



In-depth bargaining  
analysis for negotiators

Unite – Fighting for  
**JOBS • PAY • CONDITIONS**



# MESSAGE FROM THE GENERAL SECRETARY

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Thank you, Merry Christmas and Happy New Year

Merry Christmas and thank you for everything you do as a Unite Rep.

Friends, since being elected to serve as your General Secretary, together we have **delivered much needed change**.

We have taken **Unite back to the workplace**.

We have **investigated allegations of wrongdoing and corruption from the past**.

And we have **ended the practice of giving blank cheques to Labour**.

Through your determination, the Union's new direction has **started putting more money into our members' pockets**.



Since I was elected General Secretary in August 2021, **more than £620 million has been won for members from successful disputes alone**.

**83% of disputes have been won**.

**Even more has been delivered by you, through everyday negotiations with employers, across our nations and industries**.

**I am determined to continue that change - putting the workplace first**.

We will continue to add to **Reps' tools like forensic accounts and the Pay Claim Generator**, to ensure resources are focussed on the frontline.

This year also saw the **release of our interim report from Project Clean Up**.

When I was elected, I promised Unite Reps that I would **leave no stone unturned and investigate the truth** behind allegations of wrongdoing and corruption in the past.

I take no pleasure in saying that **it has been an extremely difficult process and quite frankly an ugly one.**

The report makes clear that **we were overcharged £30 million for the Birmingham hotel development.**

Historical allegations of financial wrongdoing regarding our affiliated services are being investigated by the Police.

The scorched earth strategy adopted by some who did not want to uncover the truth disgusted me.

It did not deter me, and I will ensure that **we do everything possible to uncover the whole truth and get our money back.**

This year has seen Unite lead in the political arena, holding the Government's feet to the fire.

**The time of blank cheques for Labour from Unite is at an end.**

Our Reps and members expect their money to be spent on their **jobs, pay and conditions**, not on political game-playing.

Unite has made it very clear to Government that **they are supposed to be the voice of workers.**

There cannot be a jobless transition in the name of **Net Zero or AI.**

There must be investment in our **public services and third sector.**

And it's time to **make the super-rich pay for the crisis they created**, not everyday workers.

Unite's political fund is now being used **to campaign on our members' issues.**

Defending **jobs, pay and conditions** in both the private and public sector.

Finally, I want to thank you again, our Reps, for everything you do.

Unite would be nothing without you.

And as your General Secretary, **I will continue to fight for our members** and make sure **the voice of workers is heard loud and clear.**

**Thank you** for being Unite.

Solidarity,

Sharon

# Table of Contents

<b>Message from the General Secretary</b>	<b>2</b>
<b>1. What is the backdrop to collective bargaining this month?</b>	<b>10</b>
1.1 RPI is still high at 3.8%, with food profiteering still an issue	10
1.2 Investment is not keeping pace with payouts to shareholders	10
1.3 Labour's new stealth tax will affect at least 3 million workers and may also lead employers to reduce pension contributions	10
1.4 We can see that wielding our own power - by taking collective action for our fair share - leads to real-terms gains in pay	11
1.5 We held our first Facts & Figures run-throughs last month	11
<b>2. What have we won this month?</b>	<b>16</b>
2.1 Bargaining wins at GFM, Arriva Leicestershire, First Aberdeen, and others add to the £620 million already in workers' pockets since 2021	16
2.2 Reps use Work, Voice, Pay to win at the bargaining table	17
2.3 Workers' Voice: Unite Reps at HSL on how they won and built confidence as a union	18
2.4 Bite-sized Bargaining: Hear how more workers won better jobs, pay and conditions in 2025	20
<b>3. What is happening to the cost of living and pay?</b>	<b>24</b>
3.1 Key figures: RPI is 3.8%	24
3.2 Average weekly pay rose in real terms for the second consecutive year, after a wave of industrial action	25
3.2.1 Using our power - by being strike-ready - has led to real pay gains	25
3.3 Tesco and Sainsbury's have made over £4 billion in profits in 2025 as food prices soar	27
3.4 Labour's pensions stealth tax will hit the retirement savings of over three million workers	29
3.5 Bite-sized Bargaining: Increased social care, child care, and leisure costs add to workers burden	32
<b>4. How much money are employers making?</b>	<b>36</b>
4.1 Key figures: global profit margins are up 1.8%	36
4.2 Companies reporting results in November have raked in £552 billion in profits	37

4.3	UK companies are prioritising shareholder payouts over investment.. and the gap is growing	38
4.4	Private equity is on the rise, putting jobs and conditions at risk	40
4.5	Bite-sized Bargaining: Ability to pay	44
<b>5.</b>	<b>What's happening in our workplaces?</b>	<b>48</b>
5.1	Fighting anti-worker automation through the Docks Combine	48
5.2	Unite's Pay Claim Generator and Collective Agreement Builder can help introduce a facilities agreement as part of a pay claim	53
5.3	Bite-sized Bargaining: Essentials for better workplaces	57
<b>6.</b>	<b>Where are we building our industrial power this month?</b>	<b>62</b>
6.1	Unite members at employers including Sellafield, BAE Systems and VUE Cinema are taking industrial action in December and January	62
6.2	Unite's Industrial Combines are leading the way in setting and raising standards across our sectors	65
6.3	Many National Industrial Sector Committees (NISCs) and Regional Industrial Sector Committees (RISCs)' meetings will take place in January 2026	68
6.4	Balloting Brief: Unite Reps across 9 workplaces are balloting their members in December and January	69
<b>7.</b>	<b>Appendix 1: Significant Unite wins on pay and conditions</b>	<b>71</b>
<b>8.</b>	<b>Appendix 2: Unite recognition agreements</b>	<b>78</b>
<b>9.</b>	<b>Appendix 3: Other unions' major pay increases</b>	<b>80</b>











## SECTION ONE

# COLLECTIVE BARGAINING

1.	What is the backdrop to collective bargaining this month?	10
1.1	RPI is still high at 3.8%, with food profiteering still an issue	10
1.2	Investment is not keeping pace with payouts to shareholders	10
1.3	Labour's new stealth tax will affect at least 3 million workers and may also lead employers to reduce pension contributions	10
1.4	We can see that wielding our own power - by taking collective action for our fair share - leads to real-terms gains in pay	11
1.5	We held our first Facts & Figures run-throughs last month	11

## Facts and Figures

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*Collective bargaining is the tried and tested method of pushing up pay. We are the great equalizer; a force for good; getting money into the hands of the working class, the real wealth creators.*

Sharon Graham, Unite General Secretary

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## 1. What is the backdrop to collective bargaining this month?

### 1.1 RPI is still high at 3.8%, with food profiteering still an issue

The higher the price inflation, the more pay needs to increase to keep up with prices. Overall inflation is still 3.8%. Food inflation is even higher at 5.1%. This cuts hard into workers' living standards. But not supermarket profits: Tesco and Sainsbury's expect to make £4 billion this year. Do they think we can't see the link?! **In the last five years, food prices have gone up by a whopping 38%.**

■ Read the [Cost of Living & Real Pay section](#) for more.

### 1.2 Investment is not keeping pace with payouts to shareholders

Cost of living pressures? Not for shareholders! Tesco has paid out £13 billion to shareholders since the cost of living crisis began.

Read our analysis of companies across the FTSE 250, showing that **capital expenditure (aka investment) has not kept pace with payouts to shareholders**. They pocketed nearly £19 billion last year alone. It also shows a clear trend of shareholders taking more of the spoils than are being reinvested in companies or workers.

■ Read the [How much are employers making section](#) for more.

### 1.3 Labour's new stealth tax will affect at least 3 million workers and may also lead employers to reduce pension contributions

Labour refuses to seriously tax the rich and powerful. Rather than focusing on the wealthy that keep getting fatter off our hard work, Labour has chosen to target an ever increasing number of ordinary working people.

Read this month's article on how **tax changes to salary sacrifice announced in the Budget last month will directly impact 3.3 million workers**. And that figure is likely to increase.

More people are likely to be caught by these changes as their pay increases with inflation.

## Facts and Figures

Please contact us about how you think you will be affected, particularly if your employer has already advised of possible changes.

- Read the [Cost of Living & Pay section](#) for more.

### 1.4 We can see that wielding our own power - by taking collective action for our fair share - leads to real-terms gains in pay

Real-terms pay increases used to be a given. However, **in recent times, pay has not kept pace with inflation, making us poorer.**

A big deal has been made of the last two years of real-terms pay gains. Rightly so, but not for the reason employers think.

They want us to believe that two years of pay gains means we don't deserve any more for some time. They want us to ignore the years of real-terms losses in pay.

What the last two years should do is highlight that **where we take action, we win.**

It should remind us that **we need to be prepared to take action or we will get poorer.**

Read this month's article on the positive link between more working days lost to strikes and increases in real-terms pay.

This month's wins include GFM, Arriva and First.

- Read the [Cost of Living & Pay section](#) for more.
- Read the [Wins section](#) for more.

### 1.5 We held our first Facts & Figures run-throughs last month

The first of our F&F run-throughs led to useful discussions and a better understanding of the different uses of F&F. It also resulted in new ideas for articles you wanted to see.

Tomorrow we will have the second group of run-throughs. It's not too late to join us at either 10am or 6pm tomorrow.

Click on this link to [sign-up to tomorrow's](#).

If that is too short notice, we will hold them again on 22 January. So save the date and click the same link for updated dates.











## SECTION TWO VICTORIES

2.	What have we won this month?	16
2.1	Bargaining wins at GFM, Arriva Leicestershire, First Aberdeen, and others add to the £620 million already in workers' pockets since 2021	16
2.2	Reps use Work, Voice, Pay to win at the bargaining table	17
2.3	Workers' Voice: Unite Reps at HSL on how they won and built confidence as a union	18
2.4	Bite-sized Bargaining: Hear how more workers won better jobs, pay and conditions in 2025	20

What have we won this month?

## Facts and Figures

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*Unite will do everything it can to support reps building power in the workplace, at the bargaining table and in dispute. Work, Voice, Pay tools, Facts & Figures, Forensic Accounts, strike pay, Strikes Plus and organising campaigns: they're all designed for a clear purpose: To help you win better jobs, better pay, and better conditions.*

Sharon Graham, Unite General Secretary

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## 2. What have we won this month?

### 2.1 Bargaining wins at GFM, Arriva Leicestershire, First Aberdeen, and others add to the £620 million already in workers' pockets since 2021

Collective bargaining remains the most powerful tool we have to improve pay, terms and conditions. Below are the latest victories secured through the collective power of Unite members over the last month:

- **GFM** workers won up to 15% pay rise, improved conditions, and a recognition agreement following numerous strikes.<sup>1</sup>
- **Arriva Leicestershire** strikes off after Unite wins 6.5% pay rise.<sup>2</sup>  
**First Aberdeen** over 300 drivers secured an increase of 5.3% eight months ahead of schedule.<sup>3</sup> Welsh bus workers at **First Cymru** celebrated a 5% pay win after eight days of strike action.<sup>4</sup>
- **GXO Logistics** drivers in Motherwell secured a 5% increase backdated to April and a boost to overtime after taking strike action and a continuous overtime ban.<sup>5</sup>



Our industrial power is only getting stronger through strikes and negotiations. Since **Sharon Graham** was elected General Secretary in August 2021:

- So far, more than **£620 million** has been put into our members' pockets through winning these disputes. This does not include wins on enhanced pensions, annual leave, shorter working weeks or other conditions, or pay increases secured through negotiations.

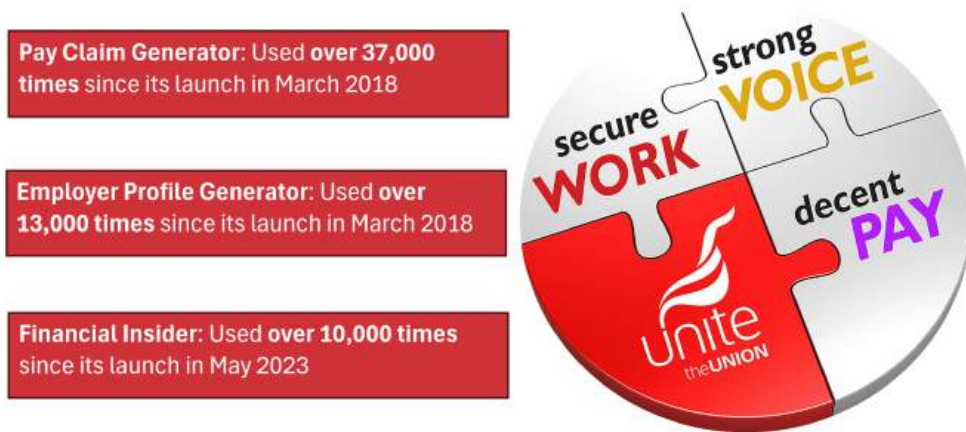
## Facts and Figures

- Over 267,000 Unite members have stood up in nearly 1,600 **disputes**. Our members have won **83%** of them.

### 2.2 Reps use Work, Voice, Pay to win at the bargaining table

At Unite, collective bargaining is our backbone, and strong bargaining starts with well-informed, confident Reps. That's why our **Work, Voice, Pay tools** were created: to arm Reps with the hard facts, financial insight and evidence they need to win big at the bargaining table.

- Go to [unitetheunion.org/work-voice-pay](https://unitetheunion.org/work-voice-pay)
- Email [workvoicepay@unitetheunion.org](mailto:workvoicepay@unitetheunion.org) if you don't have a login.



As we wrap up the year, let's celebrate some of the powerful pay campaigns driven by Reps, and see how they used the Work, Voice, Pay tools to build rock-solid confidence at the bargaining table:

*"Not only did we get the forensic accounts, but I got a little bit of training on how to read accounts as well. Any Rep engaging in their own dispute, I'd say use Unite's resources as much as possible. It's there for us, and it's incredibly good."* Kevin Byrne, senior Unite Rep at Livv Housing

*"We used Work, Voice, Pay. We also had the financial accountants. That meant that we could use that in the meetings with Capita to dispute their claims that they had no money and stuff like that. So those were the main resources that we used with regards to that."* Lorraine Hanson, Unite Rep at Capita Life and Pensions in Manchester



## 2.3 Workers' Voice: Unite Reps at HSL on how they won and built confidence as a union

In October 2025, over 800 Unite members in London working for **Health Services Laboratory (HSL)** and **The Doctors Laboratory** secured an average 15.4% pay rise over two years after a period of strike action.<sup>6</sup>



Staff at the biomedical sciences firms also achieved improved sick pay, introduction of special leave, additional annual leave and pension protection for transferred staff. Just as importantly, as part of [Unite's Health Combine](#), the union at HSL secured a commitment to determine workload and safe staffing levels.

Below, Reps at HSL explain how they won.



Hear it straight from the front line! Listen to the full interview in the Facts & Figures Podcast: **Spotify:**

<https://tinyurl.com/4uf9y5zc> **Apple Podcasts:**

<https://tinyurl.com/3uv8ae8d>

### | How were the working conditions before your organising campaign?

We realised that we were not paid for the work that we do. We just carried on with our day-to-day lives, doing our job but never getting anything in return: working long hours, processing more and more work, and making more and more money for the company.

## Facts and Figures

### What was the mood of your colleagues before and after your organising campaign and your win?

There were a couple of us that wanted to change it. We spoke to our colleagues and that's where union work starts. It's having those conversations. People were really nervous. Because they were scared of management. Nonetheless, they came forward. It was really good to see.

It was something that we never anticipated. There were so many people who were feeling the same thing. At the beginning, we may have started with a few. People were feeling nervous about going on a strike.

Coming out on those days especially, sheer amount of people started to feel "Hold on, it's not just me. Everybody's on the same boat. So I am right in feeling this way." So it was definitely a big confidence boost. It showed to everybody, "Do you know what, guys, we can change things if we all stand together united." It has helped to see that we have power when we come together and we can change things. We have a voice.



### What does your win mean for your members?

Our win initially means a lot more money in our pockets, which is really helpful. But it's also brought us all close together. We've realised that we do have a lot of power. And that's something there. It's going to be carried forward, not just now. Join the union. If you do, then you're building up unity.

And when you build up unity, you can change things. Join a bloody union!



## 2.4 Bite-sized Bargaining: Hear how more workers won better jobs, pay and conditions in 2025

When workers stand together, armed with the facts and supported by their union, real change is possible. Winning workers are telling us how they won better pay deals in their workplaces.

- Unite Rep **Laurie M.** on how **Chartwells'** workers won full sick pay rights: <https://tinyurl.com/2u24cmww> Facts & Figures November 2025, p.18.
- **Unite EC South East Rep** and hospitality Rep **Megan De Meo** on working conditions in the hospitality sector: <https://tinyurl.com/3fbvam93> Facts & Figures October 2025, p.36.
- Unite Rep **Ian Humphreys** on how Unite members at **Liverpool University** fought back to protect their hybrid working policy: <https://tinyurl.com/52ahnjxr> Facts & Figures September 2025, p.24.
- Unite's retired member **Irene Graham** on winning back the Winter Fuel Allowance.: <https://tinyurl.com/4vw8jz4h> Facts & Figures July 2025, p.25.
- Senior Unite Rep **Kevin Byrne** at **Livv Housing** and Unite Rep **Lorraine Hanson** at **Capita** told us how they won a pay rise through determined organising, collective strength, and the support of their union. <https://tinyurl.com/d5p4nwhp> Facts & Figures June 2025, p.29.
- Unite convenor **Tony McDermott** at **First Glasgow** and Unite Branch Secretary **Ralph William** at **Arriva Midlands** told us how Unite members led successful disputes that delivered wins in their workplaces. <https://tinyurl.com/2p9j4ees> Facts & Figures May 2025, p.23.
- Lead Shop Steward **Sharon Williams** at **Loganir** shared how strong organising, member-led action, and sector comparisons delivered a remarkable 27% pay deal over 18 months, and what others can learn from it. <https://tinyurl.com/53ambvb9> Facts & Figures April 2025, p.20.

### Use Work, Voice, Pay tools to win

There are several tools in the **Work, Voice, Pay** armoury to understand more about your company's financial data and prepare better collective bargaining negotiations, all of which can be accessed at <https://www.unitetheunion.org/work-voice-pay>





## SECTION THREE

# COST OF LIVING AND PAY

3.	What is happening to the cost of living and pay?	24
3.1	Key figures: RPI is 3.8%	24
3.2	Average weekly pay rose in real terms for the second consecutive year, after a wave of industrial action	25
3.2.1	Using our power - by being strike-ready - has led to real pay gains	25
3.3	Tesco and Sainsbury's have made over £4 billion in profits in 2025 as food prices soar	27
3.4	Labour's pensions stealth tax will hit the retirement savings of over three million workers	29
3.5	Bite-sized Bargaining: Increased social care, child care, and leisure costs add to workers burden	32



## Facts and Figures

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*We are under no illusion: this is not the end - the cost of living crisis is not over. Furthermore, those who have profited from the crisis should pay for it.*

Sharon Graham, Unite General Secretary

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## 3. What is happening to the cost of living and pay?

### 3.1 Key figures: RPI is 3.8%

The rate of inflation dropped this month, but prices are still rising quickly.

- Prices rose 3.8% in the year to November, as measured by the Retail Price Index (RPI).<sup>7</sup> Pay deals need to be higher than this for our members to enjoy a real-terms pay rise.
- This is on top of the ultra-high inflation earlier this decade. Over the last four years, prices have gone up by a third.
- Food prices rose 5.1%. They are up 38% over five years.

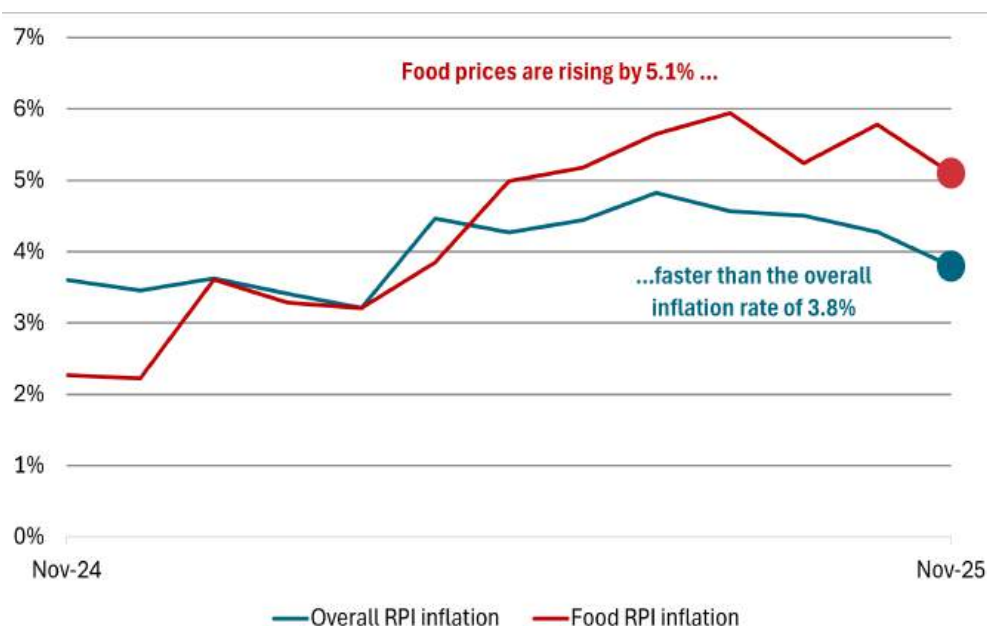


Figure 1 Food RPI vs all items RPI. Nov 24- Nov 25, Source: ONS<sup>8</sup>

Employers may try to link pay to the CPI or CPIH measures of inflation. Both underestimate the real price hikes faced by workers.

- Tying pay to CPI or CPIH short-changes workers: CPI is just 3.2% this month, CPIH is 3.5%.<sup>9</sup>
- Only RPI represents workers' cost of living: CPI and CPIH include the spending of non-workers like tourists, skewing the numbers.
- Mobile phone bills, utility bills, and even government bonds are linked to RPI. If it's good enough for them, why not workers?

## Facts and Figures

### 3.2 Average weekly pay rose in real terms for the second consecutive year, after a wave of industrial action

The latest ONS data show that average weekly pay rose in real terms for the second consecutive year. After years where inflation repeatedly outpaced pay, this marks an important shift.

When we look back over the period since 2008, it is clear that **nominal pay increases alone are not enough**. In several years, most notably 2022 and 2023, headline pay rises looked large (5.3% and 7% respectively), but high RPI inflation (11.1% and 11.4% respectively) more than cancelled them out, leaving workers worse off.



Figure 2 Real terms wage growth for full-time employees. Source ONS ASHE, RPI10

The chart above underlines a simple fact: **pay that doesn't beat inflation leaves workers either standing still or going backwards**. Inflation-busting pay deals matter because they determine what is left in workers' pockets once the cost of living is taken into account. The return to positive real pay growth therefore represents a meaningful improvement, even if it doesn't undo the losses of the past decade.

#### 3.2.1 Using our power - by being strike-ready - has led to real pay gains

ONS labour dispute data show that strike activity was very low through much of the 2010s, a period that coincided with prolonged wage stagnation. While there wasn't data for the Covid years, pay was stagnant. Then, as inflation surged and real wages fell sharply in 2022 and 2023, more workers entered pay disputes.

Unite is proud to stand firmly with members who take action. Across sectors members have shown they are prepared to organise, ballot and, where necessary, strike to defend their living standards.

# Facts and Figures

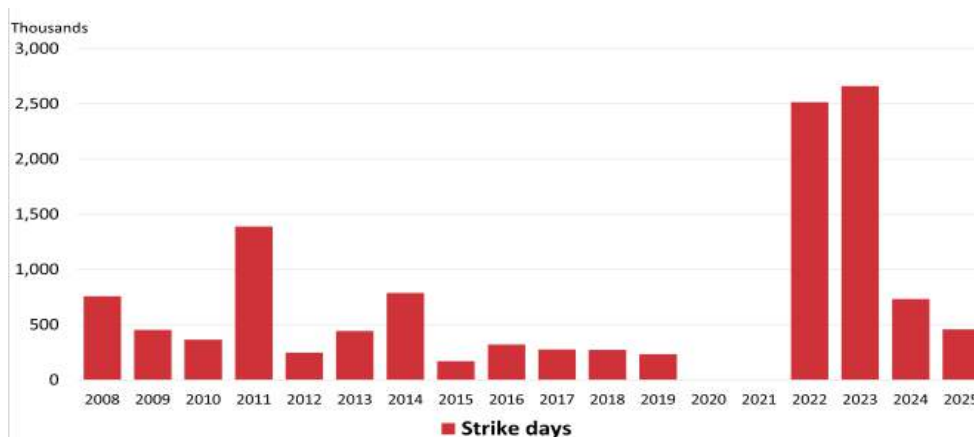


Figure 3 Working days lost due to strikes and other stoppages. Source: ONS<sup>11</sup>

This increased level of organising has been accompanied by tangible gains. Unite members have secured double-digit and above inflation pay rises in a range of workplaces, including workers in civil air transport, bus workers, energy workers, and many more. These victories did not happen automatically. They were built on union organising, collective bargaining, and the credibility that comes from being strike-ready.

There is no doubt that broader labour market conditions have also played a role. Over the past couple of years, vacancy levels have remained relatively high compared with unemployment, strengthening workers' bargaining position. Minimum wage increases have also lifted the floor for the lowest paid.

But market conditions alone do not deliver fair pay outcomes. In many sectors, employers resisted meaningful increases until workers organised and applied pressure. **Collective bargaining and dispute readiness have contributed RPI-plus pay increases over the last two years.**

Workers who are confident, informed and supported by their union are better placed to secure fairer settlements, often without needing to take action. Being organised and strike-ready changes the balance at the bargaining table.

**To sustain and extend real pay gains, Unite's focus is strong workplace organising, sectoral coordination through Combines, and wider collective bargaining.** Wages are ultimately about power: who has it, and how it is exercised. Real pay does not come from hope or headlines. It comes from collective power, credible bargaining and a union willing to stand proudly with its members.

## Facts and Figures

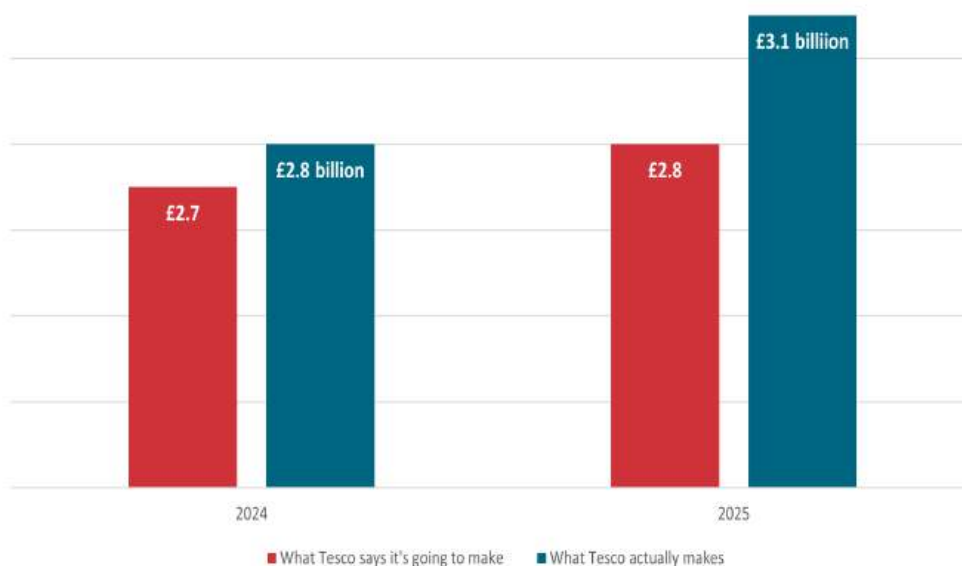
### 3.3 Tesco and Sainsbury's have made over £4 billion in profits in 2025 as food prices soar

Food prices have soared in 2025 and many families will feel the pinch at Christmas. But as we have repeatedly highlighted this year, the supermarkets selling the food are doing very well indeed.

After complaining about price wars, and extra costs like Employers NI and the minimum wage going up, **Tesco reported record-high profits of almost £1.7 billion in the six months from February to August.** It now says it expects to make between £2.9 billion and £3.1 billion throughout the whole year.

Tesco's sales increased 5.1% to nearly £33.1 billion in the first half of the year, resulting in a slight fall in profit margin from 5.2% to 4.8%. Nevertheless, it is still able to handsomely reward shareholders. Tesco's shareholders pocketed £627 million in that period, up from the £575 million paid out in the first half of 2024-2025. **Tesco has now paid out £13 billion to shareholders since the cost-of-living crisis started in 2021.**

Tesco pulled the same trick last year, moaning about increased costs, then declaring - hey presto! - much better profits.



**Figure 4 Tesco's record profits show employers' doom and gloom forecasts shouldn't be taken at face value**

Sainsbury's also expects to match last year's profits. It expects to make £1 billion by the end of this year, and says it expects to pay out more than £800 million to shareholders this year.



# Facts and Figures



The overall story is that supermarkets are keeping their margins up to make big cash profits, while everyday workers suffer at their tills.

The Big 4 supermarkets together made operating profits of £4.7 billion in 2024, the last year they all released results. Only Tesco and Sainsbury's have released results for the 2025 financial year (up to March). Tesco made £3.1 billion, Sainsbury's made £1 billion.

Operating profit £bn	2021	2022	2023	2024	2025
Tesco	1.788	2.825	2.509	2.829	3.128
Sainsbury's	0.71	1.039	0.972	0.948	1.029
Asda	0.623	0.406	0.637	0.671	Not released yet
Morrisons	0.306	0.295	0.13	0.206	Not released yet
Total	3.427	4.565	4.248	4.654	4.157

Table 1: 'Big 4' supermarket profits, 2021-2025

The profit margins of the Big 4 have stayed consistent. While everyday workers suffer at their tills, supermarkets are keeping prices high enough to maintain the levels of profits their shareholders expect. It is true that supermarkets do have relatively low margins compared to the economy average, but that doesn't change the fact they are making huge cash profits and paying millions out to shareholders, while everyday people suffer.

Operating margins	2021	2022	2023	2024	2025
Tesco	3.1%	4.6%	3.8%	4.1%	4.5%
Sainsbury's	2.4%	3.5%	3.1%	2.9%	3.1%
Asda	2.7%	1.7%	2.5%	2.5%	n/a
Morrisons	1.7%	1.6%	0.7%	1.2%	n/a

Table 2: 'Big 4' supermarket profit margins, 2021-2025

What is happening to the cost of living and pay?

## Facts and Figures

### 3.4 Labour's pensions stealth tax will hit the retirement savings of over three million workers

In the recent Budget, the government announced changes that will undermine an important benefit that many Unite members make use of: salary sacrifice for pensions. The government's own figures estimate the retirement savings of over three million workers will be affected. And **polling suggests 31% of employers will reduce their pension contributions.**

**The General Secretary has already been speaking out about the impact of this new stealth tax.** This article gives Unite Reps the facts about the changes, to help prepare for employers who may try to cut pension benefits.

*"The Chancellor has picked a side. Health workers, engineers, and tanker drivers will pay through stealth taxes, while city bankers and billionaires go largely unscathed."* Unite General Secretary **Sharon Graham**

- If your employer says the government reforms may put your salary sacrifice scheme at risk, contact the **Work, Voice, Pay** team at [workvoicepay@unitetheunion.org](mailto:workvoicepay@unitetheunion.org).



#### What is pensions salary sacrifice?

Salary sacrifice for pensions is a benefit offered by employers in many sectors. Under the scheme, the employee gives up, or sacrifices, an agreed amount of their salary which the employer then pays as a pension contribution.

**Salary sacrifice means workers pay less tax.** Unlike normal pension contributions, neither the employee nor the employer currently pay National Insurance on the amount sacrificed.



In addition, by giving up a proportion of their salary, the employee can keep their earnings under the higher rate tax threshold.

The scheme can be especially valuable for Unite members who are beginning to think about retirement and want to choose how to split their income between salary and pension in the most efficient way.

## What is changing?

The government could have raised revenue in the Budget through a wealth tax on the super rich. Instead, the Chancellor is taxing workers' pension benefits.

Currently, up to £60,000 can be paid into a pension via salary sacrifice without incurring National Insurance. **The government has said it will massively reduce the threshold from April 2029**, so only the first £2,000 of pension contributions through salary sacrifice each year will be exempt from National Insurance Contributions (NICs).

Employers and employees can still make contributions above £2,000 through salary sacrifice arrangements. However, contributions above this amount will be subject to employer and employee NICs like other employee workplace pension contributions.

**This change means that it will become more expensive for both employer and employee to use salary sacrifice to support pension saving.**

**The example below is based on a worker earning £50,000. They pay 5% pension contributions.**

Now	From 2029
Salary £50,000	Salary £50,000
Pension salary sacrifice: £2,500	Pension salary sacrifice: £2,500
Employee NI on pension salary sacrifice: £0	Employee NI on pension salary sacrifice: £40 a year*
Employer NI on pension salary sacrifice: £0	Employer NI on pension salary sacrifice: £75 a year*

**Table 3: \*Only incurred on the amount sacrificed above the £2,000 cap**

## What impact will it have?

The government has tried to portray salary sacrifice for pensions as only benefiting the wealthy, but its own figures show that millions of people will be affected by this change.

## Facts and Figures

HMRC estimates that 7.7 million employees currently use salary sacrifice to make pension contributions. Of these, 3.3 million sacrifice more than £2,000. Older workers, aged 31-50, are more likely to use salary sacrifice, and men are more likely to do so than women.

A large number of Unite members in various sectors, such as aerospace, automotive, energy & utilities, and finance work for employers that utilise salary sacrifice for pensions, and many will be paying above the proposed £2,000 cap by 2029, especially with wages going up by inflation in that time.



This means that pension salary sacrifice will become more costly and administratively complicated. There will be a direct cost to every employee and the employer may end up paying NI on pension contributions for hundreds or thousands of employees, whereas current arrangements are largely exempt.

**There is a risk that some employers may think the additional cost and administration is too much and scrap pension salary sacrifice altogether.**

Unite has repeatedly told the government to raise taxes on the wealthiest, not ordinary workers. The government could have enacted a wealth tax. Instead, it has chosen to increase taxes on workers' wages and pensions.

- Let us know if your employer starts talking about the proposed changes to salary sacrifice and how they might respond. Contact the **Work, Voice, Pay** team at [workvoicepay@unitetheunion.org](mailto:workvoicepay@unitetheunion.org).



## 3.5 Bite-sized Bargaining: Increased social care, child care, and leisure costs add to workers burden

Unite backs its members who fight collectively for inflation-busting pay in the workplaces and sectors. See below for a compiled cost-of-living and real terms pay articles in our previous issues to strengthen your negotiations.

- **Use Financial Insider to discover whether real-terms pay at your company has kept pace with inflation.** Find out more here: <https://tinyurl.com/2585t624> or look in the September 2024 edition, p.134-135.
- **CPI and CPIH both short-change workers when used instead of RPI.** Find out more here: <https://tinyurl.com/2wujk5s2> or look in the June 2025 edition, p.54-57.
- **The UK is the most expensive country for childcare in Europe, with costs for an under two-year-olds rising by 43% in the last decade.** Find out more here: [tinyurl.com/2bcvj8hc](https://tinyurl.com/2bcvj8hc) or look in the May 2024 edition, p.49-51.
- **Social care has been mostly privatised, running for profit and costs its patients over £60,000 a year.** Find out more here: [tinyurl.com/2xu66av4](https://tinyurl.com/2xu66av4) or look in the August 2024 edition, p.33-35.
- **The lowest paid workers are experiencing the highest rate of inflation** Find out more here: [tinyurl.com/uccet97z](https://tinyurl.com/uccet97z) or look in the April 2024 edition, p.51-52.
- **The rising cost of living has made personal leisure a privilege as workers have had to prioritise bills and food.** Find out more here: <https://tinyurl.com/4nu8vvbd> or look in the December 2024 edition, p.32.
- **Since 1977, the income gap between the top and bottom income groups is continuing to widen.** Find out more here: <https://tinyurl.com/3t9ep345> or look in the October 2024 edition, p.45-47.







## SECTION FOUR

# ABILITY TO PAY

4.	How much money are employers making?	36
4.1	Key figures: global profit margins are up 1.8%	36
4.2	Companies reporting results in November have raked in £552 billion in profits	37
4.3	UK companies are prioritising shareholder payouts over investment.. and the gap is growing	38
4.4	Private equity is on the rise, putting jobs and conditions at risk	40
4.5	Bite-sized Bargaining: Ability to pay	44

How much money are employers making?

## Facts and Figures

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*Put simply: huge profits and dividends show that firms have the ability to pay.*

Sharon Graham, Unite General Secretary

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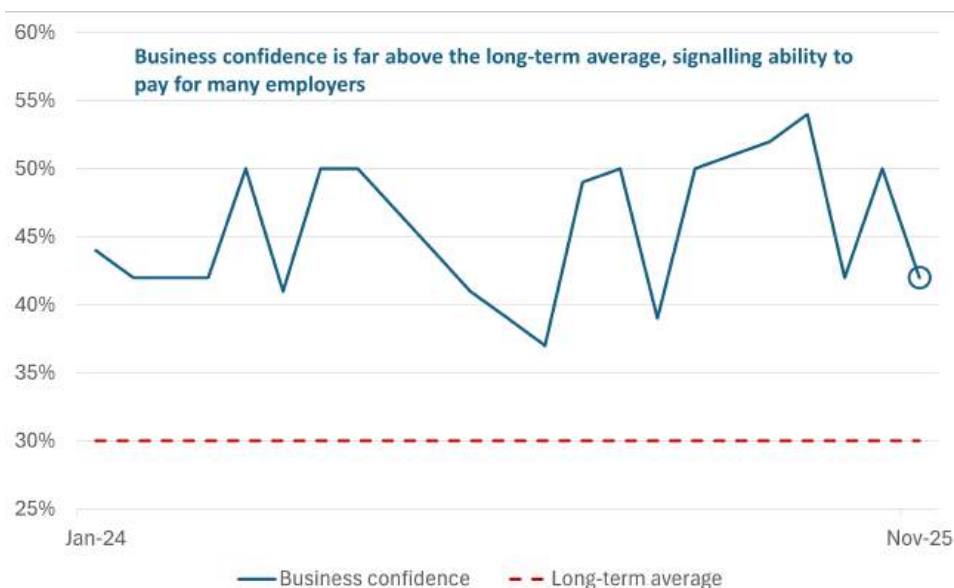


## 4. How much money are employers making?

### 4.1 Key figures: global profit margins are up 1.8%

Across the world, companies are reporting results that reveal ever-growing profits. **Armed with the facts, workers can fight back against profitable firms crying the poor tale at the bargaining table.**

- In November, companies across the world raked in a massive **£552 billion in profit in just six months.**
- These profits aren't just a one-off: average **profit margins have climbed from 8.2% to just under 10%.**
- **Shareholders of these companies pocketed £385 billion.** It's time for workers to get their fair share of the pie.



**Figure 5** Lloyds Bank's Business Barometer shows that business confidence is far above its long-term average.

- Stock markets have boomed over the last five years, and **banks forecast they will hit new all-time highs in 2026.**<sup>12</sup>

Use the **Forensic Accounts team** to find out how your employer is doing financially, Get in touch at [forensic.accounts@unitetheunion.org](mailto:forensic.accounts@unitetheunion.org).

## Facts and Figures

### 4.2 Companies reporting results in November have raked in £552 billion in profits

Many bosses may point to global uncertainty as an excuse to limit pay increases, pleading poverty and a need to cut costs. However, in many cases, this simply isn't true.

**Across the world, companies are posting massive profits, making it clear that the ability to pay is still there.**

This month, we analysed 1,524 companies listed on the world's largest stock exchanges that reported results in November.

In the last six months, these companies have reported massive profits of £552 billion.

These huge profits aren't a one-off either; they are growing. In the second half of 2024, these companies operated at an already impressive margin of 8.2%.

Fast forward to the last six months, **that margin has climbed to just under 10%.**

AstraZeneca was the most profitable company on the LSE in November, reporting profits of £3.7 billion in the last six months, outperforming investors' expectations and causing its share price to surge to a record-high.<sup>13</sup>

Company	Profits in the latest six months (£m)
AstraZeneca plc	3,713
3i Group plc	3,287
BP plc	2,563
International Consolidated Airlines Group	2,171
Imperial Brands plc	1,334
Vodafone	903
easyJet	791
Compass Group	711
BT	651
National Grid	618

**Table 4: The top ten largest net profits of London Stock Exchange companies reporting results in Nov 25, sourced from Capital IQ Pro. Data excludes trusts and companies with revenue less than £1 billion**



We also analysed the world's largest stock markets in the US, Asia, and Europe.

Many Unite members are ultimately employed by companies overseas, so it is important to point to earnings of the ultimate parent company when looking at the employer's ability to pay.

Company	Stock Exchange	Profits in the latest six months (£m)
NVIDIA Corporation	NASDAQ	43,310
ExxonMobil Corporation	NYSE	11,267
Toyota Motor Corporation	TSE	9,415
Visa Inc.	NYSE	7,722
Morgan Stanley	NYSE	6,129
Uber Technologies, Inc.	NYSE	5,943
Citigroup Inc.	NYSE	5,830
The Walt Disney Company	NYSE	5,522
Pfizer Inc.	NYSE	4,826
McDonald's Corporation	NYSE	3,376

**Table 5: Unite employers are amongst the most profitable companies reporting results in Nov 25. Sourced from S&P Capital IQ Pro. Data excludes Trusts and companies with revenue less than £1 billion**

Enormous profit figures like these show that the funds for fair pay increases *are* there. **Workers must organise and collectively bargain to ensure they get their fair share of the pie.**

## 4.3 UK companies are prioritising shareholder payouts over investment.. and the gap is growing

Many Reps have heard their employer say they can't afford a decent pay rise because money is needed for investment. **One question to ask back is: how much are you actually investing?** Official data released this month says for many firms the answer is: not that much.

Recent forecasts by the Office for Budget Responsibility says business investment is on track to drop for the first time since COVID.



## Facts and Figures

The forecast portrays a doom and gloom scenario, with high interest rates and low business confidence causing "sluggish" investment.<sup>14</sup>

It's true that investment is a crucial part of any business to fund expansion and build financial strength. However, new Unite research has found that for many firms, investment isn't falling because of a lack of cash. **It is falling because companies have prioritised shareholder payouts.**

We looked at all firms in the FTSE 250. These companies generate more of their income from the UK compared to other FTSE Indices, so their investment levels better reflect the UK economy. The decision about what to do with profit is ultimately made by bosses at the top level. The graph below shows shareholder payouts have outstripped investment ("CAPEX") significantly in the last three years.

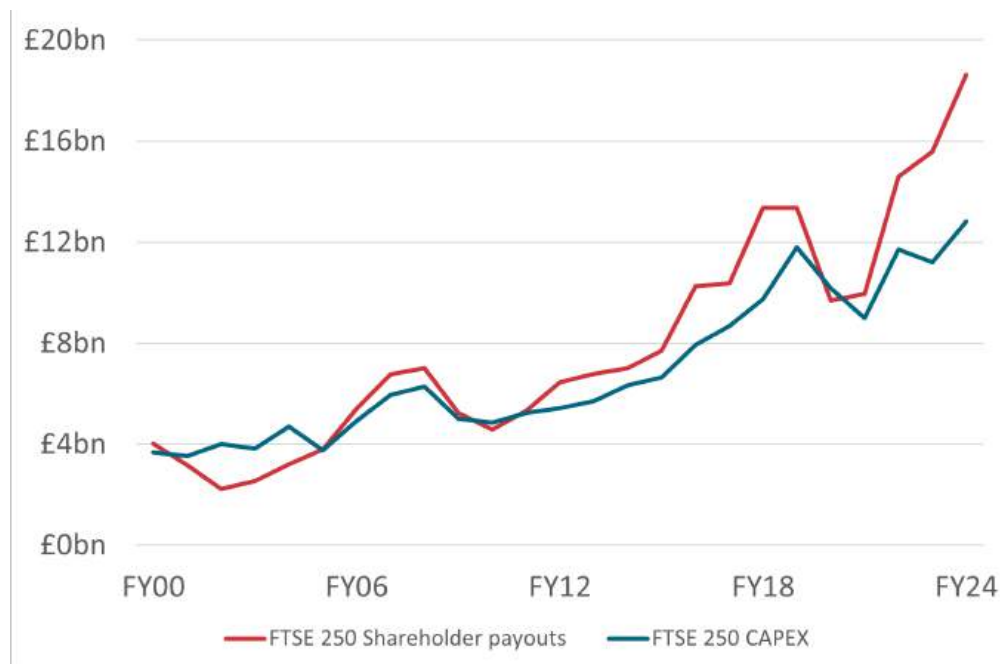
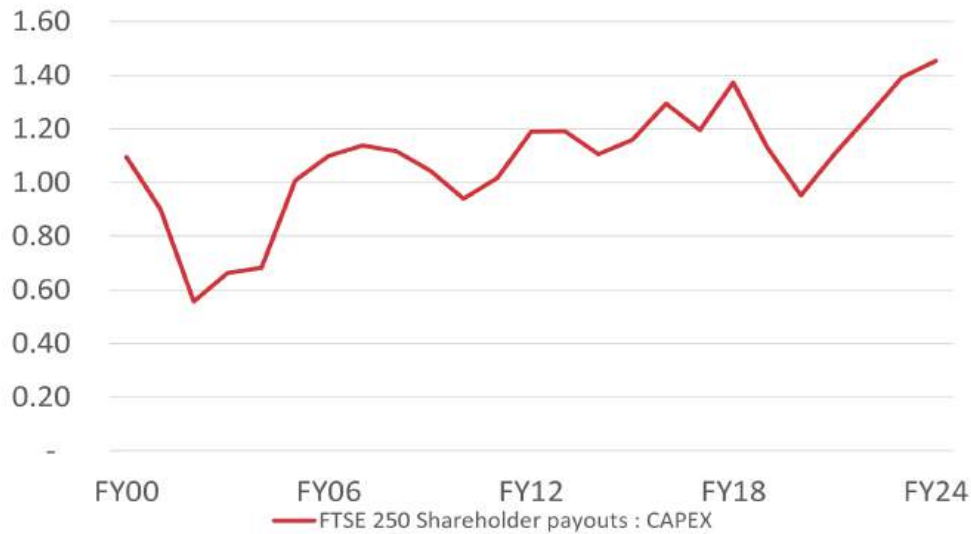


Figure 6 : FTSE 250 Shareholder payouts vs CAPEX, Source: CapIQ

The trend is clear over the last decade: bosses are increasingly favouring shareholder payouts over investment back into the business. But post-COVID, the gap between shareholder payouts and reinvestment hit a record-high, **with shareholders pocketing an eye-watering £18.6 billion in 2024 alone.**

Not only does this show that the cash for investment *is* there, but that bosses are deliberately choosing to prioritise shareholder payouts. **Through collective bargaining, workers' need to fight back to ensure they get their fair share of the pie.**



**Figure 7 FTSE 250 Shareholder payouts:CAPEX ratio, Source: CapIQ**

The graph above shows this in another way, using the ratio of shareholder payouts to capital expenditure (CAPEX) between 2000 and 2024. When the ratio is above 1, it means shareholder payouts are higher than CAPEX. There is a clear upward trend: companies are choosing to pay out ever-growing amounts to shareholders.

**So instead of investing in the firm or giving workers a decent pay rise, many employers are instead splurging cash out to shareholders.**

- Contact [forensic.accounts@unitetheunion.org](mailto:forensic.accounts@unitetheunion.org) to find out how much your firm is paying out to shareholders and how much it is investing. Our team of forensics accounts will comb through their accounts to give you the information you need at the bargaining table.

## 4.4 Private equity is on the rise, putting jobs and conditions at risk

An increasing number of large employers are owned by private equity investors. Some large companies that have been taken private in recent years include **ASDA, Morrisons** and **G4S**.

Despite claims from the private equity industry that it creates jobs, **firms owned by private equity often lag behind other private sector employers in both job creation and pay growth**. And they have been criticised for cutting costs by undermining workers' terms and conditions.

This article is an overview of the industry for Reps whose employers are owned by private equity or might be at risk of being taken over.

## Facts and Figures



### What is private equity?

Private equity is a term to describe the way that an investor owns a company. The shares (equities) of a public company are widely traded on markets like the London Stock Exchange and can be bought at any time by anyone, including members of the public. However, under private equity, the ownership is held by one investor or a small group of investors and shares are not traded.

When a public company is taken over by private equity investors, this is called being 'taken private' and the shares are no longer traded on the stock exchange.

**Since 2019, the number of large companies owned by private equity investors has surged by 78%**, according to figures from the Private Equity Reporting Group (PERG).<sup>15</sup> They define a large company as one with 1,000 or more employees or revenue of over £200 million.

### Who are the private equity investors?

Most private equity investment is done by specialist investment firms known as 'PE firms'. In the UK, some of the biggest PE firms include Bridgepoint Capital, Apax Partners, CVC Capital Partners, and TDR Capital.

PE firms typically run a number of different funds, each of which holds a small number of portfolio companies.

Private equity-owned businesses employing Unite members include **Biffa** (owned by Energy Capital Partners, now part of Bridgepoint Capital), **Amey** (One Equity Partners), **StageCoach** (DWS Infra), **Peel Ports** (Global Infrastructure Partners) and **London City Airport** (owned by Canadian pension funds).



**Figure 8 Large companies in the UK owned by private equity investors**

## How do PE firms raise money?

**Much of the money that PE firms invest comes from workers' pension funds around the world.** Both private sector and local government pension funds in the UK have invested extensively in private equity, and the government is encouraging them to invest more.

Large PE firms regularly seek to raise capital for their new funds from pensions funds and other investors. **PE firms charge our pension funds much higher fees than firms that invest in public companies.** A common fee structure is '2 and 20' - a 2% annual management charge, plus 20% of returns generated above an agreed level.

## What happens to companies under private equity ownership?

To buy companies out, PE firms typically borrow heavily against the assets and cash flow of the company being acquired. This is called "leverage" and is central to PE returns, because it can boost profit for investors even if the company itself does not fundamentally improve.

**Although the borrowing could be entirely repaid, many companies remain heavily indebted when they are sold on to new owners.**

Thames Water is a high-profile example in the UK.

**PE firms typically own companies for around six years before selling to another PE fund, or back onto the stock market through flotation.**

## Facts and Figures

### How leverage makes more money for PE Firms

- \* The PE firm buys a company for £100m using £20m equity and £80m debt.
- \* The company grows and pays down some debt; £50m of debt remains.
- \* The PE firm sells the company for £150m.
- \* £50m goes to lenders; £100m goes to the PE firm.
- \* Since the PE firm only invested £20m, this is a 5x return, driven primarily by leverage.

PE firms claim that they increase the value of companies during their ownership through 'strategic and operational improvements'. The industry has also repeatedly claimed that it creates jobs. However, **unions around the world have reported that companies under private equity ownership put pressure on job numbers and workers' terms and conditions as part of their efforts to reduce costs.**

Analysis of private equity portfolio companies undertaken by EY Parthenon for the PERG found that, in many years, both pay and employment growth in PE-owned firms was lower than the private sector as a whole.<sup>16</sup> In their most recent analysis, they found:

- Growth in employment for current PE portfolio companies was lower than the ONS private sector benchmark for six out of the last 10 years.
- Average annual employee compensation growth in the last reporting period under PE ownership was 2.9%, which is lower than the UK private sector benchmark of 5.1%.

The same analysis found that, over the long term, the use of leverage accounts for more of the financial performance of PE-owned firms than operational or strategic change.

### Things for Reps to consider

- \* Is your employer owned by a PE firm? If so, they may have made public commitments about employment conditions, and so might their pension fund clients.
- \* Does your pension fund invest with PE firms? If so, the fund might be investing in companies that are attacking workers' terms and conditions.



## 4.5 Bite-sized Bargaining: Ability to pay

Previous editions of Facts & Figures have identified how companies maximise profits and the methods they use.

- **Unite has identified five main forms of profiteering, including windfall profits.** Find out more here: <https://tinyurl.com/2dvcbwa6> or look in the March 2024 edition, p.76-80.
- **Companies paying dividends and share buybacks to shareholders indicates there is money for workers.** Find out more here: <http://tinyurl.com/3e3f3wv6> or look in the March 2024 edition, p. 235-236.
- **Companies will use various different measures of profit but the main measures are explained here:**<https://tinyurl.com/4z6jfbwc> or look in the February 2024 edition, p.73-74.
- **Explainer: Why you can use group profits to back up pay demands:** <https://tinyurl.com/yerzmsh8> or look in the June 2025 edition, p.83-85.
- **Companies listed on the world's largest stock exchanges made over £2.2 trillion in profit in 2024.** Find out more here: <https://tinyurl.com/ye237yha> or look in the October 2025 edition, p.70-71
- **Unite Reps have been using stock market analyst research to reinforce the ability to pay argument.** Find out more here: <https://tinyurl.com/4tnnvdtf> or look in the March 2025 edition, p.73-74

**Use Work Voice Pay's Financial Insider tool to generate a report about your employer's finances.** Find out more here: <https://tinyurl.com/yhk7y344>.







# SECTION SIX WORKPLACE ISSUES

5.	What's happening in our workplaces?	48
5.1	Fighting anti-worker automation through the Docks Combine	48
5.2	Unite's Pay Claim Generator and Collective Agreement Builder can help introduce a facilities agreement as part of a pay claim	53
5.3	Bite-sized Bargaining: Essentials for better workplaces	57

## Facts and Figures

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*Equality, safety, and decent conditions aren't extras. They're the basics. When workers stand together, we win better pay, safer jobs, and real equality. That's what Unite is built for.*

Sharon Graham, Unite General Secretary

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## 5. What's happening in our workplaces?

### 5.1 Fighting anti-worker automation through the Docks Combine

Unite held its **Docks Combine** meeting at the end of November. **Andy Green**, Chair of Executive Council and a docks Rep, talked about the main issues in the sector, the Docks Combine, and why sector-wide organising matters more than ever to improve jobs, pay, and conditions.



Hear it straight from the front line! Listen to the full interview in the Facts & Figures Podcast: **Spotify:**

<https://tinyurl.com/4uf9y5zc> **Apple Podcasts:**

<https://tinyurl.com/3uv8ae8d>



**What were the big topics of discussion which came out of that meeting?**

**Andy Green:** Our **Docks Combine** touched on three areas: health and safety, pensions, and certainly the big issue was automation.

Automation is currently affecting every single port in one way or another. The major container ports are the ones that are really beginning to feel the pressure from automation. Some ports already have equipment that's ready to be switched over to an automated operation, and some ports are already semi-automated. But what we can see is that it is increasing. The pace of automation is beginning to increase as well.

## Facts and Figures

What the Combine was able to do was to make us understand that every single port is facing the challenge of automation in one way or another. Whether it has a huge scale across the port, or just very small areas that are perhaps creeping up on them that we weren't aware of.

We were able to discuss these as ordinary Reps with one another, telling them that is already impacting upon jobs, pay, and conditions but encouraging them to think forward to say: "this is where we are today and we will be tomorrow with automation if it's left unchecked and unchallenged. What do you think the impact could be?" I think that was the real big thing that we took from the Combine: "Why not go back and have that kind of collective way of thinking? Let's think about automation. Let's think about the impact upon, not just our own port, but the industry itself."



**As a rep, being part of a Combine means thinking beyond your own port. Why isn't workplace or company-level bargaining enough any more, even in well-organised ports? What makes sector-wide collective bargaining so important for dockers today?**

**AG;** I think we have to understand our sector. Maybe if we look back 50-100 years, we had single port operators around the country. Today, we've got port groups that transcend national and local boundaries. We've got shipping lines, exactly the same. They operate on a huge, global level.

These are the global employers that we can't negotiate with on a local level. We have to organise and bargain on an equal footing. We have to be at that negotiating table with just as much power as the employer. That's why local and even national bargaining is sometimes really, really difficult to achieve any kind of success.

But we are certainly, now for the first time ever, as a Combine, beginning to look at that even more. How can we start looking at it on a national level if it's something to do with our terms and conditions and standards of the employment within the UK? But also on an international level. How can we bring those global employers to the table to start driving up terms, conditions and standards on an international basis?

I think that's something that we've never really looked at before, and now that's where we began to understand the power of a combine. I think it's about understanding that bringing every ordinary docker together, that's where our strength is. Because if we are going to improve terms and conditions across the sector, that's got to be negotiated as a sector collectively together.

If one port tries to negotiate on their own to raise terms and conditions, there is always a risk that they could be undermined by another port. Not intentionally, but if we're trying to push terms of conditions in one port, and our members are taking action, a shipping line can switch that cargo to another port and undermine that dispute.

If we are rock-solid collectively together, they're not going to be able to do that, and then they're gonna have to start listening to the demands of the sector. And that's when we can start driving and pushing improvements like we've never ever been able to do before.



**Are there examples from other countries where dockworkers have used a combine approach successfully – anything the UK can learn from?**

**AG:** If we look at the US ports on the Eastern Gulf Coast, they've got a really good collective bargaining system. I've been really fortunate to able to go and speak with those guys.



## Facts and Figures

They don't have a union hierarchy; their rank-and-file dockworkers regularly come together on a local, national and also international level.

They're able to set their own agenda and terms around their negotiating. They are an extremely powerful and well-organised group of workers. Within the last 12 months, they were able to organise and take action in support of their demands on automation and pay.

Now they've got an agreement with the national employers. There won't be a threat of automation for six years. On top of that, over the next six years, they've got over 60% pay increase.

**You're not going to be able to do that on a port-by-port basis. That has to be organised and arranged collectively, working as one single group of workers.**

**AG:** If we look at countries in South America, in Chile, the guys there regularly meet as ordinary rank-and-file dock workers. Again, within the country but also across the entire continent of South America. They are driving up terms and conditions and setting standards of employment.

It works because it involves the ordinary rank-and-file. I think that sometimes has been missed. Unions sometimes become bigger and too bureaucratic, and sometime we can lose the ordinary members. They don't see their place within their union.

The power of the combine is being able to bring in those ordinary activists, shop stewards and Reps and to get them to see their place in the combine, in their sector, and make them understand that they are a power and that they are able to exercise that power for themselves and a great benefit of their members.

And that, I think, is something that we've been missing for a very, very long time.





**And looking ahead, what role should rank-and-file dockers themselves play in shaping the industry's direction?**

**AG:** There is a number of ways. We have our own rank-and-file networks nationally and internationally. But I think the really exciting thing that we can do in our combine is exercising our political muscle.

Now in Unite, we have a really good political strategy, and that's changed. It's now much more industrially focused. There is a way and means now.

If our members want to kick-start a campaign, be it industrially, politically, we have access to funds. And we can now set our own agenda. The sectors can set their own industrial agenda, if that means campaigning on political issues, now we can do that. This isn't something that we have to wait for any more.

Rank-and-file members now can organise, strategise and act collectively with that real financial support behind them, getting their own campaigns running in those areas that they are passionate about.

**Lastly, you're also the Chair of Unite's Executive Council. Would you recommend Reps in other sectors to set up and get active in their own combines?**

**AG:** Absolutely! I think the Docks Combine has shown me that every single shop steward in my port and other shopstewards across our entire sector, they're not any more on their own.

They can come together. It's really, really heartening to see workers of each individual workplace coming together, sharing their experiences, understanding that they are all facing the exact same issues and that they're not alone. They are making those connections at the Combine, exchanging contact information, forming WhatsApp groups, keeping communication and dialogue going. That is really encouraging to see. Because when we start talking together, we will start acting together.

That's what I would absolutely love to see in every single sector, bringing ordinary rank-and-file activists, shop stewards together, letting them sit down to talk about their issues and struggles and what they want to do about their struggles. Because I think that's easy to just say that "we've all got the same concerns" but it's about "what are we gonna do about it?" That is the huge difference that a combine makes: It is not just talking, it's acting! So we can get them to strategise together, we can understand everyone's problems so we can find the solutions to those problems

## Facts and Figures

together. We can act together, fight together, and we will get a result together.

### 5.2 Unite's Pay Claim Generator and Collective Agreement Builder can help introduce a facilities agreement as part of a pay claim

**Facility time** is paid time-off during working hours for Reps to carry out trade union duties, which can help build membership and deliver on the union's policies. It can help improve **collective bargaining**, which can help defend and improve pay, jobs, and conditions.

Unite's Reps need time and resources to carry out their roles properly. This is necessary for good industrial relations to flourish.

**Facility time** encourages broader participation from diverse backgrounds. It allows union Reps to actively engage with their colleagues within working hours, ensuring under-represented groups' concerns are addressed.

For more info and a draft template: [Facility Time for Unite Representatives](#)

Unite's Pay Claim Generator, part of the Work Voice Pay toolkit, can help you bargain for introducing a facilities agreement as part of a pay claim.

Aside from the obvious benefit to workers, government figures have shown that the work of union Reps can result in significant savings to employers through productivity gains, reducing dismissals, reducing early exits, reducing the number of Employment Tribunal cases, reducing working days lost due to workplace injury, and reducing work-related illness.<sup>17</sup>

### How to use the Pay Claim Generator to bargain for a facilities time agreement

- The [Pay Claim Generator](#) can be found by navigating to the Work, Voice, Pay section at the top of Unite's homepage.



- Next, scroll down and select Pay Claim Generator.



## Work, Voice, Pay

Share

Unite is focussed on winning secure work, a strong union voice and decent pay for members. Central to achieving these aims are our shop stewards and reps.



Work Voice Pay is Unite's broad industrial strategy. It is a multi-faceted approach to supporting our reps to deliver for our members. Along with coordinating our pay bargaining, researching key workplace issues, building strike-ready workplaces and developing 'leverage' campaigning, an essential part of Work Voice Pay is providing support and tools to help Unite reps with your work.

This part of the Unite website is where reps can find the online elements of this support:

- [Campaign Templates](#)
- [Work, Voice, Pay guides](#)
- [Pay Claim Generator \(GB & NI\)](#)
- [Pay Claim Generator \(Republic of Ireland\)](#)

- After clicking on the big red "Pay" you first log-in using your Work, Voice, Pay login credentials, then you will enter the Pay Claim Generator.
- To include paid facilities time for Reps, add your company's name and scroll down to Section 5 of the pay claim, 'Trade Union Rights'. Select "Introduction of the Unite Trade Union Facilities Agreement" button.

- Selecting this button will automatically include text in your pay claim demanding facilities time for Reps.
- At the bottom of the page, you can download your pay claim as a PDF or as a Word file to easily distribute it to other members.

## Facts and Figures

- If you select the option to download the claim as a Word file, you can easily make any changes you want to the text.

If you have yet to try out the Pay Claim Generator tool, it can be accessed at <https://www.unitetheunion.org/work-voice-pay>

**For mobile users**, try flipping your phone to landscape to see Work Voice Pay on Unite's homepage, or head to <https://www.unitetheunion.org/work-voice-pay> to find the Pay Claim Generator.

### How to use the Collective Agreement Builder to create a robust facilities agreement

- The [Collective Agreement Builder](#) can be found by navigating to the Work, Voice, Pay section at the top of Unite's homepage.



- After clicking on the "Hard Hat" you first log-in using your Work, Voice, Pay login credentials, then you'll arrive at the Collective Agreement Builder.
- Click on the "Facilities Agreement" . We suggest reading our draft first to see what it contains.



## Facilities Agreement

Scrapbook (57)

Employer

Show WVP logo on title page? ☒

1. INTRODUCTION ☒

{{CompanyName}} (henceforth "the Employer" and Unite the Union (henceforth "the Union") recognise that it is to the mutual benefit of the Employer and its workers whether they be directly or indirectly employed, for the workers to be represented by the Union and therefore recognises the right of the Union to represent and negotiate on their behalf.

☒

2. GENERAL PRINCIPLES ☒

The purpose of this procedure is to establish a framework within which the relationship between the Employer, its workers and the Union can be further established and maintained.

☒

- Include the parts you would like to have in your agreement, and you can edit the parts by just clicking over the sections.
- After you are happy with the draft, type your company's name at the top and you will see the Facilities Agreement for your company.
- At the bottom of the page, you can download your Facilities Agreement as a PDF or as a Word file to easily distribute it to other members.
- If you select the option to download the Facilities Agreement as a Word file, you can easily make any changes you want to the text.



## Facts and Figures

### 5.3 Bite-sized Bargaining: Essentials for better workplaces

Remedies for equalities, health & safety, and terms & conditions issues can come through organising collectively through a union - and Unite will always back its members to fight for better conditions in the workplace.

- **HSE statistics indicate workers suffer from high levels of stress and physical harm across all industries.** Find out more here: <https://tinyurl.com/fu53ktm6> or look in Facts & Figures December 2024, p. 98.
- **Use Work, Voice, Pay tools to gain or improve sick pay rights in your workplace to ensure workers get more than the insufficient legal minimum.** Find out more here: <https://tinyurl.com/bddysf7e> or look in Facts & Figures November 2023, p. 195-197.
- **Zero-hours contracts have risen by 500% since 2010.** Find out more here: <https://tinyurl.com/mt5af4st> or look in Facts & Figures November 2024, p.60-62.
- **Companies advertise "ghost" jobs to undermine worker and official data.** Find out more here: <https://tinyurl.com/hcr5rr65> or look in Facts & Figures November 2024, p.64-65.
- **The ONS reports only 22% of autistic adults are in employment.** Find out more here: <https://tinyurl.com/yc5df346> or look in the July 2024 edition, p.66-67.
- **Under the Worker Protection Act 2023, employers have to take reasonable steps to stop their workers from being sexually harassed at work.** Find out more here: <https://tinyurl.com/mj2apcj3> or look in the January 2025 edition, p.50-52.

Blood Bank Issue Fridge



Blood Bank Issue Fridge







# SECTION SEVEN BUILDING INDUSTRIAL POWER

6.	Where are we building our industrial power this month?	62
6.1	Unite members at employers including Sellafield, BAE Systems and VUE Cinema are taking industrial action in December and January	62
6.2	Unite's Industrial Combines are leading the way in setting and raising standards across our sectors	65
6.3	Many National Industrial Sector Committees (NISCs) and Regional Industrial Sector Committees (RISCs)' meetings will take place in January 2026	68
6.4	Balloting Brief: Unite Reps across 9 workplaces are balloting their members in December and January	69

## Facts and Figures

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*We will look to join up local fights and maximise our power through coordination. Without coordination, how can you build solidarity? Without solidarity, how can you build an effective Union or deliver results at the workplace?*

**Sharon Graham**, Unite General Secretary

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## 6. Where are we building our industrial power this month?

### 6.1 Unite members at employers including Sellafield, BAE Systems and VUE Cinema are taking industrial action in December and January

In 2024, over 52,000 Unite members were involved in successful workplace disputes. Thousands more Unite members have taken industrial action across 2025.

- This month, more than 7,000 Unite members balloted at 29 companies across 12 sectors are taking [strike action](#).
- Unite members at **Certas Energy UK Ltd** and **Diligenta** are pushing their dispute at national level.
- **Job & Talent** bin Collection agency workers at **Birmingham City Council** are also taking strike action alongside permanent workers.

Employer	Region	Unite Sector	Dates
Veolia ES (UK) Limited - All drivers and loaders, Veolia Sheffield	NEYH	Local Authorities	Alternative weeks from 10 Nov until the end of the mandate
Birmingham City Council - Waste Management Refuse Collection	WM	Local Authorities	Continuous
Job & Talent - Birmingham City Council bin collection agency workers.	WM	Local Authorities	Continuous
Diligenta Liverpool, Glasgow, Reading, Edinburgh and Stirling	National	Finance & Legal	TBC
VUR Village Trading (Leeds Hotels)	NEYH	Service Industries	26-28 Dec
Glasgow VUR Village Trading No.1	SC	Service Industries	Until 02 Jan



## Facts and Figures

Employer	Region	Unite Sector	Dates
Ltd			
VUE Cinema - Glasgow	SC	Service Industries	Until 07 Jan
Transport for Greater Manchester	NW	Local Authorities	12, 25, 28 Nov
Sellafield	NW	Construction	Served action (only for 5 of the 34 employers) for 01-21 Dec
Arriva Midlands	EM	Passenger Transport	20-21 Dec, 05-06 Jan
Lee Interchange Bus Company	LE	Passenger Transport	08-09 Jan
Cambus	LE	Passenger Transport	20, 22, 24, 27 Dec
Diageo Belfast distribution workers	NI	Road Transport Commercial, Warehousing & Logistics	12-19 Dec
Bosch Rexroth	SC	Engineering, Manufacturing & Steel	TBC
Leeds City Council - staff involved in transportation roles	NEYH	Local Authorities / Passenger Transport	09, 16, 22, 23, 29, 30 Jan 04-06 Feb, 11-13 Feb, 17-20 Feb, 24-27 Feb, continuous from 02 Mar
BAE Systems - Air division, Lancashire	NW	Aerospace & Ship-building	Action is on and off depending on shift patterns and job functions, until 24 Dec
London Transit	LE	Passenger Transport	22 - 24 Dec, 31 Dec
Grosvenor Casino Limited	LE	Service Industries	26, 27, 31 Dec, 01 Jan
Turners (Soham) Q8 Energylink contract Grangemouth	SC	Road Transport Commercial, Warehousing & Logistics /	22 - 24 Dec

# Facts and Figures



Employer	Region	Unite Sector	Dates
		Chemicals, Pharmaceuticals, Process & Textiles	
<b>Keolis Amey Metrolink - Manchester Metrolink Trams</b>	NW	Passenger Transport	19, 20, 31 Dec
<b>Southwest Yorkshire Partnership Teaching NHS Foundation Trust - All Unite members employed at the Cheswold Park Hospital</b>	NEYH	Health	18, 19, 31 Dec, 01 Jan
<b>Doncaster and Bassetlaw Teaching Hospital and NHS Foundation Trust - Bassetlaw Hospital ITU nursing staff</b>	NEYH	Health	18, 19, 31 Dec, 01 Jan
<b>Airedale NHS Foundation Trust - All members under band 7, microbiology department</b>	NEYH	Health	18 - 24 Dec
<b>DHL Services Limited - Luton Airport</b>	LE	Civil Air Transport	19-21, 26-28 Dec
<b>OCS UK Group Ltd - BA soft services, Heathrow</b>	LE	Civil Air Transport	18-29 Dec, 15-26 Jan
<b>SAS Crew Services - All Scandinavian Airlines onboard crew</b>	LE	Civil Air Transport	22 - 24 , 26 Dec
<b>Certas Energy UK Ltd</b>	National	Road Transport Commercial,	22 Dec, 05 - 11 Jan, 19 - 25 Jan, 02 - 08 Feb

## Facts and Figures

Employer	Region	Unite Sector	Dates
		Warehousing & Logistics / Chemicals, Pharmaceuticals, Process & Textiles	

Table 6: Unite workplaces due to take industrial action from December 25. Source: Unite (as of 15 Dec 25)

### 6.2 Unite's Industrial Combines are leading the way in setting and raising standards across our sectors

Our Industrial Combines have helped bring Reps together to coordinate action sectorally. They are also the most effective way to raise awareness and understanding among workers within a specific industry.

#### Unite's Ground Services Combine will meet in March in London

Unite's Ground Services Combine will meet on 10-11 March in London and 16-17 June in Eastbourne. This combine includes anyone working in ground handling.

In the last meeting, delegates of the Ground Services Combine came together to discuss pay coordination. Reps also had a session on how to use **Work, Voice, Pay** tools in their collective bargaining.



Reps can join future meetings to discuss pay and working conditions. Please register here:

<https://surveys.unitetheunion.org/251625540948361>

The Ground Services Combine has also been carrying out an **online survey about health-related issues** within the aviation industry. To join the survey, click on the link:

<https://surveys.unitetheunion.org/250274033423042>

To get involved, please email [christine.vera@unitetheunion.org](mailto:christine.vera@unitetheunion.org) or National Officer Balvinder Bir: [balvinder.bir@unitetheunion.org](mailto:balvinder.bir@unitetheunion.org)

In the last meeting, Reps also made a solidarity visit to the striking Birmingham bin workers.



## Unite's Health Combine is campaigning for safe staffing numbers and will meet each month in 2026

Since it was created in 2022, **Unite's Health Combine** for Reps in England meets regularly to discuss, agree and develop campaigns across the NHS in England. Together, it takes on issues that health workers face and supports them to win.

**Meetings will take place each month and are open to all Reps in the sector.**

The Combine continues to develop its work on "safe staffing levels" by linking NHS annual survey results, which show numbers of sick days, with work-based stress / injury as the reason for absence. This followed a complaint made to the Health and Safety Executive (HSE) by Unite. So far, the work has shown that Trusts generally do not even carry out stress risk assessments before or after staff return to work. This work has been piloted in one branch and will now be rolled out more widely.

Key campaigns include:

- Safe Staffing Levels
- Sick Pay
- NHS England / Integrated Care Boards (ICBs)
- Pay Banding

## Facts and Figures

- Wholly Owned Subsidiaries
- Racism faced by staff linked to rise of the far right and Reform



The victories and ongoing disputes from the **Health Combine** so far:

- **HSL** - pay victory (15.4% over two years, improved sick pay, introduction of special leave, additional annual leave and pension protection for transferred staff). But just as importantly, the union secured a commitment to determine workload and safe staffing levels. This win came after a period of strike action.
- **Mental Health Unit Workers in Newham (Grosvenor Facilities Management)** pay and recognition victory. (Up to 15% pay rise, five days additional annual leave and will now be entitled to two months full sick pay and an additional two months half sick pay)
- **Guys and St Thomas Cardiac Theatre Nurses** - win in dispute over payback of hours after balloting for strike action.
- **Bassetlaw ICU nurses** taking strike action over fire and rehire. (This dispute can set an example across the sector when it comes to fighting organisations because of the fire and rehire practice.)
- **Barking, Havering and Redbridge clinical engineering and pathology members** - the fight includes opposing the imposition of new shifts, reduction of pay protection, failure to address complaints of bullying and discrimination.
- **NHS England and ICB Cuts** - our public call opposing government plans.



# Facts and Figures



- **Airedale NHS Foundation Trust Microbiology Department** - vote for strike action.
- **United Lincolnshire Teaching Hospital** - fighting against redundancies.
- **South West Yorkshire Partnership Teaching Hospital** - fighting for 'agenda for change' pay and conditions.
- **Mid and South Essex Foundation Trust** - demanding action after damning CQC report over "toxic management culture".
- **Liverpool Hospital** lab workers - fighting for safe staffing.
- **Guys and St Thomas** - balloting on items including failure to consult, bank shifts, risk assessments, PPE and facility time for Reps.

Email National Officer Onay Kasab to join the England Health Combine meetings each month: [onay.kasab@unitetheunion.org](mailto:onay.kasab@unitetheunion.org)

## 6.3 Many National Industrial Sector Committees (NISCs) and Regional Industrial Sector Committees (RISCs)' meetings will take place in January 2026

See below for a list of National Industrial Sector Committees (NISCs) that will meet across Britain throughout January 2026.

Committee	Date	Location
A&S	20-21 Jan	London
Automotive	19 Jan	Yorkshire
CAT	21 Jan	London
Construction	22 Jan	TBC
CPP&T	TBC	TBC
CYW&NfP	23 Jan	Birmingham
DRF&W	20 Jan	Birmingham
Education	20 Jan	London
EM&S	15 Jan	Yorkshire
Energy & Utilities	20-21 Jan	Bristol
FD&A	21-22 Jan	Leicester



## Facts and Figures

Committee	Date	Location
Finance & Legal	20 Jan	Birmingham
GDP&C	20 Jan	London
GPM&IT	15 Jan	London
Health	23 Jan	London
Local Authorities	22-23 Jan	Liverpool
Passenger Transport	21-22 Jan	London
RTCW&L	21-22 Jan	London
Service Industries	21 Jan	Birmingham

See below for a list of **Regional Industrial Sector Committees (RISCs)** that will meet across Britain throughout January 2026.

Committee	Date
London & Eastern Regional Committee	13-14 Jan
East Midlands Regional Committee	14 Jan
Irish Executive Committee	14 Jan
NEYH Regional Committee	12-13 Jan
North West Regional Committee	13 Jan
Scottish Executive Committee	13 Jan
South East Regional Committee	13 Jan
South West Regional Committee	13 Jan
Wales Regional Committee	14 Jan
West Midlands Regional Committee	5-6 Jan

### 6.4 Balloting Brief: Unite Reps across 9 workplaces are balloting their members in December and January

Unite members are fighting for better jobs, pay and conditions with fair and decent pay rises being essential during this cost-of-living crisis.

Across regions and sectors, Unite members are showing that they are prepared to face down bad bosses.

Employer	Region	Closing
Wolffkran Limited - All members employed on Crane Operative terms and conditions.	LE	18 Dec

# Facts and Figures



Employer	Region	Closing
<b>AWE Plc</b> - All members save for non-industrial grades working at Aldermaston and Burghfield	SE	18 Dec
<b>Safran Nacelles Limited</b> - All our members within the collective bargaining unit, save for Apprentices.	NW	23 Dec
<b>The City of Edinburgh Council</b> - All Housing Services Operatives at Grade 4, Grade 5 and Grade 6 in The City of Edinburgh Council working at Housing Property, Murrayburn Depot	SC	05 Jan 26
<b>Menzies Distribution Solutions Ltd</b> - All Class One Drivers	SC	06 Jan 26
<b>Guy's and St Thomas' NHS Foundation Trust</b> - All members	LE	07 Jan 26
<b>Barking, Havering and Redbridge University Hospitals NHS Trust</b> - All Clinical Engineer members and all members employed within the Pathology Department, save for those working at management level or above.	LE	12 Jan 26
<b>BAE Systems Plc</b> - All specified groups working at the Warton Aerodrome and Samlesbury sites, Lancashire.	NW	15 Jan 26
<b>Cwm Taf Morgannwg University Health Board</b> - All Band 6 Health Visitors employed by Cwm Taf Morgannwg University Health Board	WA	26 Jan 26

**Table 7: Unite workplaces currently balloting for industrial action. Source: Unite Balloting Department (as of 15 Dec 25)**

Where are we building our industrial power this month?

## Facts and Figures

### 7. Appendix 1: Significant Unite wins on pay and conditions

Major trade disputes won by Unite members over the last 12 months:

#### December 2025 wins

Sector	Company	Results
Health	GFM at Newham Centre for Mental Health	Up to 15% pay rise, five days additional annual leave, improved full & half day sick pay. Plus a recognition agreement
Passenger Transport	Arriva Leicestershire	6.5%, one off non-consolidated payment of £1,000 and an improvement to their bank holiday working rate
Passenger Transport	First Aberdeen	5.3% for one year
Passenger Transport	First Cymru	5%

#### November 2025 wins (RPI was 3.8%)

Sector	Company	Results
Docks, Rail, Ferries & Waterways	Immingham DB Cargo	£11,723 in back pay for each worker
Road Transport Commercial, Warehousing & Logistics	GXO Logistics	4%, boost to overtime payments
Government, Defence, Prisons, and Contractors	Amulet Security at Bank of England	4%+4% over two years, additional day of annual leave
Aerospace and Shipbuilding	Leonardo	8% over two years (across five sites)

#### October 2025 wins (RPI was 4.3%)

Sector	Company	Results
Chemicals,	Altradon EnQuest's Magnus	4.5%

# Facts and Figures



Sector	Company	Results
Pharmaceuticals, Process and Textiles	and Thistle Alpha platforms	
Aerospace and Shipbuilding	Lufthansa Technik	5%
Passenger Transport	Ribble Motor Services	Birkenhead - 10% Chorley and Preston - 6.2%
Passenger Transport	First West of England	8.6% over two years
Aerospace & Shipbuilding	Collins Aerospace	A fully consolidated 10.3% over a 28-month period
Civil Air Transport	Bournemouth International Airport	4.5% in year one, plus an additional £1/hour for workers classed as front of house backdated to 1 April.  In year two, an additional pay rise of inflation plus 0.5%, or 3.1% (whichever is greater)

## September 2025 wins (RPI was 4.5%)

Sector	Company	Results
Engineering, Manufacturing & Steel	EPTA UK	6% increase on all rates backdated to 1 April 2025, bonus scheme, improved holiday scheme, and improved maternity/paternity policy
Civil Air Transport	OCS Group at Edinburgh Airport	Two-year pay deal of 6.1% backdated to 1 January 2025 and a further 5% from 1 January 2026. Overtime rates increased by time and a half, as well as improved sick pay
Passenger Transport	First Potteries	9.8% pay deal over two years and £250 payment

## Facts and Figures

Sector	Company	Results
Chemicals, Pharmaceuticals, Process and Textiles	Alpla UK	Two one-off payments of between £1,000 and £9,000 based on experience and one additional day holiday

### August 2025 wins (RPI was 4.6%)

Sector	Company	Results
Public Transport	Cardiff Bus	5.86% + improvements to breaks and travel time
Public Transport	Stagecoach Northeast	5%
Aerospace	Princess Yachts	6.50%
Service Industry	Village Hotel Glasgow	10%
Civil AviationTransport	ICTS (Gatwick Airport)	7% + Bank holiday double time
Food, Drink & Agriculture	Dale Farm	4.75%
Chemicals, Pharmaceuticals, Process and Textile	Repsol Resources	8.5% over two years. In 2025/26, the pay increase amounts to 4.5% and in the following year due to changes in shift rotation allowances, workers will receive a further 4%.
Civil Aviation Transport	Glasgow Airport Limited	A two-year pay deal effective from January this year. In 2025, the pay deal includes a basic 4% rise alongside a one-off £500 payment. The cash payment is worth an additional 4% for the lowest paid members with airside support unit operatives gaining an additional uplift increasing their pay award by up to 11.6%. In 2026, the pay award will be equal to the December inflation rate and run for one year.



## July 2025 wins (RPI was 4.8%)

Sector	Company	Results
Energy	Scottish Water	The lowest paid Grade 2 workers will receive a 10.67% pay increase with increases for all other grades tapering to a 4.85% increase for the highest Grade 8 staff.
Civil Aviation Transport	Skytanking 'front-of-house' customer service, ramp and bagging agents	A basic 5% increase
Civil Aviation Transport	Menzies Aviation	The one-year pay deal, an average increase of 6.5% with some members gaining up to 10%, introduction of a pay grade system which rewards length of service and skills.
Road Transport Commercial, Warehousing & Logistics	Wincanton (Marshall's contract) Wilson James (Heathrow Passenger Assistance)	5% + £1000 lump sum
Road Transport Commercial, Warehousing & Logistics	Oxalis Logistics UK Limited	<p>Increases in the base rate and other elements of pay (excluding bonus):</p> <ul style="list-style-type: none"> <li>- Y1 - Effective 1st January 2025 - 5% .</li> <li>- Y2 - Effective 1st January 2026 - 3.5%.</li> <li>- Y3 - Effective 1st January 2027 - mean average of RPI and CPI for December 2026 with a minimum of 3%.</li> </ul> <p>Improvement to other terms and conditions including holiday and sick</p>



## Facts and Figures

Sector	Company	Results
		pay.

### June 2025 wins (RPI was 4.4%)

Sector	Company	Results
Civil Aviation Transport	Wilson James (Heathrow Passenger Assistance)	12.5%
Graphical, Paper, Media & Information Technology	Amcor Flexible Packaging	5.1%
Civil Air Transport	Gatwick Airport, Redline Oil	4.75% pay rise backdated to October 2025 + additional 1.75% from October 2025 + one fewer working hour a week
Community Youth Workers and Not for Profit	Livv Housing	7.7% + £175 non-consolidated payment + matched pension contributions between 6-10% + three more days annual leave + one fewer working hour a week

### May 2025 wins (RPI was 4.3%)

Sector	Company	Results
Civil Air Transport	Glasgow Airport ICTS	9.8% backdated to October 2024 + one off bonus of £500
Food, Drink & Agriculture	Brakes Brothers	5.1-9.8% for warehouse workers, hygiene, and distribution drivers. An 88p hourly increase for all workers+ one-off payment between £458-£515.
Civil Air Transport	Glasgow Airport, ABM, and OCS	5% for cleaners, OCS workers, and night shift + double time for Christmas and New Years Day
Civil Air Transport	Prestwick Airport	Backdated 6.8% to 1 April and improved shift

# Facts and Figures



Sector	Company	Results
		allowances
Passenger Transport	<b>First Bus Glasgow</b>	13.3% for engineers
Passenger Transport	<b>Arriva Midlands</b>	Pay increase sees workers earning £13.36 per hour will receive £14.00 per hour(backdated to July 2024) and a further increase to £14.45 per hour from July 2025. The offer also sees improvements to over-time rates and the introduction of a critical illness payment policy.
Engineering, Manufacturing & Steel	<b>Merson Signs</b>	The deal includes a two-hour reduction in the working week with no loss of pay, effectively delivering a 5% average pay rise. Workers will now move to a four-day working week and receive up £250 in back pay from 1 January.

## April 2025 wins (RPI was 4.5%)

Sector	Company	Results
Civil Air Transport	<b>Valero at East Midlands Airport</b>	6.5% in year one, and 3.5% in year two backdated to June 2024. Improved overtime rates, more holiday entitlement, paid training, and a one-off lump sum.
Civil Air Transport	<b>Edinburgh Airport</b>	5.8% and increase to shift allowances backdated to January, increases to the bonus scheme by up to £450, other improvements to working conditions including paternity, income protection and training policies. The overall pay uplift is worth up to 8% for the airport

## Facts and Figures

Sector	Company	Results
		workers.

### March 2025 wins (RPI was 3.2%)

Sector	Company	Results
Automotive Industry	BMW Hams Hall	3.5%
Civil Air Transport	American Airlines (Heathrow engineers)	Roughly 10% over two years, taking the average wage to £108,000
Passenger Transport	First Bus Hampshire	6.5% over two years

### February 2025 wins (RPI was 3.4%)

Sector	Company	Results
Passenger Transport	First West Yorkshire Limited (Huddersfield) - All Bus Drivers, Huddersfield	15.76% by April 2025
Engineering, Manufacturing & Steel	AFE Group Limited - All members	5.7%
Construction	Worley Services UK Ltd - Sullom Voe Terminal, Shetland	Members received a cost-of-living payment of £1500 plus pay increase of 4% 2023 and 4% 2024

### January 2025 wins (RPI was 3.6%)

Sector	Company	Results
Passenger Transport	Stagecoach West	11.1%
Construction	Altrad (Sellafield)	Joined the National Agreement for the Engineering Construction Industry (NAECI), resulting in pay rises of up to £6000 for some workers.
Civil Air Transport	North Air tanker drivers across Scottish airports	4.5% plus significant improvement to conditions, expansion of recognition to cover island airports.



## 8. Appendix 2: Unite recognition agreements

Over the last 12 months, Unite has secured many recognition agreements across the UK, with thousands more members now being covered by Unite in the workplace.

See below for a list of major recognition deals in the last year.

Date	Employer	Note
Dec 25	Grosvenor Facilities Management (GFM)	Union recognition and wage win (up to 15% and improvements to annual leave and sick pay)
Nov 25	Amulet Security at the Bank of England	Union recognition and enhanced pay
Oct 25	Bear Scotland	Union recognition and wage win (up to 7.25% and improvements to standby payments)
Oct 25	Norwich Eaton Park Café	Voluntary recognition agreement marking the first ever hospitality venue in the city to sign an agreement recognising its workers' chosen union.
Sep 25	Gipson Supported Independent Living	Recognition agreement covers everyone from housing support workers and counsellors to advice and employment workers.
Aug 25	EMCOR UK	A formal recognition agreement for workers in facilities management at Oxford University.
Aug 25	Lineage	Recognition agreement for 30 drivers and shunters.
Aug 25	Liverpool University	Improvement of collective bargaining agreement with new terms to protect home working for over 300 professional services staff after strike action.
Aug 25	Lockwood Haulage	Recognition agreement.
July 25	Culina Logistics in Tilbury Port	Recognition for 300+ workers.
July 25	Oscar Mayer	Recognition agreement for more than 500

## Facts and Figures

Date	Employer	Note
		workers, reinstatement of 26 dismissed workers, improvements to holiday compensation.
July 25	<b>TAC Healthcare Group Limited on Repsol platforms</b>	Recognition agreement for around 20 off-shore medics.
Jun 25	<b>Macmillan Cancer Support</b>	Recognition agreement voted for by over 200 workers.
May 25	<b>Key</b>	Extension of recognition agreement for 2,500 social care workers across Scotland.
May 25	<b>Sodexo at Sullom Voe terminal</b>	Recognition agreement for 30 workers at Sullom Voe terminal.
Feb 25	<b>Baxter Storey</b>	Formal recognition for Drax Canteen workers as well as a 5% pay rise for 2025.
Feb 25	<b>Siemens Mobility</b>	Recognition agreement for factory workers who strip down, repair, and reassemble trains.
Jan 25	<b>Advocacy Service Aberdeen (ASA)</b>	Recognition agreement for 20 workers and volunteers who provide services for vulnerable residents in Aberdeen.
Jan 25	<b>North Air tanker drivers (Scottish airports)</b>	4.5% on basic pay plus bigger uplifts for shift allowance, overtime, and bonus rates, extension of recognition agreements.
Jan 25	<b>Wilson James (Security @Sullom Voe)</b>	New recognition agreement, alongside other Unite organised employers at the terminal.



## 9. Appendix 3: Other unions' major pay increases

The following table details private sector pay deals of 5%+ won by other unions over the last year, taken from the **Labour Research Department**. They include multi-year deals.

Company	Date	Result (%)
DHL Inside Track	Apr 25	10.13
Capita TVL (Bristol and Darwen)	Apr 25	9.52
Damory Coaches	May 25	7.7
John Lewis/ Waitrose	Apr 25	7.35
City Cruises	Apr 25	7
GIST (Carlisle) BOC	Apr 25	6.77
Carlisle Support Services (Northern Trains)	Apr 25	6.73
Fiskars (Formally Wedgewood)	Apr 25	6.73
Hovertravel	Apr 25	6.73
Leather Producing Industry	Apr 25	6.73
Racing Staff NJC	Apr 25	6.73
Anderson Maguire	Apr 25	6.7
Baxterstorey Willow Green Bridgewater Morrisons distribution centre	Apr 25	6.7
Deeside Cereals	Apr 25	6.7
Lees of Scotland (Coatbridge)	Apr 25	6.7
Lightbody Eurocentral Finsbury Food Group (both in Hamilton and Motherwell)	Apr 25	6.7
NICHOLAS & HARRIS Ltd	Jan 25	6.7
Organ Building JIC (IBO)	Jan 25	6.7
Savencia Fromage & Dairy	Jan 25	6.7
Mitie (Merseyrail Soft Services)	Apr 25	6.67
GXO Logistics (Asda) Rochdale ASC & Skelmersdale ASC & Wakefield ASC	Apr 25	6.55
Radisson Blu Canary Wharf	Apr 25	6.53



## Facts and Figures

Company	Date	Result (%)
Midcounties Co-operative Society (Food)	Apr 25	6.5
Well Pharmacy [Bestway] (Pharmacists/ Pharmacist Managers)	Apr 25	6.5
Sofina (Scunthorpe)	Apr 25	6.49
Glatfelter (Caerphilly)	Apr 25	6.47
G4S (PSNI)	Mar 25	6.3
GXO Logistics (Asda) Bedford ASC, Bristol ASC, Erith ASC, Magna Park ASC/ERC, Washington ASC	Apr 25	6.18
Scottish Midland Co-op Society (Scotmid)	Apr 25	6
ABP Scotbeef (Bridge of Allan)	Apr 25	6
Phoenix Healthcare Distribution	Apr 25	5.93
A & P Falmouth	Apr 25	5.9
Pladis - both (United Biscuits - Manchester) and (United Biscuits - McVities) Harlesden	Apr 25	5.8
Doulton Water Filters	Apr 25	5.75
Mantec Industrial Ceramics	Apr 25	5.75
Gate Gourmet (LNER Contract)	Apr 25	5.7
Booker Wholesale Branch Assistants and Supervisors	Apr 25	5.6
Well Pharmacy [Bestway] (HSC)	Apr 25	5.5
Dartline	Apr 25	5.45
Carlisle Support Services (Arriva Rail London) Cleaners	Apr 25	5.4
Bidvest Noonan (c2c Contract)	Apr 25	5.3
HATS Group (both Lewisham Hospital Patient Transport and Queen Elizabeth Hospital Woolwich Patient Transport)	Apr 25	5.3
Nottingham Trams Ltd (NTL)	Jun 25	5.3
NSL (Royal Borough of Kensington & Chelsea)	Apr 25	5.26
2 Sisters Food Group (Thetford)	Apr 25	5.2
AF Blakemore	Apr 25	5

# Facts and Figures



Company	Date	Result (%)
Aldridge Fabrications	Apr 25	5
Amber Valley Norse	Apr 25	5
Bespoke Facilities Management (Hitachi Rail Doncaster)	Apr 25	5
FES FM LTD	Apr 25	5
G4S ( both in Kent Patient Transport Services and Northern Ireland Courts & Tribunals Service)	Apr 25	5
Independent Theatre Council (ITC) Performers, Stage Managers & Choreographers	Apr 25	5
ISS (Northern Trains)	Apr 25	5
Kerry Foods (Hillington)	Apr 25	5
Marks & Spencer	Apr 25	5
Pilgrims Pride UK Ltd (Bristol)	Apr 25	5
Royal Mail Property & Facilities Solutions (RMPFSL) Cleaners	Apr 25	5
Tata Consumer Products GB	Apr 25	5
United wholesale	Apr 25	5
Veolia (West Berkshire)	Apr 25	5
Walkers Shortbread	Apr 25	5

## Appendix 3: Other unions' major pay increases

# Endnotes

- <sup>1</sup>[https://www.unitetheunion.org/news-events/news/2025/december/newham-mental-health-staff-celebrate-newly-won-pay-and-conditions?\\_gl=1\\*vjg76m\\*\\_up\\*MQ..\\*\\_ga\\*NDEyOTU2MTkzLjE3NjU4MTgxMTU.\\*\\_ga\\_8SHG2YXZ79\\*cze3NjU4MTgxMTUkbzEkZzEkdDE3NjU4MTgxMTYkajU5JGwwJGgw](https://www.unitetheunion.org/news-events/news/2025/december/newham-mental-health-staff-celebrate-newly-won-pay-and-conditions?_gl=1*vjg76m*_up*MQ..*_ga*NDEyOTU2MTkzLjE3NjU4MTgxMTU.*_ga_8SHG2YXZ79*cze3NjU4MTgxMTUkbzEkZzEkdDE3NjU4MTgxMTYkajU5JGwwJGgw)
- <sup>2</sup>[https://www.unitetheunion.org/news-events/news/2025/december/arriva-leicestershire-strikes-off-after-unite-wins-improved-pay-offer?\\_gl=1\\*wxipxo\\*\\_up\\*MQ..\\*\\_ga\\*NDEyOTU2MTkzLjE3NjU4MTgxMTU.\\*\\_ga\\_8SHG2YXZ79\\*cze3NjU5MDI2MzYkbzlkZzAkDDE3NjU5MDI2MzYkajYwJGwwJGgw](https://www.unitetheunion.org/news-events/news/2025/december/arriva-leicestershire-strikes-off-after-unite-wins-improved-pay-offer?_gl=1*wxipxo*_up*MQ..*_ga*NDEyOTU2MTkzLjE3NjU4MTgxMTU.*_ga_8SHG2YXZ79*cze3NjU5MDI2MzYkbzlkZzAkDDE3NjU5MDI2MzYkajYwJGwwJGgw)
- <sup>3</sup>[https://www.unitetheunion.org/news-events/news/2025/december/first-aberdeen-drivers-and-staff-celebrate-early-pay-increase?\\_gl=1\\*1qos15g\\*\\_up\\*MQ..\\*\\_ga\\*MTk4NTI0MjQ4Ny4xNzY1NDc0MzEz\\*\\_ga\\_8SHG2YXZ79\\*cze3NjU0NzQzMTMkbzEkZzAkDDE3NjU0NzQzMTMkajYwJGwwJGgw](https://www.unitetheunion.org/news-events/news/2025/december/first-aberdeen-drivers-and-staff-celebrate-early-pay-increase?_gl=1*1qos15g*_up*MQ..*_ga*MTk4NTI0MjQ4Ny4xNzY1NDc0MzEz*_ga_8SHG2YXZ79*cze3NjU0NzQzMTMkbzEkZzAkDDE3NjU0NzQzMTMkajYwJGwwJGgw)
- <sup>4</sup>[https://www.unitetheunion.org/news-events/news/2025/december/welsh-bus-workers-celebrate-significant-pay-win-after-strike-action?\\_gl=1\\*1r4nxoc\\*\\_up\\*MQ..\\*\\_ga\\*NjkwNzM2MzYzLjE3NjUzODM3NDE.\\*\\_ga\\_8SHG2YXZ79\\*cze3NjUzODM3NDEkbzEkZzEkdDE3NjUzODM3NDQkajU3JGwwJGgw](https://www.unitetheunion.org/news-events/news/2025/december/welsh-bus-workers-celebrate-significant-pay-win-after-strike-action?_gl=1*1r4nxoc*_up*MQ..*_ga*NjkwNzM2MzYzLjE3NjUzODM3NDE.*_ga_8SHG2YXZ79*cze3NjUzODM3NDEkbzEkZzEkdDE3NjUzODM3NDQkajU3JGwwJGgw)
- <sup>5</sup>[https://www.unitetheunion.org/news-events/news/2025/november/pay-win-delivered-for-gxo-logistics-drivers-in-motherwell?\\_gl=1\\*1r4nxoc\\*\\_up\\*MQ..\\*\\_ga\\*NjkwNzM2MzYzLjE3NjUzODM3NDE.\\*\\_ga\\_8SHG2YXZ79\\*cze3NjUzODM3NDEkbzEkZzEkdDE3NjUzODM3NDQkajU3JGwwJGgw](https://www.unitetheunion.org/news-events/news/2025/november/pay-win-delivered-for-gxo-logistics-drivers-in-motherwell?_gl=1*1r4nxoc*_up*MQ..*_ga*NjkwNzM2MzYzLjE3NjUzODM3NDE.*_ga_8SHG2YXZ79*cze3NjUzODM3NDEkbzEkZzEkdDE3NjUzODM3NDQkajU3JGwwJGgw)
- <sup>6</sup><https://www.unitetheunion.org/news-events/news/2025/october/unite-secures-significant-pay-victory-at-hsl-following-strike-action#:~:text=Unite%20secured%20a%20significant%20pay%20victory%20for,the%200legal%20entity%20and%20receive%20%C2%A32500%20compensation>
- <sup>7</sup><https://www.ons.gov.uk/economy/inflationandpriceindices/timeseries/czbh/mm23>
- <sup>8</sup><https://www.ons.gov.uk/economy/inflationandpriceindices/timeseries/chba/mm23>
- <sup>9</sup><https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/previousreleases>
- <sup>10</sup><https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/industry2digitsicashetable4>
- <sup>11</sup><https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/workplacedisputesandworkingconditions/datasets/labdlabourdisputesintheuk>
- <sup>12</sup><https://www.ft.com/content/298999fb-b598-430d-8f55-7643639fdf79>
- <sup>13</sup><https://www.reuters.com/business/healthcare-pharmaceuticals/astrazeneca-hits-record-high-cements-lead-uks-biggest-stock-2025-11-11/>
- <sup>14</sup><https://www.ft.com/content/ded052f5-fad3-4fac-8999-65af3ed62d5b>
- <sup>15</sup><https://www.privateequityreportinggroup.co.uk/reports/uk-private-equity-annual-public-reports>

<sup>16</sup><https://www.privateequityreportinggroup.co.uk/Portals/0/Reports/EY-Annual-report-on-the-performance-of-portfolio-companies-XVIII.pdf>

<sup>17</sup>

<http://webarchive.nationalarchives.gov.uk/+/http://www.berr.gov.uk/files/file36336.pdf>



