



# **Ireland Gender Pay Gap Report 2024**





## Foreword

# Gender Pay Gap Report UPS Ireland 2024

I am pleased to present UPS's Gender Pay Gap Report, which underscores our continued commitment to diversity, equity, and inclusion. At UPS, we recognise that our people are at the heart of our success, and we are dedicated to fostering an inclusive and supportive work environment for every employee. These efforts are a priority not only in Ireland but also serve as a key driver for our global business.

By embracing diverse perspectives and experiences, we are able to innovate, grow, better serve our customers, and attract and retain top talent across the industry. We take an integrated approach to diversity, aiming to create lasting change not just within our organisation, but also across our relationships with customers, suppliers, and the wider communities we serve. Our goal is to build a supportive and empowering workplace where every individual has the opportunity to realise their full leadership potential.

In closing, we remain committed to advancing diversity, equity, and inclusion across all areas of our business. The publication of this report marks an important milestone in our ongoing journey, and serves as a reminder of the continued work ahead for the benefit of our people, customers, and the wider business.

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

**Emma O'Toole**

UK, Ireland and Nordics HR Director



## Gender Pay Gap Report UPS Ireland 2024

Starting in 2022, all companies with 250 or more employees in Ireland must report their gender pay gaps.

At UPS, we embrace the new regulations and are committed to advancing gender equality in the workplace.

In this report, we explore the gender pay gap within UPS's businesses in Ireland and highlight some of our challenges and plans to close gaps which have been identified. With our global footprint and customers in more than 220 countries and territories, we have seen how various factors including socioeconomic challenges intersect. We value our people and have built our company around them.

The gender pay gap in our organisation is a result of the dynamics of the logistics sector and the nature of our businesses. This has resulted in a skewed representation of gender in our workforce, with a majority of men occupying senior roles, while women continue to be overrepresented in administrative positions.

In UPS Ireland, fewer than 3% of our drivers and manual operators are women. In order to address the imbalance, we recognise the need for increased representation of women in leadership roles, specifically in Specialist, Supervisor, and higher-level managerial positions. With destabilized markets, UPS Ireland had less recruitment in 2023 which did not enable us to grow our female population significantly.

We are committed to taking steps to close the gap. By promoting equal opportunities for women and men, we plan to create a diverse and inclusive workplace where all employees can thrive.



# An integrated approach

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## 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

## 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

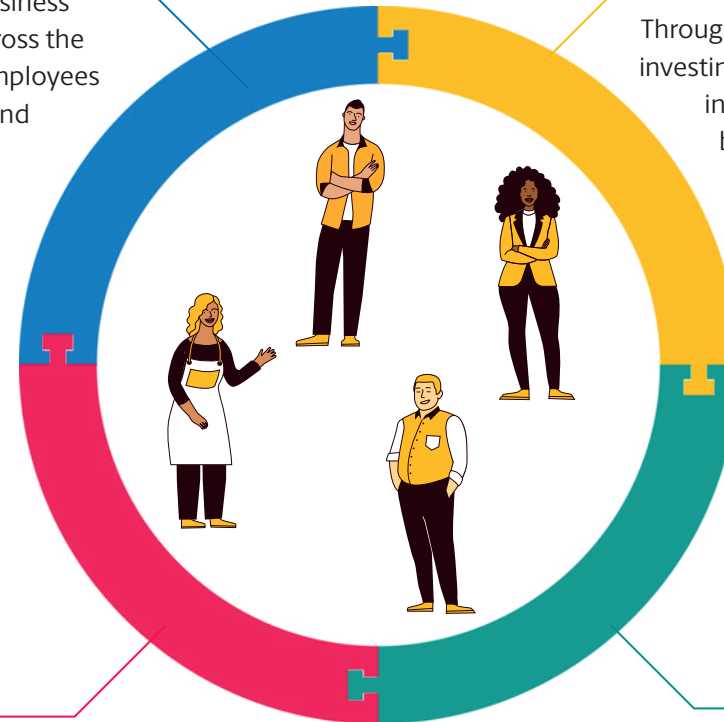
Through the UPS Foundation, we are investing \$15 million in diversity and inclusion programmes globally by creating opportunities and empowering people in our local communities

## 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.



# 2024 Gender Pay Gap Figures

We are reporting gender pay gap statistics for our Irish entities, UPS of Ireland Ltd and UPS CSTC Ireland Ltd on our snapshot date of 30 June 2022

## Gender Pay Gap Report UPS Ireland 2024

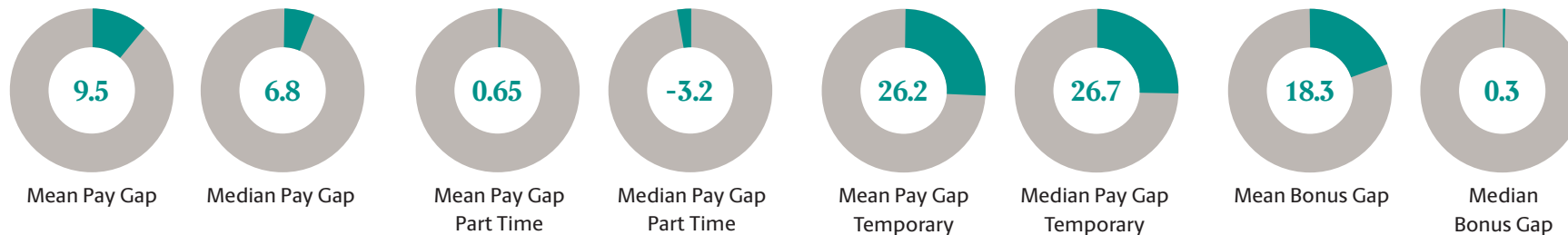
### BONUSES



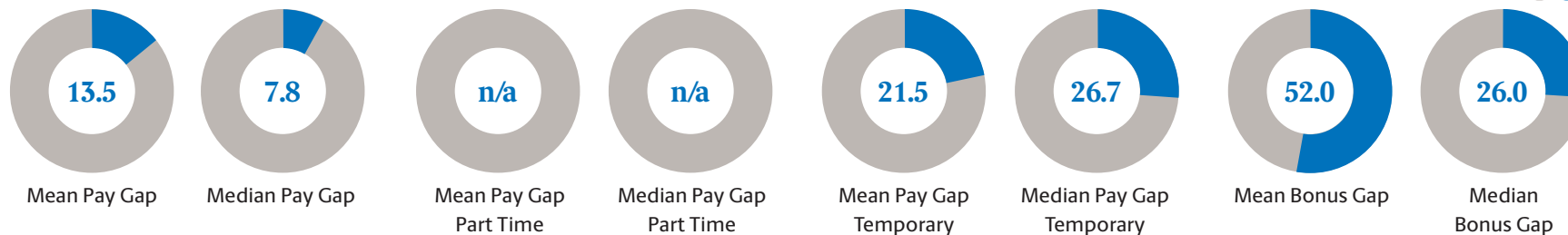
The definition of 'bonus' in Reg 5 of the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022:

- a) is in the form of money, vouchers or shares, share options or interests in shares provided to a relevant employee, and
- b) relates to profit sharing, productivity, performance, incentive or commission, before any statutory deductions are made, but does not include –
- (i) ordinary pay,
  - (ii) overtime pay,
  - (iii) remuneration referable to redundancy or termination of employment, or
  - (iv) benefits in kind, shall be known as bonus remuneration.

### GENDER PAY GAP: UPS of Ireland



### GENDER PAY GAP: UPS CSTC





# Pay Bands by Quartiles (%)

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## 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**



## BENEFIT IN KIND (BIK)



Proportion of men  
receiving a BIK (%)



36.9



29.7



Proportion of women  
receiving a BIK (%)



49.3



37.8



## Reasons for the gender pay gap

In this section, we explain the reasons for our pay gaps within each entity.

### **UPS Ireland**

The gender pay gaps in UPS Ireland are low. We have a large number of entry level roles. Across all of these lower paid roles, there is a relatively even spread of men and women. There is some difference in gender balance within specific roles (for example, women are overrepresented in Administrative roles, and men overrepresented in Manual Operations roles).

Compared to last year, the gender pay gaps for UPS Ireland are lower. This is because there has been a greater reduction in the proportion of men in higher paid job groups such as Driver and Supervisor/Manager roles. There has been a greater increase in the proportion of men (compared to the reduction in the proportion of women) in lower paid roles.

### **UPS CSTC**

The median pay gap for UPS CSTC is very low. At just 3.8%, this shows that there is essentially no difference in pay between the middle man and middle woman. This is because we employ a large number of people in similar roles for similar pay. There is a relatively even spread of men and women in these roles.

However, the mean pay gap is much higher at 14.2%. This is because, despite the generally even spread shown by the low median pay gap, there are a small number of highly paid men in global roles that pull the mean pay for men up. To tackle this, we need to get more women into our more senior roles, and particularly in our best paid global roles.



## Measures to close the gap

To narrow the gender pay gap, we have implemented several short and long term initiatives with the aim of increasing the representation of women in middle and senior managerial positions. To achieve this, the following actions are being taken:

1. **Diversifying recruitment channels:** We have reviewed our recruitment processes and use alternative methods to attract more applications from women, including the use of gender-neutral language and a wider range of recruitment channels. We will ensure that our recruitment process is fair and free from bias and strive to have balanced interview panels where possible.
2. **Women's Leadership Development (WLD):** Helps our female colleagues confidently step into a leadership role at UPS. Women's Leadership Development helps our female colleagues enhance their ability to lead others, develop the knowledge and skills to move into very senior roles. We provide a supportive environment that encourages and enables the attraction, development and retention of women through networking, mentoring, training, education and community-based involvement. In our culture of promoting from within, the sky's the limit.
3. **Adapting to the needs of women:** We have collaborated with our Recruiting Strategy partners to advertise our operational jobs to a broader audience, including women, and to promote career opportunities that attract a diverse pool of applicants. We regularly evaluate employee feedback to improve gender balance and reduce the gender pay gap.
4. **Drive progression through 'Promote from Within':** We will identify and eliminate barriers to progression that women may face internally and create a more inclusive workplace environment. We will continue to leverage existing tools, such as our 'Promote from Within' policy, career pathways, and training and development resources to steer women within the business into more senior positions, where possible.





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*“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

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