



Gender Pay Gap Report 2025





Emma O'Toole

UK, Ireland
and Nordics
HR Director

I'm pleased to share UPS's Gender Pay Gap Report, which reflects our ongoing commitment to creating a workplace where everyone can thrive.

At UPS, we firmly believe that our people are the foundation of our success. We are dedicated to cultivating an environment that supports personal and professional growth, encourages meaningful collaboration, and values the unique contributions of every individual.

This commitment is not limited to one region – it is central to our operations in Ireland and embedded across our global business. By fostering a culture of openness, inclusion, and opportunity, we continue to drive innovation, strengthen relationships with our customers, and attract and retain exceptional talent from across the industry.

Our approach is holistic and forward-looking, aimed at creating meaningful and lasting change – both within our organisation and through our partnerships with customers, suppliers, and the communities we serve. We are dedicated to ensuring that every employee has equitable access to the tools, support, and opportunities they need to achieve their full potential.

As we publish this report, we view it as both a milestone and a motivator – a reminder of the progress we've made and the responsibility we share to continue moving forward. Together, we are committed to advancing equity for the benefit of our people, our customers, and our business as a whole.

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Emma O'Toole

UK, Ireland and Nordics HR Director

This report is based on two business units:
UPS Limited (UPS), and UPS SCS (UK) Limited (SCS).



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

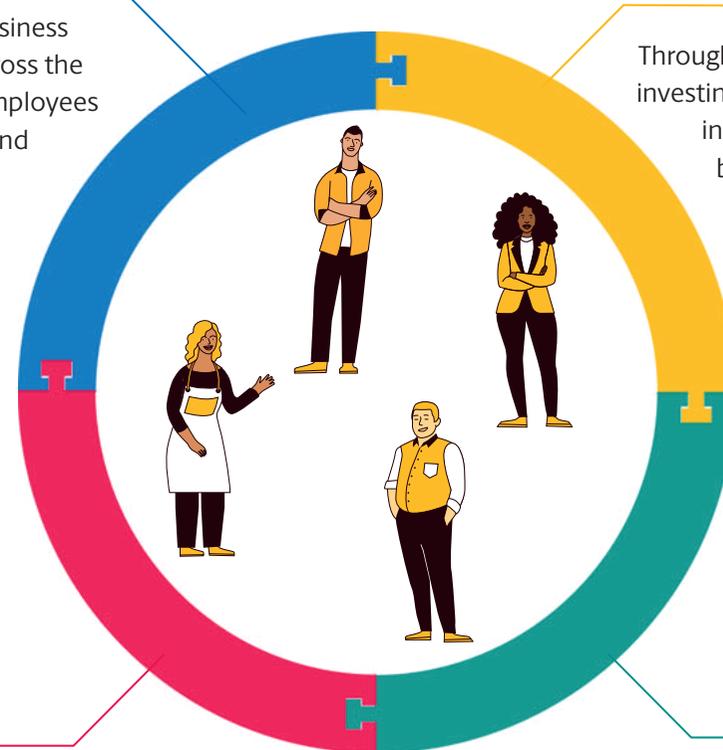
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Employees

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.

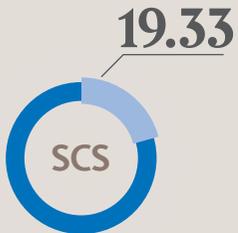
Suppliers

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 (%)

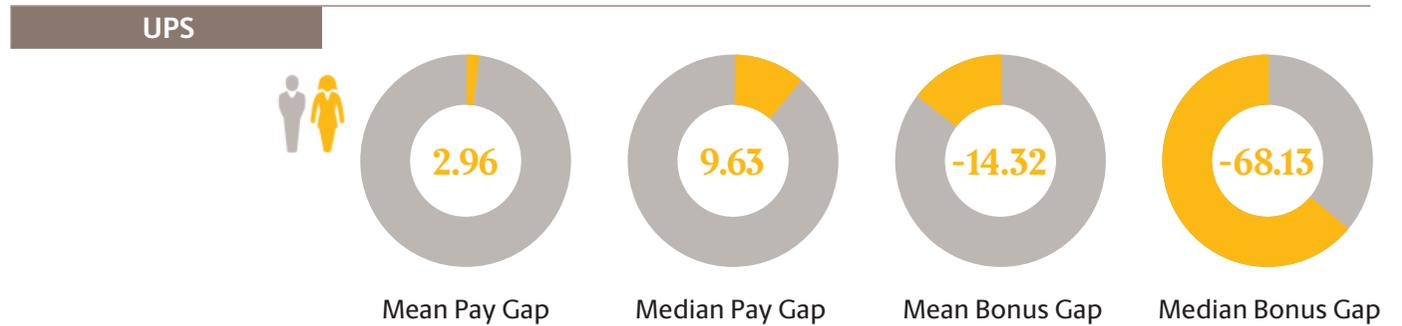


Proportion of Females receiving a bonus (%)

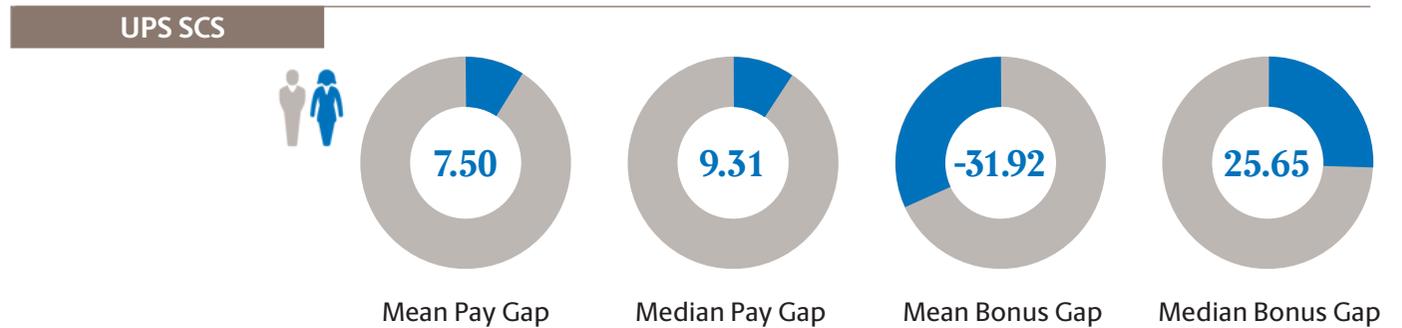


Difference between Men and Women (%)

Gender Pay Gap Report 2025



The Mean Pay Gap between Men and Women is 2.96%
Males on average earned £17.75 per hour, whilst Women on average earned £17.23.
The Median Pay Gap between Men and Women is 9.63%
The median for Men is £16.63 per hour, whilst for Women it is £15.03.



The Mean Pay Gap between Men and Women is 7.50%
Males on average earned £21.65 per hour, whilst Women on average earned £20.03.
The Median Pay Gap between Men and Women is 9.31%
The median for Men is £16.46 per hour, whilst for Women it is £14.93.

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.

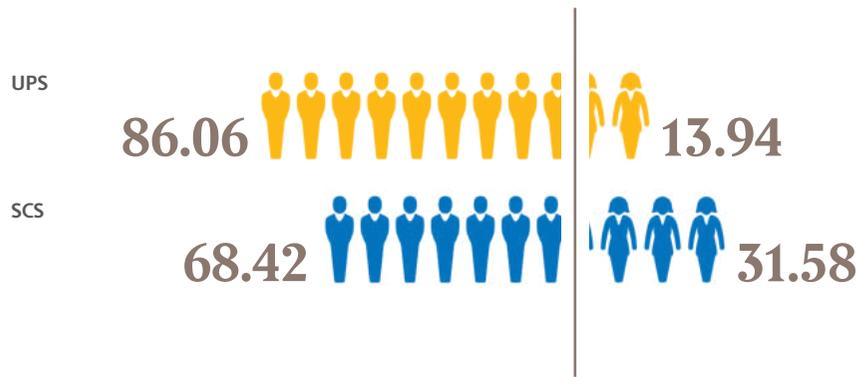
A positive percentage: Women have lower bonuses than Men.
A negative percentage: Men have lower bonuses than Women.
A zero percentage: there is equal bonuses between Men and Women.



Pay Bands by Quartiles (%)

UPPER QUARTILES

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



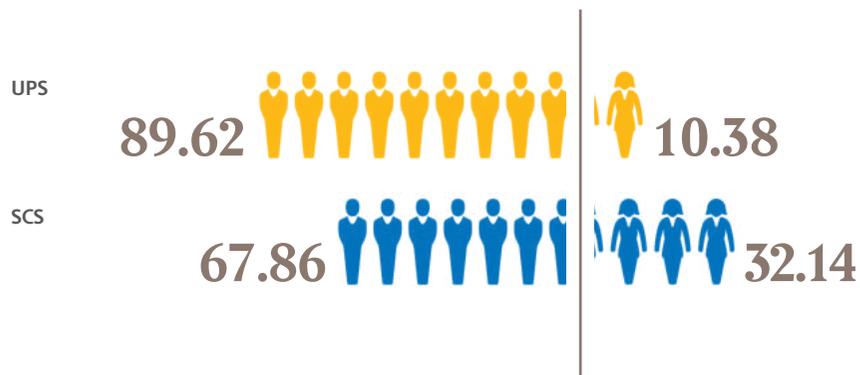
LOWER MID QUARTILES

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**





CUSTOMER FIRST, PEOPLE LED, INNOVATION DRIVEN

“At UPS, we don’t just deliver packages – we deliver opportunities. We’re driving innovation, advancing sustainability and investing in our workforce because we know that our organization can be a catalyst for positive change. I’m proud of the progress we’ve made toward our goals...together, there’s no limit to what we can accomplish.”

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