

# Our 2020 UK Gender Pay Gap Report







## We are pleased to share our fourth annual UK Gender Pay Gap report with you.

UBS remains wholly committed to hiring, retaining and promoting more women at all levels across the firm. We continue to make progress in our aspiration to increase the ratio of women in management roles to one third, and our management are accountable for supporting this goal. In 2020, we continued our commitment to provide additional career support as well as improve HR processes and technology solutions to help us more effectively attract, develop and retain women at all career stages.

Our policies and practices are designed to ensure that all employees are paid fairly.

We confirm that the data reported is accurate.



**Sabine Keller-Busse**  
Group Executive Board member



**Beatriz Martin**  
UK Chief Executive UBS AG  
London Branch



**Siobhan McDonagh**  
UK Head of Human Resources

UBS's commitment to hiring, retaining and promoting more women remains unchanged. We revised our aspiration at the start of 2020 with a goal of increasing our representation of women in Director roles and above to 30% by 2025 - and our managers are accountable for supporting this goal. In 2020, we implemented additional career support, HR processes and technology solutions to help us more effectively attract, develop and retain women at all career stages.

**“We're 100% committed to rewarding performance and paying all our employees fairly.”**

**Stefan Seiler, Group Head Human Resources**

#### **EQUAL-SALARY certification**

“We're 100% committed to rewarding performance and paying all our employees fairly,” says Group Head Human Resources Stefan Seiler. The performance part is, of course, closely linked with firm and business goals, combined with individual goals and behaviors. But what is pay equity? Simply put, it's compensating employees fairly and consistently.

Paying people fairly across our employee populations doesn't just happen by chance. It happens because we've embedded pay equity principles into all of our HR policies and practices. We have line manager and HR checks in place to help ensure that we appropriately evaluate and reward employees, regardless of irrelevant factors like gender or whether someone has recently taken a leave of absence.

We conduct regular, and rigorous, internal compensation reviews across the firm. We also regularly engage independent third-parties to analyze our compensation data to ensure that all employees are paid fairly and to address any unexplained gaps. If we uncover any gaps that cannot be explained by business factors such as experience, role, responsibility, performance, or location, we explore the root causes of those gaps and address them.

To further support our efforts and ensure that the robustness of our processes are best in class, we pursued and were awarded an external certification for our fair pay practices in some of our largest locations, including the UK. The certification, awarded by the EQUAL-SALARY Foundation, included an independent review by a leading audit firm. While this certification is focused on gender equality, our policies and practices are designed to ensure fair pay across all of our employee populations in UBS.

# Consolidated gender pay gap figures for UBS in the UK

Combining data for UBS AG and UBS Business Solutions AG.

## UBS Gender Pay Gap Data—mean and median pay

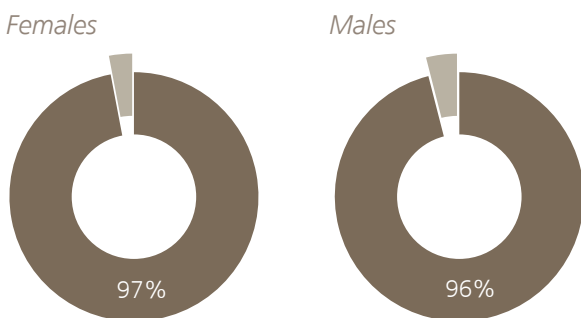
The table below shows the overall gap between male and female pay. Female hourly fixed pay and variable pay is lower than male pay by the following percentages:

	2018 Mean	2019 Mean	2020 Mean	2018 Median	2019 Median	2020 Median
Hourly fixed <sup>1</sup>	31%	30%	30%	24%	25%	22%
Variable pay <sup>2</sup>	60%	56%	52%	46%	33%	33%

1. Hourly fixed pay - compensation paid in the relevant period (April 2020)
2. Variable pay includes any bonus paid during the relevant period (April 2019-April 2020)

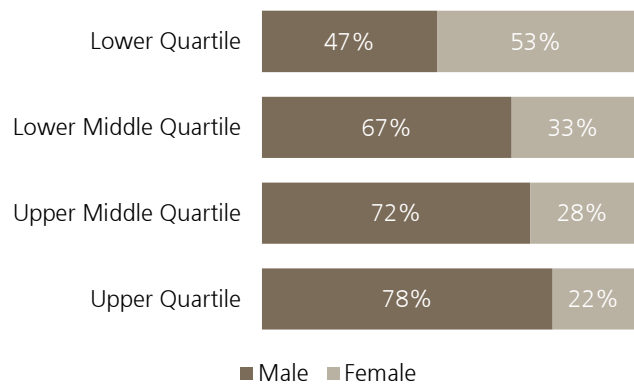
## Proportion of colleagues awarded a bonus

The figures below represent the percentage of women and men receiving variable pay in the relevant period (April 2019 to April 2020):



## Fixed pay quartiles

The chart below shows the percentage of women and men represented in each fixed pay quartile. The quartile bands are determined by ranking the fixed pay for all employees, dividing into four equally sized groups and calculating the proportion of males and females in each group.



Our gender pay gap reflects a representation gap caused by having unequal numbers of men and women at each level at UBS, with a greater proportion of men in our more senior, higher paying roles. Our pay gap will only be narrowed by increasing the number of women in higher paying leadership and revenue-generating roles and we need to continue to focus on creating and leveraging the opportunities to do this whilst maintaining our culture of meritocracy and pay for performance.

We are seeing slow but steady progress in our UK business with an improvement of 1% since 2018 in our mid-senior level female representation.

	2018		2019		2020	
	Male	Female	Male	Female	Male	Female
Directors and above	73%	27%	72%	28%	72%	28%
All staff	67%	33%	66%	34%	66%	34%

Note: UBS rank level structure; Employee, Authorised Officer, Associate Director, Director, Executive Director, Managing Director and Group Managing Director

Addressing gender representation is a priority we share with many other organisations, both within financial services and other sectors.

To share best practices, learn from peers and receive feedback, we are actively involved with initiatives like the United Nations Women’s Empowerment Principles, The Conference Board, Bloomberg Gender Equality Index, Equileap and the Women in Finance Charter.



#1 employer in Switzerland

Our Global gender strategy is dedicated to increasing female representation in leadership. Our execution strategy is focused around three simple actions: hire more women, retain more women and promote more women. These actions are underpinned by aspirational targets, management accountability and metrics to help us track progress. We don’t expect our progress to be linear and anticipate fluctuations from year to year, with our time horizon to achieve our aspirations medium to long term.

To reach our goals requires a composite of initiatives together to drive change— we will not get there with one action alone. In line with our three levers, here are some of the steps we’re taking for Hire More, Promote More and Lose Less.

# Hire more

Our focus on hiring has created impact with 27% of senior UK positions filled with female candidates compared to 17% in 2018. Of all UK open positions, 34% have been filled by women in 2020 up from 33% two years ago.

## *Diverse candidate shortlists*

Female representation in candidate shortlists is tracked as a key performance indicator for recruiters and hiring managers.

## *Intersectionality*

Focusing on gender alone is not enough. Recognising the impact of intersectionality, which defines how different social categorisations overlap, we have set UK ethnicity aspirations to 40% by the end of 2025, with an 80% growth aspiration of our Black employee headcount. We capture voluntary ethnicity disclosure from the point of hiring which helps us to identify gaps in attraction and hiring of different ethnic groups. This insight has led to our partnership with SEO-London and UK Coding Black Females who support women in building their career in Technology. In early 2021, we are beginning to collect self-disclosure on sexual-orientation, disability, gender identity and veteran status.

## *Gender-balanced pipeline*

The gender balance of our UK graduate population for 2020 was 42% female and our School Leaver Apprentice programme 52% female.

## *Career Comeback*

Our award-winning UBS Career Comeback programme offers permanent roles to professionals wishing to return to corporate jobs after a career break. Returnees are supported with remote onboarding, 1:1 executive coaching, group coaching, regular education and development sessions and peer support - all of which have been effectively delivered virtually this year. The initiative targets mid-senior level roles and by the end of 2020 Career Comeback had helped over 180 people relaunch their careers with UBS with an 86% retention rate.

## *Diversity recruiter*

UBS committed to hire a diversity recruiter in each region from 2020, whose role is to build on our external partnerships to identify opportunities for creating a more diverse candidate pipeline as well as work closely with our Internal Mobility team to support our internal talent in growing their career while staying at UBS.

# Lose less

UBS conducted a global attrition study to identify the root causes leading to senior female attrition. A key finding from the study was that we need to do more to support women's career development, which we have addressed for all of our employees through a number of initiatives.

## *Internal Mobility Strategy*

**Target setting**—we have set aspirational targets to increase the percentage of our roles being filled by existing employees to 60% for our most senior positions and 40% at Director and below.

**Career Aspirations**—we invited all our employees to record their career aspirations as part of mid-year performance discussions and these are used by our internal recruitment team before they start an external search.

**Career Navigator**—our proprietary software platform, which has been recognised externally by Fast Company, enables employees to take charge of managing their career by self-assessing skills and competency gaps between where they are now and where they want to be, suggesting how to get there.

**myCV@UBS**—we provided a quick and simple way for employees to upload their CV to recruiting, thereby feeding candidate pools for open roles.

**Internal Mobility Lead**—the UK has a designated Internal Mobility Lead and all regional recruiters have been trained in mobility coaching. In addition to a number of panels and education sessions being run, employees are invited to directly approach the mobility lead for guidance.

## *Inclusive Leadership*

**Training**—we have invested in the development of our people managers including required training on how to fairly assess performance and compensation decisions for employees who have taken Parental Leave, active bystander behaviour training and mandatory respect at work training. An Inclusive Leadership curriculum was created and has since been made available to all global employees to attend—from Basics through to Advanced.

**D&I Ambassadors**—We worked throughout 2020 to identify Ambassadors to champion our inclusive culture. Their role is to provide a safe space for colleagues to share or discuss their ideas or concerns connected with their diversity. Nearly 100 UK Ambassadors have been trained on matters including deep-dives into race and ethnicity, sexual-orientation and gender identity, disability and mental health and wellbeing.

## *Anti-harassment Officer*

UBS take a zero-tolerance approach to harassment of any kind, including sexual harassment, and has a dedicated global employee hotline for confidential reporting. An internal anti-harassment officer provides an independent view of the firm's various processes and procedures to prevent harassment and sexual misconduct.



#### *Parental support*

UBS offers 26 weeks' full pay for maternity leave, adoption leave and shared parental leave (SPL). Paid SPL can be taken at any time in the first year of the baby's life. Expectant parents are offered parental transition coaching and we have a parental buddy system in place; people managers are also given coaching on how to support their staff member through the parental transition. We offer emergency back-up childcare for all employees to provide cover when normal childcare solutions aren't available.

#### *Transgender Support*

We have a guide available for people managers and employees to help them understand gender identity and provide practical suggestions, information on terminology and personal stories to help us continue to build a culture of inclusion and belonging. We also worked with our provider to amend our UK health insurance benefit to provide access to specialist support for employees with gender dysphoria, including counselling and hormone treatment.

#### *Menopause Support*

We recognise that the menopause is a natural part of a woman's life. With the average age of menopause at 52 and peri-menopause symptoms occurring years before, we know that a percentage of our female employees will be impacted. In 2020, we introduced menopause clinics via our onsite GP Service and ran all-employee sessions to demystify the menopause.

Every three months, we offer menopause workshops for our female colleagues to explore menopause in more detail, and these have received outstanding feedback.

#### *Line manager education*

We created a new article within our HR knowledgebase to support line managers in having retention conversations with their employees, including an e-learning on retention, and made these available through a regular line manager newsletter.

# Promote more

We are committed to a promotion process that is fair, equal and unbiased with clear and transparent guidelines. Gender metrics are tracked throughout each step of the promotion process and promotion to our most senior rank of MD and GMD is subject to competency based interviews aligned to our House View of Leadership with a diverse panel of assessors.

## *Key talent development*

We take extra care through our Key Talent cycle to identify both high potential individuals and potential successors for leadership positions to ensure equal opportunity across genders and we run development programs to support those key talents in reaching their potential.

## *Employee Networks*

Our gender employee network runs a number of development sessions for their members, including one which focused on 'how to get promoted in a virtual environment'. In 2020, we launched a Male Allies program to encourage more men into the conversation on reaching gender parity.

## *Memberships*

UBS is a global and platinum member of 100 Women in Finance. Through engagement, philanthropic and educational initiatives, its 15,000 members connect and create opportunities to advance careers and strengthen our field, which our employees get access to. We also have a gold membership with Women on Boards—currently 700 UBS employees are actively engaged with their Board vacancies, podcasts and 1:1 support.

“Gender diversity, equal opportunity and pay equity are critical to our long-term success. That’s why fair pay principles have long been embedded in our HR policies and practices, from compensation to development and promotion decisions, and from hiring through to retirement.”

**Siobhan McDonagh, UK Head of Human Resources**



# We've stayed focused on our gender aspirations through the pandemic

Throughout 2020, we faced challenges we never expected, in both our professional and personal lives. We found new ways to connect, and developed new best practices, all while delivering in our day-to-day roles.

Focus, agility and hard work really made all the difference for our firm in 2020. The determination and resilience of our people enabled us to continue to deliver excellence to our clients and colleagues. We supported one another, turning our challenges into opportunities and strong performance as we delivered consistently good quarterly results across our UK businesses.

How a company adjusts and responds in the face of a challenge on this scale can speak volumes about its strength and commitment to its culture. At UBS, our culture is very much people focused and our activities over the last twelve months are proof of that, as we continued to strive towards a greater representation of senior women at the firm. Together, we're creating and sustaining a diverse workforce that lets us remain at the edge of innovation, understand the full range of our clients' needs, and ensure that we can all work at our full potential.

When the UK went into lockdown, 90% of our 5,000-strong workforce was empowered to work remotely, a shift that will impact our ways of working even beyond the pandemic. With remote working came a number of new challenges for everyone, but especially our working women as they paved a path to senior leadership.

In spite of these challenges, our revenue-generating women across the firm continued to deliver excellent client service and use technology to their advantage, contributing towards outstanding full year UBS Group results (see annual report 2020).

## **We've not let the pandemic hold women back from growing their careers at UBS**

UBS partners with external organisations in all regions to provide workshops that support our female employees in achieving career success and to connect them with external board vacancies to build their exposure and experience. These continued throughout 2020 on a virtual basis, with a number of speakers being invited by our women's employee networks to maintain this focus. In all, 477 UBS colleagues attended virtual workshops and events as part of our membership with 'Women on Boards' and two achieved board positions.

## **We've taken steps to safeguard the mental health and wellbeing of our employees**

Over 200 health and wellbeing webinar sessions were run globally in 2020 and we expanded the scale of our Mental Health Champions (all of whom are trained Mental Health First Aiders), raising awareness of their continued availability while remote. We also partnered with an app-based solution for guided meditation and mindfulness, to offer all employees across the firm access to the tool (available in five languages).

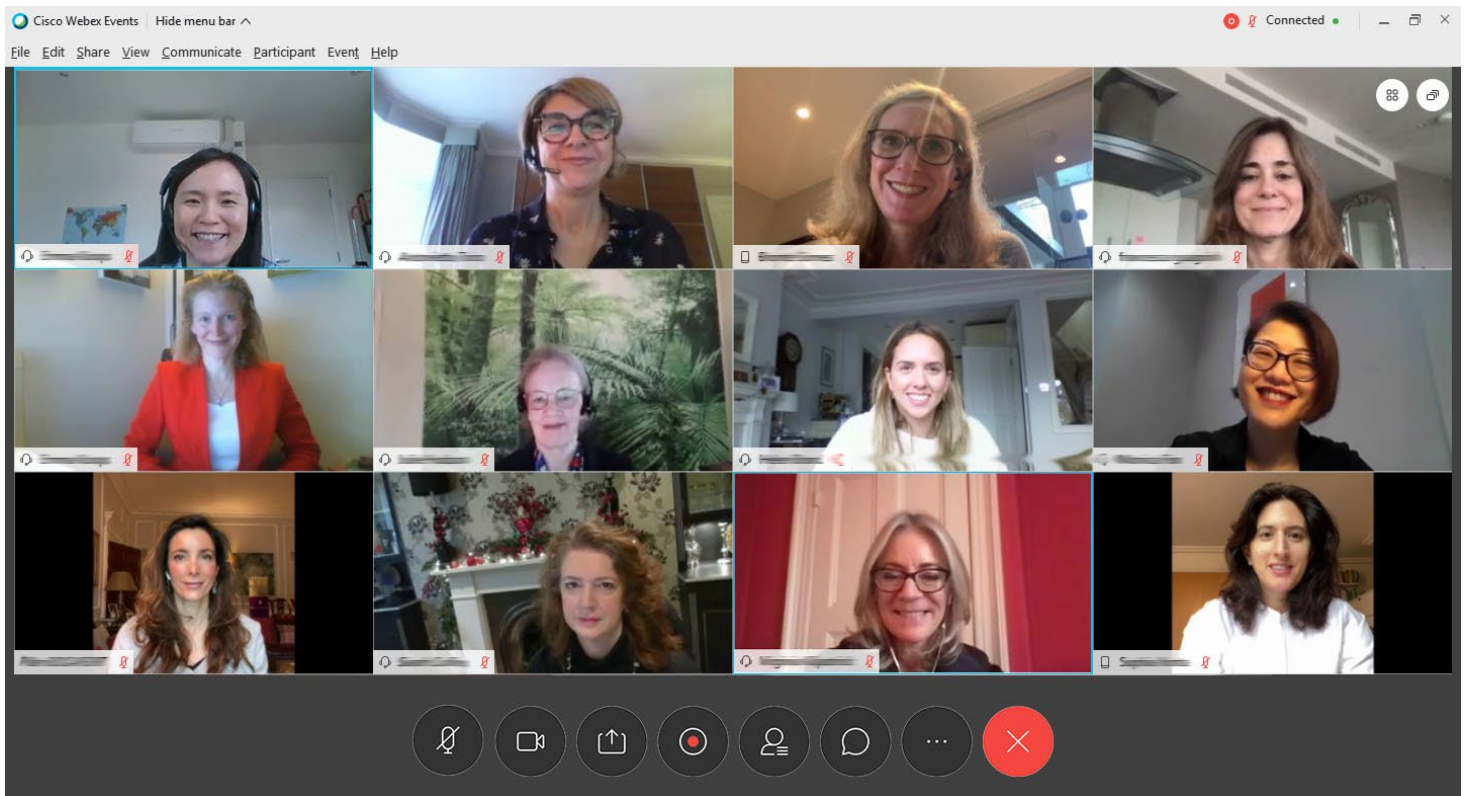
**Many of our employees have home-schooled children, or taken on greater caring responsibilities, in addition to their day jobs**

The ongoing pandemic has placed a greater burden on our carer community and UBS has an external membership which provided them with support and a number of tailored webinars were run. Outside of the pandemic, UBS offers emergency eldercare in the UK through an external provider as well as a host of resources.

To support our UK employees' resilience, our Mental Health employee network partnered with an external organisation to host weekly sessions throughout the summer on highly relevant topics.

**We've not sacrificed the quality of onboarding for our new joiners**

At the start of the global pandemic, a team was created to facilitate onboarding of new joiners whilst avoiding unnecessary travel to on-site locations for onboarding, mitigating risk to our people. Getting settled into a new company is difficult at any time, but when colleagues weren't able to meet their new teams in person, getting familiar with and set up on a new system could have been even more challenging. In 2020, UBS supported more than 400 new joiners with remote onboarding and a further 300 interns.



With 90% of our global workforce being empowered to work remotely, our employees were supported by digital solutions to remain connected, as a group of our MD women demonstrate in this photo of an internal video conference.

# Detail by legal entity

Since November 2017, UBS has had two main employing entities: UBS AG and UBS Business Solutions AG. In general, UBS AG is comprised of our revenue generating roles across our Investment Banking, Asset Management and Wealth Management businesses, and UBS Business Solutions AG mainly employs our support functions.

Each of these entities employs over 250 individuals in the UK (just over 2,500 in UBS AG and around 3,400 in UBS Business Solutions AG), and we present our gender pay gap data by entity below. The gender split across both entities is the same, at around 33% female and 67% male.

	UBS AG		UBS Business Solutions AG	
	Mean	Median	Mean	Median
Hourly Fixed <sup>1</sup>	41%	38%	13%	13%
Variable Pay <sup>2</sup>	60%	67%	18%	14%

1. Hourly fixed pay - compensation paid in the relevant period (April 2020)

2. Variable Pay includes bonus paid during the relevant period (April 2019 to April 2020)

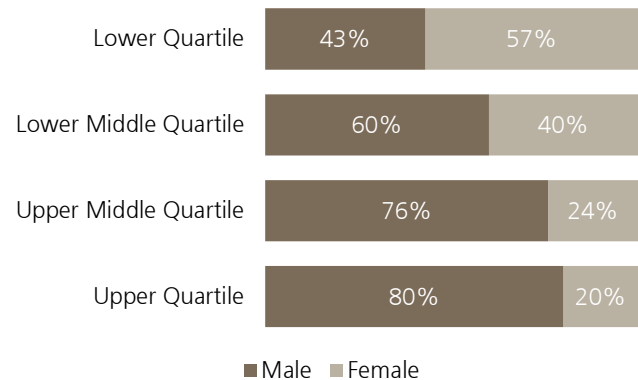
(%)	Male	Female	Male	Female
Receiving a bonus <sup>1</sup>	96%	97%	96%	97%

1. Percentage of men and women receiving a variable incentive in the relevant period (April 2019 to April 2020)

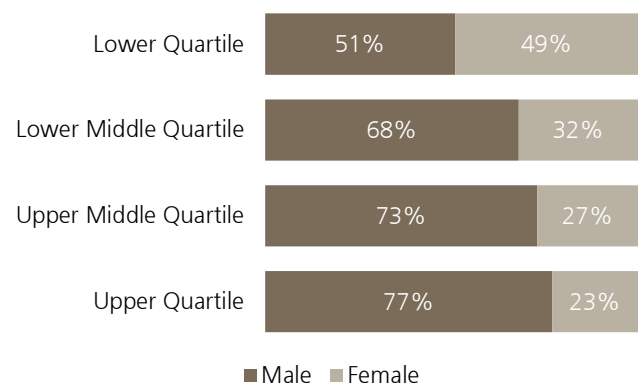
## Quartiles

(Percentages of women and men represented in each quartile of fixed pay).

### UBS AG



### UBS Business Solutions AG





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