



# Gender Pay Gap Report 2023





**Emma O'Toole**

UK, Ireland  
and Nordics  
HR Director

At UPS, our people are central to our business and are strongly linked to our values and mission. We are deeply committed to promoting diversity, equity, and inclusion. Fostering a multicultural environment drives growth, innovation, and multidimensional communities reflective of where we live and work. Advocating for diversity, equity, and inclusion is not only the right thing to do, but it's also a crucial aspect of our business strategy. We consider diversity a mindset of inclusiveness, respect, and co-operation that that strengthens how we operate, positively impacting our customers, suppliers, and the communities we serve.

In 2023, we reached a significant milestone by establishing Business Resource Groups (BRGs) focused on diversity, equity, inclusion, gender equality and female leadership. These BRGs, including Women in Engineering and Connect You, are led by UPSers. They provide a platform for knowledge sharing and promoting diversity in the workplace. All of UPS's BRGs share the same ethos, 'You Belong at UPS.'

We continued to introduce new company policies, such as the Menopause policy alongside the long-standing employee ownership and promotion from within policies to further motivate our teams – making UPS an employer of choice.

Progress requires collective action and providing opportunities for minorities and women to thrive is just good business. We are steadfast in our commitment to foster a multidimensional environment where individuals can succeed and fulfill their highest potential, where they can be authentic without judgement.

A handwritten signature in blue ink, appearing to read 'Emma O'Toole'.



## The importance of inclusivity

We believe that our differences make us stronger and that by cultivating an environment of diversity and inclusivity, we can attract and retain talent. Attracting, developing and advancing women at all levels remains critical to our business and is a prerequisite for an inclusive workplace. Moving forward, we will remain committed to understanding and proactively reducing the gender pay gap by taking actions that will improve the diversity and inclusion across our business.

EMMA O'TOOLE  
UK, IRELAND AND NORDICS HR DIRECTOR

THIS REPORT IS BASED ON TWO BUSINESS UNITS:  
UPS LIMITED (UPS)  
UPS SCS (UK) LIMITED (SCS)

# An integrated approach

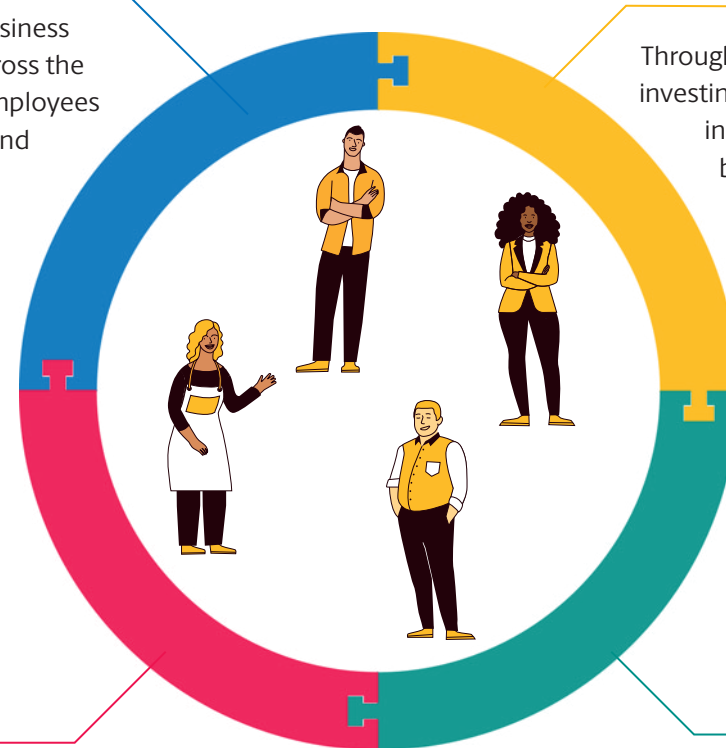
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## Employees

UPS has more than 200 Business Resource Groups (BRG) across the globe which encourage employees with varied backgrounds and experiences to connect, network and pursue common goals, such as Women's Leadership Development and LGBT & Allies.

## Communities

Through the UPS Foundation, we are investing \$15 million in diversity and inclusion programmes globally by creating opportunities and empowering people in our local communities



## Customers

We serve customers in over 220 countries and territories around the world with innovations and solutions to address challenges and changing needs, foster business opportunities, and support equity and well-being.

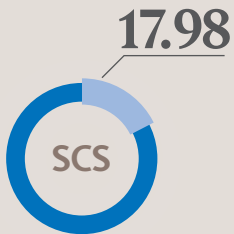
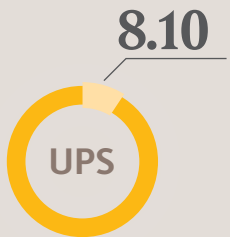
## Suppliers

We're continuously developing our inclusive strategy to bring opportunities for diverse suppliers to contribute ideas and innovations that foster sustainable growth.

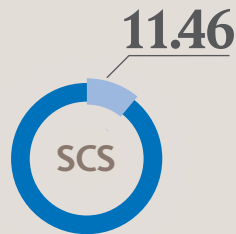
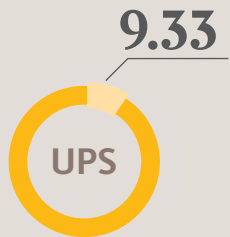
# Statutory Disclosures



Proportion of Males receiving a bonus (%)

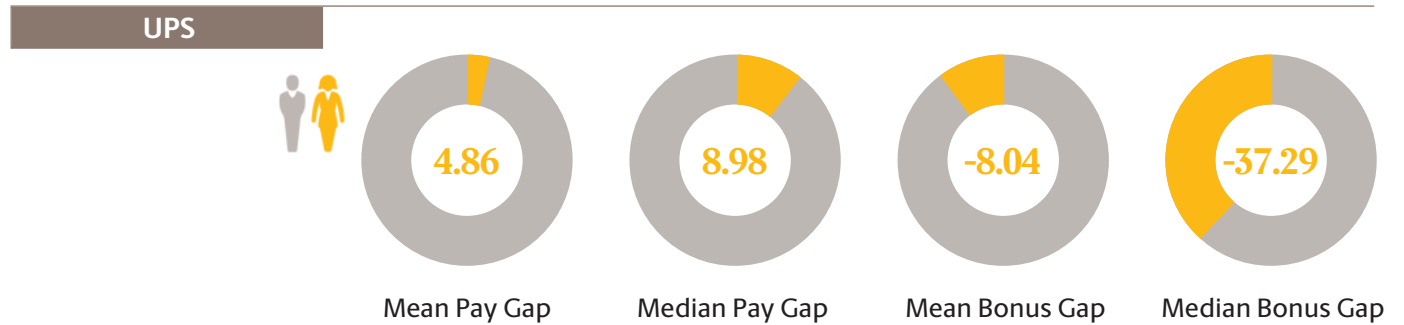


Proportion of Females receiving a bonus (%)

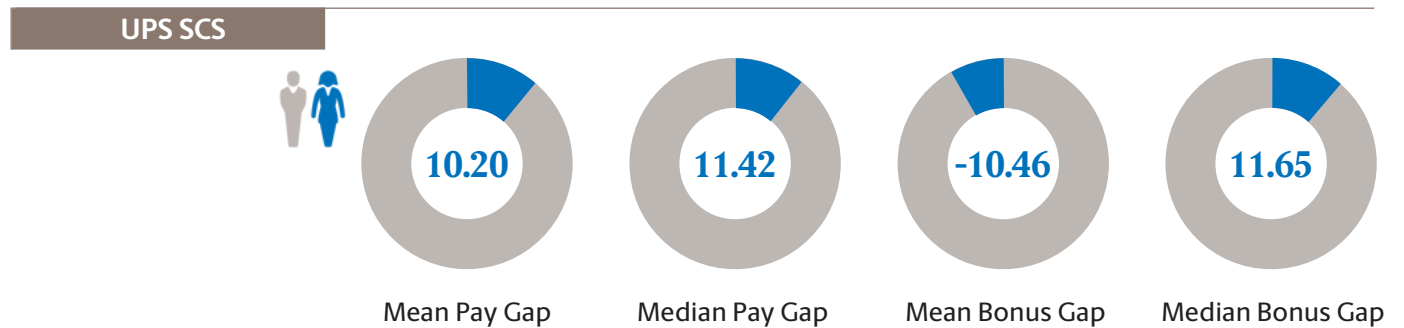


## Difference between Men and Women (%)

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The Mean Pay Gap between Men and Women is 4.86%  
Males on average earned £16.20 per hour, whilst Women on average earned £15.42.  
The Median Pay Gap between Men and Women is 8.98%  
The median for Men is £14.95 per hour, whilst for Women it is £13.61.



The Mean Pay Gap between Men and Women is 10.20%  
Males on average earned £19.06 per hour, whilst Women on average earned £17.12.  
The Median Pay Gap between Men and Women is 11.42%  
The median for Men is £15.62 per hour, whilst for Women it is £13.84.

Note: A positive percentage: Women have lower pay than Men.  
A negative percentage: Men have lower pay than Women.  
A zero percentage: there is equal pay between Men and Women.

A positive percentage: Women have lower bonuses than Men.  
A negative percentage: Men have lower bonuses than Women.  
A zero percentage: there is equal bonuses between Men and Women.





# Pay Bands by Quartiles (%)

## UPPER QUARTILES

Includes all employees whose standard hourly rate places them **above the upper quartile**



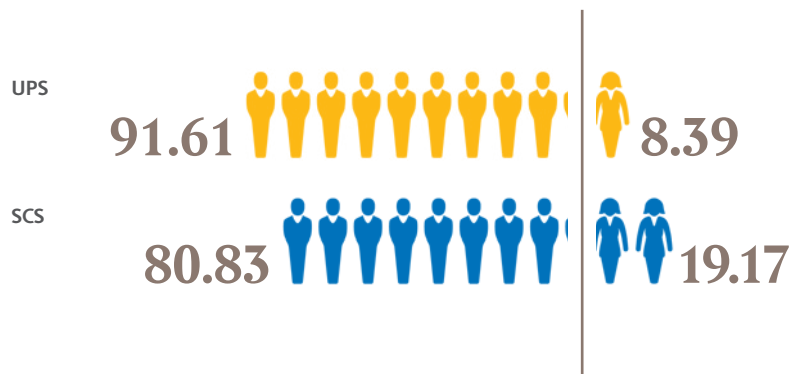
## LOWER MID QUARTILES

Includes all employees whose standard hourly rate places them above the lower quartile but **at or below the median**



## UPPER MID QUARTILES

Includes all employees whose standard hourly rate places them **above the median but at or below the upper quartile**



## LOWER QUARTILES

Includes all employees whose standard hourly rate places them **at or below the lower quartile**





*“UPS is a company with a proud past and an even brighter future. Our values define us. Our culture differentiates us. Our strategy drives us. At UPS we are customer first, people led and innovation driven.”*

Carol B. Tomé, UPS Chief Executive Officer

## Declaration

I confirm that UPS's gender pay gap calculations are accurate and meet the requirements of the Regulations.

The calculations, data and assertions contained in this publication are in line with the methodology provided in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in blue ink, appearing to read 'Markus Kessler', with a horizontal line underneath.

Markus Kessler

COUNTRY CLUSTER MANAGER, UK, IRELAND AND NORDICS

To learn more about the company's diversity and inclusion practices, visit:  
[www.ups.com/sustainability](http://www.ups.com/sustainability)