



# Gender Pay Gap Report 2020



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## Emma O'Toole

UK, Ireland  
and Nordics  
HR Director

As a global company, UPS's values are rooted in the diversity and inclusion that thrives inside and outside our walls.

We understand that people with different backgrounds, experiences and perspectives propel growth, not only at UPS but in communities worldwide. We view diversity, equity, and inclusion as top business priorities that enable UPS to attract and retain talented employees, foster innovation to enhance customer service, and bring strength and stability to businesses and communities. Therefore, we're taking an integrated approach to diversity and empower our key stakeholder groups of employees, customers, suppliers and communities by embracing their backgrounds and perspectives.

With all things, actions speak louder than words and especially when these actions started from the top. In 2020, we welcomed Carol Tomé as the first woman CEO of UPS, becoming one of 37 female Fortune 500 CEOs in the world. Since then we have introduced a better gender balance through a mix of newer directors, which increased our mix of female board of directors to 43%, along with longer-tenured directors, who have contributed to developing our strategy over time and have acquired an in-depth understanding of our global organization.





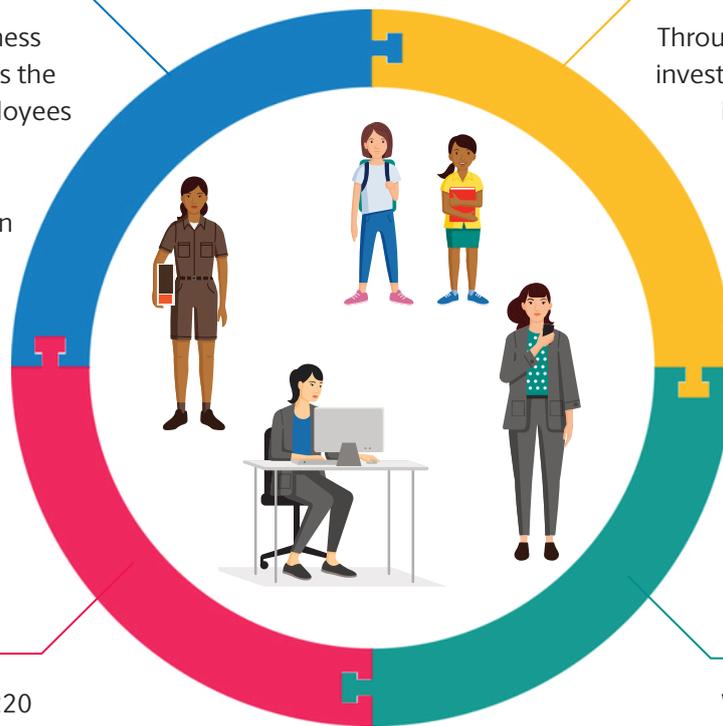
## An integrated approach

### 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.

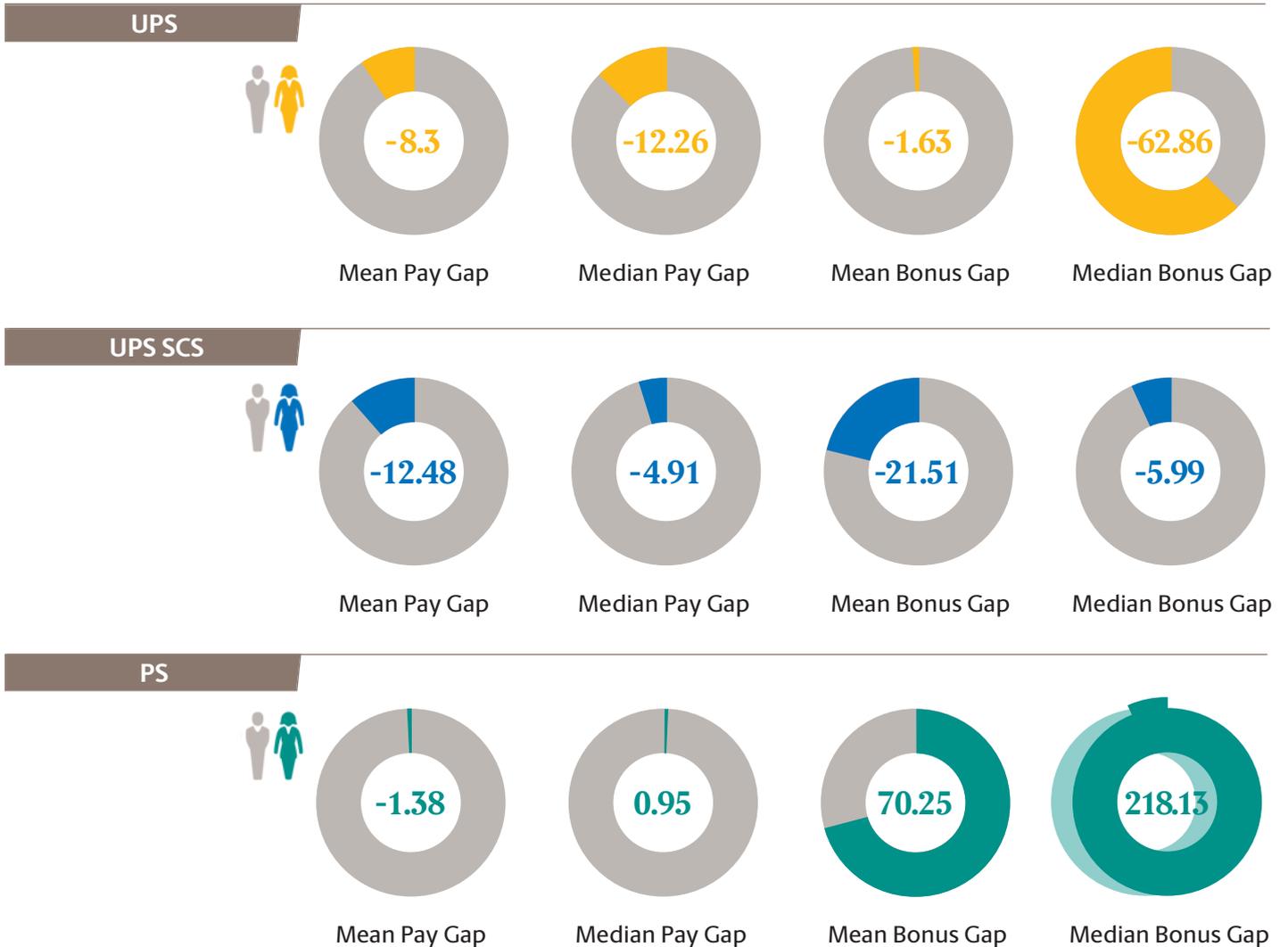
## The importance of inclusivity

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



## Difference between Men and Women (%)



## Statutory Disclosures

Proportion of Males receiving a bonus (%)

Proportion of Females receiving a bonus (%)





## Pay Bands by Quartiles (%)

### TOP QUARTILES

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



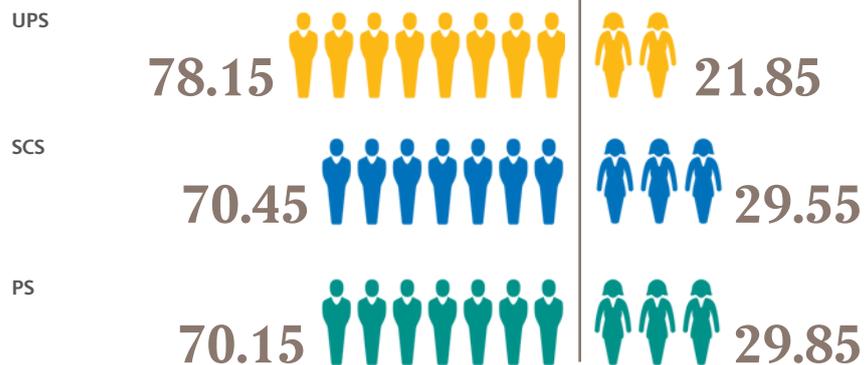
### UPPER MID QUARTILES

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



### LOWER QUARTILES

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





*“Providing pathways for women leaders to unleash their full potential is a key business priority. It delivers growth and opportunities for our people, our customers, our communities and our business.”*

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 'Jim O'Gara', with a stylized flourish at the end.

Jim O'Gara  
UPS PRESIDENT, 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)