



Gender Pay Report

Ultimate Products PLC
Gender Pay Results 2024/2025



2024-25

A message from the board

Here at Ultimate Products, we are proud to champion a culture that celebrates its diversity and inclusion, ensuring every colleague is valued for their individuality. We believe we have created an environment where everyone can thrive, whether this be through training, responsibility or community initiatives; this remains fundamental to our success.

The gender pay gap remains a critical measure of progress as we work to advance equality across our organisation. Guided by our core principle of ‘striving to do the right thing’, we are committed to fair pay and equal opportunities for all.

As our business and wider industry evolve, we continue to build on our already inclusive workplace where individuals of all genders can pursue their chosen career paths. We are driving positive change by embracing innovation, leveraging automation to reduce routine tasks and empowering our people to focus on meaningful, high value work; in 2025 alone, we have saved nearly 13,000 hours annually. We believe this approach allows our people to unlock their full potential, foster enhanced growth and achieve their ambitions; this has been reflected further with over 20 promotions in 2025.

We can already see our initiatives have already delivered tangible results, particularly within increasing female representation in leadership roles. Looking ahead, we remain focused on ensuring a balanced gender balance along with narrowing the gender pay gap further.

We declare that the information is accurate as of 5 April 2025.

Andrew Gossage
CEO



Overview

As of 5 April 2025, our current UK gender split was:

	Male Colleagues	Female Colleagues
UP Employees	46.9%	53.1%
Main Board & Operating Board	9	5

Ultimate Products is a designer, developer and distributor of branded household consumer goods. Our model centres on end to end product development, from concept and design through to sourcing, branding, quality assurance and distribution.

“We source. We brand. We distribute”

We are proud to foster an inclusive environment that supports equal development and career progression across all departments. Our gender balance has remained stable year on year, with a slight increase in female representation, reflecting the positive impact of our ongoing commitment to supporting and empowering women in leadership. Moving forward, we will continue to actively promote and maintain a healthy gender balance across the organisation.



Median Gender Pay

Median Explained

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

For 2025, our male to female ratio was almost even at 150 to 151. This marginal difference of just one additional female resulted in the female median of £13.95. Had the headcount been exactly equal, the male and female medians would have been identical. Therefore, we believe that the company has reached a narrow gap in median pay.

We have set an internal target to maintain any median variations within 5%. Our current median gap of 2.5% is well within this target and reflects our continued progress towards pay equity.

Median Pay

£14.31

£13.95

■ Male - £14.31

■ Female - £13.95



Our Quartiles

Overview

Colleagues in the lower and middle quartiles are primarily those on entry level schemes and early career pathways. The composition of these quartiles is largely influenced by recruitment into these schemes, which can vary between males and females depending on the stage of the scheme.

Whilst the organisation overall has a higher proportion of women, the lower quartile has seen an increase in male representation this year. This reflects a higher number of male distribution centre roles, whereby the graduate scheme had a 50/50 split.

The middle quartiles show a higher proportion of women, demonstrating strong female engagement across early career pathways, a result of the sustained work we have undertaken over recent years to support development and progression. The upper middle remains relatively balanced, with both genders represented at key stages of their career.

The upper quartile remains broadly balanced influenced by historic workforce composition. Internal changes implemented towards the end of 2025 are expected to support a more balanced representation in this quartile over time.

Quartile	Proportion Male	Proportion Female	Difference
Lower	57.9%	42.1%	15.8%
Lower Middle	40%	60%	-20%
Upper Middle	48%	52%	-4%
Upper	53.3%	46.7%	6.6%