagues

Female leadership

6 Male Board Members

2 Female Board Members



The Work So Far...

We have already completed important actions to promote fair pay irrespective of gender, these include:



Our Recruitment Processes

Our internal recruitment and HR team cover our recruitment needs and our recruitment processes focus predominately on talent and less on previous experience, enabling an unbiased perspective on a persons suitability to complete a role. Instead we provide the same training and development opportunities for our new joiners order for them to be a success in their chosen role/field.



Our Graduate Development Scheme

The majority of our entry level office roles are recruited via our successful graduate scheme. The scheme offers a fixed salary structure for a 2 year initial period, with increases fixed at 6 month intervals. This offers a fair and consistent approach when deciding pay for each person, irrespective of gender.



Our Distribution Centre Salary Structure

In 2019 we introduced a standardised pay structure for our Distribution Centre teams based on job role and seniority to supervisory level. The structure fixed the hourly rate at a consistent level for each particular role, with the structure being assessed as a whole twice per year.



Our Annual Salary Review Process

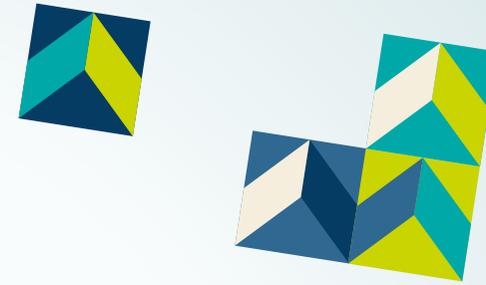
Our annual salary review process covers all of our employees. The review focuses on job performance and uses structured salary ranges per role and latest market information to determine any increases, ensuring consistency.



Women in Leadership

In 2018 we introduced a specific leadership group for our aspiring future women leaders to provide additional access to support, guidance and development opportunities.

In 2020, two female Non Executive Directors also joined our Main Board of Directors.

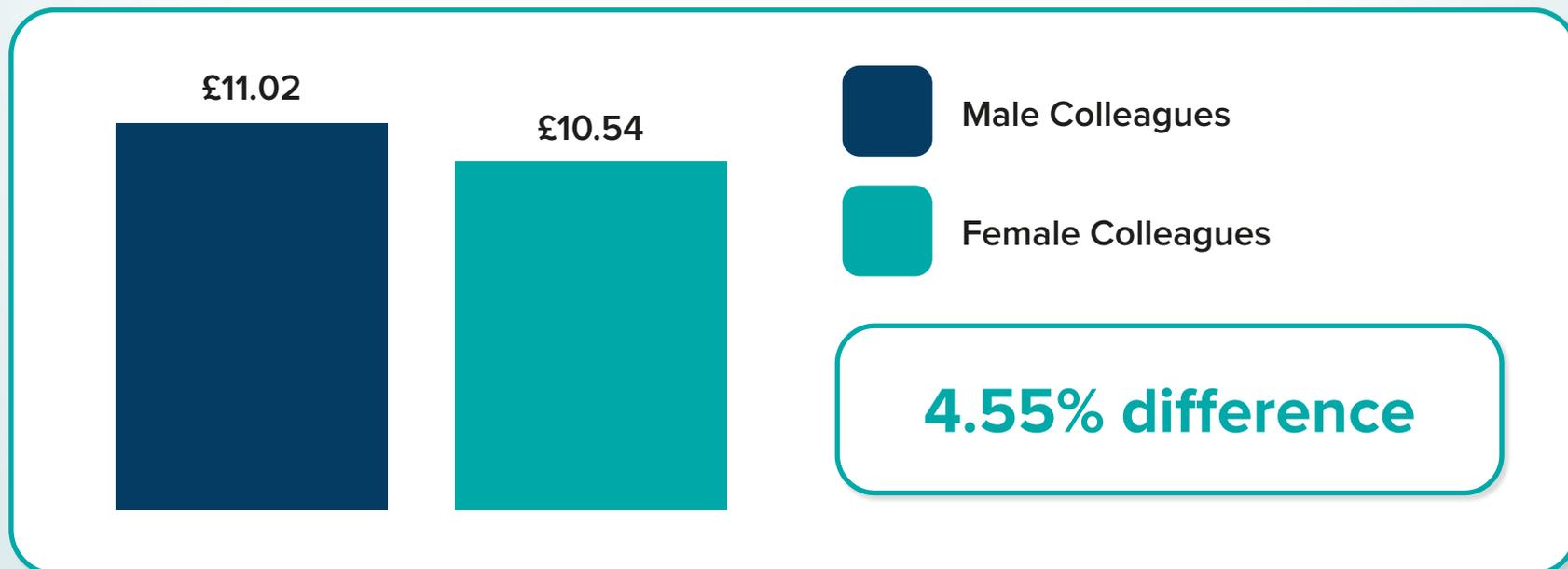


Median Gender Pay

Our median result is largely influenced by our Graduate and DC schemes and the salary bandings fixed within them. As such, this can fluctuate to a difference for either gender depending on when the analysis has taken place.

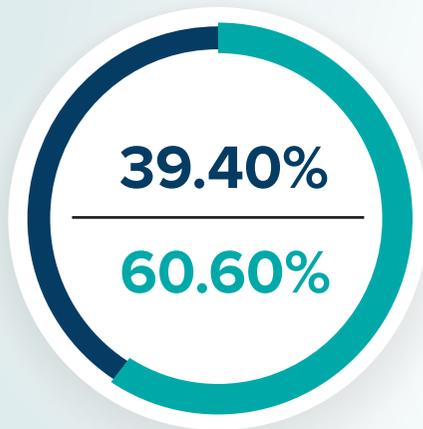
On this occasion, the median female was one graduate scheme salary banding behind the median male on the snapshot date due to length of service. On other occasions it has been a balance for females.

However, we have set a target of maximum variation of 5% (either way) and this currently meets our target.

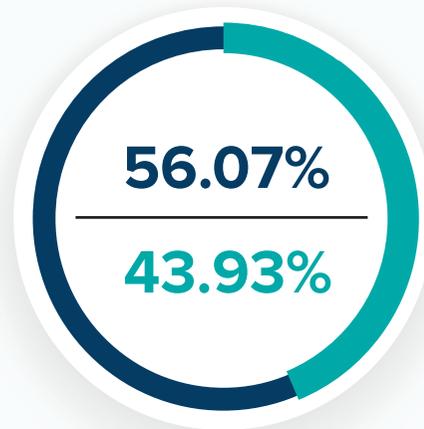


Our Quartiles

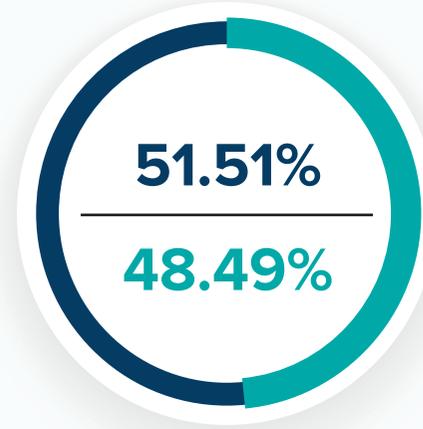
Lower Quartile



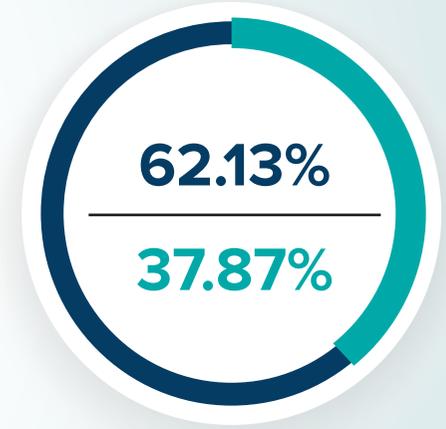
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



- Male Colleagues
- Female Colleagues



Our Quartiles Explained

Overview

On the snapshot date over 67% of our UK job roles either featured in our Graduate Scheme or DC salary scheme structures due to significant recruitment drives in both areas. With 89% featuring in the first three quartiles. As such, these schemes currently significantly influence the majority of our quartiles.

Lower Quartile

This year we completed a significant recruitment drive for our Distribution Centre's (DC) to meet new operational demands. This increased the proportion of our DC Operative colleagues (our lowest paid role).

The majority of the successful candidates were female, influencing the lower quartile.

Lower Middle Quartile

The majority of our lower middle quartile are colleagues who feature on our Graduate Development scheme.

As such the quartile is fairly balanced due to our fair recruitment process and the fixed salary bandings

Upper Middle Quartile

The majority of this quartile are colleagues who have just completed our Graduate Development scheme and are awaiting their first promotion.

As such the quartile is again fairly balanced on gender but does start to feature some of our potential future leaders.

Upper Quartile

The upper quartile contains all of the company's management, other senior roles and supervisory positions.

Currently this is predominately male but over the coming years we believe the pipeline of talented future female leaders will aid to positively balance this further. Currently the pipeline for future female leaders is **30% higher than males.**

Our Continued Commitment

One of our values is to “Strive to Do the Right Thing” and part of this is to embrace diversity into our business culture. As such we continually look to review and evolve our business in order to positively shape our growing workforce and diversity agenda. Areas we are currently focused on are:



Gender Diversity in Leadership Positions

We have assessed our future leadership talent and currently we have a positive imbalance in favour of future female leaders. Overtime, we believe this will help balance our upper quartile as more females are promoted into managerial positions, also influencing our mean hourly rates.

UP Leadership Pipeline



Our Continued Commitment

Targets – Female Members in Board Positions

The Board of Directors have set targets in relation to female representation on our Main and Operating Boards which we are confident we will achieve. These are:

33% of the **Operating Board** to be female by **2022** – currently at **30%**

25% of the **Main Board** to be female by **2024** – currently at **25%**



Diversity Training & Data Collation

It is our intention to introduce regular diversity training in 2022 to our wider workforce to actively promote greater diversity and help minimise any unconscious bias. In addition, our HR team will be collecting, reviewing and analysing new diversity data that will help shape our future decision making around recruitment methods and the setting of diversity targets.