



# 2025 Annual Report





# Introduction



2025 was a year of significant internal change for Usdaw.

A proud milestone in the Union's history came with the election of Joanne Thomas as its first woman General Secretary, and the new leadership team, with Rab Donnelly as Deputy General Secretary, took office in July.

Alongside these changes within the Union, there have been major developments politically and economically. Perhaps most significantly, the passing of the Employment Rights Act at the end of the year marks the culmination of years of work by the Trade Union Movement, in which Usdaw has been instrumental. Without our link with the Labour Party, the Employment Rights Act would not exist.

The Employment Rights Act will bring into force important new individual rights such as paternity leave from day one of employment, the removal of waiting days for Statutory Sick Pay and a ban on exploitative zero-hours contracts. It will also tackle the scourge of fire and rehire, which our members in Tetrosyl took industrial action over, as they faced losing thousands of pounds in pay.

The Employment Rights Act also creates important new collective rights, including access to workplaces for trade unions and making it easier for us to gain statutory recognition when employers refuse to engage with us. It is essential that the Union uses these rights to their full potential, so that we can give workers a stronger voice across the sectors where we organise.

The Union has been working to strengthen our organising and collective bargaining strategy and to ensure that our reps are fully supported to make the most of the new opportunities. There is still a great deal of scope for us to grow our membership within our existing agreements and this remains a key focus.

Thanks to the hard work of our officials and reps, we recruited more than 90,000 new members during the year, resulting in membership growth of almost 4,000.

Membership growth and strengthening our agreements is essential as our members face continued pressures from the cost of living. We continue to fight for improvements to pay and conditions beyond the statutory minimum across all of our agreements, in a challenging environment.

Alongside our collective bargaining work, we are calling on the Government to take action. We need a clear strategy for the retail sector so that our high streets can thrive. This must include measures to support job security and skills, so that our members are not left behind by the rapid development of new technology, including AI.

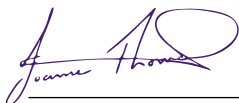
Our members continue to face unacceptable levels of abuse, violence and threats at work, and the 'Freedom From Fear' Campaign remains an essential part of our work. The Crime and Policing Bill progressed through Parliament and will finally introduce a standalone offence of assaulting a shop worker in England and Wales. We have also had a commitment to introduce this in Northern Ireland and it already exists in Scotland, following Scottish Labour MSP Daniel Johnson's Protection of Workers Act.

We continue to face a real and growing threat within our communities from the far right. We know that lots of our members are worried about the future, and that they feel frustrated about being insecure at work and not having access to good public services or affordable housing. This is the legacy that has been left by 14 years of Tory mismanagement. We know too that there are people trying to prey on those worries, by offering what look like easy answers, and trying to divide the country to further their own agenda.

It is a clear priority for our Union to stand up against all forms of hatred and division, whether it is in the workplace, on the streets or online. Our Union values of equality and solidarity are more important than ever and we were delighted at the record-breaking support members showed for Wear Red Day. We have strengthened our links with anti-racism organisations including Show Racism the Red Card and Hope Not Hate, and continue to work to promote anti-racism in the workplace.

Despite the challenges that we have faced during the year, we have made real progress by strengthening our political and industrial influence, and we must continue to focus every single day on delivering for members.

We would like to put on record our heartfelt appreciation for the support of members, reps and staff right across the Union, which has been fantastic throughout the year. We look forward to building further on this year's work as we look ahead to 2026.



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**Joanne Thomas**  
General Secretary



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**Jane Jones**  
President

## Important note

Delegates and Branch Secretaries who require information on the Annual Report or on the Financial Statements should send questions to Head Office at least SIX days prior to the Annual Delegate Meeting, so that a full reply can be provided.

# Summary of Union Membership and Administration

## Summary of Membership

### Membership at 31 December 2025

Industrial Membership	372,499
Political Membership	288,416
Sata Membership	6,358

### Membership Movement - 12 Months to 31 December 2025

New Members Enrolled	90,039
Increase in Membership	3,936
Number of Branches	364

### Membership by Gender

	Membership	%
Female	190,739	51.21
Male	181,203	48.65
Mx	557	0.15
<b>Total</b>	<b>372,499</b>	<b>100.00</b>

### Membership by Contribution Scale

	Membership	%
A	273,206	73.35
C	92,394	24.80
FM	3,288	0.88
SM	3,611	0.97
<b>Total</b>	<b>372,499</b>	<b>100.00</b>

## Membership by Region

	Membership	Increase/(Decrease) 12 Months to 31 December 2025
South Wales and Western	46,110	721
Eastern	55,004	1,317
Midlands	51,388	1,862
North Eastern	51,515	(246)
Scottish	39,503	913
Southern	53,083	391
North West	75,896	(1,022)
<b>Total</b>	<b>372,499</b>	<b>3,936</b>

## Membership by Country

Northern Ireland	13,930
Scotland	39,503
Wales	22,707
<b>Total</b>	<b>76,140</b>

# Administration

## Union's Staff

The Union's staff at 31 December 2025 totalled 331, of which 195 were women and 136 were men, as listed below:

Head Office	Men	Women	Total
Central Officials	3	1	4
National Officers	4	1	5
Heads of Department	2	3	5
Deputy Heads of Department	4	5	9
Designated Officers	13	7	20
Lifelong Learning Project Workers	-	2	2
Clerical Staff (full-time)	36	44	80
Clerical Staff (part-time)	-	12	12
DDH/Clerical	-	1	1
Ancillary Staff	4	6	10
<b>Total</b>	<b>66</b>	<b>82</b>	<b>148</b>

Regional and Branch Offices	Men	Women	Total
Regional Secretaries	5	2	7
Deputy Regional Secretaries	6	1	7
Area Organisers	56	29	85
Clerical Staff (full-time)	3	62	65
Clerical Staff (part-time)	-	15	15
Ancillary Staff	-	4	4
<b>Total</b>	<b>70</b>	<b>113</b>	<b>183</b>

During the year a total of 32 members of staff left the Union's employment for a variety of reasons.

The National Executive Council placed on record their appreciation for the long and conscientious service of the following members of staff who retired:

Name	Position
Jane Bland-Moore	Membership Administrator, Records
Adrian Collins	Area Organiser, Bristol
Janet Davies	Administrator, Warrington
Karen Davies	Area Organiser, Warrington
Brendan Duggan	Executive and Administration Officer
Peter Evans	Area Organiser, Cardiff
Angela Gill	Legal Advisor, Legal Services
Mike Glover	Head of Media and Communications
Paddy Lillis	General Secretary
Dave McCrossen	Deputy General Secretary
Raf Rey	Area Organiser, Faversham
Lisa Santi	Senior Membership Administrator, Records
Allison Waterson	Cleaner, Warrington
Mark Wheatley	Area Organiser, Kegworth

The following appointments were made during the year:

Name	Position
Karl Adams	Area Organiser, Bristol
Aiden Aldred	Area Organiser, Warrington
Julia Baldwin	Training Officer
Adam Birks	Area Organiser, Waltham Cross
Neil Butchart	Area Organiser, Faversham
Susan Butler	Area Organiser, Kegworth
Paul Colton	Area Organiser, Warrington
Leighann Davidson	Area Organiser, Belfast
Rab Donnelly	Deputy General Secretary
James Entwistle	Deputy Head of Media and Communications
Damien Gill	Area Organiser, Warrington
Liz Green	Senior Researcher, Research and Policy
Alexandra Greene	Area Organiser, Bristol
Darran Handley	Area Organiser, Warrington
Andy Hearn	Regional Secretary, Southern Region
Darren Miller	Executive and Administration Officer
Chris Morris	Head of Media and Communications

Name	Position
Marco Ourique	Area Organiser, Andover
Kyla Parsons	Deputy Regional Secretary, North Eastern Region
Kelly Pinkney	Regional Secretary, North Eastern Region
Joanne Thomas	General Secretary
Stuart Warren	Area Organiser, Redditch
Nouman Yousaf	Area Organiser, Kegworth

## Remembrances

During the year the National Executive Council noted with deep regret the deaths of:

Margaret Gibbs	former Accounts Clerk, Birmingham
Eileen Gibson	former Clerical Assistant/Typing, Belfast
Clare Hansen	Area Organiser, Warrington
Ellen Hornby	former Accounts Clerk/Shorthand Typist, Liverpool
John Johnson	former Divisional Training Officer, Eastern Division
Michael Lunn	former Area Organiser, Basingstoke
Gladys Maybury	former Supervisory Shorthand Typist, Glasgow
Margaret Smith	former Shorthand Typist, Newcastle
Tony Sneddon	former Area Organiser, Edinburgh
Eric (Jacko) Suckling	former Deputy Divisional Officer, Eastern Division

References must also be made regarding the deaths of numerous members during the year, many of whom gave loyal service and devotion, not only to the Union, but also to the wider Trade Union and Labour Movement.

# Environmental Commitment

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## Intent and Strategy for Usdaw

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It is Usdaw's intent to be an environmental champion that makes a positive impact towards global environmental commitments. Usdaw recognises that it shares a common responsibility in its operations to work towards minimising environmental impacts associated with the activities and services that are provided to the membership.

## Strategic Oversight

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The strategic approach for Usdaw is to reduce the organisational carbon footprint through various pragmatic and initiative-taking actions that will protect the environment, whilst continuing to deliver excellent value for money to the membership and third-party stakeholders within the greater community where Usdaw operates.

## Operational Review

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Usdaw's operational impacts are regularly discussed at management and departmental levels. Consideration is given to how Usdaw can improve within its operations and the environmental impacts that Usdaw activities may have on the membership experience.

The review of the Usdaw energy supply portfolio takes place every three years. A balance of considering operational cost and that of striving towards a lower carbon footprint is at the forefront of Usdaw's strategic approach. Usdaw's energy supplier is EDF who, in a report by HM Department for Energy and Net Zero, is Britain's largest generator of zero-carbon electricity, supplying 17% of the UK's energy needs. An approach that is contributing towards the UK striving towards net zero by 2050.

## Estates Management

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Usdaw has considered its energy use on the Usdaw property estate. Operationally, Usdaw is currently undertaking an estate refurbishment and refresh, where energy saving approaches are being actively implemented. Energy consumption on average across the estate in 2024 dropped by 14% or 22,079 kWh and continued to fall in the later part of 2025, identifying a reducing carbon footprint whilst increasing value for money in the Usdaw membership service delivery.

## Delivery of Services

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The Usdaw motor vehicle fleet has historically been powered by fossil fuel burning internal combustion engines (ICE). An extensive programme is underway to refresh the Usdaw vehicle fleet at the end of the vehicle economic and operational cycle. Cleaner and leaner burning hybrid variants (where local constraints exist) and fully electrically powered motor vehicles are being commissioned, enabling the environmental delivery of frontline member services, delivering CO<sub>2</sub> savings, whilst covering an estimated mileage of 393,736. The Usdaw fleet of motor vehicles is now comprised of 86% being either EV or hybrid, with a reducing 14% of purely ICE powered motor vehicles.



CO<sub>2</sub>e saving (kg)

**62,840**



Total electric miles

**393,736**

## Procurement Strategy and Deployment

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Usdaw has a refreshed approach to how the internal supply chain processes are managed. This has resulted in new ways of obtaining goods and services used for day-to-day activities, avoiding multiple hand-offs throughout the operational delivery of member services whilst reducing carbon consumption within the delivery cycle. Green strategies, such as considering refurbished stock items, are adding value to Usdaw's environmental credentials of making a positive impact towards the environment, whilst supplying the membership with value for money.

# Industry Reports

## Retail Crisis

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The retail sector continued to face significant challenges throughout 2025 and despite modest economic growth and a positive trend in average earnings, consumers remained cautious in their spending.

The Centre for Retail Research (CRR) highlighted that retail job losses and store closures in 2025 were at the highest level since 2018. The CRR reported that 17,349 stores closed down, with the loss of 201,953 retail jobs. This included a number of high profile retailers collapsing into administration such as Fired Earth, Claire's and Quiz Clothing. Poundland narrowly avoided administration by being sold to new owners for £1. Office for National Statistics (ONS) data showed that retail accounted for the highest number of job losses across all UK sectors in the past 12 months. The British Retail Consortium (BRC) and the British Independent Retail Association (Bira) have expressed concern about the scale of job losses and the disproportionate impact on part-time jobs, which have seen the steepest decline.

Retail staff both need and deserve a better, fairer deal and ultimately if the sector is to prosper, action must be taken to ensure that retail jobs are better jobs, by:

- The reform of business rates to tackle the uneven playing field between online and bricks and mortar retailers.
- The highest possible levels of protections for workers through the current Employment Rights Act.
- An industrial strategy for retail, including union representation of retail workers on the UK's Industrial Strategy Council.
- Firm action to tackle retail crime and protect all retail workers.
- Support with retraining and upskilling, with a strong focus on ensuring the workforce is ready for future challenges including technology/automation and the transition to net zero.

## Economy

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In 2025, the UK continued to face a tough economic climate. Despite this, the Office for Budget Responsibility (OBR) upgraded its 2025 full year economic growth forecast to 1.5%, up from 1% in March, however future forecasts have been downgraded.

The economic legacy inherited from the Tories continued to take its toll on working people, leaving Labour to pick up the pieces. In November 2025, the Chancellor Rachel Reeves announced that the two-child limit will be scrapped from April 2026, a crucial step towards tackling appalling levels of child poverty in the UK. In addition, the budget

contained measures to level the playing field in the retail sector with permanently lower business rates for retail properties and an end to low value import relief, to ensure fair tariffs.

As inflationary pressures ease, albeit slower than expected, the Bank of England was able to cut base interest rates four times during the year. Interest rates started at 4.75% in January and ended the year at 3.75%. This has relieved pressure on borrowers who have faced elevated mortgage and loan rates. Further easing is expected in 2026 in response to economic challenges including a cooling labour market and stagnant growth.

Global trade policies faced significant challenges following the imposition of tariffs by the United States and the measures taken in response, leading to volatility in financial markets and uncertainty for businesses. Ongoing conflict in the Middle East continued to cause disruption to supply chains impacting the cost of raw materials and shipping.

## Pay Bargaining

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At the end of the year, the median pay settlement stood at 4%. The weighted average stood at 5.05%. The weighted average accounts for the number of workers covered in each settlement and is significantly affected by pay deals which cover a large number of members. It should be noted that these average figures represent the increase on the basic rate only, whereas pay deals are often more complex than this.

Many pay settlements are influenced by the National Minimum Wage (NMW) and National Living Wage (NLW). In April 2025, increases of between 6.7% and 18% were applied to all NMW/NLW rates. The uplift in the minimum wage increased pressures on negotiators, as they sought to preserve the gap between Usdaw employers and minimum wage employers.

In August 2025, the Government's commitment to deliver a genuine living wage moved a step closer as it once again placed the cost of living at the heart of the Low Pay Commission's (LPC) remit when making recommendations on future rates. The LPC were also asked to consult widely on how to deliver the commitment to end discriminatory age bands and create a single adult rate.

Throughout the year, Usdaw provided robust evidence to the LPC emphasising that our members continue to face ongoing cost of living pressures. The Union called for the LPC to recommend the highest possible increase, to reach £15 an hour as soon as possible and to subsequently not fall below 75% of median hourly earnings. In addition, the Union made strong recommendations for age bands to be removed at the earliest opportunity.

In November 2025, the Government accepted the recommendations of the LPC for a 4.1% increase to the NLW from £12.21 to £12.71 per hour, with higher percentage increases for under 21s, effective from April 2026.

Separately to the NLW, in October 2025 the Living Wage Foundation announced a 6.7% increase in the real Living Wage, making the new rates £13.45 per hour and £14.80 in London for over 18s.

The Union welcomed Government progress towards delivering a statutory real Living Wage following years of inaction on low pay by successive Tory Governments.

## Organising

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While 2025 was another challenging year, the Union was able to recruit over 90,000 new members during the year. This was down to the fantastic work of our recruiters and organisers showing the incredible value of Usdaw membership. Over the course of the year, total membership grew by almost 4,000 and there was a noticeable increase in the number of Usdaw reps.

The number of non-members across all our agreements remains significant and the Union must continue to make the most of available facilities to build our collective strength.

The Employment Rights Act delivers important new rights that will significantly widen our potential pool for recruitment and ability to establish new agreements. The Union's organising framework will need to carefully balance our organising activity to strengthen existing agreements, while taking advantage of new opportunities.

## Key Issues in 2025

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### Cost of Living Crisis

While average wages have risen faster than inflation over the last 12 months, significant increases to basic essentials continue to fuel a cost of living crisis for low paid workers.

This is reflected in responses to our Cost of Living Survey which highlighted that:

- 67% of members feel worse off compared to five years ago.
- 77% cannot afford to take time off work when they are ill, up from 73% the year prior.
- 62% have taken out loans to pay everyday bills, with almost half struggling to keep up with repayments.

### Delivering a New Deal for Workers

The Employment Rights Act received royal assent at the end of 2025 and the Government published a roadmap for the implementation of key rights during 2026-27.

The Union has worked hard to ensure the Act delivers the changes workers need, including:

- Removal of waiting days for Statutory Sick Pay and the removal of the Lower Earnings Limit so all workers qualify.
- Day one rights to paternity leave and unpaid parental leave.
- A ban on fire and rehire in all but the most extreme circumstances.
- A requirement for employers to offer guaranteed hours, reasonable notice of shifts and compensation if those shifts are cancelled.
- Day one rights to bereavement leave and protection from unfair dismissal.



# Chemical and Pharmaceutical

## Usdaw's Presence

Usdaw has a significant membership and collective agreements at national level with a number of pharmaceutical companies. These include Alliance Healthcare, Well Pharmacy, Phoenix Healthcare, AAH Pharmaceuticals and Boots Logistics.

At regional level, Usdaw continues to have considerable membership in large workplaces, such as Unilever's manufacturing sites at Port Sunlight and Leeds. The Union also has members at various smaller manufacturing sites.

## Developments in the Chemical and Pharmaceutical Sector

There continued to be a lot of downward pressure in the pharmaceutical sector in 2025.

The costs of the manufacturing of pharmaceutical goods were heavily affected by high levels of inflation in previous years leading to higher costs to the pharmaceutical companies.

The nature of the contract of providing drugs to the NHS means that this cost cannot be passed on to the customer. There has been a shift in the ordering habits of customers, with orders being placed to multiple companies with the cheapest rates per item rather than ordering everything from the same place. This continues to put pressure on pharmaceutical companies, with deliveries going out with fewer items but still making the same number of stops, meaning a drop in sales but with the same overheads.

## Pay and Conditions

During the year, a number of pay settlements were agreed following negotiations with Usdaw and ballots of our members:

- **AAH Pharmaceuticals** – Effective from 1 July 2025, wages for Warehouse days members increased by 8% to £12.40 per hour, with the nights rate increasing by 4.4% to £13.90 per hour. A Team Leader Rate was established as £12.90 per hour for days, and £14.40 per hour for nights. The CD Room Operatives also had a rate established at £12.60 per hour. FLT Drivers on days saw pay increase by 5.7% to £12.65 per hour, with nights receiving an increase of 4% to £14.70 per hour. An FLT Team Leader rate was established at £13.15 per hour, with a night rate of £15.20 per hour. Drivers received an increase of 6.3% to £12.75 per hour with the Saturday rate increasing by 1.3% to £13.58 per hour. A Driver Team Leader Rate was established at £13.25 per hour. LGV Drivers received a 4.5% increase to £15.03 per hour with a night rate of £17.45 per hour. Salaried administration staff and supervisors received an increase of 6.5%.
- **Alliance Healthcare/Alloga** – Pay negotiations with the company began in early 2025. The deal was put to the members in May and was accepted by 61% of the membership. The deal saw Warehouse Grade C outside of London staff receive a 50p per hour increase effective

from 1 April 2025, with a further 14p increase from 1 October 2025. All other warehouse grades received a 40p per hour increase from 1 April 2025, and a further 14p per hour increase from 1 October 2025. Transport workers received a 3.5% increase from 1 April 2025, with a further increase of 1.1% from 1 October 2025. At Alloga UK, Warehouse Grade A & B staff received a 40p per hour increase from 1 April 2025, and a further increase of 14p per hour from 1 October 2025. Transport at Alloga UK received a 3.5% increase from 1 April 2025 and a further 1.1% from 1 October 2025. For Alliance Healthcare members the company made a commitment to bring in a national standardisation of breaks in the warehouse, consolidate Grade B into Grade A, forming a new Grade 1 pay rate from 1 October 2025. Grade C was renamed as the Grade 2 pay rate from 1 October 2025. The warehouse full-time equivalent was confirmed as 39 hours.

- **Boots Logistics** – Following negotiations, an offer was accepted by 56% of the membership. Effective from 1 April 2025, the new pay deal saw a 5% increase for Warehouse Operatives to £12.60 per hour and a 4.3% increase for the Jambusters pay to £14.60 per hour.
- **Phoenix Healthcare/Rowlands** – There are three pay negotiations with Phoenix Healthcare, who now own Rowlands Pharmacies. These are Phoenix Healthcare (for distribution), Rowlands retail staff, and Rowlands Pharmacists. Effective from 1 April 2025, the Phoenix Healthcare pay deal increased to £12.98 per hour (6.46%) for Team Leaders, £12.92 per hour (6.5%) for Drivers, £12.52 per hour (5.82%) for Qualified FLT Drivers, £12.47 per hour (6.31%) for CD Operatives, and £12.32 per hour (5.93%) for Warehouse Operatives. This deal was accepted by 75% of the membership at ballot. The Rowlands retail staff pay deal increased to £12.32 per hour (5.93%) for Delivery Drivers, £12.32 per hour (5.93%) for Trainee Healthcare Partners, £12.52 per hour (5.83%) for Healthcare Partner Level 2, £13.70 per hour (5.3%) for Healthcare Partner Level 3, and £15.48 per hour (4.67%) for Accuracy Checking Pharmacy Technicians. For Hospital colleagues pay increased to £12.63 per hour (5.78%) for Healthcare Partner Level 2 and £15.89 per hour (4.54%) for Accuracy Checking Pharmacy Technicians. Following rejection of the first offer, the Rowlands Pharmacists bargaining unit received a 2.5% increase.
- **Well Pharmacy/Bestway Healthcare** – A two-year deal was accepted by ballot, with the first year protecting at least 50% of the current differential from NLW, and with the second year restoring the differential regardless of the level of increase in the NLW. This offer also included back pay, effective from 1 April 2025, and brought John Bell & Croyden colleagues onto the location pay supplement of £1 per hour.

# The Co-operative Movement

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## Usdaw's Presence

At the end of the year, Usdaw had over 23,000 members covered by Co-op agreements. Membership in the Co-operative Movement includes those employed in retail, warehouse and distribution, funerals, travel, clerical, florists, and pharmacy across different societies, of which the Co-op Group is the largest.

## Developments in the Co-operative Movement

### Co-op Group

The Co-op Group entered the first half of 2025 in a position of strength, having made significant improvements to their finances over the past two years. However, the Group experienced a major cyber attack in spring. The attack significantly impacted the Co-op Group's supply chain and digital services.

These challenges clearly had a significant impact on the balance sheet of the Group, with an estimated adverse trading impact of £206 million. However, their solid financial position enabled the Co-op Group to weather these significant challenges and they were able to maintain crucial services to its members and stores throughout.

The Group continues to work to strengthen their business. Group revenue for the six months to July 2025 was around £5.5 billion, down by 2.1% on the previous year and up by 1.5% when the effects of the cyber attack are stripped out. Net debt reduced by £27 million over the same period.

### Midcounties Co-operative

The Society was impacted by the cyber attack on the Co-op Group, who operate the national buying and distribution service for the Midcounties food business. Following this, the Society delivered gross sales of £767.7 million in the first half of 2025 which was a decrease of 1.8% over the same period last year. This was a result of a reduction in food sales caused by the cyber incident, coupled with the strategic decision made by the board to exit from the majority of petrol filling stations.

Gross profit reduced by £4 million resulting from the reduction in food sales. However, their operating profit was £4.2 million, representing a lesser reduction of £1.4 million. Overall, the Society recorded a loss after tax of £5.1 million, in line with last year.

### Central Co-operative

In their interim results the Society posted gross sales of £448.1 million, which was a decrease of 7.8% compared to the same period in 2024. Trading profit was £4.5 million, an increase of 4.1% compared to the same period last year.

### Midcounties and Central Co-op Merger

In the second half of the year, Midcounties and Central Co-ops proposed a merger of the two societies to their members. The new single society will be the UK's largest independent co-operative retailer. It will have over one million members, more than 13,000 employees, annual sales of approximately £1.8 billion, and a portfolio including over 500 food stores, 170 funeral homes, 70 travel agencies, and almost 50 nurseries.

The merger was put to a ballot of members from both societies in November and December 2025 and was overwhelmingly approved. Both Midcounties and Central Co-op will continue to operate under their existing society names for the foreseeable future.

### Lincolnshire Co-operative

Despite also feeling some impact from the Co-op Group cyber attack on their buying and distribution, Lincolnshire Co-op posted a strong trading performance, with a robust turnover of £372.8 million. Overall, the reduction in sales for the food business had an impact between 1 and 2%, however, the Society continues to invest in growth and long-term financial sustainability.



## Pay and Conditions

### Co-op Group

- **Customer Team Members (CTM) and Post Office Counter Assistants** – Colleagues received a two-step increase, representing a 5% increase overall. Effective from 1 April 2025, an increase to £12.30 per hour and from 1 August 2025 £12.60 per hour.
- **Team Leaders** – Colleagues received a two-step increase, representing a 5% increase overall which increases the current differential to CTM's to £1.39 per hour. Effective from 1 April 2025, an increase to £13.65 per hour and from 1 August 2025 an increase to £13.99 per hour.
- **Co-op Funeralcare – Funeral Directors, Embalmers, Funeral Arrangers, Admin Arrangers, Funeral Service Operatives, Driver Bearers and all other colleagues paid on a 'spot salary'** – Effective from 1 April 2025, roles with a current spot rate greater than £12.21 per hour received a 3% increase to the pay pot distributed equally as the same pence per hour (39p). Effective from 1 October 2025, roles with a current spot rate equal to £12.21 per hour received an increase from £12.21 to £12.60 per hour in line with the real Living Wage commitment. Standby rates for standby worked on or after 1 April 2025 increased by 3%.
- **Co-op Group Support Agreement** – Effective from 1 April 2025, colleagues received a matrix-based increase to individual salaries, which was not based on performance ratings but gave the highest increase to staff paid the lowest against their benchmark. For eligible colleagues below the work level minimum (89%), the increase was 3.1%. For those at 90% to 109%, the increase was 2.75%. For those at 110% to 119%, the increase was 1.5%. For any workers 120% and up, there was no increase.
- **Co-op Retail Logistics – National Warehouse and Clerical Agreement** – Members accepted a 3.5% increase on base rate of pay with effect from the anniversary dates. Effective from 1 February 2025 for all NWCA/CWA colleagues and 1 May 2025 for all NMA/CWS colleagues. This will also apply to shift premiums and overtime rates which are derived from the base rate. The freezer premium also saw a 3.5% uplift (35p to 36p per hour). The improved rates were implemented in September and backdated to the anniversary dates.
- **Co-op Retail Logistics – National Transport Agreement/ Co-op Transport Agreement (CTA)** – Members accepted a ten-month pay offer, implemented in the October payroll. Effective from 1 April 2025, a 4.2% increase on basic rates of pay. This increase was applied to weekend and unsocial hours premiums within the CTA. The increase was backdated to 1 April 2025, with the anniversary date reverting to 1 February for the purposes of the Annual Salary Review in 2026.

### Midcounties Co-operative

With effect from 1 April 2025:

- **Team Leaders** – Received a two-step increase representing a 4.97% increase overall. An increase to £13.23 per hour (4.17%) in April and an increase to £13.33 per hour from October.
- **Food Team Managers, Food Store Managers and Post Office Managers** – Received a 2% increase, or 1% increase if currently paid over the banding.

- **Qualified childcare** – Received between 2.8% and 10.2% (London).
- **Deputy Nursery Managers, Nursery Managers and Senior Nursery Managers** – Received a 5% increase, or 1% if currently paid over the banding.
- **Travel Advisors, Senior Travel Advisors and Virtual Travel Expert** – Received between 5.5% and 6.5% increase.
- **Assistant Travel Managers** – Received a 5% increase, or 1% if currently paid over the banding.
- **Travel Branch Managers** – Received a 2% increase, or 1% if currently paid over the banding.
- **Central teams, Support Services and non-operational colleagues** – Received a 1% increase.

### Central Co-op

With effect from 1 April 2025:

- **Customer Service Assistants** – Received a 3.3% increase to £12.40 per hour.
- **Team Leaders** – Received a 3.3% increase to £14.07 per hour.
- **Duty Management** – This rate remained at £1 per hour.
- **Funeral roles covered by agreement** – Received a 3.3% increase.
- **General** – The minimum rate increased to £12.40 per hour when relevant (ie Support Centre roles).

### Lincolnshire Co-operative

Usdaw members accepted the Society's proposed increase, averaging 5.8%.

For colleagues covered by the Retail Agreement, with effect from 1 April 2025:

- **Customer Service Assistants and Post Office Counter Clerks** – Received an increase from £11.59 to £12.36 per hour, an increase of 77p.
- **Food Team Leaders** – Received an increase from £12.92 to £13.86 per hour, an increase of 94p.

All other colleagues received a minimum rate of £12.36 or an increase of 77p per hour.

For colleagues covered by the Specialist Agreement, with effect from 1 April 2025:

- **Funeral Arrangers** – Received an increase of 94p per hour.

All other colleagues received a minimum rate of £12.36 or an increase of 77p per hour.

A 10% increase to unitary payments was also agreed.

# Dairy Industry

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## Usdaw's Presence

Usdaw's membership in the sector remains strong and the Union continues to develop our relationship with major dairy employers such as Arla, Müller Milk and Ingredients, and Saputo Dairy UK. These employers are significant producers of liquid milk and dairy products such as cheese, butter and spreads.

## Developments in the Dairy Industry

In 2025, the UK dairy industry saw a forecast for moderate milk production growth, a stabilisation of input costs, and a continued shift in domestic demand towards value-added products like cheese and yoghurt. However, the sector faced challenges including declining herd sizes, global trade tensions, and uncertainty surrounding new farm support policies. Despite these issues, there was strong growth in exports of certain products like powders and whey, while imports also increased significantly, especially for cheese and yoghurt.

As a result of the consumer shift in demand towards value added products, while overall cow's dairy volumes declined, spending increased due to higher prices. Cheese volumes grew, particularly cheddar, alongside increases in snacking, speciality and cottage cheeses. Yoghurt, yoghurt drinks, and cream volumes also grew.

The Dairy Roadmap for sustainability expanded in 2025 to include retail, food service, and wholesale businesses, alongside farmers and processors, meaning that the roadmap now covers the entire dairy value chain. The industry is focusing on sustainability through initiatives such as implementing carbon management plans, reducing water and energy usage, and promoting collaboration for on-farm infrastructure improvements like rainwater separation.

## Pay and Conditions

- **Arla Foods (Logistics, Cheese, and MY bargaining groups)** – Effective from 1 April 2025, a 4% increase on all pay rates and allowances.
- **Müller Milk and Ingredients (MMI & MMID)** – Effective from 1 April 2025, a 75p increase to hourly base rates. The company also committed to reviewing the levels one to five framework by April 2026.
- **Müller Milk & More** – Effective from 1 April 2025, a 6.65% increase to all basic rates of pay. In addition, an increase in annual leave based on the following service scale:
  - 5 years to 9 years – one additional day (moving up to 26 days per annum).
  - 10 years to 14 years – two additional days (moving up to 28 days per annum).
  - 15 years plus – two additional days (moving up to 30 days per annum).
- **Saputo Dairy UK** – Effective from 1 April 2025, a 3.4% increase across all basic rates of pay and associated payments.



# Food Manufacturing

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## Usdaw's Presence

Usdaw's membership in the sector stood at over 10,500 at the end of the year.

Usdaw reps and members in food manufacturing have continued to work in difficult circumstances at sites, as the increasing cost of commodities and fluctuating inflation impacted demand across the sector.

## Developments in Food Manufacturing

### 2 Sisters

Usdaw currently has agreements at five 2 Sisters sites, with all sites undertaking local pay negotiations. Usdaw continues to push the company to re-establish the twice yearly National Joint Consultative Committee.

### Pladis

Of the seven Pladis sites in the UK, Usdaw has recognition at two and holds quarterly joint consultation meetings with the company. The Pladis European Works Council continued to hold in-person meetings attended by all delegates from the UK and Europe.

Usdaw convenors from across the UK Bargaining Groups, along with the National Officer, were pleased to have been able to negotiate a 5.8% pay increase on all pay rates and allowances effective from 1 April 2025, which was overwhelmingly accepted by the membership with 90% voting in favour of the offer.

### Kellogg's

Usdaw has recognition at the Trafford Park and Wrexham sites.

The Union secured a two-year pay deal at the Wrexham site, with a 4.75% increase on the base rate in year one, and 2.8% increase in 2025, in line with CPI in February. Members also received one lieu day to be taken in 2025.

A significant positive development this year has been the introduction of an enhanced paternity policy, granting members ten weeks' full paid leave - a strong win for work-life balance and family-friendly policies on site.

In Trafford Park, a two-year deal worth a 10.6% increase was secured. This was made up of a 4% increase in 2025 and a further 2% in January 2026, as well as two £500 attendance bonuses paid in January and October of 2026 and four days in lieu. Unfortunately, the site is set to close on 30 September 2026 following an announcement made in 2024.



# Retail Food

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## Usdaw's Presence

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Retail Food remains Usdaw's largest sector. Supermarkets continue to call on the Government to address retail's disproportionate tax burden, arguing that easing taxes on grocers would help curb food inflation.

Following on from the announcement that retailers in England will receive a permanent 10% discount to business rates from April 2026, Usdaw has called on the Scottish Government to follow suit in its own budget announcement in January 2026.

At the end of the year:

- Tesco membership stood at 145,993, this figure covers all parts of the business.
- Morrisons membership stood at 32,666.
- Membership in Sainsbury's was 23,283.

## Developments in Retail Food

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### Tesco

- **Business Performance** – Tesco released interim results on 2 October 2025, reporting very strong trading results, including gaining market share, and increasing the projected full year adjusted operating profit from £2.7 – £3 billion to £2.9 – £3.1 billion. UK like-for-like Group sales were up 4.9%. Statutory revenue was £36 billion, up 3.6% at actual rates. UK & ROI adjusted operating profit was £1.5 billion, up 2.1%. The Group's 2025 Annual Report and Financial Statement includes a section on the company's progress against its own strategic priorities – Magnetic Value for Customers, I Love my Tesco Clubcard, Easily the Most Convenient, and Save to Invest. The company reported positive progress against all four metrics.
- **Store Structure Changes** – At the start of 2025, Tesco announced a series of structure changes across their estate, the most significant of which were changes to the Phone Shop management structure. The changes placed a number of staff at risk of redundancy. The Union entered into collective consultation with the business over the proposals, seeking to mitigate and minimise the impact of the redundancies and give impacted members as many options as possible. As a result of the consultations, the Union was able to secure a commitment from the business to consider individual preference to leave/stay, improvements to the redundancy pay calculation, Payment in Lieu of Notice paid in all deferral situations, extended trial periods and increased time off for interviews/training.

- **Head Office Restructures** – The business undertook two restructures throughout the year, impacting staff at its head office as part of the continuing review of its office functions. The Union entered into collective consultation with Tesco over the proposed changes and was able to secure a number of improvements to the terms originally proposed by the business.
- **Health and Safety Rep Elections** – Elections took place in September for Health and Safety Reps. This was for Usdaw Health and Safety Reps in Tesco stores and Dotcom Fulfilment Centres, and Sata Health and Safety Reps in all areas of the business, except Tesco Bank and Tesco Maintenance.

### Sainsbury's

The company's performance has continued to deliver strongly in the first year of the Next Level Sainsbury's strategy, with the food business going from strength to strength and double-digit profit growth in Sainsbury's. Retail underlying operating profit was £1.03 billion, up 7.2% versus 2023/24. Whilst looking forward, the Union welcomes the company's commitment to building on grocery performance, with plans to open 15 new supermarkets in 2025/26 as well as the 14 new sites acquired in key target locations this year.

The company announced a restructure of their zonal structures following a management review in early May. This involved the introduction of three zones instead of four and a new process for Zonal Meetings, with one rep elected per Sainsbury's Zone.

In July, Sainsbury's introduced a colleague multi-skilling model following a trial, which identified four core skills to independently resolve customer queries, as well as improve colleagues' opportunities for increased hours in other departments.

The Union also held three successful Membership Week campaigns throughout the year, which were again supported by the company in identifying non-members and facilitating access for reps, in line with the agreement.

The company once again supported the Union's Respect for Shopworker's Week nationally, encouraging reps and members to set up a front of store campaign stall to boost the Union's profile and invited senior leaders along to meet with MPs in some stores.

The company continues to support the Union in offering extra hours to colleagues and members first, as an alternative to recruiting new temporary staff where appropriate.

## Morrisons

Financially, Morrisons reported another challenging year. The debt level remains high and continues to put pressure on the business. As a result, the company ran several trials and pilots across the year to increase efficiencies and react to customers' needs, which the Union has regularly scrutinised on behalf of its members to ensure that they are appropriate for their work setting. The Union's strong representation in this regard has ensured that the company have kept these pilots under regular review.

Across 2025, the Union and Morrisons have worked to negotiate a new National Agreement, updating the previous agreement from 2013, with a new agreement hopefully being launched in early 2026.

## Pay and Conditions

- **Tesco** - Following pay negotiations in early 2025, an increase of 5.2% was agreed and endorsed by the full National Forum. The increase took hourly rates from £12.02 to £12.45 per hour in March and to £12.64 per hour in August across Tesco stores and fulfilment centres, with London colleagues seeing their pay increase to £13.66 and then to £13.85 per hour. This increase meant that Tesco hourly pay would exceed the real Living Wage outside London and continue to meet the London Living Wage rates within the M25. Since 2022, Usdaw has secured increases in the basic hourly rate for Tesco members of over 32%. The pay deal also included improvements to company sick pay, night premium, shift leader pay and the colleague discount card. Sunday premium payments were removed for those colleagues that still received them, bringing Tesco in line with other retailers. Eligible colleagues received an 18-month one-off payment to protect their earnings.

The 2026 pay review process began in July 2025 with the circulation of the pay survey. Following the success of last year's method, with reps completing surveys directly with members in store, the survey was run in this way again. This allowed for in-depth engagement with members and gave reps the opportunity to speak to non-members about joining Usdaw. Almost 3,500 responses were recorded, a near 10% increase on the previous year. The Pay Team met in November to discuss the items submitted through the survey and via the Store Director Forums and agreed the items to be submitted on behalf of the membership for the 2026 Pay Negotiations. Following the endorsement of the full National Forum, the pay claim was submitted to Tesco. Negotiations are to take place in February 2026.

- **Sainsbury's** - Members received a 5% increase in pay over two stages, moving the hourly rate to £12.45 by August 2025, whilst in November, the National Committee again presented pay items for the company's consideration ahead of the 2026 pay review.
- **Morrisons** - The 2025 pay negotiations with Morrisons have been very challenging. Usdaw submitted its pay claim in November 2024 in good time for the anniversary date of April 2025. Morrisons repeatedly delayed the start and continuation of negotiations, with it taking three meetings to establish that the company will be making no offer to increase pay or improve any other terms and conditions. The Union very strongly and robustly made representations regarding the company's decision, urging them to re-engage with the National Committee in meaningful negotiations. The company reiterated its position, so the Union formally registered a failure to agree with Morrisons and requested to quickly move to the next stage to meet with ACAS for conciliation only. At the time of writing, the first conciliation meeting has taken place with a second meeting scheduled for January 2026.



# Retail Non-Food

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## Usdaw's Presence

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Membership stood at over 40,000 at the end of the year, making Retail Non-Food the Union's second largest sector.

The Union is committed to making progress in extending the remit and scope of existing agreements and strengthening relationships with companies across the sector, and continues to put pressure on other companies to engage with Usdaw.

This has been another challenging year for our members in the sector, with Helen Dickinson, CEO of the British Retail Consortium stating "Consumers put the brakes on spending, with the slowest growth in 2025 so far. This was due largely to declines in non-food sales, as fashion and full price big-ticket items were held back by lower consumer confidence. Gaming bucked the trend, thanks to some popular new releases."

## Developments in Retail Non-Food

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### Sainsbury's Argos

Progress in the Union's relationship with Sainsbury's Argos continues and following the merger of the two companies, the Union continues to support and represent members as the company moves to a more integrated business model.

Within the Argos arm of the business, the National Joint Consultative Committee (JCC) continues to meet regularly with the company to raise issues on behalf of members and has seen the company listen to feedback and respond to a number of the Union's calls.

In October 2025, the Union supported members in Argos Financial Services Contact Centre through the redundancy process following the sale of the business to NewDay.

The Argos Joint Consultative Forum continued to meet throughout the year, with a representative from each Local Fulfilment Centre (LFC) meeting at a national level to address concerns specific to the LFC population.

### B&M Bargains

The Union continues to grow and gain influence within B&M Bargains. New reps are welcomed and encouraged in order to help form a national network. The Retail JCC meetings continue to meet and raise issues for the membership across the regions.

At the Lesmahagow site, the Union supported members through the TUPE process as they were transferred to local company Hayton Coulter.

### Ikea

Usdaw continues to build a network of reps in Ikea to raise the Union's profile and membership with support from the company.

Nationally, the Union continues to keep in close contact with senior management from the company, supporting members through Project TORO (Transforming Our Retail Operations), which involved reviewing and restructuring their retail leadership structures.

### Marks and Spencer

Usdaw continues to support reps and members in workplaces and Union-side meetings remain an opportunity to link with members to discuss updates and key issues.



## Poundland

This year the company was acquired by Gordon Brothers, launching a 'Part 26A Restructuring Plan' to address their cost base in the UK, a legal process that involved contacting creditors such as landlords to reorganise the business to return to growth.

This involved the closure of approximately 130 unprofitable stores, as well as the frozen and digital distribution centre at Darton, South Yorkshire in 2025 and the national distribution centre at Springvale, West Midlands, due to close in early 2026. Delivery volumes were absorbed into the existing distribution centres in Wigan and Harlow. Usdaw has supported collective and individual consultations in all regions, ensuring members are supported throughout the process.

The Union has recognition at two Poundland distribution sites and holds quarterly National JCC meetings between senior reps and management, with pay negotiated locally.

## Primark

The Union continues its working relationship with Primark, both in Britain and Northern Ireland.

In May, as part of the company's Right Person, Right Place, Right Time Project, 50 stores were identified as inadequately resourced, with too few colleagues available during peak trading hours. The Union therefore supported members through a voluntary redundancy programme to realign store headcounts.

The Union continues to play an active role in the recruitment of new members and inductions and will revisit discussions to set up a National JCC meeting next year, as part of wider conversation around updating the agreement.

## Selfridges

The Union continues its working relationship with Selfridges, with positive discussions held around facilities for recruitment and a new agreement heading into next year.

## Pay and Conditions

- **Argos Retail** – Following the 2025 pay review, with effect from 1 August 2025, the basic rate of pay rose to £12.60 per hour for Argos colleagues, matching the real Living Wage and rising by 5% over two stages. In London, basic pay rose to £13.85 per hour.
- **Poundland** – Following the 2025 pay review, with effect from 1 April 2025, the basic rate for those over the age of 21 rose to £12.46 per hour, which represents an increase of 6.4%.
- **Ikea** – Effective from 1 April 2025, staff pay increased to £13.45 per hour across provincial units, £14.15 per hour in outer London units and £14.85 per hour for London stores.



# Road Transport and Distribution

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## Usdaw's Presence

Usdaw remains one of the largest trade unions in the sector with over 25,000 members.

## Developments in Road Transport and Distribution

It was a challenging year for the sector, including the looming driver shortage, whereby the Road Haulage Association highlighted the need for 40,000 new drivers per year over the next five years.

The primary focus of pay negotiations was achieving the biggest possible increase to base rates again, to alleviate the ongoing effects of the historic cost of living crisis facing our members.

## Pay and Conditions

- **AF Blakemore** – Effective from 1 April 2025, an increase of 75p added to all rates of pay below £12.42 per hour. An increase of 62p added to all rates of pay from £12.42 per hour and above. An increase of 5% added to all additional elements of pay.
- **Bestway** – Effective from 1 April 2025, colleagues received increases between 2.7% and 6.7% dependent on role.



- **Evri**
  - **Depots** – Effective from 1 May 2025, all warehouse colleagues received a range of increases dependent on site and role with a minimum of 2.5% increase (outside of the NLW). Van Network Drivers received a 2% increase on core rates. Drivers received a 2.5% increase on all rates.
  - **Hubs** – Effective from 1 April 2025, a range of increases dependent on site and role, with all colleagues receiving a minimum of 3.5% increase (outside the NLW).
- **GXO Logistics (Asda)** – Effective from 1 April 2025, a range of increases dependent on site, from 6.18% to 6.55%.
- **GXO Logistics (Sainsbury's)** – Effective from 1 July 2025, a range of increases dependent on site, from 2.8% to 4.4%.
- **GXO Logistics (Tesco)** – Effective from 1 March 2025, a 3% increase to basic and consolidated rates, including all elements which make up normal pay, which includes any shift allowances, night premiums, overtime and weekend premiums, and bank holidays.
- **GXO Logistics (Morrisons)** – Effective from 1 April 2025, a range of increases dependent on site, from 1.42% to 6.4% on basic rates, plus a one-off lump sum payment of 2.95% basic rate, to a maximum of £750 (pro rata).
- **Martin Brower** – Effective from 30 March 2025, a 3.8% increase to all basic rates and all elements that make up normal pay. The introduction of the weekend premium and bank holiday payment for Stock and Admin and Transport Clerks.
- **Next Distribution (Usdaw)** – Effective from 1 April 2025, all employees previously earning £12.70 per hour or below received a 65p increase, equating between 5.2% to 5.5%. Employees earning more than £12.70 per hour received a 3% increase.

- **Ocado** – Within Ocado, the Union has full recognition in all Customer Fulfilment Centre (CFC) sites, as well as all LGV and Service Delivery, Spoke and Zoom sites.

Pay negotiations for the CFC sites were undertaken collectively, at a national level once again, in the Andover, Erith and Purfleet regions. Dordon negotiations were undertaken regionally.

Following the national CFC negotiations, effective from 31 March 2025, Personal Shoppers received a total uplift of between 4.3% and 5.02% on basic rates, over two stages. All hourly paid LGV colleagues received a 4.15% increase on all hourly base rates, in Zoom sites there was a 4.53% increase for Delivery Team Members and a 5.02% increase for Warehouse Team Members, both over two stages. Basic rates of pay in Delivery Operations increased by 4.1% and 4.6%, with increases to premiums for Marshalls, Night Marshalls and Chargehands.

- **Sainsbury's Distribution** – Within the Sainsbury's Distribution network, the Union has recognition at three sites supplying Sainsbury's food stores. The following pay settlements were reached:

- **Waltham Point** – Two-year deal. A 4.5% increase in year one (2024) and then an uplift of 3% or RPI, whichever is higher, in year two (2025).
- **Rye Park** – 12-month deal. A 3.25% increase on basic rates for legacy contracts and fixers, 3.5% increase for 2nd Gen and clerical contracts.
- **Haydock** – 12-month deal. A 3.5% increase for legacy contracts, 3.62% for 2nd Gen contracts and 3.5% for clerical contracts.

- **Tesco Distribution**

**Salmon Book and Five Book** – Effective from 1 July 2025, for colleagues on the 2022 contract, all drivers and all maintenance received a 3.8% increase to all hourly rates, with a further 0.7% increase to all hourly rates from 9 November 2025. For colleagues on other contracts, one-off payments of appropriate lump sum value to match the equivalent value of the 2022 contract (3.8% and 0.7%), and a 1.5% increase on base rates. Drivers Meal Allowance increased by the above core award on those dates.

**New Book** – Effective from 1 July 2025, a 3.8% increase to all hourly rates, with a further 0.7% increase to all hourly rates from 9 November 2025. Drivers Meal Allowance increased by the above core award on those dates.

- **Yodel** – Effective from 1 April 2025, a 30p per hour equivalent increase (in addition to the NLW increase). In addition, all key role differentials were re-established including an 80p differential for Hatfield. The pay increase also applied to all variable and fixed allowances and Cherry contractual sick pay to nine weeks of full pay and three weeks of half pay.





# Departmental Reports

## General Note

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This section of the Annual Report provides information about the work of the following Head Office departments:

- Administrative Services.
- Education and Training.
- ICT.
- Legal Services.
- Media and Communications.
- Research and Policy.

# Administrative Services

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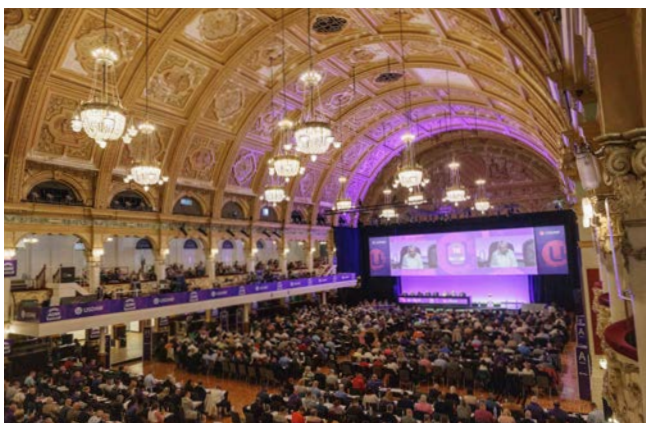
## Annual Delegate Meeting

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The department was involved in organising the Annual Delegate Meeting (ADM), including preparing conference documentation, compiling, proofreading, producing and issuing the Preliminary and Interim Agenda Papers, along with the Annual Report, and proofreading and producing the three National Executive Council Statements that were presented to conference. The department also prepared and issued credentials for delegates, visitors and officials, arranged the End of Conference social event and dealt with enquiries about conference arrangements.

The department liaised with the office of the Mayor of Blackpool, the local Trades Union Council, the Winter Gardens staff, the local authority and several other external bodies in respect of conference arrangements. During conference itself, the department provided administrative support for compositing meetings and assisted the Standing Orders Committee (SOC) in preparing the Final Agenda Paper. The department also provided technical, clerical and administrative support to the SOC throughout conference. In addition, general assistance was provided to delegates and visitors through the General Office and information on speakers and debates managed via the visual display system.

Conference was attended by 501 delegates from 265 branches, representing 85% of the total industrial and political membership. Conference was also attended by the National Executive Councillors and Regional Councillors, 115 officials and over 279 visitors.



## Branch By-Laws and Standing Orders

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The department examined and advised upon draft by-laws and standing orders from branches to ensure that they do not conflict with the general Rules of the Union. The drafts were prepared for consideration and approval of the National Executive Council. In addition, the department provided advice and assistance to officials on branch matters as required.

## Conferences

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The department provided administrative assistance in connection with the registration of delegates, payment of expenses, submission of motions, nominations for elections and prior meeting arrangements in connection with Union representation at TUC and Labour Party Conferences at both national and regional level.

## Data Protection

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In conjunction with the Union's Data Protection Officer, the department assisted staff, reps and members with general data protection queries. Current practices and processes are continually reviewed for compliance with data protection.

## Diary

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The department worked with our supplier to prepare, proofread and produce the diary. This involved collating information on the Union's regional and branch offices, the Usdaw Parliamentary Group and on the services provided by Head Office departments. It also contained guidance on running branch meetings and on the ADM, together with general information and UK maps. 12,500 copies of the diary were printed.

## Elections and Ballots

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The department was responsible for all administrative work associated with the conduct of the Union Elections for Standing Orders Committee and representatives to congresses and conferences along with administration work for two Regional Council By-Elections in the South Wales and Western and Midlands Regions.

In addition, the department was responsible for all administrative work associated with both the General Secretary and Deputy General Secretary Elections to close of nominations, at which point responsibility was transferred to the independent Scrutineer and Returning Officer, Civica Election Services.

The department was also responsible for overseeing the counting of numerous postal ballots connected with pay and terms and conditions at work.

## Grant-in-Aid for Federations

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No grant-in-aid applications were made. At the year-end, 11 federations were in operation.

## Long Service Awards

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The department issued a total of 419 awards to members who had attained 30 and 50 years' membership of the Union. This involved identifying the recipients, notifying their local officials, and producing and issuing the awards.

## Property and Insurance

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The department assisted the Executive & Administration Officer on a variety of property matters, including fixed and moveable assets, the sale of the former central office building which was completed in November and liaised with the Union's property managing agents in respect of maintenance and refurbishment matters.

In addition, the department authorised payment of rents, rates and general services for Union property.

## HR Matters

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During the year, the section provided support, advice, and guidance on a wide variety of HR issues, including the rollout of a new HR system, health and safety matters, recruitment and selection of staff, disciplinary issues, performance management and supporting managers in applying the Sickness Absence Procedures.

### HR System (iTrent)

A new HR system, iTrent, was launched on 1 May. In preparation, SelectHR was phased out, with data being archived where necessary and cleaned/prepared for importation into the new system.

The section project managed the setup, testing, implementation, documentation, training and rollout of iTrent, with holiday rules, absence, lieu time and flexitime functionality available from the launch date. Training materials and guidance were prepared for managers and self-service users, and training was delivered across the Union. Sickness Absence Formula functionality was developed and tested with the software supplier and a monitoring tool was set up after the rollout to manage the Union's requirement for staff to take a minimum and maximum number of holidays prior to 31 October in the holiday year.

Functionality for group calendars and additional absence approvers was configured, tested and made available to users. Continuous development of functionality is being undertaken.

### Staff Handbook

Changes were made to the following sections of the Staff Handbook:

- Eye Tests.
- Harassment and Bullying Procedure.
- Holidays.
- Settling-In Allowances.

A new Sexual Harassment Policy was also added to the Staff Handbook and the section issued updated Managers HR Toolkit guidance on Harassment and Bullying.

## Occupational Health

The section has prepared and submitted 15 medical referrals for members of staff.

## Health and Safety

The section was involved in making the arrangements for the bi-annual Health and Safety Committee meeting, for which it produced statistical, technical, and other information and compiled the minutes and action points.

They also contributed to the arrangements and delivery of a Health and Safety rep training course. Nominations for Health and Safety reps were requested, and positions were confirmed.

The section provided guidance and support on 17 in-house risk assessments including DSE, stress and pregnancy.

## Training

During the year, the section delivered classroom training on the following courses:

- Grievance and Disciplinary.
- Managing Sickness Absence.
- Recruitment and Selection.

Training on how to use iTrent was provided to new managers and new members of staff throughout the year.

## E-Learning

During the year, the section monitored and updated e-learning content for managers on the following topics:

- Grievance and Disciplinary.
- Managing Sickness Absence.
- PPDR.
- Recruitment and Selection.
- Refresher Training on HR Policies and Procedures.

# Education and Training

The department provided a varied education service to all members and staff. The department also continued to develop and offer training online and produced a number of courses for both reps and members throughout the year.

## Courses for Union Representatives

The provision of three to five days' training for Shop Stewards and Safety Representatives continued to be the most significant part of the service provided. A total of 344 courses were held and these were attended by 3,835 representatives. This provision was made up of 236 Shop Stewards courses, of which 93 were introductory, 143 were advanced; 108 Health and Safety courses, of which 41 were introductory, 67 were advanced. The details are as follows:

Sector		Gender		Ethnic Origin		Hours of Work	
Retail	Non-Retail	Men	Women	White	Black/ Ethnic Minority	Full- Time	Part- Time*
2,517	1,318	2,209	1,626	3,324	511	2,410	1,425

\* Defined as working less than 34 hours.

## Branch Officer Training

Five residential courses for newly appointed Branch Officers were held at Head Office. These were attended by 53 officers, details of whom are as follows:

Sector		Gender		Ethnic Origin		Hours of Work	
Retail	Non-Retail	Men	Women	White	Black/ Ethnic Minority	Full- Time	Part- Time*
25	28	30	23	50	3	35	18

\* Defined as working less than 34 hours.



## Online Training

The department offered a significant number of online bite-size courses for our members.

Some of these courses were aimed at new reps who had not yet completed their training. The table below shows the number of reps who completed each course this year:

Course Title	Number of Reps
The Role of the Rep	530
Organising and Recruitment Part 1	441
Organising and Recruitment Part 2	392
Representing Members Part 1	343
Representing Members Part 2	298
Health and Safety Reps Handbook Part 1	185
Health and Safety Reps Handbook Part 2	159
Health and Safety Reps Handbook Part 3	131

Other online courses available included Mental Health, Data Protection and Sexual Harassment.

Overall, over 6,000 reps and members engaged in our online courses this year.

## Residential Summer Schools

The First Series and Second Series Summer Schools were held at Hillscourt, Birmingham. The First Series sought to develop awareness of trade union issues and was attended by 37 members. The Second Series had a common theme of developing organising in the workplace. Within the school, there were four separate strands concerning Trade Unions, Health and Safety, Politics, and Women. This school was attended by a total of 34 members. The details are as follows:

	Sector		Gender		Ethnic Origin		Hours of Work	
	Retail	Non-Retail	Men	Women	White	Black/ Ethnic Minority	Full- Time	Part- Time*
First Series	24	13	18	19	32	5	22	15
Second Series	30	4	17	17	14	20	19	15

\* Defined as working less than 34 hours.

## The Usdaw Academy

The Usdaw Academy Programme ran successfully for another year, with Academy1 training provided within the regions and Academy2 training delivered nationally. Academy1 provided activists with a six month development programme involving 12 days' classroom training, with the rest of the time in the field putting into practice what had been learnt, supported by a coach. Academy2 involved 20 days' classroom training.

This year, 58 Recruitment Officers completed the Academy1 programme. As well as the development they underwent, the Recruitment Officers recruited 13,242 new members as of the end of the year in addition to identifying new activists and new Shop Stewards.

Likewise, 32 Organising Officers completed Academy2 who recruited 6,040 new members as of the end of the year whilst also identifying additional new activists and new Shop Stewards.

These additional 19,282 members equate to around 21% of all new members joined in 2025.

## Federation Educational Activities

During the year, five Federation Schools were held and attended by over 100 members. Topics covered racism, health and safety, depression, politics and employment rights.

## The Usdaw Home Study

Over 600 members completed various units of the Home Study Course - Unity is Strength, Democracy in Usdaw, Collective Bargaining, Understanding Pensions, and Vulnerable Workers.

## Staff Training

Staff training covered topics such as Collective Bargaining, Introduction to Management, Coaching Skills, Health and Safety, Supporting and Developing Reps, Tackling Discrimination, Managing Sickness Absence, Employment Law, and Sexual Harassment. In total, 134 members of staff attended training.

## General

The number of members who received assistance from the Union in respect of Open University courses totalled eight, and the Union continued the practice of refunding course fees to those members who satisfactorily completed courses with the Workers Educational Association.

## Lifelong Learning

Following the Government's decision in 2021 to withdraw financial support for the Union Learning Fund in England, the Union continues to receive lifelong learning funding for Scotland, Wales and Northern Ireland.

During the year, over 500 members in Scotland, Wales and Northern Ireland returned to some form of learning, of these:

- More than 250 commenced a Functional Skills course.
- More than 80 commenced ESOL courses.
- More than 100 commenced IT courses at various levels.
- 6 members accessed Apprenticeships and National Vocational Qualifications at Levels 2 and 3.

The department continued to deliver learning for Usdaw members throughout the year via the Usdaw Learning Gateway. Several bite-size courses are offered covering topics including Maths, English, ICT and Mental Health.



## The Role of the Department

The department is responsible for supporting the adoption of modern technology whilst maintaining and optimising existing systems and equipment. The department also ensures that performance management, best practices, and policies are implemented and monitored.

In addition to operations, the department plays a strategic role in shaping the development and management of Usdaw's information and communication systems, these systems include a diverse range of in-house and third-party software applications across all departments and regions, and their continuous improvement as part of our digital transformation.

## Microsoft 365

The department has made progress on its ongoing Microsoft 365 transformation project throughout 2025.

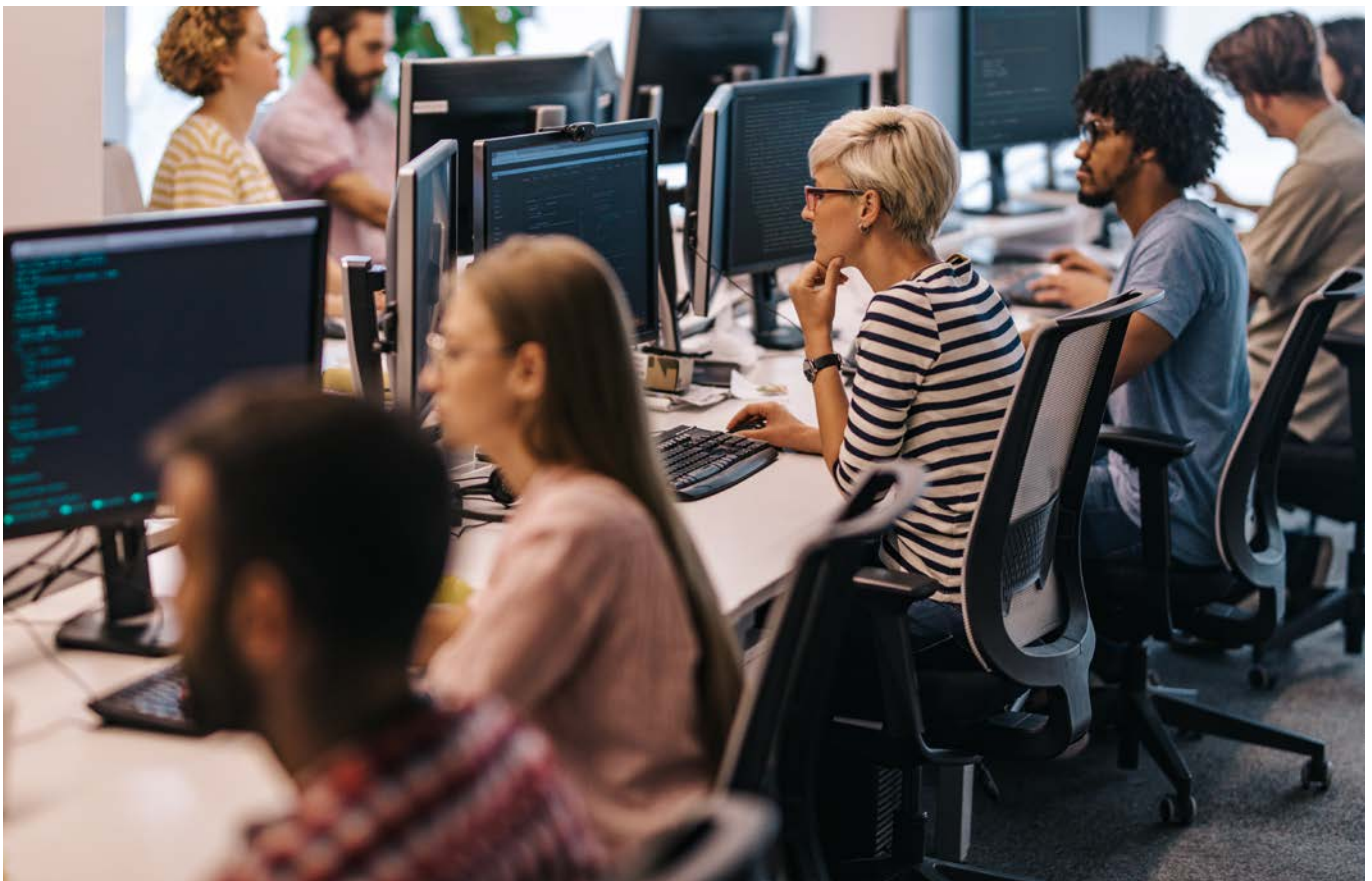
A major focus this year has been expanding the use of Microsoft Forms and Power Automate. These tools are improving how Usdaw collects, processes and manages information across the organisation. Forms are now being

used extensively for data collection from employers, regional reporting and rep reviews. Power Automate workflows have reduced manual administrative tasks by automatically routing information to the right people and systems.

Significant time has been invested in Microsoft Intune, a device management platform. Intune enables the department to be able to standardise settings and build configurations across all devices, ensuring consistency, security, and reliability.

One particularly valuable improvement has been the ability to provide new computers remotely, meaning that devices can be set up for regional offices without the department needing to travel there in person. This has reduced deployment times and costs.

The SharePoint migration continues to progress well, with all regional offices adopting modern document management practices. This transition modernises how information is stored and shared whilst introducing important governance practices such as retention policies. The ICT Support Team will continue the roll-out of SharePoint to the remaining Head Office departments.



## The AO Portal

The AO Portal is a web-based mobile application providing Area Organisers with real-time information about their organising patch, including comprehensive data about stores, members, reps and new starters.

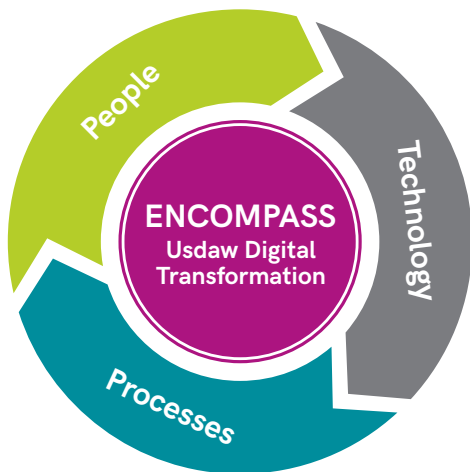
2025 saw several important releases, with development efforts concentrated on improving data accuracy and ensuring seamless alignment with existing in-house systems, particularly Encore, our current in-house membership system. The latest update delivered enhanced functionality for managing inductions and reviews, helping Area Organisers stay on top of their reps' development.

## Encompass – New CRM System

Encompass represents one of the most significant technology projects the Union has undertaken. The goal is to replace multiple legacy membership systems with a modern, unified Customer Relationship Management (CRM) system that will transform how the Union serves its members and reps.

The department has worked in close partnership with the membership team and external consultants throughout 2025. Key staff from both the ICT Development Team and Support Team have been heavily involved in the project, bringing their technical expertise and understanding of current systems to help shape the new solution.

The solution will provide more than just a change in technology – it is an opportunity to rethink and improve processes, consolidate data, and provide an improved service to members and reps.



## Infrastructure Modernisation

All PCs and laptops were upgraded to Windows 11. This upgrade ensures all staff benefit from enhanced security features and long-term support from Microsoft.

Area Organisers received new iPads to provide better integration with the Microsoft 365 environment. Officials can now access email, documents, and the AO Portal whilst visiting workplaces and meeting with members and reps.

A significant project this year has been consolidating our smartboard solutions across the organisation. Older smartboards were replaced as part of key office refurbishments at Usdaw offices including Warrington, Waltham Cross, and Cardiff. Further updates will continue across Usdaw offices in 2026.

The ICT Support Team played a crucial role in all office refurbishment projects, ensuring that technology infrastructure was properly integrated. Additionally, the team upgraded many existing Microsoft Teams rooms, replacing older PCs and significantly improving the performance and reliability of PC-based Teams meetings.

## Innovation and Future Projects

The department is exploring how artificial intelligence (AI) can support the department's development work. AI tools are being evaluated for tasks such as code generation and documentation, with the aim of helping the ICT Development Team work more efficiently.

A project in early development is a rep coaching application, designed to add further value to reps' training experience.

Another major project initiated this year, which will continue into 2026, is to review and replace the existing telephone system. The new solution will likely be a modern cloud-based system offering new features for improved call handling, better integration, and enhanced service for our members.

2025 has been a year of substantial progress for the department. From advancing major transformation projects like Microsoft 365 and Encompass, to modernising meeting room technology and improving infrastructure. The department continues to work towards a modern, efficient, and reliable technology environment that supports Usdaw's mission to serve and protect members in the workplace.

# Legal Services

## The Role of the Department

The department provides the Union, members and officials with expert advice and assistance on health and safety, pensions and legal issues.

In addition to cases taken up on behalf of individual members, the department supports full-time and lay officials on collective negotiating issues.

The department contributes to training courses and federation schools, and develops materials for use in electronic and print media to raise awareness of legal issues for Usdaw members.

## Legal Plus

### A Valuable Service for Members

Legal Plus is a key recruitment factor as it demonstrates the value of Usdaw membership and continues to deliver excellent results for members.

Members made 9,934 applications for legal assistance in 2025. This means that 1 in 37 members called upon Legal Services for advice and assistance. The total amount of compensation recovered on behalf of members was £17,383,339.

### Compensation Recovered – Personal Injury

This year the Union won £13,737,390 in compensation on personal injury claims for 1,136 members.

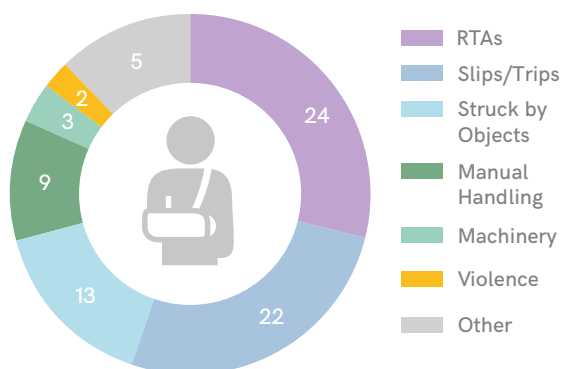
This includes £4,317,954 for 77 family members who were injured in road traffic accidents (RTAs), demonstrating that support provided to members by Legal Plus extends beyond workplace issues.

### Cases Over £20,000

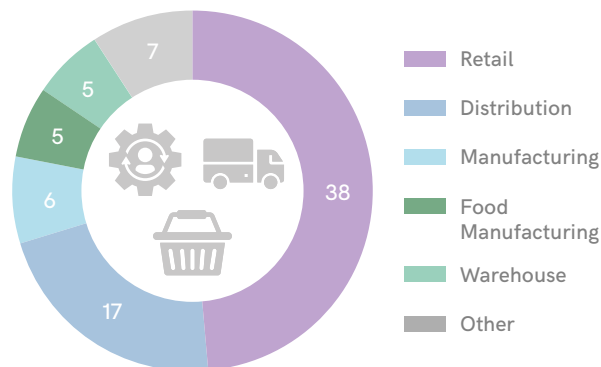
There were 78 accident claims where the injuries were serious enough to attract compensation of more than £20,000.

RTAs, slips and trips account for over half of these claims.

### Chart A – Accident by Type



### Chart B – Injuries by Sector



Analysis by sector shows that 48% of serious injuries occurred in the retail sector.

### Usdaw Injury Assist

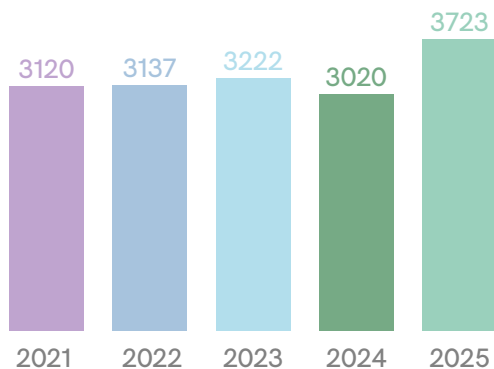
Our free accident and injury claim service, Injury Assist, continues to be a success.

In January, an online form was introduced to make it easier and quicker for members to register their claims. This saw an increase of 22% in cases logged, proving the success of the new method. Members can still start a claim by calling the claim line on 0800 055 6333 between the hours of 6 am and 10 pm.

Members are put through to one of our expert Union solicitors. Injury Assist covers members for any accident, anywhere in the UK, and on package holidays abroad. Family members who live with an Usdaw member are covered for non-work related accidents anywhere in the UK, and on package holidays abroad.

Our aim is to ensure that every member who has a potential claim makes their claim through Injury Assist. The number of new claims in 2025 was 3,723.

### Chart C – Number of New Personal Injury Claims



### Assault At Work Grant

Since 1 January 2022, Usdaw began providing an ex-gratia award to its members who sustain an injury arising from an act of violence whilst in the course of their work, or on their way to or from their place of work, subject to the qualifying conditions.

These payments are intended to provide financial support to members who sustain a crime-related injury in the course of their employment.

To be eligible, the member applying for the award must register their claim through Injury Assist and their claim must meet set criteria.

The Personal Injury Section oversees all applications for the Assault at Work Grant. In the event that the decision is made to award the grant to a member, then the Union will obtain bank details from the member and will advise the member, where appropriate, of the repayable nature of the grant in the event that any subsequent claim is successful.

In 2025, there were 178 assaults at work claims registered with Injury Assist. Of those, 121 were closed due to poor prospects or because no further instructions were received from the member, or because they do not qualify for the grant. 13 grants have been offered for a total of £5,100 and 44 applications are under review.

### Free Wills and Non-Work Related Advice

During the year, there were 2,795 free will applications and 2,416 applications for non-work related advice. Demand for these additional services remains high and they are popular with reps and members.

### Getting the Message to Members

Legal Plus is a service to be proud of, and it is vital that we continue to get the message across to members about the range of legal services on offer for personal injury.

In 2025, reps and officials organised 20 Legal Plus days with a Union solicitor in attendance running a Legal Surgery in the workplace. Legal Plus days are an effective way to get the message to members and to raise the Union's profile.

### Employment and Industrial Cases

980 individual employment cases were referred to the department in 2025. The amount recovered for members was £871,173.

Chart D - Number of New Employment Claims

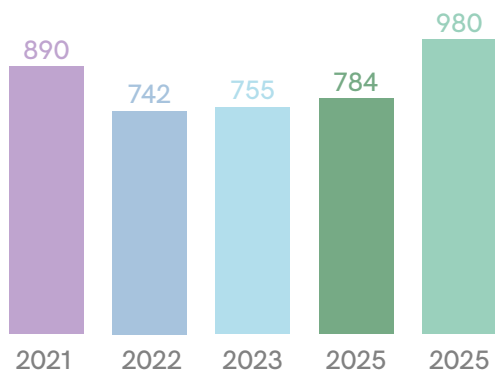
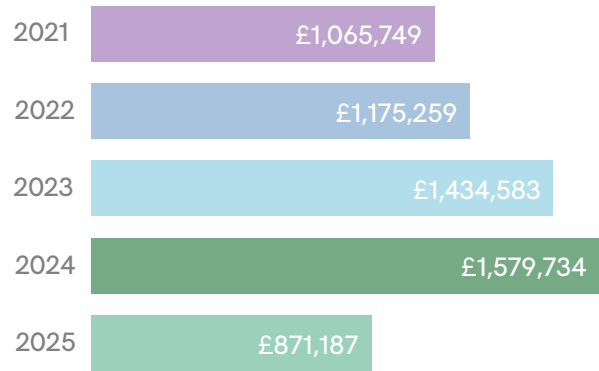


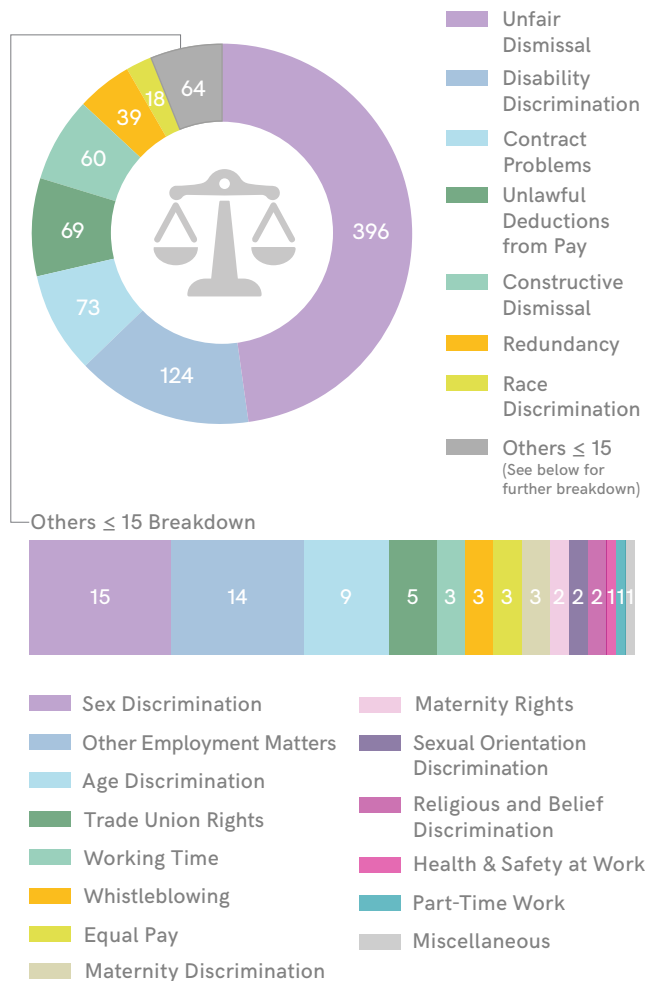
Chart E - Amount Won in Employment Claims



The Member Pack used for employment claims continues to work well. It speeds up applications for legal assistance and gives members an early decision on whether they qualify for representation. By focusing resources on the claims with reasonable prospects, the Union is able to achieve better settlements, and tribunal wins for our members.

The chart below shows the breakdown of the employment claims by category. Most of these were claims for unfair dismissal, followed by disability discrimination.

Chart F - Employment Claims



### Settlement Agreements

In 2025, 155 settlement agreements were successfully negotiated by our Area Organisers and sent on to our panel solicitors for completion. The total amount recovered was £2,774,762.80.

## Health and Safety Section

The section supports the development of policy within Usdaw, works with the TUC, government agencies and employers, and provides advice and guidance on health and safety to members and officers.

### Supporting Members and Officials

During the year, the section focused on strengthening support and retention of Health and Safety Reps. The inaugural 'Health and Safety Matters - Together for a Safer Workplace' Campaign Day took place on 26 February with 638 Health and Safety Reps participating, around 40% of workplaces where a rep is present. A video briefing and an online course supported delivery, and the monthly newsletter maintained momentum.

By year end, 32 newsletter editions had been issued, with hard copies provided on request for Union noticeboards. Campaign materials continued to be adopted widely, with orders surpassing 750. Practical onboarding was strengthened by adding the Health and Safety Reps induction checklist and process to the AO Cloud, alongside a concise Health and Safety Legislation Guide.

Collaboration with Tesco Retail Health and Safety managers and the National Working Group of Health and Safety Reps continued the national inspection programme and accident investigation process. In the second half of the year, the section reviewed Tesco's new risk assessments. Starting with convenience stores, three joint store visits were completed with a Health and Safety Rep.

Direct support remained strong, over 50 queries were managed in each of the first three quarters and more than 75 in the final quarter. The most common concerns were working conditions, especially cold or hot temperatures, and welfare facilities such as access to running water.



### Freedom From Fear

The section sustained its focus on tackling workplace violence and abuse. The section engaged with the Assistant Police Crime Commissioners' quarterly meeting and the Retail Crime Advisory Group, and delivered seminars with Tesco, Morrisons, Co-op and Sainsbury's, emphasising organising around Health and Safety.

### International Workers' Memorial Day (IWMD)

The 2025 theme was - The Impact of Artificial Intelligence and Digitisation on Occupational Health and Safety. The section produced a leaflet and poster for reps and promoted IWMD through the newsletter. The Health and Safety Officer spoke at the Hazards Conference in Manchester on emerging risks and controls.

### Other Organising Activity

The Health and Safety Officer represented the Union across multiple forums, including the Industrial Conference, Hazards Conference, Summer School, Branch Officers' courses, and Area Organisers' training. In collaboration with the Media and Communications Department, publications were updated to reflect new statistics and legislative changes.

Through the Food and Drink Manufacturing Forum, the section took part in a focus group on Leadership and Worker Engagement, pressing for Health and Safety Executive (HSE) endorsement of the Leadership and Worker Engagement Tools and discussing the proposal with the HSE and stakeholders.

### Governance and Recognition

Proposals to introduce regional and national health and safety committees, to strengthen structures for Health and Safety Reps, are under consideration.

The 'Health and Safety Matters - Together for a Safer Workplace' Campaign received a TUC award for best campaign communication, recognising the quality of materials and the engagement achieved across workplaces.

Priorities for 2026 are to strengthen workplace organising through clear, practical tools, while maintaining responsive support to members and officials.

## Pensions Section

The section assists with the development of pension policy and organisation within Usdaw, and provides advice and technical support to officials and members on the collective issues relating to pensions.

Advice and assistance is given to individual members, and the section often takes up individual cases on behalf of members through company procedures, the Pensions Ombudsman and legal channels.

### Pension Awareness Days (PADs)

These campaigns are carried out by reps in liaison with the Pensions Section and their Area Organiser.

As well as reps carrying out the traditional tabletop pension awareness campaign and the noticeboard campaign displaying information about the pension scammers, many reps have continued to support the 'PAD in a Bag' Campaign.

The campaign enables Usdaw reps to approach both existing and potential new members, by handing out a selection of pension guides, fact sheets and merchandise in environmentally friendly paper bags. This campaign is now proving particularly successful in the smaller convenience stores.

Feedback from reps has indicated that the campaign is not only a great way to continue to raise awareness of the Usdaw brand, but they can promote the free guidance service as good value for money.

It has also helped as a way of recruiting new members. As a result, 202 individual campaigns across 13 different companies were completed throughout 2025.

### Pensions Website

This remains an important means of communication for the section and our regular features have been refreshed throughout the year.

The section continued to encourage reps and members to access the free guidance service in both the reps' and members' e-news correspondence, which always contain links and QR codes to enable people to visit our webpages and access our pension guides and fact sheets.

### Pensions Home Study

Take-up remained steady throughout the year regarding the online pension home study and completion rates remain high.

A new module is currently in development following our analysis of the most frequently asked questions by our members. Many are concerned about their options at retirement and the processes around this. The new module, What to Expect at Retirement, aims to provide some education to our reps and members to address these issues.

### Company Pension Schemes

The Pensions Officer has supported officials in connection with various pension changes, consultations, and TUPE transfers throughout the year.

### Political

The Pensions Officer has continued to attend virtual monthly meetings facilitated by the TUC and has contributed to responses to the DWP (Department for Work and Pensions) pension consultations which will impact Usdaw members.



# Media and Communications

## Media Relations

The news agenda in 2025 was dominated by Labour's delivery of a new deal for workers through the Employment Rights Bill and measures to tackle retail crime in the Crime and Policing Bill, both of which were direct responses to Usdaw campaigns. The 'Freedom From Fear' Campaign also secured a proposal for a protection of workers law in the Northern Ireland Sentencing Bill.

Media work highlighted key gains delivered by the Labour Government, including day one rights to neonatal care leave and pay, a review of Universal Credit, the extension of free school meals, the scrapping of the two-child cap, a parental leave and pay review, wraparound childcare, and the introduction of free breakfast clubs.

A range of industrial issues were covered including pay deals at Tesco, the Co-op Group, Lincolnshire Co-op, Asda Express and Sainsbury's/Argos, as well as Morrisons' failure to make a pay offer. Strikes at Weetabix and Tetrosyl were also reported on.

Restructures, redundancies, and closures covered across the retail sector included Morrisons, Poundland, Sainsbury's, Co-op mergers involving Chelmsford Star, Central and Midcounties societies, Debenhams (Boohoo) in Burnley, B&M Middlewich, Alliance Healthcare Nottingham, Tesco, and various retail store closures.

Media releases were issued in support of a wide range of Usdaw campaigns including: 'Save Our Shops', 'National Retail Workers' Day', 'Me, Work and the Menopause', 'Christmas is Not Working', 'New Year's Day in Scotland', 'Cost of Living', 'Minimum Wage', 'Show Racism the Red Card', 'Time to Talk', 'Young Workers', 'Health and Safety Matters - Together for a Safer Workplace', and 'Supporting Parents and Carers'.

The department also responded to a large number of media requests for individual quotes and information.

### Key statistics:



**335**  
Press  
Releases  
Sent



**4,586**  
National and Local  
Media Mentions



**142**  
TV and Radio  
Mentions



**15 Billion**  
Potential  
Views

## Design and Print

The department maintained and updated Usdaw's literature and promotional materials to ensure they remained current and consistent across both print and digital channels. A major update aligned key materials with the new General Secretary, and FirstCall was also rebranded as Injury Assist, refreshing core assets to support the transition.

New and updated campaign materials were produced, including the first 'Health and Safety Matters - Together for a Safer Workplace' Campaign, which introduced a new visual identity and supporting resources and went on to win a TUC Communications Award for Best Campaign. The department also redesigned the Union's noticeboard poster range to improve consistency, brand visibility, and workplace impact.

More than 700 publications and materials were created or updated throughout the year.

## Magazines

As part of the Union's digital transformation all four issues of *Arena* were published online, featuring video content showcasing members' experiences of abuse and far right protests. Labour ministers, including Jess Phillips MP and the Rt Hon Wes Streeting MP, highlighted violence against women and new legislation supporting Usdaw members.

*Arena* focused on members' stories, including living with autism and endometriosis, overcoming homelessness, seeking asylum, and taking on charity challenges. Know Your Rights covered topics such as Think 25, Christmas working, and scam protection, while promoting Usdaw benefits, including Legal Plus and learning opportunities. The Spring, Summer, and Autumn editions achieved nearly 95,000 page views.

*Network*, the bi-monthly print magazine for 7,000 reps, remained a key communication channel for Union updates and campaigns such as Freedom From Fear and Supporting Parents and Carers. It featured stories from retail workers facing abuse, members navigating Universal Credit, and equality issues including neurodiversity and menopause.

The magazine also spotlighted successful rep teams, provided practical resources such as social media recruitment toolkits, and promoted services including Injury Assist and training opportunities.

## Affinity Partners

During the year, more than 48,000 welcome calls were made to new members on behalf of Usdaw. In total, members took advantage of more than 5,000 discount offers as a benefit of Union membership, with many also benefiting from special insurance offers and prepaid card benefits.

## Social Media

Ushaw's social media accounts experienced significant growth across Facebook, Instagram, and X, with increases in post frequency, profile and video views, engagement, and followers. The department trialled new content formats and styles, with a greater focus on engaging video content.

Several successful social media campaigns were delivered, including 'Respect for Shopworkers Week', content focused on the Employment Rights Bill, and ongoing coverage of the Tetrosyl strikes. Ushaw's presence at major events was highlighted, such as the Labour Party Conference and British TUC through both planned and reactive content.

Following the social media launch of Joanne Thomas as General Secretary in July, regular content was posted featuring Joanne, which received positive feedback and strong engagement. Joanne's official accounts were updated consistently and achieved steady follower growth.

The department collaborated throughout the year with TULO, the TUC, and several MPs, building and maintaining effective cross-promotion links across online platforms to increase reach.

The department also began developing a network of young workers to support the capture and creation of social media content and started delivering social media training to regional offices.

### Key statistics:

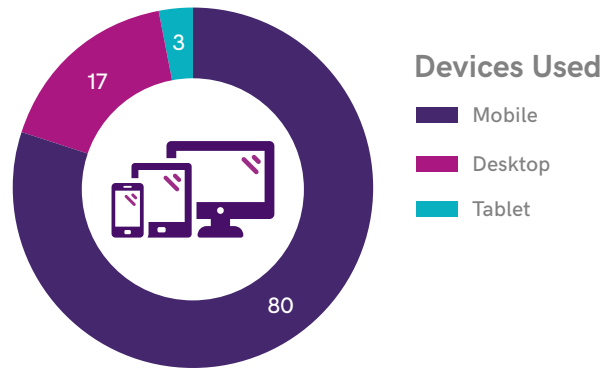
	Facebook	Instagram
<b>Engagement</b> 	<b>45,547</b> Likes, comments and shares (+66% YOY)	<b>11,138</b> Likes, comments and shares (+245% YOY)
<b>Comments</b> 	<b>4,365</b> Comments (+441% YOY)	<b>326</b> Comments (+526% YOY)
<b>Video Views</b> 	<b>250,000+</b> Video views (+4,345% YOY)	<b>130,000+</b> Video views (+7,042% YOY)
<b>Followers</b> 	<b>19,442</b> +646 (+83% YOY)	<b>3,519</b> +538 (+106% YOY)

(YOY - year-on-year)

## Digital

The redesigned website continued to play a key role in promoting the Union and engaging members and reps. In addition, the Digital Team played a pivotal role in member and rep engagement through email communications.

### Key statistics:



## Campaigns

The Union's campaign activities had a significant impact on the department throughout the year. A wide range of materials were produced, mailings sent to reps, emails issued to members and reps, and campaigns extensively promoted through the website and media.

Campaigns included: 'Health and Safety Matters - Together for a Safer Workplace', 'A New Deal for Workers', 'International Workers' Memorial Day', Pride events, 'Supporting Parents and Carers', 'National Retail Workers' Day', 'Show Racism the Red Card', 'Mental Health Awareness Day', 'Wear Red to Work Day', 'Freedom From Fear', 'Respect for Shopworkers Week', 'Not All Disability is Visible', 'Me, Work and the Menopause', and 'Young Workers'.

## Conferences and Events

The 2024 Organising Awards were held in January 2025 at the Radisson Blu Hotel, Manchester Airport. The department produced nomination materials, co-ordinated with the venue, regions, and nominees, and managed all ceremony assets.

For the Annual Delegate Meeting, the department oversaw the stage setup, technical equipment, video, sound, lighting, exhibition space and venue branding, and produced delegate bags, lanyards, and printed materials.

Arrangements were made for exhibition stands and branding for the Labour Party Conference and British TUC. Merchandise and branding were also arranged and provided for the Durham Miners' Gala, Retail Trades Conference, and Industrial Conference.

# Research and Policy

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## The Role of the Department

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The department continued to support members and officials at all levels of the Union, by providing a wide range of services relating to industrial relations, recruitment and policy work.

As part of the Union's industrial relations strategy, specialist research was conducted analysing company finances and pay and working conditions to support National Officers and regional officials with pay negotiations and amendments to company policies. The department also supported members and reps by keeping them informed on company-specific developments.

The department played a key role in supporting the Union's recruitment and organisation efforts by gathering input from members to help develop campaigns, policies and creating campaign material. Monitoring and reporting was also conducted on recruitment to aid with future planning.

At other levels, support was provided to regional officials with queries relating to government policy, social issues and practical support, where needed, to manage campaigns. Information and support was provided to the Central Officials and National Executive Council on industrial and policy issues throughout the year.

## Industrial Relations Work

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Researchers within the department provided National Officers and Area Organisers with detailed information and evidence to support national and local wage negotiations respectively. The department also produced work on broader workplace and social issues, as well as industry developments within the monthly Bargaining Reports.

The department continued liaising with companies to assist with pay reviews and negotiations, prepared background information for more than 120 pay reviews and supported officials in drafting new or updated recognition and procedural agreements. Support was also provided for officials and reps on disputes, including preparation for industrial action ballots.

Alongside this work, the department produced materials relating to recruitment and inductions, briefings and communications, and worked with colleagues from the Education and Training Department to help deliver a Collective Bargaining Course as part of the Union's broader bargaining strategy.

The maintenance and updating of the departmental pay and conditions database continued, allowing comparisons to be made between regions, industries and nationally so as to track trends in collective bargaining and workplace issues, thus supporting National Officers and Area Organisers. The department also engaged closely with Payline, by providing key information from successful pay settlements.

## Policy Work

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The department provided information and produced briefings, communications and consultations on a wide range of issues including:

- Artificial Intelligence.
- Low Pay.
- Universal Credit.
- Global Solidarity and Ethical Labour Practices.
- Delivering for Young Workers.
- The High Street.

The department also provided policy advice, motions and speeches for ADM and national and regional TUC and Labour Party Conferences, as well as materials and administrative support for the Industrial and Retail Trades Conferences.

With Labour in government, the Union has been able to lobby the Government at all levels to ensure policies are in line with the Union's priorities. Notable work included the arrangement of a roundtable with the Minister of State for Employment to discuss concerns regarding Universal Credit, meetings with the Treasury to discuss business rates, and campaigning to ensure all retail workers are covered by the provisions of the Crime and Policing Bill.

The department continued its in-depth work on the Employment Rights Bill, engaging with civil servants and politicians to ensure the Bill's passage in full. This included responding to consultations, attending roundtable meetings and providing support for officials in discussions and correspondence with ministers. The department also worked closely with colleagues in the TUC and TULO on key areas including guaranteed hours and trade union access rights as the Bill passed through Parliament, achieving Royal Assent at the end of the year.

## Campaign Work

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### Cost of Living

The department drafted a Cost of Living Survey and arranged for this to be sent out to membership. This survey, and the analysis of results, were included in evidence compiled for the Low Pay Commission.

### National Retail Workers' Day

The department assisted with the preparation of events held regionally, with the theme Retail Workers at the Heart of Our Communities. The department produced guidance and briefings for reps for the event and obtained support from parliamentarians to take part.

### Freedom From Fear

The department co-ordinated support for Respect for Shopworkers Week in November, including arranging MP visits and drafting materials for reps to run workplace campaign days. The department provided briefings and survey data to support the case for the new specific offence of assaulting a retail worker in England and Wales and continues to make the case for including delivery drivers in this.

## Recruitment and Organisation

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The department aided the Union's recruitment efforts by:

- Supporting the drafting of new agreements for various companies.
- Planning, monitoring and reporting.
- Gathering and providing key information on new starters, inductions and store openings.
- Managing processes and dealing with member enquiries about becoming a rep.
- Overseeing rep elections.

Other organising work the department supported was the facilitation of key events such as the Retail Trades Conference, Industrial Conference, Young Workers Week, National Retail Workers' Day, the Road Transport Committee meetings and workshops such as the Breaking Down Barriers Programme.

## Tesco Support Team

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The team delivers research and support to officials, reps, and members regarding the Tesco agreements, covering areas such as:

- Supporting the National Officer with detailed pay claim documents, at negotiations, in review of site agreements, and at consultation, committee and forum meetings.
- Supporting Tesco with communications relating to the forum elections, and providing detailed information on the process to officials and reps.
- Co-ordinating pay ballots, gathering and compiling key information regarding members' priorities for the 2026/27 pay review.
- Advising Union officials and reps on Tesco policies and recommending the most appropriate course of action when supporting members.
- Regular communications, including email communications to members, the Tesco Reps' newsletter and through the reps' area of the website.
- Continuing to manage a high volume of email and telephone enquiries from members.
- Supporting collective consultations on site closures, restructuring and proposed redundancies.
- Engaging in several discussions with Barclays following the TUPE from Tesco Bank on enhancing staff terms and conditions.
- Attending and supporting admin arrangements for the National Retail Forum and National Distribution Forum.



# Equalities

## Supporting Parents and Carers Spotlight Day

The 2025 Spotlight Day theme was Celebrating Different Minds.

The day was used to raise awareness of the rights that neurodiverse members and parents and carers with neurodiverse family members have at work. This issue will remain a key aspect of the Union's work to raise awareness of the rights members with invisible impairments have going forwards.

The section also supported a number of regional rep events organised on this issue, aiming to further develop reps' understanding of how the Equality Act can help neurodiverse members and parents and carers.

## Women's Equality

In March, reps supported the 'Me, Work and the Menopause' Campaign on International Women's Day. Now in its third year, the campaign continues to be an effective vehicle for centring the menopause as an occupational health and safety issue. Several employers have worked with the Union to introduce and improve menopause policies ahead of a new legal duty, to be implemented in 2027, requiring large employers to publish menopause action plans.



## Race Equality

The second group of members graduated from the Union's Breaking Down Barriers Programme in July, with 17 reps completing the programme. It is evident that the Usdaw model of putting a high level of support around Black reps on the programme is delivering concrete results for the Union, in terms of encouraging Black activists into greater involvement and signalling the Union's commitment to reflecting the diversity of the members it serves.

The annual Black Members' Weekend Workshop took place in October, and of those attending almost half were new to Union activity. At a time of unprecedented threat from the far right, bringing Black members together to share and discuss their experiences has taken on a new urgency.

The Union maintained its strong link with the anti-racism charity, Show Racism the Red Card, and reps organised record-breaking support for Wear Red Day on 17 October.

## LGBT+ Equality

In July, the Union held its 12th annual LGBT+ Get-Together in Birmingham. The get-together is a valuable space to hear from LGBT+ members and it continues to provide a route into the Union for younger members and those new to Union activity.

The Supreme Court judgment concerning how the protected characteristic of 'sex' in the Equality Act 2010 should be interpreted has created fear and uncertainty for trans members. Unions are awaiting publication of the revised Code of Practice.

## Disability Equality

Throughout the year, the Union continued to raise awareness of the disproportionate impact of the increased cost of living on disabled members and their families. Data from the Employment Rights Bill Survey, together with member testimonials, were centred in Usdaw's response to a government consultation that proposed to cut social security payments to disabled workers. Many of the proposals were subsequently either abandoned or revised.

The Union held its fourth co-ordinated Day of Action on Mental Health to coincide with World Mental Health Day in October. Whilst the Union's 'It's Good to Talk' Campaign runs all year round, the Day of Action remains a useful focus for the Union to tackle the stigma associated with mental health and more specifically raise awareness of the rights members experiencing mental health problems have at work.

# Politics

## Elections

In May 2025, the first set of local elections since the General Election in July 2024 were held. Local elections are often seen as a barometer of the national government’s popularity rather than a reflection of the hard work of local councillors.

The public’s perception of the Labour Government’s handling of the challenges the country is facing resulted in Labour losing control of one Council and 198 seats overall. This included several excellent Usdaw members. Although Labour remains the largest party in local government, these were disappointing results. However, the results were catastrophic for the Conservative Party, who lost control of 15 councils and lost 635 seats.

Most concerning was the clear rise of Reform UK, who took control of 10 councils and gained 648 seats. Reform also has two directly elected mayors and won the parliamentary by-election for Runcorn and Helsby which was held at the same time as the local elections. Reform won this seat by just six votes.

Elsewhere, following the sad death of Hefin David MS, Welsh Labour lost the Caerphilly Senedd by-election to Plaid Cymru, with Reform coming second. It is clear that there is a lot of work to be done ahead of the 2026 elections.

In Scotland, there was better news. Scottish Labour’s candidate Davy Russell won the Hamilton, Larkhall and Stonehouse by-election, unseating the SNP who had held the seat since it was created in 2011.

## Political Activists Programme

As in previous years, the Political Activists Programme aims to increase political engagement amongst Usdaw members, develop capacity to engage in political campaign activity, and identify members who want to progress in politics.

Political activists become part of a database of members which is used to engage members in campaign activity, including the national campaign days and local political campaigning.

Usdaw’s political activists have been providing on the ground support in elections across the nation, giving support to Usdaw members standing as candidates and building links in the 2026 Key Seats.

Members of the Political Activist Programme also undertake training and development appropriate to their needs and are involved in political campaign work, both locally and with the Union nationally.

## Labour Party

As well as providing day-to-day work on the local and national links between Usdaw and the Labour Party, Usdaw has engaged with the Labour Party on issues that matter to members. This has included the Employment Rights Bill and the Crime and Policing Bill, which will make it an offence to assault a shopworker.

Usdaw has played a role in Labour’s National Policy Forum, ensuring that policy commissions look at key issues affecting Usdaw members. Usdaw raised the cycle of low pay and insecure work and gave evidence on the impacts of retail crime and of violence against shopworkers.

This year’s Labour Party Conference was successful, with a strong Usdaw presence and excellent contributions from Usdaw’s delegation.





# Usdaw Committees/ Group Activities

## General Note

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This section of the Annual Report provides brief information on the activities of the following committees/groups during the year:

- National Equalities Advisory Group.
- Political Committees.
- Retired Members.
- Road Transport Section.
- Sata.
- Young Workers.

## National Equalities Advisory Group

The Union's National Equalities Advisory Group (NEAG) met regularly throughout the year.

Activists who sit on the NEAG and Regional Equality Forums organised a range of activities to tackle inequality at work including:

- High profile campaign stands in workplaces and town centres on Spotlight Days, in Respect Week and Membership Weeks.
- Leading the Union's campaign activity on the Day of Action on Mental Health.
- Supporting Show Racism the Red Card's Wear Red Day and promoting the Union's Breaking Down Barriers Programme.
- Regional conference sessions and rep events on support for neurodiversity at work and tackling racism and the far right.
- Workplace visits talking to members and non-members about equality issues including LGBT+ rights at work, sexual harassment and carers' rights.
- Equality sessions and stands at regional conferences, Pride festivals and other events.
- Newsletters highlighting the work of the forums and raising the profile of equality-related campaigns.



## Political Committees

### Regional Political Committees

The term of office for the current Regional Political Committees is from 2025 to 2027 inclusive, and the committees have been in place since January, when they were reformed.

The role of the Regional Political Committees is to:

- Organise, take part in, and encourage other members in their region to take part in campaigning.
- Encourage and offer support to Usdaw members in getting more engaged with the Labour Party, eg as activists, members or General Committee delegates.
- Liaise with members of the Usdaw Parliamentary Group in their region in support of the campaign and engagement work of the committee.
- Work with the Regional Political Co-ordinator to support Usdaw Key Seats at general elections and Usdaw candidates in local elections.
- Liaise with the Regional Council, Regional Equality Forums, Young Workers' Committee and Retired Members' Committee, engaging in joint working and campaigns when possible.

### National Political Committee

The National Political Committee met in February, September and December 2025.

The newly elected Chairs and Vice Chairs from the Regional Political Committees took up their places on the National Political Committee.

The work of the National Political Committee included:

- Co-ordinating Usdaw's campaigning work.
- Sharing best practice from the work done by the Regional Political Committees.
- Delivering campaigns in elections, both local and by-elections.
- Increasing the number of Usdaw members involved in their local CLP as General Committee delegates.

### National Political Committee Meetings

The first meeting was held in February in Manchester. This was the first time the political committees had met since the reformation at the beginning of the year.

The Chairs were brought together for the inaugural meeting of the National Political Committee. Since there were many members new to the committees, the Politics Section held training, orientation, and campaigning sessions to give committee members the foundations to build towards the elections in May 2026.

The keynote speaker was Jackie Baillie MSP, Deputy Leader of Scottish Labour. Panel guests were Becky Gittins and Emma Foody, both MPs who stood in Usdaw Key Seats in the 2024 General Election.

## Usdaw's Parliamentary Group

Usdaw members in the parliaments of the UK form the Usdaw Parliamentary Group and champion the Union's campaigns and the interests of members. The group has met several times throughout the year and is chaired by Michael Wheeler MP.

MP	Constituency
Douglas Alexander	Lothian East
Sadik Al-Hassan	North Somerset
Jess Asato	Lowestoft
Sarah Champion	Rotherham
Andrew Cooper	Mid Cheshire
Stella Creasy	Walthamstow
Judith Cummins	Bradford South
Kate Dearden	Halifax
Anneliese Dodds	Oxford East
Helena Doolittle	Hastings & Rye
Stephen Doughty	Cardiff South & Penarth
Sarah Edwards	Tamworth
Chris Elmore	Bridgend
Kirith Entwistle	Bolton North East
Bill Esterson	Sefton Central
Emma Foody	Cramlington & Killingworth
Daniel Francis	Bexleyheath & Crayford
Tracy Gilbert	Edinburgh North & Leith
Becky Gittins	Clwyd East
Ben Goldsborough	South Norfolk
John Grady	Glasgow East
Nia Griffith	Llanelli
Sarah Hall	Warrington South
Carolyn Harris	Neath & Swansea East
Claire Hazelgrove	Filton & Bradley Stoke
Mark Hendrick	Preston
Gerald Jones	Merthyr Tydfil & Aberdare
Gen Kitchen	Wellingborough & Rushden
Alice Macdonald	Norwich North
Siobhain McDonagh	Mitcham & Morden
Jim McMahon	Oldham West, Chadderton & Royton
Anna McMorris	Cardiff North
Frank McNally	Coatbridge & Bellshill
Ed Miliband	Doncaster North
Navendu Mishra	Stockport
Ian Murray	Edinburgh South
Alex Norris	Nottingham North & Kimberley
Tristan Osborne	Chatham & Aylesford
Michael Payne	Gedling
Yasmin Qureshi	Bolton South & Walkden
Connor Rand	Altrincham & Sale West
Jonathan Reynolds	Stalybridge & Hyde
Tim Roca	Macclesfield
Matt Rodda	Reading Central

MP	Constituency
Sarah Russell	Congleton
Oliver Ryan	Burnley
Josh Simons	Makerfield
Jeff Smith	Manchester Withington
Gareth Snell	Stoke Central
Jo Stevens	Cardiff East
Fred Thomas	Plymouth Moor View
Gareth Thomas	Harrow West
Matt Turmaine	Watford
Liz Twist	Blaydon & Consett
Valerie Vaz	Walsall & Bloxwich
Chris Vince	Harlow
Christian Wakeford	Bury South
Andrew Western	Stretford & Urmston
Michael Wheeler	Worsley & Eccles
Katie White	Leeds North West
Rosie Wrighting	Kettering

## House of Lords

Title
Baroness Anderson of Stoke-on-Trent
Lord Bassam of Brighton
Lord Cashman
Baroness Chapman of Darlington
Lord Coaker
Lord Hannett of Everton
Lord Hanson of Flint
Baroness Smith of Basildon

## Scottish Parliament

MSP	Constituency
Jackie Baillie	Dumbarton
Claire Baker	Mid Scotland & Fife Region
Neil Bibby	West Scotland Region
Mark Griffin	Central Scotland Region
Daniel Johnson	Edinburgh Southern
Anas Sarwar	Glasgow Region

## Welsh Senedd

MS	Constituency
Jayne Bryant	Newport West
Vikki Howells	Cynon Valley
Sarah Murphy	Bridgend

## Retired Members

A retired members' committee operates in every region and usually meets up to four times a year.

### Retired Members' Conference

The 34th Annual Retired Members' Conference took place in Salford in May and was chaired by Simon Vincent, National Executive Council member.

Guest speaker Pete McEvoy, a volunteer with Greater Manchester Police, Cyber and Economic Crime Awareness Service, highlighted the current scams which are circulating targeting older people and the most vulnerable in society. The delegates were provided with invaluable information on how to recognise a scam, how to protect themselves and who they should approach if they believe they may have been a victim.

Jan Shortt, General Secretary for the National Pensioners Convention (NPC), was in attendance to explain the recent restructure of the organisation and the campaigns they support. The withdrawal of the Winter Fuel Payment was a key campaign, as was a fairer taxation system for pensioners and the importance of having a Commissioner for Older People and Ageing in all parts of the UK.

Morgan Vine, Director of Policy and Influencing at Independent Age, also attended to advise conference about the Charity, which has been in existence for almost 150 years. The Charity was originally set up to provide small grants for those living on low incomes. The Charity reinvented themselves around three years ago, after spreading the organisation too thinly, aiming to target resources back towards helping older people struggling on low incomes.

Independent Age now has a direct services offering where older people can contact the charity by phone, email or via their website to get support on determining which state benefits they might be eligible for, have access to an online calculator, and receive help filling in forms which are often complicated. The charity also helps with appeals if a claim has been rejected by the Department for Work and Pensions (DWP) and takes a more holistic approach to identifying what help people may be entitled to.

### Commissioner for Older People and Ageing in England and Scotland

Following the conference, one of the committees submitted a request for Usdaw to support the campaign for the appointment of a Commissioner for Older People and Ageing in England and Scotland.

The campaign is being spearheaded by Age UK, Independent Age and the NPC, and Usdaw has now signed up to a statement of support, along with over 70 other organisations.

### National Pensioners Convention

Geoff Page, a member from Eastern Region, has continued to embrace his position on the Executive Council for the NPC. Geoff regularly shares correspondence and reports from his meetings.

Sadly, it has recently been reported that the organisation is struggling to survive and is looking to launch an emergency funding appeal in the New Year.

### Retired Members' Quarterly Newsletter

The publication continues to prove extremely popular amongst our retired members on the committees. The newsletters featured numerous articles of interest throughout the year, including a regular feature on the latest scams, changes to the Winter Fuel Payment, the gradual move towards digital landlines by phone providers, and tips on how to reduce your inheritance tax bill.



## Road Transport Section

The section continued to focus on its set objectives, which are to:

- Raise Usdaw's profile as a transport union.
- Co-ordinate road transport activities across Usdaw's seven regions.
- Authorise claims to the Road Transport Distress Fund.
- Keep transport members updated on relevant legislation.
- Raise awareness among distribution workers of health and safety issues, forthcoming legislation etc.

Following last year's elections, the National Road Transport Committee met regularly throughout the first year of its term of office. The committee closely monitored developments in the sector, considering how they could affect the Union's Road Transport members.

### Key Developments

#### Driver Shortage Crisis

The recruitment crisis continues to be a significant issue for the industry which is struggling to recruit female workers and workers aged 25 and under. A variety of external and longstanding factors have contributed to the shortage, such as Brexit, Covid-19 and changes to driving regulations.

Furthermore, inflexible working patterns and hours of the industry are driving workers to seek job opportunities in other sectors. The Road Haulage Association reported that 200,000 drivers are needed in the next five years to avoid a repeat of the shortage in 2021.

#### Decarbonisation Plans

The Transport Decarbonisation Plan has set an ambitious goal to achieve net zero emissions by 2050, and road transport is a critical element to this target. Industry experts are unsure if the plans to phase-out diesel-powered HGVs will meet its targets based on the lack of necessary infrastructure and financial support for zero emission vehicles. As government action will need to prioritise significant investment in grid connections at logistics hubs and ports, the committee is monitoring developments in this area to ensure the Union remains informed of any possible effects on our members moving forward.

## Ongoing Work

### Drivers' Handbook

This continues to be a very popular publication, which is used regularly by officials and reps in recruitment exercises. The handbook was revised during the year to ensure that all sections are up to date. The Drivers' Handbook is also available on the Usdaw website and is extremely popular with Union members.

### Road Transport Distress Fund

The fund provides, in appropriate cases, for the relief of hardship suffered by any member of the fund as a result of incurring a fine and/or costs in respect of any traffic offence arising out of and in the course of the member's employment. At the end of the year, membership of the fund stood at around 5,000.

### Information and Advice

The section continues to offer support and advice to individual members, Shop Stewards, Regional Co-ordinators and Area Organisers on transport-related issues.



# Sata

## Overview

Sata (the Supervisory, Administrative and Technical Association) is the specialist professional section of the Union. The Sata membership comes from a variety of Usdaw's sectors, but is mainly comprised of managers, supervisors, call centre staff and office workers.

The Union continues to seek to increase the number of Sata members covered by our agreements, looking for new opportunities both within our existing agreements and by securing new agreements to strengthen our organisation and influence.

Membership of Sata stood at 6,358 with the continued focus and commitment of reps seeking to improve our density across the Sata population.

## Pay and Conditions

- **Next Distribution Sata** – Effective from 1 June 2025, for Team Managers, including Trainee Managers/Driver Development Coaches, a 2.8% increase on hourly rates and a £50 one-off reward loaded to the new benefits portal and the opportunity to join a Private Health Scheme. For Team Coaches/Senior Team Coaches/MHE Team Coaches/Transport Co-ordinators and Planners, a 3% increase on hourly rates and a £50 one-off reward loaded to the new benefits portal.
- **Well Pharmacy** – Effective from 1 October 2025, increases were performance-related. For role banded colleagues in Well Pharmacy, a 5.5% increase for outstanding performance, 4.5% for great performance, 3.5% for good performance, 2.5% for needs development and 0% for unsatisfactory performance. For role banded colleagues in John Bell & Croyden, a 4% increase for outstanding performance, 3.5% for great performance, 3% for good performance, 1.5% for needs development and 0% for unsatisfactory performance.

- **Lincolnshire Co-op Sata** – Effective from 7 September 2025, colleagues whose current pay falls below the minimum of their assigned range had their salary adjusted to meet the minimum level for their grade. Colleagues positioned between the bottom of the range and the midpoint will be gradually moving further into the range over time, with particular attention to addressing pay inequities.

Increases were as follows:

- 70-79% of midpoint: 3% increase.
- 80-89% of midpoint: 2% increase.
- 90-99% of midpoint: 1% increase.

(Calculations are based on the role's full-time equivalent (FTE) hours.)

Colleagues at or above the midpoint did not receive an increase but received a one-off, non-consolidated payment, determined as follows:

- Colleagues who received an increase in April 2025: 0.5% of salary.
- No pay review increase since September 2024: 1% of salary.

- **Central Co-op Sata** – Effective from 1 July 2025, colleagues who delivered in their performance and as confirmed at their annual review received a 3.3% increase. A 3.8% increase was paid to colleagues who have exceeded on their performance and as confirmed at their annual review. A 1% increase for colleagues who missed on their performance.



## Young Workers

During the year, the National Young Workers' Committee met four times. As well as helping to plan and run the National Young Workers' Weekend, the committee was involved in a number of other activities in the regions.

### National Young Workers' Weekend

The weekend was held at Head Office on 1 and 2 November.

At the time of the weekend, there were 63,427 members aged 26 or under, constituting 17% of the total membership.

The weekend, which was organised by the Education and Training Department, was attended by 21 members, together with three staff members and Michelle Whitehead, National Executive Council member.

Details of the delegates who attended the weekend are as follows:

Sector		Gender			Ethnic Origin		Hours of Work	
Non-Retail	Retail	Men	Women	Gender Neutral	White	Black/Ethnic Minority	Full-Time	Part-Time
19	2	11	9	1	20	1	10	11

\* Defined as working less than 34 hours.

The weekend provided an opportunity for young Usdaw reps to find out more about the work of the Union and how to get more involved. At the same time, delegates were able to debate the issues that affect young people both in work and society.

The National Young Workers' Committee helped with the running of the weekend, which was based around a series of lively and interesting workshops focusing on the sexual harassment theme, looking at what Usdaw is doing to tackle the issue, as well as improving engagement and support among young reps and activists.

Once again, the weekend proved an ideal way for young members to participate in the Union and for many to take the first step on the road to greater involvement in activity on behalf of Usdaw.

## Other Activities

During the course of the year, 297 Usdaw activists aged 26 and under attended training courses arranged by the Education and Training Department.

Usdaw was represented at the TUC Young Workers' Conference by:

- Ash Clark (NW Tesco Retail No.6)
- Charlie Gough (NW Tesco Retail No.6)
- Jo Hale (Penwith Kerrier)
- Sam Kilkenny (Glasgow West End)
- Joshua Swann (North Yorkshire Tesco)
- Alicia Tuplin-West (West Midlands Co-op and Tesco)



# Connections with Other Organisations

## Affiliations

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The Union continues to engage in international solidarity through our affiliation to the TUC, which in turn affiliates to the European Trade Union Confederation and the International Trade Union Confederation. In addition, the Union maintained affiliations to a number of international and national organisations, including the European Federation of Food Agriculture and Tourism Trade Unions (EFFAT), the International Union of Food and Allied Workers' Associations (IUF), the Involvement and Participation Association (IPA), the National Pensioners' Convention (NPC) and Unions21.

## Trades Union Congresses/Conferences

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### British TUC

An Usdaw delegation attended this year's British Trades Union Congress in Brighton in September.

A delegation pre-meeting was held to discuss the conference and to agree the voting position on motions.

The Union moved motions on 'Organising and Delivering for Young Workers - Age-Related Redundancy Pay' and 'Tackling the Far Right', both of which were passed unanimously.

The Union also tabled amendments to motions on 'AI and the Future World of Work, Including the Finance Sector', and 'Advancing Neurodiversity Rights in the Workplace and Championing Inclusive Support for Neuro-diverse Staff'. Delegates spoke in support of motions on 'Expanding Equal Pay Legislation', 'Defend TikTok Workers - no to union busting, yes to real jobs' and 'Action Against Assaults on Public Facing Workers'.

Ushaw rep, Adam Birks, received the TUC Congress Award for Youth.

Joanne Thomas, General Secretary, and Joanne Cairns, Head of Research and Policy, were nominated and elected to serve as Ushaw's representatives on the TUC General Council. Rab Donnelly, Deputy General Secretary, was nominated and elected to the General Purposes Committee.

### TUC Women's Conference

This year's conference took place in London in March.

Ushaw's motions on 'Flexible Working Rights' and 'Reforming, Improving and Extending Parental Leave and Pay Rights', which formed part of the composite motions on flexible working and improving parental rights respectively, were adopted by the conference.

Jane Jones, President, was re-elected to Section A of the Women's Committee and Lebo Phakoe was re-elected to Section B of the Women's Committee, the section specifically allocated for Black women.

### TUC Black Workers' Conference

This year's conference took place in London in April.

Ushaw's motion on 'Black Workers and Improving Workplace Rights and Protections' was adopted by the conference.

Janet Hankin, National Executive Council member, stood for Section A of the TUC Black Workers' Race Relations Committee and was re-elected.

### TUC Disabled Workers' Conference

This year's conference took place in Bournemouth in June.

Ushaw's motion on 'The Impact of New Technologies, Including AI, on Disabled Workers' was adopted by the conference.

Val Cooke, National Executive Council member, stood for Section A of the TUC Disabled Workers' Committee and was re-elected.

### TUC LGBT+ Conference

This year's conference took place in London in July.

Ushaw's motion on 'Improving LGBT+ Workers Access to and Experience of Workplace Parental Rights' was adopted by the conference.

Debbie Wilson, National Executive Council member, stood for Section A of the TUC LGBT+ Committee and was re-elected.

### Others

Delegations also attended the ICTU Biennial Conference, the Scottish Trades Union Congress, the STUC Black Workers' Conference, the STUC Disabled Workers' Conference, the STUC LGBT+ Conference, the STUC Women's Conference, the STUC Youth Conference and various regional TUC Conferences held during the year.

## Labour Party Conferences

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### Labour Party Conference

The Labour Party Conference took place in Liverpool in September.

The conference was attended by an Usdaw delegation, who played an active role in the proceedings throughout.

The Union's motion on 'Guaranteed Hours' was accepted into a composite motion, which was moved by Joanne Thomas, General Secretary, and agreed by conference. The Union's motion on 'AI and Our Rights' was also accepted into a composite motion. The Union seconded this motion, which was passed by conference. Members of the delegation also spoke in support of motions on High Streets and NHS Dentistry.

Udaw also hosted a fringe event on 'Workers' Rights: Labour's New Deal and Beyond', where speakers included Joanne Thomas, General Secretary, Kate Bell, Assistant General Secretary of the TUC, and Kate Dearden MP, Minister for Employment Rights. The event was well attended, with a thought-provoking discussion on the issues faced by workers, as well as the opportunities for a Labour Government to improve employment rights over the course of this Parliamentary term.

Attendees at the conference were able to get information about the work of the Union and our campaigns from the Usdaw stand in the exhibition area.

During the conference, Usdaw's General Secretary was elected as the Chair of Labour Unions (TULO), the umbrella body which brings together the 11 unions that affiliate to the Labour Party.

### National Conference of Labour Women

The National Conference of Labour Women did not take place in 2025.

### Others

Delegations also attended the Scottish Labour Party Conference, the Welsh Labour Party Conference and various regional Labour Party Conferences held during the year.



# National Executive Council Members

As at 31 December 2025

## President

Jane Jones



## General Secretary

Joanne Thomas



## A – South Wales and Western Region

Mervyn Sterry



Debbie Wilson



## G – Scottish Region

Susan Donaldson



Paul Watson



## C – Eastern Region

Val Cooke



Simon Vincent



## H – Southern Region

John Barstow



Keith Jones



## E – Midlands Region

Julie Haycraft



Michelle Whitehead



## K – North West Region

Robert Bell



Janet Hankin



## F – North Eastern Region

Jo Crumplin



Tracy White



Caroline Williamson



# Regional Council Members

As at 31 December 2025

## A – South Wales and Western

Name	Branch
Laura Crompton	Penwith Kerrier
Kenneth Kenny	Plymouth and District General
Tracey Lowther	Somerset General
Hero Marsden	Swansea General
Tracy Millard	Gloucester General
Beverley Perkins	Newport and District
Raktima Sarkar	Cardiff Central
Kay Timbrell	Stroud, Cotswold and District
Gareth Tucker	Mid Glamorgan PT
Crian Williams	North Gwent

## C – Eastern

Name	Branch
Maxwell Adu-Yeboah	North East London Retail
Amanda Fleming	Thames North West Retail
Richard Groves	Tesco Dagenham Distribution Centre
Brian Lewis	Norwich and Mid Norfolk
Ronak Masrani	Tesco West Herts
Stephen Peaty	Eastern Distribution No.1
Lebo Phakoe	West Essex Retail
Jacqui Thurgood	North Essex Retail
Steven Tribe	Ipswich & South Suffolk General
Jean Wonnacott	Home Counties Tesco Retail No.2

## E – Midlands

Name	Branch
Simon Archer	Weetabix
Stuart Batchelar	Warwickshire Area Tesco
Kelvin Blake	West Midlands General No.2
Gareth Coates	West Midlands Warehousing No.1
Michelle Dennis	Worcestershire Area Co-op and Tesco
Peter Farrant	West Midlands Morrisons No.2
Charmaine Finch	North Midlands Area Tesco
Helen Gibson	West Midlands Morrisons No.1
Nash Kumar	Ashby (United Biscuits)

## F – North Eastern

Name	Branch
Paul Barker	Malton Bacon Factory
Jane Campbell	Morrisons Grimsby Seafood
Charlie Johnson	North & East Yorkshire Co-op
Alexander King	NE Tesco North
Natalie Naisby	Sainsbury's Northern
Mandy Naylor	North Yorkshire Morrisons
Angela Partington	Leeds PT
Shavonne Sanders	Wincanton Sherburn-in-Elmet
Phil Shaw	West Yorkshire PT
Brenda Stephen	Northern Morrisons

## G – Scottish

Name	Branch
Kelly Burr	Aberdeenshire North East
Elaine Dennis	Edinburgh West
Alex Irvine	Tesco Livingston Distribution
Robert Killin	Dunfermline
Jordan Mardon	Angus
Laura McLean	Dundee City
Neica McLorinan	Dundee Tesco Call Centre Sata
Karen O'Neill	Tesco Barclays Finance
Scott Redpath	Borders
Rebecca Ross	Glasgow City South

## H – Southern

Name	Branch
Andrew Coley	Bournemouth and South Dorset
Carrie Fineran	Isle of Wight PT
Vanessa Jackson	Basingstoke
Jiri Marek	DHL Logistics Dartford
David McCuish	North West Kent
Charles Odulana	South West London
Uday Pandya	Croydon Metropolitan
Sujata Patel	West Surrey
Gillian Paterson	Mid Sussex
Janette Thomas	South East London General

## K – North West

Name	Branch
Terry Adair	NW Recognition
Donna Barton	NW Tesco Retail No.3
Ian Beesley	NW Co-op Group Distribution
Tommy Boyne	NW General
Elaine Cole	NW Co-op Group Retail
Elizabeth Davidson	NI Asda
Trish Elder	NW Tesco Retail No.5
Matthew Fairlie	NW Tesco Retail No.7
Kate Hill	NW Tesco Retail No.8
Colin Jones	NW B&M Distribution
Jackie McNeill	NI Co-op Group
Tony Penn	NW Evri

## Central Officials

Joanne Thomas	General Secretary
Rab Donnelly	Deputy General Secretary
Darren Miller	Executive and Administration Officer
Nick Walker	Central Treasurer

## Trustees

Robert Bell	Jo Crumplin
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## Auditor

Crowe LLP
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## Scrutineers

Susan Hallam	Amanda Owens
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## Usdaw Group of MPs

Douglas Alexander	Sadik Al-Hassan
Jess Asato	Sarah Champion
Andrew Cooper	Stella Creasy
Judith Cummins	Kate Dearden
Anneliese Dodds	Helena Dillimore
Stephen Doughty	Sarah Edwards
Chris Elmore	Kirith Entwistle
Bill Esterson	Emma Foody
Daniel Francis	Tracy Gilbert
Becky Gittins	Ben Goldsborough
John Grady	Nia Griffith
Sarah Hall	Carolyn Harris
Claire Hazelgrove	Mark Hendrick
Gerald Jones	Gen Kitchen
Alice Macdonald	Siobhain McDonagh
Jim McMahon	Anna McMorrin
Frank McNally	Ed Miliband
Navendu Mishra	Ian Murray
Alex Norris	Tristan Osborne
Michael Payne	Yasmin Qureshi
Connor Rand	Jonathan Reynolds
Tim Roca	Matt Rodda
Sarah Russell	Oliver Ryan
Josh Simons	Jeff Smith
Gareth Snell	Jo Stevens
Fred Thomas	Gareth Thomas
Matt Turmaine	Liz Twist
Valerie Vaz	Chris Vince
Christian Wakeford	Andrew Western
Michael Wheeler	Katie White
Rosie Wrihting	









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