



2019 GRI Content Index



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## Our Reporting Strategy

We are pleased to present UPS's 18th annual *Corporate Sustainability Progress Report*. Continuous improvement, leadership, and transparency have been hallmarks of our reporting efforts through the years.

For the 2019 reporting cycle, we've updated this GRI Content Index with relevant data and information in accordance with the [Global Reporting Initiative](#) (GRI) Standards Comprehensive level. This Index is issued in conjunction with the Sustainability Accounting Standards Board (SASB) Report, as well as our [2019 Sustainability Progress Report](#), which shares stories of UPS's performance, initiatives, and engagements during the reporting period. These documents can be found at [ups.com/sustainability](https://ups.com/sustainability).

Management of UPS is responsible for the completeness, accuracy, and validity of the disclosures in the GRI Index included within our Corporate Sustainability Report. Management is responsible for the collection, quantification, and presentation of the sustainability disclosures and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability disclosures. Measurement of certain disclosures includes estimates and assumptions that are subject to inherent measurement uncertainty resulting, for example, from accuracy and precision of conversion and other factors. The selection by management of different but acceptable measurement methods, input data, or assumptions may have resulted in materially different amounts or metrics being reported.

Management asserts that the sustainability disclosures in the *2019 GRI Content Index* for the year ended December 31, 2019, are presented in accordance with the GRI Sustainability Reporting Standards under its Comprehensive option. We engaged Deloitte & Touche LLP to conduct a review, in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA), to provide a limited level of assurance on management's assertion over the sustainability disclosures in the 2019 GRI Content Index, as well as a reasonable level of assurance on our Statement of Greenhouse Gas Emissions for the year ended December 31, 2019.



# General Disclosures



## Organizational Profile

102-1

*Report the name of the organization.*

United Parcel Service, Inc.

102-2

*Report the primary brands, products, and services.*

United Parcel Service, Inc. ("UPS") was founded in 1907 as a private messenger and delivery service in Seattle, Washington. Today, we are the world's largest package delivery company, a leader in the U.S. less-than-truckload industry and the premier provider of global supply chain management solutions. We deliver packages each business day for 1.6 million shipping customers to 9.9 million delivery customers in over 220 countries and territories. In 2019, we delivered an average of 21.9 million pieces per day, or a total of 5.5 billion packages. Total revenue in 2019 was \$74.1 billion. No UPS brands, products, or services are banned in markets where we operate.

102-3

*Report the location of the organization's headquarters.*

Atlanta, GA USA.

102-4

*Report the number of countries where the organization operates.*

We serve more than 220 countries and territories around the world. We have a significant presence in all of the world's major economies.



102-5

*Report the nature of ownership and legal form.*

Publicly traded company.

102-6

*Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).*

UPS serves more than 220 countries and territories in the operating regions of USA, Americas, Europe, Asia-Pacific, and ISMEA (Indian Subcontinent, Middle East, and Africa). UPS serves both public and private sectors, and all industries.

102-7

*Report the scale of the organization.*

<b>Total Number of Employees</b>	495,000+
<b>Total Number of Operations</b>	2,500+ worldwide operating facilities
<b>Revenue</b>	\$74.1 billion
<b>Total Capitalization</b>	\$28.5 billion
<b>Quantity of Products or Services Provided</b>	5.5 billion packages delivered in 2019

102-8

*Breakdown of employee type.*

See Disclosure 401-1 — New Employee Hires and Employee Turnover and Disclosure 405-1 — Diversity & Equal Opportunity.

102-9

*Describe the organization's supply chain.*

See Disclosure 204 — Procurement Practices.

102-10

*Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.*

We closely monitor global trade and economic, geopolitical, regulatory, and environmental factors, as well as other areas of risk and change to ensure we quickly adjust to a fast-moving world.

To learn more, see our [2019 Annual Report — Form 10-K](#), Item 1, pages 1-17.

102-11

*Report whether and how the precautionary approach or principle is addressed by the organization.*

UPS has not formally adopted the precautionary principle. Adoption of the principle would apply primarily to potential harm related to use of fossil fuels and emission of greenhouse gases. We are fully aware of these risks, we are deeply engaged with the stakeholders regarding them, and we manage our business to reduce, avoid, or mitigate them.

102-12

*List externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.*

Examples of major external initiatives we voluntarily engage in — other than those mentioned elsewhere in this Report — include the following:

- The [Greenhouse Gas Protocol](#) developed by the World Resources Institute and the World Business Council for Sustainable Development
- [CDP's climate change](#) program
- The United States [President's Advisory Council on Doing Business in Africa](#), where UPS serves as Vice Chair
- [The Business Roundtable](#), an association of CEOs promoting public policy in support of a thriving economy and advancing the Purpose of a Corporation to include all stakeholder interests
- The Office of the [United Nations High Commissioner for Refugees](#)

*List memberships of associations (such as industry associations) and national or international advocacy organizations.*

- [The Green Innovation Policy Commission](#), a two-year independent commission, which will advise government on how to catalyze the green economy in the UK.
- [The U.S. Environmental Protection Agency SmartWay program](#), helping advance supply chain sustainability and improving freight transportation efficiency.
- [Green Freight Asia](#), a transportation association addressing the climate impact of shipping.
- [The North American Council for Freight Efficiency](#), an association committed to doubling the efficiency of North American goods movement.
- [The National Clean Fleets Partnership](#), as part of the U.S. Department of Energy's Clean Cities program, which works with large private fleets to reduce the use of petroleum-based fuels.
- [Corporate Eco Forum](#), which provides a forum for leaders to strategize and exchange best-practice insights.
- [BSR Future of Fuels](#), whose mission is to drive sustainable transition to low-carbon commercial road freight.
- [BSR Sustainable Air Freight Alliance](#), a collaboration between shippers, freight forwarders, and airlines to track and reduce carbon dioxide emissions from air freight and promote responsible freight transport.
- [BSR Clean Cargo Working Group](#), a business-to-business leadership initiative that involves major brands, cargo carriers, and freight forwarders dedicated to reducing the environmental impacts of global goods transportation and promoting responsible shipping.
- [Airlines for America](#), which advocates and forms partnerships for airline safety, job creation, infrastructure modernization, and environmental responsibility.
- [World Business Council for Sustainable Development](#), an association focused on making member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment, and societies.
- [Low Carbon Vehicle Partnership](#), a UK-based, public-private organization with the mission of accelerating the shift to low-carbon road fuels and technologies.
- [The United Nations Global LGBTI Standards of Conduct for Business](#), to help develop greater equality for lesbian, gay, bi, trans, and intersex people throughout our global operations.
- [The Business Statement for Transgender Equality](#), led by the Human Rights Campaign (HRC) and Out Leadership, to support the millions of people in America who identify as transgender or gender nonbinary, or who are intersex, in our workplace, partnerships, and the communities we serve.
- [The Centre for Sustainable Road Freight](#), a collaboration among academic institutions and the private sector to support the transition to sustainable logistics in the UK and beyond.

## Strategy

*Provide a statement from the most senior decision-maker of the organization.*

See 2019 UPS® Sustainability Progress Report — CEO Message, pages 3-4.



102-15

*Describe key impacts, risks, and opportunities.*

See [2019 Annual Report — Form 10-K](#), Item 1A Risk Factors, pages 10-16.

See Disclosure 102-46 — Topic Boundaries.

See Disclosure 102-47 — Material Topics.

## Ethics & Integrity

102-16

*Describe the organization's values, principles, standards, and norms of behavior such as codes of conduct and codes of ethics.*

See Disclosure 205 — Anti-Corruption.

102-17

*Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.*

See Disclosure 205 — Anti-Corruption.

## Governance

102-18

*Report the governance structure of the organization, including committees of the highest governance body.*

We publish the governance structure for UPS, including the committees of our Board of Directors, committee charters, and committee membership, in the ESG section of our [investor relations website](#). This website also includes detailed information about other corporate governance at UPS, including our policies and processes.

102-19

*Report the process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.*

The Board delegates authority for day-to-day management of economic, environmental, and social topics to UPS's Management Committee, which is comprised of the most senior managers of all our major corporate functions. The Management Committee further delegates relevant authority for economic, environmental, and social topics — particularly including all the material aspects discussed in our Corporate Sustainability Report — to the appropriate organizations in the Company.

102-20

*Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics, and whether post holders report directly to the highest governance body.*

UPS has two executive-level positions for corporate responsibility: our Chief Sustainability Officer (CSO) and our Chief Diversity & Inclusion Officer. Our CSO periodically reviews sustainability strategies, priorities, goals, and performance with the Board of Directors. Our Chief Diversity & Inclusion Officer also provides periodic reports to the Board of Directors on matters related to the advancement of diversity and inclusion programs, including those of UPS's employees, suppliers, customers, and communities.

102-21

*Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics.*

Consultation between members of the Board of Directors and outside stakeholders occurs formally and informally throughout the year. Among the formal processes are reports to the Board by our CSO and our Chief Diversity & Inclusion Officer, as described above. In addition, the Company engages regularly with stakeholders on economic, environmental, and social topics, and shares feedback from these engagements with the Board of Directors or the Board's committees when appropriate. Stakeholders who wish to communicate directly with a member of our Board of Directors, with our lead independent director or with our nonmanagement directors as a group, may do so by writing to UPS via our Corporate Secretary at:

UPS, c/o Corporate Secretary  
55 Glenlake Parkway, N.E.  
Atlanta, Georgia 30328

Advertisements, solicitations for business, requests for employment, matters that may be better addressed by management, or other inappropriate materials will not be forwarded to our directors.

102-22

*Report the composition of the highest governance body and its committees.*

See Disclosure 102-18 — Governance Structure.

102-23

*Report whether the Chair of the highest governance body is also an executive officer.*

David Abney, UPS Chief Executive Officer, currently serves as Chairman of the Board. The Board believes that Mr. Abney, who has primary responsibility for managing the Company's day-to-day operations and has extensive knowledge and understanding of the Company, is best positioned to focus the Board's attention on the issues of greatest importance to the Company and its shareholders.

The Board also has a Lead Independent Director and a majority of independent directors who meet regularly in executive session. Independent directors chair the Board's Audit, Compensation, Risk, and Nominating and Corporate Governance Committees. Other than our Chief Executive Officer, all UPS directors are independent and have no material relationships with Company management or the Company other than as a UPS director.

On March 12, 2020, the Company announced that David Abney will retire as CEO, effective June 1, 2020, and retire from the Board of Directors, effective September 30, 2020. Effective September 30, 2020, William Johnson, who currently serves as Lead Independent Director, will become independent Chairman of the Board.

A complete discussion of our Board leadership structure can be found in our [2020 Annual Proxy Statement](#) — Corporate Governance, pages 10-19.

102-24

*Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.*

The Nominating and Corporate Governance Committee of the Board reviews and recommends director nominees to the Board, including candidates to fill vacancies. When evaluating director candidates, the Nominating and Corporate Governance Committee considers factors such as personal character, values and disciplines, ethical standards, other outside commitments, professional background, and skills. The Nominating and Corporate Governance Committee seeks to create a Board that reflects a range of professional backgrounds and skills relevant to our business, as well as diversity with respect to gender, age, and ethnicity. This evaluation is done in the context of the Board's current and expected future needs. Director nominees are presented to our shareholders as part of our Annual Meeting process, which, because of the nature of UPS shareholding, means stakeholders with a broad range of views and interests are able to influence whether nominees become directors.

102-25

*Report processes for the highest governance body to ensure conflicts of interest are avoided and managed.*

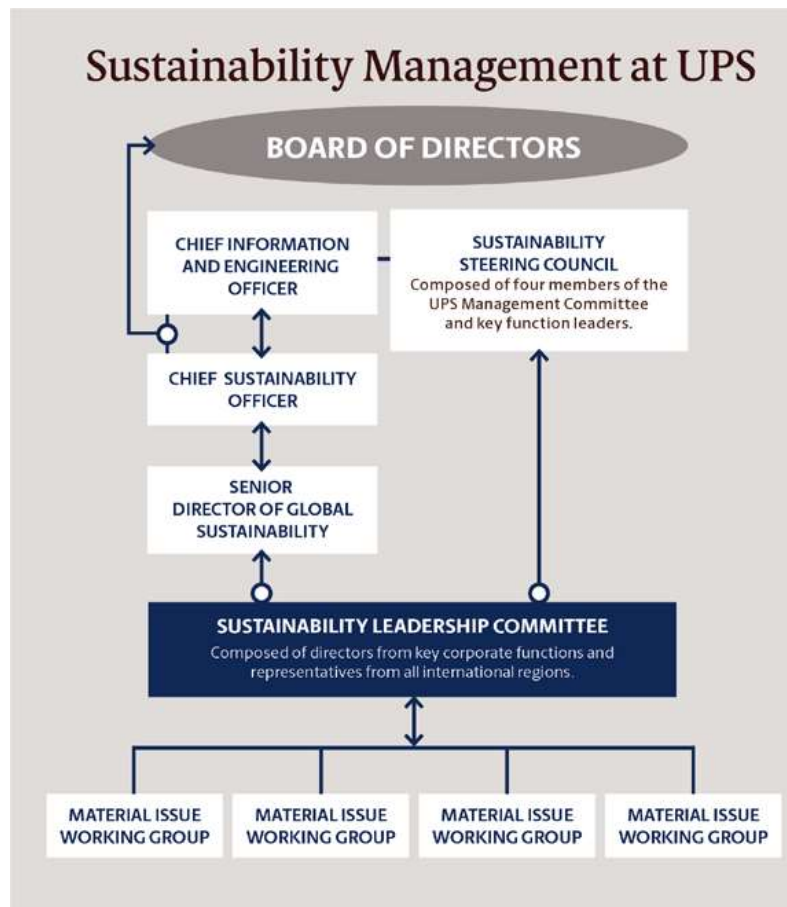
Our investor relations website, specifically the [UPS Code of Business Conduct](#), pages 16-17, and our Related Person Transaction Policy, include processes and policies for avoiding or managing conflicts of interest.



*Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value, or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.*

Two governance bodies oversee sustainability at UPS: a Sustainability Steering Council and a Sustainability Leadership Committee, both of which support the Management Committee and Board of Directors. The Sustainability Steering Council is chaired by the Chief Information and Engineering Officer and composed of four Management Committee members, along with function leaders from Marketing, Human Resources, Industrial Engineering, Automotive, Procurement, and other departments. The Council convenes three times annually and ensures UPS's sustainability strategy is aligned with the Company's enterprise strategy and growth imperatives. The chairperson of the Sustainability Steering Council meets regularly with the Board of Directors.

The Sustainability Leadership Committee is a cross-functional team led by the Senior Director of Global Sustainability & Environmental Affairs that develops the sustainability strategy and implements programs that create business value and drive progress toward UPS's sustainability goals. The Leadership Committee convenes individual working groups to address specific sustainability issues and initiatives, such as urban logistics and last mile delivery, electric vehicles, renewable electricity, and airline efficiency. UPS's Chief Sustainability Officer is also a member of the internal Enterprise Risk Council, which meets quarterly to review the enterprise risk strategy.



102-27

*Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.*

Our Board of Directors continually develops and enhances its knowledge of economic, environmental, and social impacts through activities such as:

- Reviewing economic, environmental, and social impacts regularly at Board meetings and Board committee meetings.
- Receiving regular reports from our CSO and other governance bodies regarding sustainability strategies, priorities, goals, and performance.
- Receiving periodic reports from our Chief Diversity & Inclusion Officer regarding the strategy, programs, and progress of UPS's diversity and inclusion initiatives.
- Overseeing efforts by UPS management to develop, approve, and update our vision, values, strategies, policies, and goals related to economic, environmental, and social impacts.
- Reviewing the contents of the UPS Corporate Sustainability Report each year, and the Board's Audit Committee oversees our process of securing third-party assurance and verification for the Report's contents.
- Overseeing strategic risk management efforts at UPS, including identifying and managing risks and opportunities associated with economic, environmental, and social impacts.

102-28

*Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics.*

The Board's Nominating and Corporate Governance Committee coordinates an annual self-evaluation of the Board of Directors and each committee, with the exception of the Executive Committee. The evaluation includes a review of performance with respect to governance of economic, environmental, and social topics. The Board and each committee review the results of the evaluations and take appropriate actions to address any areas of concern.

102-29

*Report the highest governance body's role in the identification and management of economic, environmental, and social impacts, risks, and opportunities.*

See Disclosure 102-26 — Governance Body's Roles.

102-30

*Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.*

See [2020 Annual Proxy Statement](#), page 14, Risk Oversight, and page 19, Sustainability.

102-31

*Report the frequency of the highest governance body's review of economic, environmental, and social impacts, risks, and opportunities.*

See Disclosures 102-26 — Governance Body's Roles and 102-27 — Governance Body's Knowledge.

102-32

*Report the highest committee or position that formally reviews and approves the organization's sustainability report.*

UPS's annual Sustainability Report is reviewed by the Board of Directors prior to publication.

102-33

*Report the process for communicating critical concerns to the highest governance body.*

Should a critical concern arise regarding sustainability, the Board of Directors would receive a report via the Management Committee, which communicates with all major corporate functions and is responsible for addressing and resolving such concerns.

102-34

*Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.*

See Disclosure 102-33 — Process for Communicating Critical Concerns. In 2019, no such critical concerns arose.

102-35

*Report the remuneration policies for the highest governance body and senior executives.*

The Compensation Committee is responsible for reviewing and approving compensation for the Company's executive officers, establishing the performance goals on which the compensation plans and programs are based, and setting the overall compensation principles that guide the Compensation Committee's decision making.

These policies are described in our [2020 Annual Proxy Statement](#) — Executive Compensation, pages 31-43. The Compensation Committee annually engages an independent compensation consultant to make recommendations concerning executive compensation, including input on trends that may be important to investors.

102-36

*Report the process for determining remuneration.*

UPS offers competitive hourly wages, salaries, and total compensation plans to both full-time and part-time employees. The primary process for setting compensation levels for our nonmanagement employees is contract negotiations via collective bargaining. Unions represent more than 75 percent of all UPS workers in the United States. Many of our workers in other countries are also represented by collective bargaining organizations. Through collective bargaining, unions have historically ensured broad equality in remuneration for union workers.

UPS provides for equal remuneration policies with regard to women and men and complies with all applicable laws and regulations.

102-37

*Report how stakeholders' views are sought and taken into account regarding remuneration.*

"Say on Pay" allows shareowners to vote, on an advisory basis, on whether they approve the compensation of our executive officers as disclosed in our [proxy statement](#). Our most recent Say on Pay vote took place in May 2017, and more than 88 percent of shares voted were in favor of our executive compensation. In November 2019, the UPS Board of Directors amended the frequency of Say on Pay votes, which will be held every year. Our next Say on Pay vote will occur at our 2020 annual meeting of shareowners. In addition, the Company regularly engages with stakeholders regarding compensation matters and shares feedback from these engagements with the Compensation Committee of the Board of Directors when appropriate.



102-38

*Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees.*

See [2020 Annual Proxy Statement](#), — Median Employee to CEO Pay Ratio, page 55.

102-39

*Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.*

Due to confidentiality constraints, UPS does not report ratios based on individual compensation or make pay decisions based on these ratios.

## Stakeholder Engagement

102-40

*List of stakeholder groups.*

- Customers
- Active and Retired Employees
- Policymakers and Government Officials
- Investors
- Communities
- NGOs
- Suppliers

102-41

*Report the percentage of total employees covered by collective bargaining agreements.*

More than 75 percent of our employees in the U.S. are covered by collective bargaining agreements, including almost everyone who handles or transports packages. The United States is our most significant area of operations, and we do not track total employees covered by collective bargaining agreements internationally. We do not have plans to report this data in the future because in some countries that we operate in it is illegal to ask or track union membership.

102-42

*Report the basis for identification and selection of stakeholders with whom to engage.*

We consider stakeholder engagement an essential aspect of UPS corporate governance. We are one of the world's largest private employers; we serve millions of customers in more than 220 countries and territories; and hundreds of thousands of investors include UPS stock shares in their portfolios, either directly or via mutual funds. Regular dialogue with employees, customers, investors, community leaders, universities, public officials, suppliers, and third-party providers through formal and informal channels is essential to conducting our business, as well as developing and implementing our sustainability strategies.

102-43

*Report the organization's approach to stakeholder engagement.*

We maintain ongoing dialogue with a broad array of stakeholders — even those who may be critical of us.

We stay in regular contact with stakeholders on emerging sustainability issues and trends, and periodically receive inquiries and requests for engagement from stakeholder groups.

We are also open to initiating new stakeholder engagement activities to help inform our strategy. For example, the Sustainability Leadership Committee has responsibility for our material issues and helped to develop a framework to focus current engagements and identify new opportunities.

102-44

*Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.*

The following table summarizes the highlights of our stakeholder engagement on sustainability issues during 2019.

More in-depth discussions on many of these topics may be found throughout this GRI Content Index.

## Summary of 2019 Stakeholder Dialogue & Outcomes

STAKEHOLDER GROUP	MECHANISMS FOR ENGAGEMENT	STAKEHOLDER EXPECTATIONS	ACTIONS TAKEN
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Customer Satisfaction Survey</li> <li>• Quarterly Business Reviews and regular meetings</li> <li>• Market research</li> <li>• UPS.com</li> <li>• Social media</li> <li>• UPS-sponsored events</li> <li>• UPS drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable service and on-time delivery</li> <li>• Consumer convenience</li> <li>• Innovative supply chain solutions</li> <li>• Streamlined returns</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with TerraCycle to launch Loop™, a circular economy model to eliminate single-use packaging in consumer packaged goods.</li> <li>• Expanded last-mile service offerings to give customers more convenience and control: grew UPS My Choice® membership to approximately 67 million worldwide and expanded the UPS Access Point® network to more than 40,000 global locations as of 2019.</li> <li>• Launched Storage On Demand, an innovative “valet storage” concept that provides customers an end-to-end pickup and retrieval storage solution.</li> <li>• Continued to take delivery of new, fuel-efficient Boeing 747-8 air freighters to address increasing demand and volume growth.</li> </ul>
<b>Active and Retired Employees</b>	<ul style="list-style-type: none"> <li>• UPS Culture Survey</li> <li>• Business Resource Groups</li> <li>• Daily prework communications meetings</li> <li>• Health &amp; Safety Committees</li> <li>• UPSers.com and UPSers Connect</li> <li>• Social media</li> <li>• Union representatives</li> <li>• Joint labor-management committees</li> <li>• Town Hall meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive pay and benefits</li> <li>• Clear communication</li> <li>• Work/life balance</li> <li>• Career and growth opportunities</li> <li>• Support of a diverse workforce</li> <li>• Effective off-boarding</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted the inaugural UPS Culture Survey to better understand how our beliefs and behaviors align with our strategy.</li> <li>• Introduced the UPS Horizons award to recognize business units that embrace diversity and inclusion to drive growth and innovation.</li> <li>• Expanded internal business incubation and disruption program to global employees, fostering new ideas and innovative solutions.</li> <li>• Held “Brown Friday” events across the U.S. to engage with local communities and recruit seasonal talent.</li> </ul>



## Summary of 2019 Stakeholder Dialogue & Outcomes (continued)

STAKEHOLDER GROUP	MECHANISMS FOR ENGAGEMENT	STAKEHOLDER EXPECTATIONS	ACTIONS TAKEN
<b>Policymakers and Government Officials</b>	<ul style="list-style-type: none"> <li>• Global advocacy and relationship building</li> <li>• Multifaceted thought leadership strategy</li> <li>• Facility visits and targeted outreach</li> <li>• Collaborative partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitating cross-border commerce</li> <li>• Innovative solutions to congestion, noise, and air pollution</li> <li>• Support for infrastructure investment and maintenance</li> <li>• Support for a level playing field with logistics operators and postal entities</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with city officials to continue developing sustainable urban delivery solutions, including introducing eBikes in New York City, Stockholm, and Copenhagen.</li> <li>• Continued supporting Expo 2020 Dubai, including making the largest-ever shipment ahead of the event opening in 2021.</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Investor conferences</li> <li>• Quarterly earnings communications</li> <li>• Shareholder meeting</li> <li>• Annual report</li> <li>• Proxy statement</li> <li>• Ratings and rankings</li> <li>• Investor website</li> </ul>	<ul style="list-style-type: none"> <li>• Return on investment</li> <li>• Continued investment in innovation</li> <li>• Transparent reporting with credible data</li> </ul>	<ul style="list-style-type: none"> <li>• Launched UPS Flight Forward™ and began exploring a variety of use cases for revenue-generating drone delivery.</li> <li>• Listed on Dow Jones Sustainability World Index for the seventh consecutive year.</li> <li>• Featured on Barron's list of America's Most Sustainable Companies for the third consecutive year.</li> <li>• Received a B by <a href="#">CDP</a> for climate change management and disclosure practices.</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>• The UPS Foundation</li> <li>• Employee Volunteer Program</li> <li>• Community involvement committees</li> <li>• Humanitarian relief and resilience activities</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging UPS expertise and resources to support humanitarian aid efforts</li> <li>• Employee volunteerism and local support</li> <li>• Road safety programs</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered 631 in-kind support shipments to 74 countries in response to disasters around the world.</li> <li>• Contributed more than \$20 million in funding, in-kind, and technical support for community safety initiatives.</li> <li>• Contributed more than 3 million volunteer hours to local communities.</li> <li>• Planted more than 2.8 million trees around the world.</li> </ul>
<b>NGOs</b>	<ul style="list-style-type: none"> <li>• Regular dialogue</li> <li>• Topic-specific conferences and events</li> </ul>	<ul style="list-style-type: none"> <li>• Private-sector expertise and resources</li> <li>• Collaboration on innovative solutions</li> <li>• Transparent reporting with credible data</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with Smart Freight Centre to develop and launch an online training for fleet managers on practical steps for energy and emissions reduction.</li> <li>• In partnership with Freight in Time and Gavi, the Vaccine Alliance, expanded Uganda's first last-mile cold-chain delivery and visibility network for the delivery of medicine, vaccines, and other health commodities.</li> <li>• Continued engagement with BSR's Future of Fuels and Sustainable Air Freight Alliance programs, and joined the Clean Cargo Working Group.</li> <li>• Continued engagement with WBCSD's Transforming Urban Mobility working group.</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Top Supplier meetings</li> <li>• Supplier Diversity Strategy, including conferences, events, training, and other programming</li> <li>• Research and development of alternative vehicle technologies</li> <li>• One-on-one meetings with suppliers, including assessments and reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership in testing and scaling alternative fuels and vehicle technologies</li> <li>• Capacity-building support for local and diverse suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Spent \$2.4 billion in small and diverse supplier support programs, generating \$4.3 billion in economic impact.</li> <li>• Spent 96 percent of global procurement budget with local suppliers, growing the communities we serve.</li> <li>• Through collaborations with fuel suppliers and original equipment manufacturers, committed to purchase 250 million gallons of renewable natural gas over the next several years, including the largest-ever U.S. investment in RNG.</li> <li>• Supported outside service providers in Western Europe and Asia to implement sustainable fleet initiatives.</li> </ul>

## Reporting Practices

102-45

*List all entities included in the organization's consolidated financial statements or equivalent documents.*

See [2019 Annual Report — Form 10-K](#), Reporting Segments and Products & Services, pages 1-5. This Report's data on emissions, energy, and water includes acquisitions through 2018, and data on occupational health & safety includes acquisitions through 2017. All other data covers acquisitions through 2015, as this data is not currently available for acquisitions after 2015. We are exploring opportunities to capture this data for future reporting.

102-46

*Explain the process for defining the report content and the Topic Boundaries.*

Materiality is a critical input of our corporate sustainability strategy because it ensures our initiatives and reporting are aligned with stakeholder expectations and issues most important to our business. We have conducted regular materiality assessments since 2011. Our global and regional materiality process and insights from the most recent assessment in 2016 can be found in the [UPS Materiality Assessment Process](#). We plan to update our materiality assessment in 2020. Findings from that assessment will be reflected in our 2020 Sustainability Report, which we anticipate publishing in June 2021.

## UPS Materiality Content

MATERIAL ISSUE FOR UPS	UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT <sup>(1)</sup>	CORRESPONDING GRI STANDARDS MATERIAL TOPIC
<b>Workforce Diversity</b>	5, 8	Diversity and Equal Opportunity, Equal Remuneration for Women and Men
<b>Employee Health, Safety &amp; Wellness</b>	3, 8	Employment, Occupational Health and Safety
<b>Safe Driving</b>	3, 8	Occupational Health and Safety
<b>Recruitment &amp; Development</b>	4, 5, 8	Training and Education
<b>Labor Relations</b>	3, 4, 5, 8, 10, 16	Labor/Management Relations, Freedom of Association and Collective Bargaining
<b>Ethical Conduct</b>	12, 16	Anti-Corruption, Anti-Competitive Behavior, Socioeconomic Compliance
<b>Package Contents Responsibility</b>	12	This issue arose during the materiality process but does not map directly to a GRI Standards material topic.
<b>Economic Performance<sup>(2)</sup></b>	1, 2, 3, 5, 7, 8, 9, 10, 11, 12, 13, 17	Economic Performance, Market Presence, Indirect Economic Impact, Procurement Practices
<b>Management of Third-Party Representatives</b>	8, 16	Supplier Environmental Assessment, Supplier Assessment for Labor Practices, Supplier Human Rights Assessment, Freedom of Association and Collective Bargaining, Anti-Corruption
<b>Data Privacy</b>	16	Customer Privacy
<b>Digital &amp; Physical Asset Security</b>	16	Customer Privacy
<b>Humanitarian Relief &amp; Resilience</b>	1, 2, 3, 5, 7, 8, 9, 10, 11, 17	Indirect Economic Impact
<b>Greenhouse Gas Policy</b>	3, 12, 13, 14, 15	Energy, Emissions
<b>Emissions &amp; Fuel Supply</b>	3, 7, 8, 9, 11, 12, 13, 14, 15	Energy, Emissions
<b>Congestion</b>	11	This issue arose during the materiality process but does not map directly to a GRI Standards material topic.
<b>Transparency &amp; Reporting</b>	12, 16	This issue arose during the materiality process but does not map directly to a GRI Standards material topic.
CONTEXTUAL TREND	UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT <sup>(1)</sup>	DESCRIPTION
<b>Global Trade</b>	1, 8, 9	This trend arose during the materiality process. We provide additional information in the Report to explain its significance to UPS.
<b>Emerging Markets</b>	1, 8, 9, 10	This trend arose during the materiality process. We provide additional information in the Report to explain its significance to UPS.

<sup>(1)</sup> Please visit [sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs) to identify corresponding goals.

<sup>(2)</sup> Our Materiality Matrix implicitly recognizes that our economic performance is a material influence on our business success, so it does not appear in the matrix as a separate issue or aspect. We fully discuss our economic performance in line with GRI Standards guidelines.

102-48

*Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.*

We have made no material restatements of information provided in previous Reports.

102-49

*Report significant changes from previous reporting periods in the list of Material Topics and Topic Boundaries.*

There have been no significant changes to material topics. Reference 102-46 for Topic Boundaries.

102-50

*Reporting period for information provided.*

The report presents data for the 2019 calendar year.

102-51

*Date of most recent report.*

Our previous report presented data for the 2018 calendar year.

102-52

*Reporting cycle.*

We issue our Corporate Sustainability Report on an annual basis.

102-53

*Provide a contact point for questions regarding the report or its contents.*

Please send comments or questions about this Report to [sustainability@ups.com](mailto:sustainability@ups.com), or in writing to:

UPS  
Attention: Sustainability Report Editor  
55 Glenlake Parkway N.E.  
Atlanta, Georgia 30328

102-54

*Report the 'in accordance' option the organization has chosen.*

This Report has been prepared in accordance with the GRI Standards, Comprehensive option, UPS has voluntarily followed GRI reporting guidelines since 2003.

102-55

*Report the GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.*

This document is organized by GRI Indicators and serves as our GRI Content Index.

*Describe the organization's policy and current practice with regard to seeking external assurance for the report.*

We engage with experienced and respected third parties to assure and verify our sustainability reporting.

Authorization for these engagements, and approval of the providers we select, comes from the Audit Committee of our Board of Directors, which is our highest governance body.

For this Report, we engaged Deloitte & Touche LLP to conduct a review, in accordance with attestation standards established by the American Institute of Certified Public Accountants, to provide a limited level of assurance on management's assertion over the sustainability disclosures in the 2019 GRI Content Index referenced within the 2019 Corporate Sustainability Progress Report.

We also engaged Deloitte & Touche LLP to conduct an examination, in accordance with attestation standards established by the American Institute of Certified Public Accountants, to provide a reasonable level of assurance on management's assertion over the Statement of Greenhouse Gas Emissions for the year ended December 31, 2019.



# Independent Accountants' Examination Report



**Deloitte & Touche LLP**  
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Stamford, CT 06901  
USA  
Tel: +1 203 708 4000  
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## INDEPENDENT ACCOUNTANTS' EXAMINATION REPORT

**Board of Directors**  
**United Parcel Service, Inc.**  
**Atlanta, Georgia**

We have examined management of United Parcel Service, Inc.'s (the "Company") assertion that the accompanying Statement of Greenhouse Gas Emissions ("Statement of GHG Emissions") of United Parcel Service, Inc. (the "Company") for the year ended December 31, 2019 for Scope 1, Scope 2, and Scope 3 greenhouse gas ("GHG") emissions is presented in accordance with the Statement of GHG Emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, and the Greenhouse Gas Protocol: A Corporate Value Chain (Scope 3) Accounting and Reporting Standard, published by the World Business Council for Sustainable Development and the World Resources Institute (together the "Greenhouse Gas Protocol"). The Company's management is responsible for its assertion. Our responsibility is to express an opinion on the Statement of GHG Emissions based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants ("AICPA") in AT-C Section 105, Concepts Common to All Attestation Engagements, and AT-C Section 205, Examination Engagements. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects. An examination involves performing procedures to obtain evidence about management's assertion. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material misstatement of management's assertion, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

In performing our examination, we have complied with the independence and other ethical requirements of the Code of Professional Conduct issued by the AICPA. We applied the Statements on Quality Control Standards established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

As described in Note 1, environmental and energy use data are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. Obtaining sufficient, appropriate evidence to support our opinion does not reduce the inherent uncertainty in the data. The selection by management of different, but acceptable measurement methods, input data or model assumptions, or a different point value within the range of reasonable values produced by the model, may have resulted in materially different amounts or metrics being reported.

In our opinion, management's assertion that the Statement of GHG Emissions of the Company for the year ended December 31, 2019 for Scope 1, Scope 2, and Scope 3 GHG emissions is presented in accordance with the Greenhouse Gas Protocol is fairly stated, in all material respects.

June 26, 2020

# Independent Accountants' Review Report

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Tel: +1 203 708 4000  
Fax: +1 203 708 4797  
www.deloitte.com

## INDEPENDENT ACCOUNTANTS' REVIEW REPORT

**Board of Directors**  
**United Parcel Service, Inc.**  
**Atlanta, Georgia**

We have reviewed management of United Parcel Service, Inc.'s (the "Company") assertion that the sustainability disclosures in the 2019 Global Reporting Initiative ("GRI") Content Index of United Parcel Service, Inc. (the "Company") for the year ended December 31, 2019 are presented in accordance with the Global Reporting Initiative Sustainability Reporting Standards under its Comprehensive option (the "GRI Standards – Comprehensive option"). The Company's management is responsible for its assertion. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants ("AICPA") in AT-C Section 105, *Concepts Common to All Attestation Engagements*, and AT-C Section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have complied with the independence and other ethical requirements of the Code of Professional Conduct issued by the AICPA. We applied the Statements on Quality Control Standards established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The preparation of the sustainability disclosures in the 2019 GRI Content Index requires management to interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect reported information. Measurement of certain disclosures includes estimates and assumptions that are subject to substantial inherent measurement uncertainty. Obtaining sufficient, appropriate review evidence to support our conclusion does not reduce the inherent uncertainty in the amounts and metrics. The selection by management of different but acceptable measurement methods, input data, or model assumptions may have resulted in materially different amounts or metrics being reported.

The 2019 GRI Content Index includes certain information relating to goals and progress against goals and such information is denoted by an asterisk (\*). Any information relating to goals and progress against those goals were not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to management of the Company's assertion that the sustainability disclosures in the 2019 GRI Content Index of the Company for the year ended December 31, 2019 are presented in accordance with the GRI Standards – Comprehensive option, in order for it to be fairly stated.

June 26, 2020

# Topic-Specific Standards



## 201 Economic Performance

103-1, 2, 3

### *Management approach.*

We report on the structure of our organization, changes in structure, and financial performance primarily through our Annual Report and required filings with the Securities and Exchange Commission, copies of which can be found at [www.investors.ups.com](http://www.investors.ups.com). In our Corporate Sustainability Report, we focus on economic performance as it relates to sustainability. Our economic success ensures our long-term viability and enables us to execute our sustainability strategies. For this reason, we consider economic performance our most material aspect and a reference point by which we define all other material issues.

UPS contributes to sustainability by making logistics as resource efficient as possible, and our scale allows us to reduce the emissions intensity of global supply chains. This capability will grow and become even more important as emerging markets develop, global population increases, and the flow of goods and services expands. In addition, we believe our ability to operate even more effectively will increase because of our proven capabilities for measuring, managing, and mitigating greenhouse gas emissions, support of the emergence of new technology innovations, and ongoing collaboration with stakeholders.

## TAX POLICY

UPS's fundamental tax policy is to ensure the tax results for our global entities are properly reported in accordance with applicable laws, rules, and regulations. We operate our business where our customers are located. While tax management is important to the Company, how and where we conduct business activities aligns with our goal of providing superior customer service and shareholder value. We consider UPS's reputation, brand, and corporate responsibility when we evaluate our tax positions. Accordingly, we enter only into structures or transactions designed to further our commercial purpose. We believe in transparency and work to develop positive relationships with tax authorities based on trust and professional interactions. Where appropriate, we proactively seek agreement with tax authorities on positions taken on our tax returns.

201-1

*Direct economic value generated and distributed.*

### UPS Financial Highlights

(IN US\$)	2019	2018
<b>Revenue</b>	\$74.1 billion	\$71.9 billion
<b>Operating Costs</b>	\$66.3 billion	\$64.8 billion
<b>Employee Compensation &amp; Benefits</b>	\$38.9 billion	\$37.2 billion
<b>Taxes Paid</b>	\$3.6 billion	\$2.9 billion
<b>Long-Term Debt Repaid</b>	\$3.1 billion	\$2.9 billion
<b>Dividends Paid to Shareholders</b>	\$3.3 billion	\$3.2 billion
<b>Payments to Small &amp; Diverse Suppliers</b>	\$2.4 billion	\$2.6 billion
<b>Total Charitable Contributions</b>	\$123.8 million	\$114.9 million
<b>Retained Earnings</b>	\$9.1 billion	\$8 billion

201-2

*Financial implications and other risks and opportunities due to climate change.*

See [2019 Annual Report — Form 10-K](#), Item 1A Risk Factors. Climate-specific references are included on page 11.

201-3

*Defined benefit plan obligations and other retirement plans.*

We provide detailed disclosures and discussions about our pension and postretirement plan obligations in our [2019 Annual Report](#), primarily in Notes 5 and 6 to the Consolidated Financial Statements beginning on page 76.

201-4

*Financial assistance received from government.*

UPS does not receive significant financial assistance from the government. We do participate in public-private partnerships that may involve tax incentives, such as the Interstate Clean Transportation Corridor (ICTC) in the United States, or certain incentives related to our purchase of alternative fuel vehicles.

## 202 Market Presence

103-1, 2, 3

### *Management approach.*

See Disclosure 201 — Economic Performance Management Approach.

202-1

### *Ratios of standard entry-level wage by gender compared to local minimum wage.*

The ratio of our standard entry-level hourly wage to local minimum wage varies from location to location around the world. This variation is necessary to comply with local conditions and with national wage minimums in countries that set them. In the United States, which represents 83 percent of our employee base, we comply with local minimum-wage laws in each state and pay no less than the local minimum wage or the federal minimum wage. We do not vary entry-level compensation by gender. We do not have a significant proportion of other workers (excluding employees) performing the organization's activities that are compensated based on minimum wage rules.

202-2

### *Proportion of senior management hired from the local community.*

We hire nearly all senior managers, defined as managers two levels from the CEO, within their home country. More than 99 percent of full-time management employees, from entry level to senior management, worked in their home country in 2019. Because UPS serves more than 220 countries and territories around the world, it is extremely difficult to define "local" and "significant" operations.



## 203 Indirect Economic Impacts

103-1, 2, 3

### *Management approach.*

See Disclosure 201 — Economic Performance Management Approach.

Much of our indirect economic impact is provided through the global Humanitarian Relief & Resilience program by The UPS Foundation (our corporate philanthropy arm). This effort is organized around building more effective public-private partnerships to catalyze innovation and enhance community disaster risk reduction and preparedness efforts, supporting urgent response and speeding post-crisis recovery.

Every year, natural disasters and global crises create devastating human suffering that demands coordinated, swift relief efforts. Humanitarian crises can disrupt businesses, destroy infrastructure, and bring most forms of productive commerce to a halt. It's important to us that our employees and customers live in strong and safe communities that are equipped to recover from disasters in a timely manner to minimize long-term social and economic impact.

As a global leader in logistics, we are ready to leverage our extensive global assets and logistics expertise to speed relief and recovery to those in need when a natural or man-made disaster strikes. At the core of our preparedness, response, and recovery efforts are the strong relationships we have developed with the world's leading humanitarian relief organizations. Select UPS employees train alongside first responding agencies, which allows them to voluntarily deploy within 72 hours of a disaster to support the organization they trained with. UPSers around the world are empowered to volunteer and provide relief assistance to their local communities during sudden-onset disasters.

The breadth and depth of talent among UPS employees provides a valuable platform to help speed disaster response and recovery. UPSers work alongside our strategic partners and play an integral role in our humanitarian relief program. The UPS Humanitarian Experts on Mission Program places UPS logistics professionals on long-term assignment to our partner organizations. We also participate in formal programs such as the Logistics Emergency Teams (LET), which provide proficiency and response services to the Global Logistics Cluster of the United Nations led by the World Food Programme. LET companies, which are large global logistics and transportation businesses, provide pro bono assets and services and deploy highly trained experts to join the United Nations staff in disaster areas.

In addition to humanitarian relief and resilience efforts, The UPS Foundation also works with leading health organizations and ministries of health to support public health systems, as well as enhance response and resilience in the face of complex health challenges. The UPS Foundation promotes access to immunization and life-saving healthcare products throughout the world through innovative delivery networks, thought leadership, and support for technological advancements that optimize end-to-end transport of medical supplies.

For example, through a 2019 joint effort with Gavi, Freight in Time, and the Uganda Ministry of Health, The UPS Foundation helped strengthen distribution of medicine, vaccines, and other health commodities in Uganda via a unique last-mile cold chain logistics network. This initiative served 178 health facilities throughout Uganda by leveraging temperature monitoring technologies for vaccines and by mapping routes and delivery schedules effectively.

The key performance indicator for indirect economic benefit is the sum of our charitable contributions by UPS; The UPS Foundation; and UPS employees, retirees, and their families.

Our business generates a wide range of indirect economic benefits, including charitable contributions, access to markets through our local points of presence in the form of retail outlets, procurement activity throughout our supply chain, and venture capital funding. We provide roughly 150,000 entry points where customers can tender a package and access our network, including our drivers, drop boxes, UPS Access Point® locations, The UPS Store® locations, authorized shipping outlets, and UPS facilities. These local entry points help small and diverse businesses participate more fully in the global economy. UPS's support of and advocacy for free trade around the world benefits businesses, communities, and countries of all sizes. Similarly, continual investments in our global logistics network — rather than infrastructure and specific services — benefit all of our communities by facilitating commerce and providing jobs.

We also use our scale to stimulate the markets for alternative fuels and advanced fleet technologies. Our continued investments help drive supply and demand for these promising sustainable solutions.

Solely funded by UPS, The UPS Foundation provides cash and in-kind contributions to organizations that promote its four focus areas: Diversity and Inclusion, Global Volunteerism, Community Safety, and Environmental Sustainability. In-kind donations are primarily transportation services, including ground, ocean, and air shipments.

For example, in 2019, UPS transported 631 shipments across 74 countries, pre-positioning supplies and life-sustaining relief shipments. The Company continued supporting long-term recovery efforts in the Bahamas following Hurricane Dorian, and in Mozambique and Zimbabwe following Cyclone Idai. UPS contributed more than \$20 million in funding, in-kind, and technical support for community safety initiatives to enhance preparedness, urgent disaster response and recovery, public health strengthening, and road safety.

In 2016, UPS set three 2020 goals to support our communities around the world. We are proud to have achieved all of these goals one year early:

**Goal:** \$117 million in annual charitable contributions (Total: \$123.8 million in 2019)<sup>1</sup>

**Goal:** 20 million volunteer hours (Total: 3 million in 2019, 21.7 million since 2011)

**Goal:** 15 million trees planted (Total: 2.8 million in 2019, 15.4 million since 2011)

<sup>(1)</sup> In 2018, we adjusted this goal from the previously stated goal of \$127 million to \$117 million to reflect enterprise-wide transformation initiatives.

## Total Charitable Contributions

PROGRAM AREA (YEAR ENDING DECEMBER 31, 2019)	2019 ALLOCATION (US\$ IN MILLIONS)
Local Grants	9.7
Corporate Grants	32.6
In-Kind Services	6.5
Internal Scholarship Programs	2.1
United Way Corporate Contribution	8.4
Charitable Contributions and Sponsorships	10.2
<b>The UPS Foundation Contribution Total</b>	<b>69.5</b>
United Way Employee Contribution (active and retired)	54.3
<b>Total Charitable Contributions</b>	<b>123.8</b>

## 204 Procurement Practices

103-1, 2, 3

### *Management approach.*

UPS has a highly distributed and diverse supply chain, with providers ranging from global multinationals to local small businesses. As a service provider, the UPS supply chain is primarily dependent on goods and services that are highly regulated or commodity based, such as transportation, brokerage, and energy. Therefore, UPS considers our supply chain to be resilient and at low risk against problems related to the environment, labor practices, and human rights.

At the same time, we are entering into more contractual relationships with third parties, such as agents, providers, outside service providers, and authorized service contractors, who may interact with government officials or outside parties on behalf of UPS. It is vital that all third-party representatives convey UPS's integrity and commitment to compliance when they represent our brand, products, and services in the marketplace. We consider effective management of such representatives as material to the sustainability of our business.

Since UPS is a service provider, our supply chain partners tend to be other service providers, rather than raw material or finished goods suppliers. Because we believe that diversity and inclusion help to create value, the use of small and diverse suppliers has also been a core part of UPS procurement processes since 1992. Supply chain partners can be broadly grouped into three categories:

- **Production Suppliers** represent the majority of total procurement spending. They provide purchased transportation services and energy to operate our global logistics network. At the region and country levels, we contract with suppliers of transportation services, such as airlines, trucking companies, railroads, and ocean carriers, as well as fuel suppliers. We also contract with third-party representatives that provide domestic delivery services in certain countries and territories.
- **Capacity Suppliers** provide the equipment and facilities we purchase, build, and maintain. Our supply chain includes a number of suppliers of strategic, high-value assets that we purchase in limited numbers in select years, such as jet aircraft and alternative fuel or advanced technology vehicles. We work on a continual basis with original equipment manufacturers to design and develop our ground and air fleets in a way that minimizes their environmental impacts.
- **Support Suppliers** provide standardized products and services that support our business, such as marketing, advertising, human resources, shipping materials, and other professional services.

During our assessment of potential suppliers, we survey the market and analyze supplier risks, including those related to economic, environmental, and social issues, if deemed necessary. We require suppliers with access to sensitive UPS data to execute a security agreement to ensure compliance with UPS privacy and security standards. Procurement professionals are available to help suppliers understand and meet our requirements.

The UPS Code of Business Conduct, which applies to UPS entities globally, governs our relationships with third-party representatives. We direct them to the Code as part of the Supplier's Principles Agreement provided during the proposal process, and they must certify they have read the Code and are aware that compliance with the Code is both expected and subject to audit. To ensure the requirements of the UPS Code of Business Conduct are clear, we produce an Anti-Corruption Compliance Manual for Third-Party Representatives. This manual, available in 20 languages, further explains our expectations and requirements, including the need to report actual or suspected compliance violations.

Collaboration and engagement are other vital components of supplier management. We work with many governmental and nongovernmental organizations, as well as with suppliers, to develop and integrate sustainability best practices in our supply chain.

UPS seeks to extend opportunities to small businesses, as well as minority-, women-, and veteran-owned companies, among other diverse suppliers. Since 2015, we have conducted an annual third-party study with supplier.io to measure the economic impact of these investments. In 2019, the study found that UPS contributed more than US\$4.3 billion to the U.S. economy (U.S. GDP) and sustained more than 25,715 jobs in the supply chain and local communities. A breakdown of that US\$4.3 billion includes US\$2.4 billion in direct economic benefit from suppliers' operations and activities; US\$935 million in indirect impact from the economic benefit and employment supported in the suppliers' respective supply chains from procuring goods and services; and US\$940 million in community impact from the wider economic benefits that arise when the suppliers' employees and those in their supply chains spend their earnings.

UPS uses a risk-based due diligence process to assess potential suppliers' ownership, financial transparency, local licensure status, compliance record, labor practices, environmental practices, and more. This information is recorded in a proprietary global database to enable more effective ongoing monitoring and auditing of these third-party relationships.

204-1

### *Proportion of spending on local suppliers.*

UPS spent approximately 96 percent of our 2019 procurement budget on local suppliers, which we define as being based in the same country as the operation to which the procured items were delivered. For the purposes of this disclosure, we define significant areas of operation as any country where UPS has owned operations.

## 205 Anti-Corruption

103-1, 2, 3

### *Management approach.*

UPS is a company of honesty, quality, and integrity. This legacy is fundamental to our ability to earn customer trust, support the communities in which we operate, and protect our reputation. Ethical business practices enable us to take proven compliance practices and core values with us when we enter new markets; identify suppliers that align with our approach to compliance; and successfully identify, acquire, and integrate businesses that fit into our culture of integrity.

The UPS Code of Business Conduct sets out the behavior we expect from our employees, the processes available to them for raising concerns about ethical conduct, and the channels we use to respond. The Code is available in 22 languages so that our employees, agents, and third-party representatives in other countries and territories can fully understand our guiding principles.

Our policy is to comply with all applicable laws, rules, and regulations in the more than 220 countries and territories where we operate. The Code includes policies and procedures that prohibit UPS employees, and others acting on our behalf, from engaging in anti-competitive behavior or any unlawful activities. These activities include violations of the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, and other applicable anti-bribery laws, rules, and regulations.

We ensure understanding of these regulations with refresher courses and job-specific courses on compliance and ethics to employees, using a risk-based approach to identify the most appropriate audiences. Anti-corruption training is required for management, including management committee members.

We encourage employees to raise concerns about compliance, ethics, or business conduct with their direct supervisors or human resources representatives. Employees may also submit a report to the UPS Ethics Hotline online or by phone. Both of these channels are monitored by an independent service provider and are available 24 hours a day, 7 days a week. Reports may be anonymous and translators are available to assist when needed.

Our policy is that employees will not face retaliation if they report any violation or suspected violation in good faith. In 2019, UPS received more than 11,000 reports of employee concerns through the UPS Ethics Hotline and other reporting avenues. We investigated these cases and took corrective or disciplinary action where appropriate.

A focus area for UPS is package contents responsibility, or the policies and protocols related to UPS shippers who tender regulated goods into our system. UPS requires that shippers only tender packages for shipment that comply with all applicable laws and regulations, and prohibits shipments that are unlawful under applicable federal, state, or local laws or policies. UPS may also, at its discretion, determine that carriage of a particular commodity is not feasible.

We follow a multilayered process to ensure that compliance is continuously improving within our U.S. Domestic Package, International Package, and Supply Chain & Freight business entities. Our global compliance team facilitates this process for employees around the world.

UPS managers and select nonmanagers receive training on compliance matters. We regularly review the UPS Code of Business Conduct with these employees, and we periodically conduct comprehensive training on ethics and compliance.



We analyze our business units for compliance risks. One of our primary tools is our Business Compliance and Ethics Questionnaire, which we use to survey our management team each year to identify events, situations, or relationships that could pose ethical or legal risks. In 2019, 50,731 employees completed the questionnaire.

Beyond training, we conduct systematic risk assessments of UPS sites, auditing methodically for evidence of fraud, corruption, and other process risks. As part of our audit process, we also pay particular attention to significant changes in a UPS business entity or its regulatory environment that could increase the risk of unethical practices or inadequate controls.

The information we generate through these activities goes to our senior management, up to and including the Management Committee, for prompt review and response.

205-1

### *Operations assessed for risks related to corruption.*

This information is unavailable. UPS conducts a number of corruption-related audits but does not report on the percentage or significant risks due to confidentiality.

205-2

### *Communication and training about anti-corruption policies and procedures.*

As part of our Director Orientation Program, new Board members are provided with the UPS Code of Business Conduct, which includes a section on our Anti-Corruption Program and sets forth standards applicable to all representatives of UPS.

More than 55,000 UPS employees are eligible to receive anti-corruption training, including all full-time managers, supervisors, and specialists, all employees of International Finance and Accounting, and all nonmanagement employees who may interact with non-U.S. government employees. As of April 2020, 89 percent of eligible employees have completed this training. A decline over the 2018 completion rate is due to an increase in employees eligible for the training, as well as a 2019 change in the frequency of the training, from one time during new-hire onboarding to once every three years. We anticipate an increase in the completion rate over the next year. UPS also vets third-party providers worldwide and monitors their compliance with our ethical standards.

Our Nominating and Corporate Governance Committee of the Board of Directors maintains organizational responsibility for our business conduct and compliance policies, and our Chief Financial Officer holds administrative responsibility. In addition, the UPS Audit Committee of the Board of Directors oversees the Company's compliance obligations related to auditing (both financial and operational), accounting, and financial reporting. The Chief Internal Audit and Compliance & Ethics Executive reports to the Audit Committee.

The Board of Directors' Risk Committee provides oversight for management's identification and evaluation of enterprise risks, including the Company's risk management framework and the policies, procedures, and practices employed to manage risks.

205-3

### *Confirmed incidents of corruption and actions taken.*

We are not aware of any material incidents of corruption in 2019.

## 206 Anti-Competitive Behavior

103-1, 2, 3

### *Management approach.*

See Disclosure 205 — Anti-Corruption Management Approach.

206-1

### *Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.*

All material litigation and enforcement matters related to competition law are disclosed to the SEC and available in our [2019 Annual Report — Form 10-K](#), Note 9 — Legal Proceedings and Contingencies, pages 99–100.

## 302 Energy

103-1, 2, 3

### *Management approach.*

We help the world grow more prosperous by providing transportation and logistics solutions that facilitate global trade. This role requires the use of substantial amounts of energy, primarily in the form of fuel and electricity for our vehicles, aircraft, distribution facilities, warehouses, and data centers. In addition to the energy used in our own network operations, we also rely on other third-party transportation providers who use fuel and energy on our behalf to transport goods via all modes of transportation, including air, ocean, road, and rail.

We take a comprehensive, global approach to reducing energy use and GHG emissions within our network, as well as major portions of our value chain, including customers and suppliers.

We believe everyone shares responsibility to improve energy efficiency and to reduce GHG emissions in the atmosphere. UPS supports global efforts to mitigate the impact of climate change. Our [Corporate Climate Change Statement](#) is also publicly available on the UPS Pressroom.

Our optimized global logistics network, combined with our global GHG strategy, helps improve our efficiency and reduce our environmental impacts. This strategy includes:

- Setting an ambitious goal to reduce absolute GHG emissions 12 percent by 2025 throughout our global ground operations, with supporting goals for fuel, energy, and alternative vehicles;
- Utilizing operational improvements through technology to create overall network and delivery efficiencies beyond reducing miles/fuel, (e.g., higher trailer utilization, decreased sortation time, increased safety, reduced errors/duplication of work, higher asset utilization/less waste, etc.) that reduce our GHG footprint;
- Expanding our fleet of alternative fuel and advanced technology vehicles, known as our Rolling Laboratory, in order to reduce the proportion of conventional fuels we use;
- Reducing conventional energy use and increasing the use of renewable energy in our facilities;
- Providing customers with services that help them reduce their environmental impact; and
- Helping increase supplier awareness about GHG emissions and how to reduce them.

We also contribute actively to public discussions about environmental sustainability. This includes collaborating with leading NGOs, regulators, and industry consortiums to propel the cause of environmental sustainability forward. We also participate in public policy forums, where we advocate for prudent innovation and investment in new technologies and infrastructure development.

UPS measures the effectiveness of our energy and greenhouse gas emission strategy by tracking progress toward a set of 2020 and 2025 goals established in 2016:

#### **Goal: Reduce Absolute GHG Emissions 12 Percent Across Global Ground Operations by 2025**

In 2016, we committed to reducing absolute GHG emissions 12 percent across our global ground operations by 2025 (2015 baseline). In 2019, absolute emissions decreased 0.8 percent over 2018 performance; however, total emissions remain 5.4 percent above the 2015 baseline. When we set this goal, we expected to face headwinds due to e-commerce growth, which is driving a need for an increased level of residential package deliveries, as well as growth in the total number of shipments we complete. The e-commerce boom has also changed buyer behavior: consumers have become accustomed to getting nearly anything they want when they want it, which is driving demand for faster shipping. We have invested in operating capacity across our network to accommodate this volume growth, including network planning tools and technologies, as well as fleet expansion and facility automation, which, despite requiring more energy, help improve efficiencies across the network.

The key pathway to achieving this goal is to spur the use of renewable energy across our fleet and facilities, so we set supporting targets to source more alternative fuels and to expand our fleet of alternative fuel and advanced technology vehicles. We remain committed to this goal and are confident that recent investments in lower-emission vehicles and renewable fuels, as well as recent solar deployments, will accelerate our progress in the coming years.

We also continue to report on our GHG intensity goal, using the Transportation Intensity Index (TII) referenced below, which was introduced in 2010. Our goal is to reduce overall carbon intensity 20 percent by 2020 (2007 baseline). This Index captures the overall efficiency of our global network by measuring GHG emissions associated with transporting packages and freight for our customers in a given year. Separate carbon intensity metrics measuring the Scope 1 and Scope 2 CO<sub>2</sub>e emissions for each of our three business segments are included in this Index. As of 2019, UPS has realized an overall carbon intensity reduction of 19 percent. This decrease comprises a 19.5 percent absolute emissions reduction within our U.S. small package business segment, a 12.8 percent reduction attributable to our global airline, and a 32.1 percent reduction within our U.S. supply chain and freight segment.

**Goal: Increase Electricity From Renewable Sources to 25 Percent by 2025**

In 2019, we completed a 10MW deployment of rooftop solar arrays on facilities in New Jersey, Connecticut, and Massachusetts, and began procuring renewable electricity for more than 30 UPS facilities in Virginia. UPS operations in 10 European countries are now achieving near-zero emissions through the use of renewable electricity. These investments have generated a modest improvement over 2018, with 3.9 percent of our total electricity needs generated from renewable sources; however, there's more work to do to reach our 2025 goal.

Even as package volume increases, we must further slow the growth of energy use in our facilities. In 2020, we will deploy additional solar arrays across select facilities and plan to explore other renewable electricity solutions that are feasible from an environmental and economic perspective, including additional purchases of renewable electricity.

**Goal: Increase Use of Alternative Fuel to 40 Percent of Total Ground Fuel by 2025**

The use of alternative and renewable fuels is critical to achieving our goal to reduce absolute GHG emissions. In 2019, we continued investing in alternative fuels for our ground fleet, purchasing 135 million gallons of alternative fuels, which represents 24 percent of our total ground fuel usage.

We also committed to purchase 250 million gallons of renewable natural gas (RNG) over the next several years, including the largest-ever U.S. investment in RNG. As UPS continues to increase the percentage of alternative fuel and advanced technology vehicles compared to petrol and diesel powered vehicles in our overall fleet, we expect to continue to be a leader in the purchase of alternative fuels. UPS is roughly halfway toward our 2025 goal in this area.

**Goal: In 2020, 25 Percent of Total Vehicles Purchased Are Alternative Fuel & Advanced Technology Vehicles**

UPS's fleet of more than 10,300 alternative fuel and advanced technology vehicles includes all-electric, hybrid electric, hydraulic hybrid, ethanol, compressed natural gas (CNG), liquefied natural gas (LNG), RNG, biodiesel, and propane vehicles. In 2019, we continued expanding this specialized fleet; however, year-over-year investments slowed to 4 percent of new vehicles purchased. Nevertheless, we are on track to achieve this goal by the target date, driven by the 2019 commitment to purchase 6,000 natural gas-powered vehicles and planned vehicle purchases in the next three years. In Q1 2020, we also announced a significant investment in the U.K.-based startup Arrival, which will expand our fleet to include an additional 10,000 all-electric vehicles.

## Energy Consumption Within the Organization

GLOBAL ENERGY ('000 GJS)	2019	2018	% CHANGE 19/18	BASE YEAR (2015)
Direct Energy	197,426	191,976	2.8%	173,665
Indirect Energy	6,503	6,444	0.9%	5,861
<b>Total Energy</b>	<b>203,929</b>	<b>198,420</b>	<b>2.8%</b>	<b>179,526</b>

## Energy Consumption Within the Organization by Source

GLOBAL ENERGY ('000 GJS)	2019	% TO TOTAL ENERGY	2018	BASE YEAR (2015)
<b>Direct Energy</b>				
<b>Airline Fuel</b>	<b>122,545</b>	<b>60.1%</b>	<b>117,597</b>	<b>104,279</b>
<b>Ground Vehicle Fuel</b>	<b>69,206</b>	<b>33.9%</b>	<b>68,776</b>	<b>64,804</b>
Diesel	38,374	18.8%	39,989	46,240
Gasoline	18,443	9.0%	16,403	12,096
CNG	5,079	2.5%	5,879	751
Propane/LPG	1,006	0.5%	1,074	1,101
LNG	2,476	1.2%	2,347	3,109
Renewable Fuel (Biomass)	3,828	1.9%	3,084	1,507
<b>Facility Fuel (Heat)</b>	<b>5,675</b>	<b>2.8%</b>	<b>5,603</b>	<b>4,582</b>
Natural Gas	5,446	2.7%	5,337	4,365
Heating Oil	62	0.0%	70	72
Propane	167	0.1%	196	145
<b>Direct Energy Subtotal</b>	<b>197,426</b>	<b>96.8%</b>	<b>191,976</b>	<b>173,665</b>
<b>Indirect Energy</b>				
Electricity	6,481	3.2%	6,433	5,850
Renewable Electricity	22	0%	11	11
<b>Indirect Energy Subtotal</b>	<b>6,503</b>	<b>3.2%</b>	<b>6,444</b>	<b>5,861</b>
<b>Total Energy</b>	<b>203,929</b>	<b>100%</b>	<b>198,420</b>	<b>179,526</b>

## Energy Consumption Within the Organization by Business Unit

	U.S. DOMESTIC PACKAGE			INTERNATIONAL PACKAGE			GLOBAL SUPPLY CHAIN & FREIGHT			TOTALS		
	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)
Global Energy ('000 GJs)												
Direct Energy	127,269	119,955	102,865	60,091	61,340	58,757	10,066	10,681	12,043	197,426	191,976	173,665
Indirect Energy	5,169	4,946	4,231	394	499	549	940	999	1,081	6,503	6,444	5,861
<b>Total Energy</b>	<b>132,438</b>	<b>124,901</b>	<b>107,096</b>	<b>60,485</b>	<b>61,839</b>	<b>59,306</b>	<b>11,006</b>	<b>11,680</b>	<b>13,124</b>	<b>203,929</b>	<b>198,420</b>	<b>179,526</b>

302-2

*Energy consumption outside the organization.*

## Energy Consumption Outside the Organization

GLOBAL ENERGY ('000 GJs)	2019	2018	% CHANGE 19/18	BASE YEAR (2015)
<b>Upstream</b>				
Purchased Goods and Services	Not Reported	Not Reported		Not Reported
Capital Goods	Not Reported	Not Reported		Not Reported
Fuel & Energy-Related (not incl. Scope 1&2)	Not Reported	Not Reported		Not Reported
Transportation & Distribution	115,344	125,838	(8.3%)	104,276
Waste Generated in Operations	Not Relevant	Not Relevant		Not Relevant
Business Travel	987	1,254	(21.2%)	1,107
Employee Commuting	30,728	29,997	2.4%	26,570
Leased Assets	Not Relevant	Not Relevant		Not Relevant
<b>Downstream</b>				
Transportation & Distribution	Not Relevant	Not Relevant		Not Relevant
Processing of Sold Products	Not Relevant	Not Relevant		Not Relevant
Use of Sold Products	Not Relevant	Not Relevant		Not Relevant
End-of-life Treatment of Sold Products	Not Relevant	Not Relevant		Not Relevant
Leased Assets	Not Relevant	Not Relevant		Not Relevant
Franchises	399	392	1.8%	356
Investments	Not Relevant	Not Relevant		Not Relevant
<b>Total Energy Consumption Outside the Organization</b>	<b>147,458</b>	<b>157,481</b>	<b>(6.4%)</b>	<b>132,309</b>

302-3

*Energy intensity.*

## Energy Intensity Within the Organization by Business Unit

	U.S. DOMESTIC PACKAGE			INTERNATIONAL PACKAGE			GLOBAL SUPPLY CHAIN & FREIGHT			TOTALS		
	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)
Global Energy ('000 GJs/\$M Revenue)												
Revenue in Millions	\$46,493	\$43,593	\$36,747	\$14,220	\$14,442	\$12,149	\$13,381	\$13,826	\$9,467	\$74,094	\$71,861	\$58,363
Direct Energy	2.738	2.752	2.799	4.226	4.247	4.836	0.752	0.773	1.272	2.665	2.671	2.976
Indirect Energy	0.111	0.113	0.115	0.028	0.035	0.045	0.070	0.072	0.114	0.088	0.090	0.100
<b>Total Energy</b>	<b>2.849</b>	<b>2.865</b>	<b>2.914</b>	<b>4.254</b>	<b>4.282</b>	<b>4.881</b>	<b>0.822</b>	<b>0.845</b>	<b>1.386</b>	<b>2.753</b>	<b>2.761</b>	<b>3.076</b>

## Reduction of Energy Consumption

ENERGY SAVED DUE TO CONSERVATION AND EFFICIENCY IMPROVEMENTS	ABSOLUTE ENERGY AVOIDED 2019 VS 2015 (GIGAJOULES) <sup>(1)</sup>	2019 ENERGY INTENSITY	2015 ENERGY INTENSITY	COMMENTS
<b>U.S. Domestic Package: Absolute Energy Avoided</b>				
<b>Contributing factors/initiatives:</b> Implementation of telematics, improved vehicle routing, conducting proactive maintenance on our vehicles, shifting travel to low-emission vehicles.	(4,638,000)	28.01	27.03	<ul style="list-style-type: none"> <li>Energy Intensity factor expressed in gigajoules per 1,000 Packages</li> <li>Scope is U.S. Domestic Package Operations</li> <li>Includes all direct and indirect energy usage for this specific business segment</li> <li>Avoided Absolute Energy = (2015 Energy Intensity x 2019 # of packages) — (2019 Energy Intensity x 2019 # of packages)</li> </ul>
<b>International Package: Absolute Energy Avoided</b>				
<b>Contributing factors/initiatives:</b> Miscellaneous initiatives in our airline, including lower flight speeds, computer-optimized flight plans, single-engine taxi.	8,707,000	74.87	85.65	<ul style="list-style-type: none"> <li>Energy Intensity factor expressed in gigajoules per 1,000 Packages</li> <li>Scope is International Package Operations</li> <li>Includes all direct and indirect energy usage for this specific business segment</li> <li>Avoided Absolute Energy = (2015 Energy Intensity x 2019 # of packages) — (2019 Energy Intensity x 2019 # of packages)</li> </ul>
<b>Global Supply Chain &amp; Freight: Absolute Energy Avoided</b>				
<b>Contributing factors/initiatives:</b> Implementation of telematics, improved dispatching of drivers, consolidation of shipments, loading efficiency in ways that keep miles driven to a minimum.	1,254,000	1.09	1.21	<ul style="list-style-type: none"> <li>Energy Intensity factor expressed in gigajoules per 1,000 lbs. of freight hauled</li> <li>Scope is Global Supply Chain &amp; Freight Operations</li> <li>Includes all direct and indirect energy usage for this specific business segment</li> <li>Avoided Absolute Energy = (2015 Energy Intensity x 2019 lbs. of freight) — (2019 Energy Intensity x 2019 lbs. of freight)</li> </ul>
<b>Total</b>	<b>5,323,000 gigajoules</b>			

<sup>(1)</sup> Absolute energy avoided in 2019 was estimated from the energy intensity factor improvements from 2015 (baseline year) to 2019.

See Disclosure 302-4 — Reduction of Energy Consumption.



## 303 Water

103-1, 2, 3

### Management approach.

**NOTE:** Water is not a material issue for UPS, as determined by our materiality assessment. We provide some perspective in this report for those stakeholders who have an interest in this issue.

Over the next few decades, UPS, like many other companies around the world, will see water scarcity and water stress issues that affect a significant number of locations where we have operations. While our own water needs are modest relative to other industries, water scarcity and water stress can be harmful to local communities. To address this concern, UPS has a global water stewardship strategy based on three pillars:

**Transparency** — Disclosing comprehensively measured water data for our domestic and international operations.

**Conservation** — Applying best practices for water conservation throughout the Company, focusing on the top 20 percent of facilities with the highest water use. These facilities represent 80 percent of our total water usage and cost.

**Engagement** — Collaborating with world leaders on water and reporting, by sharing our knowledge and helping them disseminate ideas and guidance.

303-1

### Water withdrawal by source.

## Total Water Consumption — Absolute (millions m<sup>3</sup>)

	2019	2018	2017	2016	% CHANGE 19/18
U.S. Domestic Package	3.66	4.18	3.92	3.74	(12.4%)
International Package	1.66	0.73	0.64	0.72	127.4%
Global Supply Chain & Freight	1.23	0.95	0.86	0.82	29.5%
<b>Total Water Consumption</b>	<b>6.55</b>	<b>5.86</b>	<b>5.42</b>	<b>5.28</b>	<b>11.8%</b>

## 305 Emissions

103-1, 2, 3

### Management approach.

See Disclosure 302 — Energy Management Approach.

## Statement of Greenhouse Gas (GHG) Emissions

for the years ended December 31, 2019 and 2018

### GHG Performance

GLOBAL CO <sub>2</sub> e EMISSIONS ('000 TONNES)	2019	2018	% CHANGE 19/18	BASE YEAR (2015)
Scope 1	14,223	13,851	2.7%	12,197
Scope 2 (market-based)	731	784	(6.7%)	814
<b>Gross Scope 1 &amp; 2</b>	<b>14,954</b>	<b>14,635</b>	<b>2.2%</b>	<b>13,011</b>
Scope 3	21,008	21,783	(3.6%)	16,877
<b>Gross Scope 1, 2 &amp; 3</b>	<b>35,962</b>	<b>36,418</b>	<b>(1.3%)</b>	<b>29,888</b>
Voluntary carbon offsets for Scope 1 carbon neutral service (retired)	(115.3)	(95.9)		(44.9)
Voluntary carbon offsets for Scope 2 carbon neutral service (retired)	(9.7)	(7.6)		(3.2)
Voluntary carbon offsets for Scope 3 carbon neutral service (retired)	(22.4)	(13.8)		(4.8)
<b>Net Global CO<sub>2</sub>e Emissions</b>	<b>35,815</b>	<b>36,301</b>	<b>(1.3%)</b>	<b>29,835</b>
BIOMASS CO <sub>2</sub> e EMISSIONS	2019	2018	% CHANGE 19/18	BASE YEAR (2015)
Mobile Combustion — Biomass CO <sub>2</sub> (e.g. ethanol, bio-diesel)	375	257	46%	108
Stationary Combustion — Biomass CO <sub>2</sub>	0	0	0	—
<b>Total Biomass CO<sub>2</sub> (reported separately as per GHG Protocol)</b>	<b>375</b>	<b>257</b>	<b>46%</b>	<b>108</b>
SCOPE 2 CO <sub>2</sub> e EMISSIONS ('000 TONNES) <sup>(1)</sup>	2019	2018	% CHANGE 19/18	BASE YEAR (2015)
Scope 2 (market-based method)	731	784	(6.7%)	814
Scope 2 (location-based method)	754	784	(3.8%)	814

<sup>(1)</sup> Location-based and market-based Scope 2 emissions are being reported as per the new GHG Protocol Scope 2 Guidance.

## GHG Reporting Policies

The statement of GHG emissions was prepared based on a calendar reporting year that is the same as the UPS financial reporting period. Organizational responsibility for our GHG Emissions reporting rests with our Chief Sustainability Officer.

Scope 1 and 2 GHG emissions information was prepared in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition.

Scope 3 GHG emissions information was prepared in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: Corporate Value Chain (Scope 3), Accounting and Reporting Standard.

Scope 3 emissions include all relevant Scope 3 categories, nine of the 15 categories as defined by the GHG Protocol.

Collectively, the Corporate Accounting and Reporting Standard, Revised Edition and the Corporate Value Chain (Scope 3), Accounting and Reporting Standard are referred to as the “GHG Protocol” in this document. The following includes information on GHG emissions by business unit and emission source, as well as intensity disclosures.

## BASE YEAR GHG EMISSIONS

The base year GHG emissions for Scopes 1, 2, and 3 is 2015.

## GREENHOUSE GASES

All GHG emissions figures are reported in metric tonnes of carbon dioxide equivalents (CO<sub>2</sub>e) and include four of the seven greenhouse gases covered by the GHG Protocol — carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>), and nitrogen trifluoride (NF<sub>3</sub>) emissions were omitted from our reporting, as they are not a material source of greenhouse gases for the Company.

The GHG Protocol defines global warming potential (GWP) as “a factor describing the radiative forcing impact (degree of harm to the atmosphere) of one unit of a given GHG relative to one unit of CO<sub>2</sub>. By using GWPs, GHG emissions from multiple gases can be standardized to a carbon dioxide equivalent (CO<sub>2</sub>e). The global warming potentials used are:

### The Global Warming Potentials of GHGs

GAS	GLOBAL WARMING POTENTIAL (GWP)	REFERENCE
Carbon Dioxide (CO <sub>2</sub> )	1	Fifth Assessment Report (SAR) published by Intergovernmental Panel on Climate Change
Methane (CH <sub>4</sub> )	28	
Nitrous Oxide (N <sub>2</sub> O)	265	
HFC-134a	1,300	

## GHG REPORTING SCOPE AND BOUNDARY

The Statement of Greenhouse Gas Emissions includes Scope 1 (direct), Scope 2 (indirect), and Scope 3 (indirect) emissions that were reported for operations within the organizational boundary described below. GHG emissions have been reported from the entities where the Company has operational control as defined by the GHG Protocol. UPS is a global company operating in more than 220 countries and territories. Our three reportable business segments are U.S. Domestic Package, International Package, and Global Supply Chain & Freight.

1. The U.S. Domestic Package business consists of air and ground delivery of small packages — up to 150 pounds in weight — and letters to and from all 50 states.
2. The International Package reporting segment includes small package operations in Europe, Asia, Canada, Latin America, and the Indian Subcontinent, Middle East and Africa. Europe is our largest region outside the United States — accounting for approximately half of our international revenue.
3. The Global Supply Chain & Freight segment consists of our forwarding and logistics services, truckload freight brokerage, UPS Freight, and our financial offerings through UPS Capital. Supply chain complexity creates demand for a global service offering that incorporates transportation, distribution, and international trade and brokerage services, with complementary financial and information services. This segment also includes acquisitions in 2017, which are now incorporated into our data, such as third-party truckload brokerage firm Coyote Logistics (including international acquisition Freightex, which was incorporated into Coyote), Marken, and STTAS, a global trade compliance management company.

## Operational Boundary – Detailed Description Scope 1 & 2<sup>(1)</sup>

SOURCE	SCOPE	U.S. PACKAGE OPERATIONS	INTERNATIONAL PACKAGE OPERATIONS	GLOBAL SUPPLY CHAIN & FREIGHT
Jet-A (mobile)	1	All jet fuel used for UPS-owned aircraft (U.S. flights)	All jet fuel used for UPS-owned aircraft (International flights)	N/A — All Supply Chain & Freight moved on UPS-owned aircraft is captured in package operations (U.S. and International)
Diesel & Gasoline (mobile)	1	All diesel and gasoline used in UPS-owned/leased vehicles to transport, pick up, and deliver small packages	<ul style="list-style-type: none"> <li>• Diesel and gasoline used in UPS-owned/leased vehicles to transport, pick up, and deliver small packages</li> <li>• Gasoline used for Company-leased cars used by employees in Europe and Asia</li> </ul>	<ul style="list-style-type: none"> <li>• Diesel and gasoline used in UPS-owned/leased vehicles to transport, pick up, and deliver freight or packages</li> <li>• Gasoline for Company-leased cars used by employees in U.S., Canada, Europe, and Asia</li> </ul>
CNG (mobile)	1	All compressed natural gas used in UPS-owned vehicles to transport, pick up, and deliver small packages	All compressed natural gas used in UPS-owned vehicles to transport, pick up, and deliver small packages	All compressed natural gas used in UPS-owned vehicles to transport, pick up, and deliver small packages
Propane/LPG (mobile)	1	All propane fuel used in UPS-owned vehicles to transport, pick up, and deliver small packages	All propane fuel used in UPS-owned vehicles to transport, pick up, and deliver small packages	N/A — Fuel type is not a source of emissions from this business unit
LNG (mobile)	1	All liquefied natural gas used in UPS-owned vehicles to transport, pick up, and deliver small packages	N/A — Fuel type is not a source of emissions from this business unit	All liquefied natural gas used in UPS owned vehicles to transport, pickup and deliver freight or packages
Biomass (mobile)	1	All renewable natural gas, renewable diesel, renewable gasoline, ethanol, and biodiesel used in UPS fleet. CH4 and N2O are reported in Scope 1, and CO2 emissions for biomass fuels are reported separately as per the GHG protocol.	All renewable natural gas, renewable diesel, renewable gasoline, ethanol, and biodiesel used in UPS fleet. CH4 and N2O are reported in Scope 1, and CO2 emissions for biomass fuels are reported separately as per the GHG protocol.	All renewable natural gas, renewable diesel, renewable gasoline, ethanol, and biodiesel used in UPS fleet. CH4 and N2O are reported in Scope 1, and CO2 emissions for biomass fuels are reported separately as per the GHG protocol.
Natural Gas, Heating Oil, Propane (stationary)	1	Natural gas, propane, and heating oil for facilities we own or lease	Natural gas, propane, and heating oil for facilities we own or lease	Natural gas, propane, and heating oil for facilities we own or lease
HFCs	1	Fugitive emissions from vehicle A/C systems	Fugitive emissions from vehicle A/C systems	Fugitive emissions from vehicle A/C systems
Electricity (stationary)	2	Electricity usage for facilities we own or lease	Electricity usage for facilities we own or lease	Electricity usage for facilities we own or lease

<sup>(1)</sup> No Scope 1 or 2 activities have been excluded from this Report.

## Operational Boundary – Detailed Description Scope 3

SCOPE AND CATEGORY	EMISSIONS INCLUDED/EXCLUDED (UPS SCOPE & BOUNDARY)	DESCRIPTION OF METHODOLOGY	% EMISSIONS CALCULATED USING DATA OBTAINED FROM VALUE CHAIN PARTNERS
<b>Upstream Scope 3 Emissions</b>			
1. Purchased Goods & Services	The upstream extraction, production, and transportation of goods and services purchased by all UPS operations, not otherwise included in Categories 2-8. Exclusions: None	Economic input-output life cycle assessment (EIO-LCA) model	0%
2. Capital Goods	The upstream extraction, production, and transportation of capital expenditures purchased by all UPS operations. Includes buildings, aircraft, vehicles, and information technology. Exclusions: None	Economic input-output life cycle assessment (EIO-LCA) model	0%
3. Fuel- and Energy-Related Activities Not Included in Scope 1 or 2	Includes the upstream (well-to-pump) emissions from raw material extraction up to the point of (but excluding) combustion for the following global fuel sources: Jet-A, Diesel, gasoline, CNG, LPG, LNG, natural gas, heating oil, and propane. Includes the upstream emissions for the transmission and distribution losses of purchased electricity. Exclusions: None	The same primary data that is used to calculate the Scope 1 and 2 emissions for all energy usage is used to calculate the upstream emissions; the actual quantity of energy consumed is multiplied by the appropriate life cycle emission factor.	100%
4. Transportation & Distribution (Upstream)	The emissions from purchased transportation (air, ground, rail, and ocean) for the pickup, transportation, and delivery of packages/ freight for our global operations includes emissions associated with: <u>U.S. Package Operations</u> <ul style="list-style-type: none"> <li>• Packages moved by third parties via aircraft, rail, and tractor-trailers</li> <li>• Last-mile delivery of packages by the U.S. Postal Service</li> </ul> <u>International Package Operations</u> <ul style="list-style-type: none"> <li>• Packages moved by third parties via aircraft and tractor-trailers</li> <li>• Last-mile delivery of packages by the use of Agents and Outside Service Providers (OSPs)</li> <li>• Packages transported across the U.K. Channel by third parties via railroad or ferry</li> <li>• Packages transported by rail in Canada</li> </ul> <u>Global Supply Chain &amp; Freight</u> <ul style="list-style-type: none"> <li>• UPS Supply Chain Solutions™ Services: transportation, pickup, and delivery for freight/packages by other third parties via aircraft, rail, tractor-trailers, and ocean</li> <li>• UPS Freight™ Operations: transportation, pickup, and delivery for freight in the U.S. and Canada via various modes of transport, which include tractor-trailers, railroads, and ocean transport of freight, typically to Hawaii, Puerto Rico, Guam, and Alaska</li> </ul> Exclusions: Does not include Scope 2 emissions from third-party transportation companies. Does not include any optional life cycle assessment (LCA) emissions. Source has been excluded due to lack of means to measure emission source.	The primary method used to calculate the upstream emissions from purchased transportation is to multiply the actual weight and distance traveled for each shipment by the appropriate emission factor from the GHG Protocol.	35%



SCOPE AND CATEGORY	EMISSIONS INCLUDED/EXCLUDED (UPS SCOPE & BOUNDARY)	DESCRIPTION OF METHODOLOGY	% EMISSIONS CALCULATED USING DATA OBTAINED FROM VALUE CHAIN PARTNERS
<b>Upstream Scope 3 Emissions</b>			
5. Waste Generated in Operations	Includes the emissions that occur from landfilled, incinerated, recovery, and recycled waste streams in the U.S. Exclusions: Emissions associated with wastes generated in operations outside of the U.S. Does not include any optional LCA emissions. Source has been excluded due to lack of means to measure emission source.	Methodology used is actual waste disposed by waste stream multiplied by the appropriate LCA Emission factor.	100%
6. Business Travel	Includes the emissions that occur from air and rail travel, rental cars, and the use of personnel vehicles for business-related activities for our global operations. Exclusions: Does not include any optional life cycle emissions from hotel stays. Source has been excluded due to lack of means to measure emission source.	Travel agent provides a detailed breakdown of GHG emissions based upon actual travel activity.	100%
7. Employee Commuting	Includes the emissions that occur from the transportation of our employees between their homes and their workplace for our global operations. Exclusions: Does not include any optional emissions from employee teleworking. Source has been excluded due to lack of means to measure emission source.	Actual number of employees multiplied by average gallons used per employee (UPS calculated this factor) multiplied by the emission factor for gasoline (8.81 kg CO <sub>2</sub> per gallon). The UPS factor for estimated gallons per employee was created by combining a host of information from the U.S. Census data, Department of Transportation, the Federal Highway Administration, and other sources.	0%
8. Upstream Leased Assets	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not applicable to our business because upstream leased assets are included in our Scope 1 and 2 emissions.	Not Relevant	Not Relevant

SCOPE AND CATEGORY	EMISSIONS INCLUDED/EXCLUDED (UPS SCOPE & BOUNDARY)	DESCRIPTION OF METHODOLOGY	% EMISSIONS CALCULATED USING DATA OBTAINED FROM VALUE CHAIN PARTNERS
<b>Downstream Scope 3 Emissions</b>			
9. Transportation & Distribution	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not applicable to our business because UPS does not offer a sold product. For our sold service, emissions from non-UPS vehicles are reported in category 4 because they are purchased directly by UPS.	Not Relevant	Not Relevant
10. Processing of Sold Products	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not applicable to our business because UPS does not offer an intermediate sold product.	Not Relevant	Not Relevant
11. Use of Sold Products	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not applicable to our business because UPS does not offer an intermediate sold product.	Not Relevant	Not Relevant
12. End-of-Life Treatment of Sold Products	Includes the global emissions that occur from landfilled and recycled waste from UPS-branded packaging materials sold to customers. Exclusions: None	Number of pounds of purchased UPS-branded packaging multiplied by the appropriate LCA Emission factor	100%
13. Downstream Leased Assets	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not relevant because UPS does not have any significant downstream leased assets.	Not Relevant	Not Relevant
14. Franchises	Estimated electricity and natural gas usage for over 5,000 The UPS Store® locations serving the U.S. and Canada. Exclusions: Does not include any optional LCA emissions. Source has been excluded due to lack of means to measure emission source.	Using square footage of The UPS Store franchises multiplied by an average energy emission factor established by the EPA Energy Star Program	0%
15. Investments	<i>Not Relevant</i> — We do not report on this category since the category as described by the WRI Guidelines is not relevant because UPS does not have any significant investments that fit this category.	Not Relevant	Not Relevant

## UNCERTAINTY

As calculations of GHG emissions contain uncertainty for a variety of reasons, we conducted an uncertainty analysis to quantify estimates of the likely or perceived difference between the reported GHG emissions and a qualitative description of the likely causes of the difference such as uncertainty in data inputs and calculation methodologies; uncertainty associated with mathematical equations used to characterize the relationship between various parameters and emission processes; and uncertainty associated with quantifying the parameters used as inputs to estimation models. UPS continues to improve internal processes for primary data collection to reduce uncertainty in our GHG inventory reporting for Scopes 1 and 2. UPS continues to work with the third parties responsible for providing the data necessary to calculate Scope 3 emissions and will continue to work on improving the data management and the methodologies used to estimate these emissions to reduce the uncertainty in our GHG inventory reporting. Using the GHG Protocol “Measurement and Estimation Uncertainty of GHG Emissions” guidance and analyzing the collected data through Monte Carlo simulations by using the @Risk statistical analysis software at 95 percent confidence interval, we are able to estimate the uncertainty for our 2019 GHG inventory as follows:

SCOPE	UNCERTAINTY	MAIN SOURCE OF UNCERTAINTY	COMMENTS
<b>Scope 1</b>	±2%	International Operations	<p>North America Operations (Small Package, Supply Chain &amp; Freight) and UPS Airlines are our largest source of Scope 1 emissions and represent 98 percent of our total Scope 1 emissions. Well-established processes are in place to capture the primary data for these sources.</p> <p>International Operations represent 2 percent of our total Scope 1 emissions.</p>
<b>Scope 2</b>	±3%	International Operations	<p>North America Operations (Small Package, Supply Chain &amp; Freight) are our largest source of Scope 2 emissions, representing 93 percent of our total Scope 2 emissions. Well-established processes are in place to capture the primary data for these sources.</p> <p>International Operations represent 7 percent of our total Scope 2 emissions.</p>
<b>Scope 3</b>	±7%	Use of secondary data	<p>UPS reports on all relevant Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting &amp; Reporting Standard.</p> <p>Calculations for Scope 3 use various sources of secondary data since primary data is unavailable. Examples of the type of secondary data used vary from estimated miles driven, number of packages picked-up/delivered to estimated shipment information (weight and distance per shipment).</p>

## GHG EMISSION FACTORS

The carbon dioxide equivalent emissions associated with the activities described in the detailed description of our operational boundaries were determined on the basis of measured or estimated energy and fuel use, multiplied by relevant carbon emission factors. Published emission factors were used to calculate emissions from operations.

### GHG Emission Factors by Source

EMISSIONS SOURCE	EMISSION FACTOR EMPLOYED
<b>Scope 1 — Global</b>	GHG Protocol Emission Factors from Cross-Sector Tools, March 2017 EPA Emission Factor Hub_Nov 2015v2
<b>Scope 2 — U.S.</b>	U.S. Environmental Protection Agency eGRID 2018
<b>Scope 2 — Canada</b>	The Climate Registry 2019 Default Emission Factors
<b>Scope 2 — Other</b>	CO2 Emissions from Fuel Combustion Highlights (2019 Edition © OECD/IEA)
<b>Scope 3 — Global</b>	Categories 1 & 2: GHG Protocol Scope 3 Evaluator Category 3: Argonne National Laboratory GREET_1 2019 Model Category 3: US Environmental Protection Agency eGRID 2018 Category 4: EPA SmartWay Carrier Rankings and Emission Rates (railroad only) Category 6: EPA Emission Factors for GHG Inventories, March 2018 Category 4, 7, 14: GHG Protocol Emission Factors from Cross-Sector Tools, March 2017 Categories 5 & 12: DBEIS 2019 Government GHG Conversion Factors for Company Reporting

## METHODOLOGY

For Scopes 1 and 2, primary usage data is used to calculate GHG Emissions. The primary data is collected through various internal processes and data systems which are inputted into our sustainability performance management software that quantifies associated emissions through the application of the GHG emission factors described above.

GHG emission calculations for Scope 3 use various sources of secondary data since primary data is unavailable. The secondary data used varies from estimated miles driven, number of packages picked up/delivered to estimated shipment information (weight and distance per shipment). The appropriate GHG activity factor is applied to estimate the emissions reported.

## CARBON OFFSET PURCHASES FROM UPS CARBON NEUTRAL PRODUCT

A carbon offset is a certified financial instrument aimed at a reduction in GHG emissions. The offsets we purchase meet the key standard of additionality, which means that the carbon reduction project in question (such as reforestation) produced a reduction in CO<sub>2</sub>e generation or sequestration of CO<sub>2</sub>e in addition to what would have been achieved by activities already planned or underway.

PROJECT NAME	PROJECT LOCATION	OFFSET STANDARD	PROJECT TYPE	2019 METRIC TONNES RETIRED	2018 METRIC TONNES RETIRED
Garcia River Forest	U.S. (California)	CAR	Reforestation	0	10,196
Big River and Salmon Creek Forests	U.S. (California)	CAR	Reforestation	0	3,783
Wolf Creek Landfill	U.S. (Georgia)	CAR	Landfill Gas	63,000	22,000
Chol Charoen Group Wastewater Treatment with Biogas System 1	Thailand	VCS	Wastewater Methane Destruction	82,932	17,908
Darkwoods	Canada	VCS	Reforestation	1,558	63,442
<b>Total Carbon Offsets</b>				<b>147,490</b>	<b>117,329</b>

## Scope 3 Emissions by Category

GLOBAL CO <sub>2</sub> e EMISSIONS ('000 TONNES)	2019	2018	BASE YEAR (2015)	
<b>Total Scope 3 Emissions</b>	<b>21,008</b>	<b>21,783</b>	<b>16,877</b>	
<b>Upstream</b>				
<b>1 Purchased Goods &amp; Services</b>	<b>3,122</b>	<b>3,063</b>	<b>2,533</b>	
<b>2 Capital Goods</b>	<b>4,629</b>	<b>4,635</b>	<b>1,746</b>	
<b>3 Fuel &amp; Energy Related (not incl. Scope 1 &amp; 2)</b>	<b>2,820</b>	<b>2,937</b>	<b>3,226</b>	
	Jet A (well to pump)	1,598	1,607	1,926
	Diesel (well to pump)	623	676	760
	Gasoline (well to pump)	327	294	271
	CNG (well to pump)	89	105	11
	Propane/LPG (well to pump)	14	15	9
	LNG (well to pump)	84	79	72
	Biomass (well to pump)	(22)	55	63
	Natural Gas, Heating Oil, Propane (stationary)	69	69	55
	Electricity (T&D losses/generation of)	38	37	59
<b>4 Transportation &amp; Distribution</b>	<b>8,198</b>	<b>8,946</b>	<b>7,417</b>	
	Subcontracted Air	4,413	4,742	3,804
	Subcontracted Ground	3,033	3,367	2,784
	Subcontracted Rail	418	439	368
	Subcontracted Ocean	334	398	461
<b>5 Waste Generated in Operations</b>	<b>25</b>	<b>17</b>	<b>19</b>	
	Landfilled, Incinerated, Recovery, Recycled	25	17	19
<b>6 Business Travel</b>	<b>69</b>	<b>88</b>	<b>78</b>	
	Business Travel — Air/Rail/Car	69	88	78
<b>7 Employee Commuting</b>	<b>2,079</b>	<b>2,030</b>	<b>1,798</b>	
	U.S. Domestic Package	1,616	1,565	1,341
	International Package	343	343	332
	Global Supply Chain & Freight	120	122	125
<b>8 Leased Assets</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	
<b>Downstream</b>				
<b>9 Transportation &amp; Distribution</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	
<b>10 Processing of Sold Products</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	
<b>11 Use of Sold Products</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	
<b>12 End-of-Life Treatment of Sold Products</b>	<b>9</b>	<b>11</b>	<b>9</b>	
	Landfilled/Recycled	9	11	9
<b>13 Leased Assets</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	
<b>14 Franchises</b>	<b>57</b>	<b>56</b>	<b>51</b>	
	The UPS Store®— Electricity/Natural Gas	57	56	51
<b>15 Investments</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	<b>Not Relevant</b>	

## Emissions by Business Unit

	U.S. DOMESTIC PACKAGE			INTERNATIONAL PACKAGE			GLOBAL SUPPLY CHAIN & FREIGHT			TOTALS		
	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)
Global CO <sub>2</sub> e Emissions ('000 tonnes)												
Scope 1	9,083	8,572	7,186	4,413	4,507	4,150	727	772	861	14,223	13,851	12,197
Scope 2	596	619	602	33	46	71	102	119	141	731	784	814
<b>Total Scope 1 &amp; 2</b>	<b>9,679</b>	<b>9,191</b>	<b>7,788</b>	<b>4,446</b>	<b>4,553</b>	<b>4,221</b>	<b>829</b>	<b>891</b>	<b>1,002</b>	<b>14,954</b>	<b>14,635</b>	<b>13,011</b>
Scope 3	12,103	12,110	8,287	2,479	2,451	2,552	6,426	7,222	6,038	21,008	21,783	16,877
<b>Total Scope 1, 2 &amp; 3</b>	<b>21,782</b>	<b>21,301</b>	<b>16,075</b>	<b>6,925</b>	<b>7,004</b>	<b>6,773</b>	<b>7,255</b>	<b>8,113</b>	<b>7,040</b>	<b>35,962</b>	<b>36,418</b>	<b>29,888</b>

CO<sub>2</sub>e Intensity by Business Unit

	U.S. DOMESTIC PACKAGE			INTERNATIONAL PACKAGE			GLOBAL SUPPLY CHAIN & FREIGHT			TOTALS		
	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)	2019	2018	Base Year (2015)
Global CO <sub>2</sub> e Emissions ('000 tonnes)												
Revenue in Millions	\$46,493	\$43,593	\$36,747	\$14,220	\$14,442	\$12,149	\$13,381	\$13,826	\$9,467	\$74,094	\$71,861	\$58,363
Scope 1	0.195	0.197	0.196	0.310	0.311	0.341	0.054	0.056	0.091	0.192	0.193	0.209
Scope 2	0.013	0.014	0.016	0.002	0.004	0.006	0.008	0.008	0.015	0.010	0.011	0.014
<b>Total Scope 1 &amp; 2</b>	<b>0.208</b>	<b>0.211</b>	<b>0.212</b>	<b>0.312</b>	<b>0.315</b>	<b>0.347</b>	<b>0.062</b>	<b>0.064</b>	<b>0.106</b>	<b>0.202</b>	<b>0.204</b>	<b>0.223</b>
Scope 3	0.260	0.278	0.225	0.174	0.170	0.210	0.480	0.523	0.638	0.283	0.303	0.289
<b>Total Scope 1, 2 &amp; 3</b>	<b>0.468</b>	<b>0.489</b>	<b>0.437</b>	<b>0.486</b>	<b>0.485</b>	<b>0.557</b>	<b>0.542</b>	<b>0.587</b>	<b>0.744</b>	<b>0.485</b>	<b>0.507</b>	<b>0.512</b>



## Scope 1 and Scope 2 Emissions by Source

GLOBAL CO <sub>2</sub> e EMISSIONS ('000 TONNES)	2019	2019 PERCENT TO TOTAL	2018	BASE YEAR (2015)
<b>Airline Fuel</b>	<b>9,016</b>	<b>60.3%</b>	<b>8,652</b>	<b>7,375</b>
<b>Ground Vehicle Fuel</b>	<b>4,911</b>	<b>32.8%</b>	<b>4,906</b>	<b>4,587</b>
Diesel	2,876	19.2%	2,997	3,345
Gasoline	1,381	9.2%	1,228	823
CNG	293	1.9%	339	43
Propane/LPG	68	0.5%	73	70
LNG	270	1.8%	256	299
Biomass (CH <sub>4</sub> and N <sub>2</sub> O only)	15	0.1%	6	—
HFCs (fugitive)	8	0.1%	7	7
<b>Facility Fuel</b>	<b>296</b>	<b>2.0%</b>	<b>293</b>	<b>235</b>
Natural Gas	281	1.9%	275	221
Heating Oil	4	0.0%	5	5
Propane	11	0.1%	13	9
<b>Facility Electricity</b>	<b>731</b>	<b>4.9%</b>	<b>784</b>	<b>814</b>
<b>Grand Total</b>	<b>14,954</b>	<b>100%</b>	<b>14,635</b>	<b>13,011</b>

## 2019 Carbon Intensity Emissions Avoided Since Base Year (2015)

EMISSIONS REDUCTION DESCRIPTION: THE FOLLOWING THREE METRICS ARE THE COMPONENTS OF THE UPS TRANSPORTATION INTENSITY INDEX	ABSOLUTE CO <sub>2</sub> e EMISSIONS AVOIDED SINCE 2015 (METRIC TONNES)	2019 CO <sub>2</sub> e INTENSITY	2015 CO <sub>2</sub> e INTENSITY	COMMENTS
U.S. Domestic Package: Absolute CO <sub>2</sub> e Avoided (Ground Operations Only)	659,000	2.24	2.36	<ul style="list-style-type: none"> <li>CO<sub>2</sub>e Intensity factor expressed in lbs. CO<sub>2</sub>e per package</li> <li>Scope is U.S. Domestic Package ground movements</li> <li>Avoided Absolute CO<sub>2</sub>e = (2015 CO<sub>2</sub>e Intensity x 2019 # of packages) – (2019 CO<sub>2</sub>e Intensity x 2019 # of packages)</li> </ul>
Global UPS Airlines: Absolute CO <sub>2</sub> e Avoided	522,000 <sup>(1)</sup>	1.35	1.40	<ul style="list-style-type: none"> <li>CO<sub>2</sub>e Intensity factor expressed in lbs. CO<sub>2</sub>e per package</li> <li>Scope is UPS Airlines — Global Operations</li> <li>Avoided Absolute CO<sub>2</sub>e = (2015 CO<sub>2</sub>e Intensity x 2019 available ton mile (ATM)) – (2019 CO<sub>2</sub>e Intensity x 2019 ATM)</li> </ul>
U.S. Supply Chain & Freight: Absolute CO <sub>2</sub> e Avoided	358,000	0.18	0.19	<ul style="list-style-type: none"> <li>CO<sub>2</sub>e Intensity factor expressed in lbs. CO<sub>2</sub>e per lb. of freight</li> <li>Scope is UPS Freight® LTL ground movements</li> <li>Avoided Absolute CO<sub>2</sub>e = (2015 CO<sub>2</sub>e Intensity x 2019 lbs. of freight) – (2019 CO<sub>2</sub>e Intensity x 2019 lbs. of freight)</li> </ul>
<b>Total</b>	<b>1,539,000 metric tonnes</b>			

<sup>(1)</sup> Cumulative CO<sub>2</sub>e emissions avoided since 2015 are estimated from the Transportation Intensity Index improvements from 2015 to 2017.

## 2019 Intermodal Shift Emissions Avoidance

EMISSIONS REDUCTION DESCRIPTION	ABSOLUTE CO <sub>2</sub> e EMISSIONS AVOIDED IN 2019 (METRIC TONNES)	TOTAL ABSOLUTE CO <sub>2</sub> e EMISSIONS AVOIDED SINCE 2015 (METRIC TONNES)
Air to Ground Mode Shift (U.S. Package Operations)	3,373,000	11,657,000
Ground to Rail Mode Shift (U.S. Package Operations)	894,000	3,866,000
<b>Total</b>	<b>4,267,000</b>	<b>15,523,000</b>

This indicator is not applicable since UPS does not produce, import, or export ODS.

U.S. EPA SmartWay data tables are used to calculate ground vehicle emissions.

## Particulate Emissions Reduction

U.S. Domestic Package & U.S. Freight Operations

	2019	2018	2017	BASE YEAR (2012)	2020 GOAL
PM2.5 Emissions per Ground Vehicle (kg PM2.5/vehicle)	4 (78% reduction)	7	8	18	75% reduction from 2012 baseline
NOx Emissions per Ground Vehicle (kg NOx/vehicle)	130 (74% reduction)	183	216	503	60% reduction from 2012 baseline

## 306 Effluents & Waste

103-1, 2, 3

### *Management approach.*

**NOTE:** *Effluents and waste is not a material issue for UPS, as determined by our materiality assessment. We provide some perspective in this report for those stakeholders who have an interest in this issue.*

UPS is currently collecting and disclosing data for solid, hazardous, and nonhazardous waste for operations in the U.S., based on information provided by our waste disposal vendors. Because UPS is not involved in manufacturing, our management and mitigation of effluents and waste is limited primarily to solid waste disposal and recycling from supplier packaging, pallets, scrap metal, office paper, plastics, and mixed recycling, as well as generated waste from aircraft maintenance, vehicle maintenance, and facility operations.

#### **Solid Waste Management**

Efforts to improve our recycling programs and reporting have led to an increase in reported tonnage of solid waste recycled. By expanding our recycling programs and fully utilizing national recycling vendors, UPS is better equipped to manage recycling efforts and report data more comprehensively. Achievements include increased national vendor contracts and enhanced recycling reporting.

We aim to minimize solid waste through initiatives such as the HP SmartPrint Program that eliminates “orphan pages” or pages left uncollected at printers. Requiring employees to scan their badges to enable printing has rendered \$3.3 million in annual savings, and saved 238 million pieces of paper and 22.7 million gallons of water.

#### **Hazardous and Nonhazardous Waste Management**

The hazardous and nonhazardous wastes we manage come from aircraft, vehicles, and facility operations. These wastes typically include spent antifreeze, used oil, spent solvents, spill residues, paint wastes, used filters, batteries, e-waste, scrap metal, and leaking packages. We work with national vendors to recycle or dispose of hazardous and nonhazardous waste, and local vendors to recycle or dispose of nonhazardous waste.

Hazardous waste vendors are well-established, observe industry standard safety procedures, and are regularly audited by UPS and/or an environmental consultant to ensure compliance with laws and regulations. Our contracts with national and local vendors specify that we receive a “cradle to grave” certification letter that details responsible waste and disposal methods.

## U.S. Waste Disposal & Recycling Trend (U.S. Tons)

U.S. DOMESTIC PACKAGE, SUPPLY CHAIN & FREIGHT	2019	2018	2017	2016
Solid Waste Disposal Total	188,586	116,605	98,290	76,635
Solid Waste Recycling Total	360,838	281,332	256,077	242,325
Hazardous Waste Total	2,100	1,882	1,760	1,575
Nonhazardous Waste Total	57,610	75,508	62,071	44,534
<b>Total Waste</b>	<b>609,134</b>	<b>475,327</b>	<b>418,198</b>	<b>365,069</b>

## 2019 U.S. Waste Disposal & Recycling (U.S. Tons)

U.S. DOMESTIC PACKAGE, SUPPLY CHAIN & FREIGHT	INCINERATED	LANDFILLED	RECOVERY	RECYCLED	TOTAL
<b>Solid Waste Disposal Total</b>	—	<b>188,586</b>	—	—	<b>188,586</b>
National Vendors	—	165,886	—	—	—
Local Vendors	—	22,700	—	—	—
<b>Solid Waste Recycling Total</b>	—	—	—	<b>360,838</b>	<b>360,838</b>
Corrugated Containers — National Vendors	—	—	—	56,614	—
Pallets & Wood Waste — National Vendors	—	—	—	251,000	—
Metals — National Vendors	—	—	—	8,387	—
Mixed Recycling — National Vendors	—	—	—	43,255	—
Office Paper — National Vendors	—	—	—	1,487	—
Plastics — National Vendors	—	—	—	95	—
<b>Hazardous Waste Total</b>	<b>600</b>	<b>18</b>	<b>927</b>	<b>555</b>	<b>2,100</b>
Auto, Aircraft, Facility Maintenance, Damaged Packages, Etc. — National Vendors	600	18	927	555	—
Auto, Aircraft, Facility Maintenance, Damaged Packages, Etc. — Local Vendors	—	—	—	—	—
<b>Nonhazardous Waste Total</b>	<b>794</b>	<b>502</b>	<b>1,583</b>	<b>54,731</b>	<b>57,610</b>
Auto, Aircraft, Facility Maintenance, Damaged Packages, Etc. — National Vendors	559	296	1,059	5,944	—
Electronic Waste — National Vendors	—	—	—	1,000	—
Batteries — National Vendors <sup>(1)</sup>	—	—	—	17	—
Scrap Metal From Vehicle Retirement	—	—	—	43,330	—
Auto, Aircraft, Facility Maintenance, Damaged Packages, Etc. — Local Vendors	235	206	524	4,440	—
<b>Total Waste By Disposal Method</b>	<b>1,394</b>	<b>189,106</b>	<b>2,510</b>	<b>416,214</b>	<b>609,134</b>

<sup>(1)</sup> Rechargeable and nonrechargeable batteries, excluding automotive batteries.

*Significant spills.*

In 2019, UPS had no significant spills. The numbers reported below are incidental spills. An incidental spill is defined as a spill or release that is required to be reported to a federal or state regulatory agency. A spill at UPS typically occurs on pavement or in a building and requires a cleanup either by trained Company personnel or an outside spill response contractor.

We continue to address common causes of our spills in an effort to reduce the number and volume of spills moving forward. Outside the U.S., we conduct spill management programs as part of implementing our Global Environmental Standards Manual. Multi-year data for the number of reportable spills, along with the total volume of reportable spills is presented below.

### Number of Reportable Spills

	2019	2018	2017	2016
U.S. Domestic Package	59	74	62	58
U.S. Supply Chain & Freight	16	14	21	12

### Volume of Reportable Spills (gallons)

	2019	2018	2017	2016
U.S. Domestic Package	1,632	2,114	2,721	2,346
U.S. Supply Chain & Freight	907	1,337	4,241	862

*Transport of hazardous waste.*

No hazardous waste generated within the U.S. is shipped outside of the United States. For waste generated outside the U.S., data is not available at this time, and we do not currently have a timeline for when we will begin to report on it.

## 307 Environmental Compliance

103-1, 2, 3

### Management approach.

**NOTE:** Environmental compliance is not a material issue for UPS, as determined by our materiality assessment. We provide some perspective in this report for those stakeholders who have an interest in this issue.

Through our Corporate Environmental Affairs Department, we have established site- and activity-specific programs for environmental compliance and pollution prevention. We continually evaluate new technologies and seek opportunities to improve environmental performance where possible. Everyone who is part of UPS is expected to support efforts to maintain a leadership role in protecting the environment.

Our management approach includes an Environmental Policy Statement and a set of Environmental Guidance Statements that specify how the policy is to be implemented. These Statements are available at <https://sustainability.ups.com/resources/policies-and-procedures/>.

307-1

### Noncompliance with environmental laws and regulations.

UPS operates in a highly regulated environment due to the volume of various materials, wastes, and effluents required to maintain a large number of operating facilities and a diverse fleet of ground vehicles and aircraft. Compliance procedures are extensive and detailed, and even seemingly small procedural errors in documenting our compliance can lead to financial penalties. Nevertheless, we strive for error-free performance and the lowest possible risk to UPS and our stakeholders. We therefore cooperate fully with all environmental regulatory agencies that oversee our facilities and activities, and report transparently on the results of their inspections.

In 2019, U.S. federal and state environmental agencies conducted 850 environmental inspections at UPS facilities, 709 in our U.S. Domestic Package segment, and 141 in our Supply Chain & Freight segment. We had a total of 130 notices of violation, on which we received 19 fines amounting to a total of US\$32,968.

The overall success of our environmental program is reflected in the result of the metric — Penalties as a Percent of Total Environmental Inspections below.

### Penalties as a Percent of Total Environmental Inspections

	2019	2018	2017	2016
U.S. Domestic Package	2.12	0.40	0.13	0.46
U.S. Supply Chain & Freight	2.84	0.64	—	—



## 308 Supplier Environmental Assessment

103-1, 2, 3

### *Management approach.*

See Disclosure 204 — Procurement Practices.

308-1

### *New suppliers that were screened using environmental criteria.*

Due to confidentiality constraints, UPS does not report specific numbers or percentages related to screening or impact assessments, as this information is subject to confidentiality constraints of our supplier contracts. In 2019, we were not aware of any significant environmental, social, or labor concerns related to our suppliers.

308-2

### *Negative environmental impacts in the supply chain and actions taken.*

Due to confidentiality constraints, UPS does not report specific numbers or percentages related to screening or impact assessments, as this information is subject to confidentiality constraints of our supplier contracts. In 2019, we were not aware of any significant environmental, social, or labor concerns related to our suppliers.

# 401 Employment

103-1, 2, 3

## *Management approach.*

Throughout our 112-year history, UPS has reinvented itself again and again. We have transformed from messengers on bicycles to a nationwide package delivery company to a worldwide network of 495,000 UPS employees. Today, we're on a mission to be bolder, faster, and more responsive. We're transforming every aspect of UPS from within, embracing a disruptor mindset that allows us to capture new opportunities and grow like never before. As we expand and enter new markets, we need employees to grow and innovate along with us. That's why reinventing the UPS employee experience is foundational to our transformation's success.

Reimagining the employee experience requires a thoughtful balance between the culture we've cultivated over the years and the new perspectives we need to take us into the future. We started this process by proactively assessing how we want our business to look in five to 10 years and identifying the capabilities to get us there. Next, we invested not only in those capabilities, but in opportunities for people who will support growth.

These transformative changes have required a shift in outlook — for our Company and our people. As we make decisive changes, we are encouraging employees to be equally as bold. Our transformation is still underway. Here are a few actions we've taken to change what it's like to be part of the UPS team:

- Conducting the inaugural UPS Culture Survey to better understand how our beliefs and behaviors align with our strategy. Focused on what motivates, empowers, and inspires our employees, the Survey helped us identify existing strengths, as well as opportunity areas, that drive business results and support UPS's continuous transformation.
- Introducing a new Leadership Framework to develop the talent needed to compete in the future. The Framework reflects our legacy cultural strengths related to efficiency, accountability, and consistency, while also encouraging and rewarding agility, responsiveness, and continuous transformation.
- Creating a new technology-enabled operating model for the Human Resources organization that positions UPS to better attract, develop, and retain talent, allowing HR leaders to focus on the division's critical priorities.
- Streamlining Health & Safety resources and processes to focus on risk control and personalized solutions. We are also enhancing our mentoring-based approach to better instill a safety culture among new UPS employees.
- Ensuring all UPS employees have a voice and seat at the table. By deepening our commitment to inclusion and openness to new ideas, UPS will have its greatest opportunity for exponential growth.
- Encouraging innovative solutions and thinking from all employees. Initiatives like an internal startup and annual hackathons are inspiring UPS people to develop new business models and take initiative to make us a stronger company.
- Continuing to implement collaborative engagement tools and technologies that enable us to be more agile, act faster, and gather diverse ideas.

Transformation isn't easy, and it doesn't happen overnight. But we know UPS people will make the difference in our Company's success. By creating new opportunities for employees, we will become more efficient, competitive, and prepared to lead.

Data for this disclosure does not include acquisitions from 2015 on, including Coyote Logistics, Marken, Nightline, or STTAS.

*New employee hires and employee turnover.*

(Through September 2019, to account for year-round employees rather than seasonal peak hires.)

	2019
<b>Total Non-Peak Employees</b>	495,194
<b>Peak Holiday Shipping Season Hires</b>	100,000
<b>Workforce by Type</b>	
Full Time	52%
Part Time	48%
<b>Workforce by Location</b>	
United States	83%
Outside U.S.	17%
<b>Workforce by Gender</b>	
Men	79%
Women	21%
<b>New Permanent Global</b>	150,971
<b>U.S. Permanent Employees</b>	152,617
<b>New U.S. Employees by Gender</b>	
Men	76%
Women	24%
<b>New U.S. Employees by Age</b>	
Under 30 years old	67%
30-50 years old	28%
Over 50 years old	5%
<b>Full-Time Global Employee Retention Rate</b>	87%
<b>Full-Time Global Retention Rate: Men Employees</b>	88%
<b>Full-Time Global Retention Rate: Women Employees</b>	83%
<b>Full-Time Global Retention Rate: Age Under 30</b>	67%
<b>Full-Time Global Retention Rate: Age Over 50</b>	5%
<b>Full Time Retention Rate by Region</b>	
U.S.	87%
Europe	90%
Asia-Pacific	86%
Americas	86%
ISMEA	88%

### *Benefits provided to full-time employees that are not provided to temporary or part-time employees.*

UPS provides health benefits for many employees, retirees, and their dependents through several plans administered to meet the health and wellness needs of various employee groups. In addition, we make contributions on behalf of UPS employees who are covered by union-administered plans. These contributions are for our employees and their eligible dependents.

While there are variations in available plans, the following is an example of typical benefits provided to UPS employees in the U.S., where a majority of our employees are located:

- Medical care, including a prescription drug program
- Dental care
- Vision care
- Life insurance
- Supplemental life insurance
- Business travel accident insurance
- Short-term and long-term disability coverage
- Child/eldercare spending accounts
- Pretax healthcare spending and savings accounts
- Work-life balance programs
- Employee Assistance Program, including work/life issues (financial concerns, child care, substance abuse, and more)

In most countries and territories around the globe, we contribute to the mandatory social security systems that generally provide health, unemployment, disability, and retirement benefits for employees in that country. In addition to these mandatory government systems, we provide healthcare, life, disability, and/or retirement benefits to more than 25,000 people outside the United States. Some of these programs are mandatory, whereas others are provided to employees as part of the normal market practice.

In many countries outside the United States, legislation or national practice provides citizens with benefits programs as an integral part of the social system. We offer private-benefit plans to our international operations to supplement these programs.

We further invest in our people by offering a competitive range of other benefits, such as paid time off, retirement plans, and tuition assistance, in addition to those for health and wellness. In the United States, these other benefits are generally provided to non-union employees without regard to full-time or part-time status.

Certain benefits are not available to all or some part-time employees. These include long-term disability coverage, business travel accident insurance, and tuition assistance; availability may vary by location and employee position.

Furthermore, some of these benefits may, in practical terms, apply only to management employees, such as those taking advantage of our relocation programs. Our union employees bargain collectively for their benefits via their union representatives. Temporary employees and seasonal workers are generally ineligible for UPS benefits.

Under the U.S. Family and Medical Leave Act (FMLA), UPS employees in the U.S. are eligible for parental leave if they have worked for UPS for at least 12 months, and 1,250 hours over the previous 12 months. Additionally, any UPS employee who is not eligible according to the FMLA requirements but has worked at UPS for a minimum of 36 consecutive months and for at least 625 hours during the previous 12-month period may still be eligible for leave under the UPS leave policy.

In 2019, 402,105 employees qualified for FMLA leave as well as short-term disability maternity leave. In addition, there are state laws that offer greater protections or have eligibility requirements that differ from the federal law.

Due to changes in collective bargaining agreements and HR information tracking systems, UPS does not have visibility into the leave, return, or retention rates for union employees. There is currently no plan to begin collecting this data.

## 402 Labor/Management Relations

103-1, 2, 3

### *Management approach.*

UPS is one of the world's largest private employers. More than three-quarters of our employees in the U.S. are represented by unions, including almost everyone who handles or transports packages. In addition, approximately 2,800 pilots who flew for UPS Airlines in 2019 are represented by the Independent Pilots Association (IPA). Throughout its global operations, the Company works with many other unions, associations, and work councils where we have collectives.

We bargain in good faith on all matters involving our unions and the employees they represent. This includes dealing with union leaders at the national level and working with local chapters throughout the United States, and participating in works councils and associations outside the U.S., which allows us to respond to emerging regional issues. This work helps our operations to build and maintain relationships with our employees. We are not aware of any operations or suppliers in which the right to exercise freedom of association and collective bargaining may violate applicable laws or be at significant risk.

We communicate frequently with our people and their unions at many levels of the Company to ensure that all parties are working toward positive results for UPS employees and other major stakeholders.

Our U.S. agreements also have specific provisions regarding the methods for resolving grievances. These provisions mandate periodic meetings of union and Company representatives, with escalation to the next level if the parties cannot agree on a resolution. Non-union employees have an alternative process available for dispute resolution.

To help us maintain and enhance successful relationships with our unions, we do not publish the number of grievances related to collective bargaining agreements filed, addressed, or resolved during current or prior reporting periods.

UPS also works with organized labor on key environmental issues. For several years we have served on the Corporate Advisory Board of the Blue-Green Alliance, a group of labor and environmental organizations, to discuss emerging environmental issues and solutions.

UPS evaluates the success of labor relations based on continued collaborative working relationships with unions, associations, and work councils, as we have over the past 90 years. In the U.S., the current National Master Agreement with IBT and related local agreements expire on July 31, 2023.

402-1

### *Minimum notice periods regarding operational changes.*

UPS's collective bargaining agreements include minimum notice periods regarding operational changes, which vary by master agreement and also according to specific requirements for local chapters of our unions. For example, the labor agreement covering U.S. package delivery operations requires a minimum notice period of 45 days.

## 403 Occupational Health & Safety

UPS has voluntarily begun reporting on the revised GRI 403: Occupational Health and Safety 2018 ahead of the January 1, 2021 implementation requirement.

103-1, 2, 3

### *Management approach.*

UPS customers worldwide depend on us to meet important deadlines every day. As the world's economies develop and e-commerce expands, the expectations of customers are changing. This, in turn, creates new challenges for ensuring employee health and safety.

Strong health and safety programs are the result of appropriate process and risk control, and depend on factors ranging from methods followed to proper employee training and engagement. We develop a culture of health and safety by:

- investing in safety training and audits;
- promoting wellness practices which mitigate risk; and
- offering benefits that keep employees safe in the workplace and beyond.

On-road safety is a priority focus area. Vehicle crashes have represented a significant portion of UPS employee fatalities and are the leading cause of death and injury in the workplace, according to the National Safety Council. In addition to providing in-depth training for drivers, we are equipping our vehicles with new technologies, such as advanced collision mitigation systems, to help reduce vehicle crashes. Telematics data gathered in our U.S. Domestic Small Package Operations allows us to promote and coach safe driving behaviors by leveraging data retrieved from the vehicle. In addition, we continue to enforce compliance with regulations pertaining to working hours, rest hours, and leave times for people who drive and operate vehicles.

Beyond training, we use a Comprehensive Health and Safety Process (CHSP) to improve the overall health and safety environment of UPS employees. Working closely with our unions, there are more than 3,250 CHSP committees worldwide, which are co-chaired by employees and management. The committees conduct facility and equipment audits, perform work practice and behavioral analysis, conduct training, and recommend work process and equipment changes. Meeting frequency of CHSP committees is determined at the local level. The framework for the Comprehensive Health and Safety Process allows for approximately 10 percent of the workforce to participate on safety committees, which represent all employees.

We follow a global wellness guide called the Five Being Habits that focuses on five areas of wellness: fitness, sleep, nutrition, stress management, and hydration. These habits serve as actionable steps that employees and their families can take toward creating healthy lifestyles.

We use Quality Validation Assessments (QVAs) to verify and measure the effectiveness of safety and wellness leadership; daily planning and execution; and communication and coaching. In 2019, the total number of UPS management employees who received Quality Validation Training increased to more than 12,400.

Our Safety Health Risk Management Information System (SHRMIS) tracks important H&S data in Canada, Puerto Rico, and the United States. Outside of those areas, we use the International Incident Report Tool (IIRT) to track injuries, auto crashes, and near-misses. The tools provide daily visibility of injury and auto crash trends globally, as well as the ability to perform data analysis to identify risks and implement control measures.



403-1

### *Occupational health and safety management system.*

UPS maintains a health and safety management process called the UPS CHSP. UPS's CHSP program is materially similar to national health and safety system standards such as OHSAS 18001 (U.K.) and ANSI Z10 (U.S.) in terms of its operational requirements and goals. While CHSP is not formally recognized under OHSAS 18001 — in the limited sense that it is not accredited under that specific program — UPS believes that the CHSP provides an equivalent or greater health and safety management process for the Company. The system was voluntarily created by UPS to establish methodologies for employee health and wellness specific to UPS operations. The CHSP covers all UPS employees and workers, but not those of our contractors, agents, or outside service providers, who have their own health and safety programs and management systems.

403-2

### *Hazard identification, risk assessment, and incident investigation.*

Hazards are identified by employees and by the local CHSP committees, which conduct facility and equipment audits, perform work practice and behavioral analysis, conduct training, and recommend work process and equipment changes. Results of these audits lead to improved safety processes at the local level, which are shared with district health & safety managers for potential wider implementation. In addition, there are regularly scheduled audits and evaluations of the CHSP both internally and externally through our partnerships with Keter Consultants and Liberty Mutual. In 2019, we conducted more than 100 examinations of the process.

Workers may report work-related hazards and hazardous situations to management through local CHSP Committees, which are co-chaired by employees and management, or through the UPS Ethics Hotline. This same process is used for workers to remove themselves from work situations that they believe could cause injury or ill health. UPS has open door and nonreprisal policies for all of these methods.

Work-related incidents are investigated and reported through SHRMS, which tracks this data for Canada, Puerto Rico, and the United States, and through IIRT for other international locations. These digital tools provide daily visibility of injury and auto accident trends globally, as well as the ability to perform data analysis to identify risks and implement control measures. After investigation and root causes are determined, precise educational and prevention activities are developed to address the causes. Prevention activities are developed for both the individual employee directly involved and other employees in the work group.

403-3

### *Occupational health services.*

The CHSP process is designed to assist the work group in identifying the key issues causing injuries and auto accidents at UPS and in developing the effective mitigation strategies needed to address those issues.

CHSP committees conduct worksite analysis regularly to identify risks and hazards. This analysis consists of several methods of examination aimed to identify not only existing hazards, but also conditions and operations in which changes might occur to create hazards. The methods are: data analysis, behavior observation and feedback, facility audit, and injury and auto accident investigation. Results are reported through SHRMIS and IIRT.

Data on workers' personal health-related information from these analyses, investigations, audits, and similar processes are maintained confidential through UPS data privacy standards. UPS protects access to systems to ensure that workers' personal health-related information and participation in health services are not used for any favorable or unfavorable treatment of workers and in compliance with regulatory requirements.

403-4

### *Worker participation, consultation, and communication on occupational health and safety.*

See 403-2 Hazard identification, risk assessment, and incident investigation; and other descriptions of CHSP committees throughout GRI 403: Occupational Health and Safety.

403-5

### *Worker training on occupational health and safety.*

Training, coaching, and recognition are critical components to fostering a culture of safety. Safety professionals at UPS teach a comprehensive range of workshops, certifying frontline managers and supervisors who instruct employees in the specifics of each course. In 2019, UPS spent more than \$238 million on safety training courses (23 percent of total training spend, a 1 percent increase) and UPSers spent more than 6.5 million hours (37 percent of total training time) in safety training classes. Formal training is supplemented with mentoring programs that enable employees to learn from others with more experience. Our employees with exceptional safety records are recognized and encourage others to strive for the same high standards, such as through our Circle of Honor program.

403-6

### *Promotion of worker health.*

See 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees. In addition, UPS offers an Employee Assistance Program for all employees. This service is offered through Aetna, which maintains confidentiality of data and assists with non-work-related health and wellness issues, including work/life balance, financial concern, child care, substance abuse, addiction counseling, and other wellness matters.

403-7

### *Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.*

The health and safety systems of contractors, agents, and outside service providers are reviewed prior to the beginning of any business relationship to ensure they are operating safely and comply with local laws. Audits are conducted intermittently to ensure health and safety processes are being followed. UPS collaborates with contractors, agents, and outside service providers to share safety lessons learned and best practices.

403-8

### *Workers covered by an occupational health and safety management system.*

See 403-1 Occupational health and safety management system.

403-9

### *Work-related injuries.*

UPS is committed to sustaining our track record of industry-leading employee health, safety, and wellness programs across a growing workforce. In 2016, we set a goal to improve our lost time injury frequency (LTI) 1 percent by 2020. By doing so, we would reduce our rate of LTI incidents from 1.82 to 1.80 occurrences per 200,000 hours worked. In 2019, our LTI rate rose to 2.07, a 13.7 percent increase over the baseline, primarily due to a continued increase in new employees hired to meet capacity demands of e-commerce growth.

Our research indicates a disproportionate number of injuries occur during the first year of employment. We continue to engage local health and safety committees to coach new hires as they learn and adapt to UPS's safety processes. In 2019, we introduced cloud technology that enables enhanced sharing of best practices across the committees and reduces administrative burden, increasing available time for in-person coaching with new hires. We also enhanced the onboarding process by expanding the safety mentoring program to three months, and evolved the internal auditing process to better evaluate the safety culture in facilities and validate processes are being followed. Additionally, to focus training for newer employees, we introduced a metric to help track safety performance specifically for first-year employees.

Additionally, the segment of a delivery where a driver walks to and from the stop presents higher risks, such as tripping hazards. Thus, increased residential e-commerce deliveries impact the injury rate, so we are adapting our industry-leading safety methods and procedures to focus more on the increasing variables of residential delivery environments, compared to commercial stops.

In the United States, Canada, and Puerto Rico, our largest area of operations, 76.1 percent of injuries involved men and the remaining 23.9 percent involved women. UPS saw eight fatalities worldwide in 2019, all in the U.S. and all men. Our rate of fatalities per 200,000 hours worked is 0.0025.

The total number of hours worked by UPS employees was more than 771.7 million in 2019. The main types of work-related injuries to UPS employees are auto accidents, slips and falls, and lift-lower injuries.

We categorize lost-time injuries by severity as required by the laws in the areas we operate. For instance, in the U.S., we categorize injuries based on OSHA standards.

In 2016, we also set a goal to reduce the number of auto accidents, from 9.04 to 8.77 per 100,000 driver hours, representing a 3 percent reduction by 2020. In 2019, we surpassed this goal one year ahead of schedule, with a 3.1 percent reduction, driven by continued investments in enhanced driver training techniques and advancements in vehicle technology. To continue our progress, we plan to install collision mitigation systems for select delivery trucks on targeted routes, based on the success of those systems in our tractor trailer fleet.

Actions to eliminate these work-related hazards are explained in 403 Occupational Health and Safety Management Approach.

Due to confidentiality constraints, UPS does not currently track or report this data for contractors.

403-10

### *Work-related ill health.*

For 2019, we are not aware of any occupational diseases among UPS employees, or of any incidence or high risk of disease related to occupations at UPS. UPS manages for occupational disease to regulatory compliance levels in the areas of our owned operations. In light of the global coronavirus pandemic, we're taking actions to keep employees safe, such as adjusting our operating procedures; rapidly enhancing cleaning procedures for facilities, vehicles, and aircraft; and quickly deploying and replenishing resources like gloves, hand sanitizer, and face masks.

Due to confidentiality constraints, UPS does not currently track or report this data for contractors.

## 404 Training & Education

103-1, 2, 3

### *Management approach.*

We believe that UPS employees are among the most motivated, highest-performing people in the industry, and they represent a meaningful competitive advantage for our Company. This makes it critical to recruit the best people and keep them for the long term — an especially important aim amid changes to our industry, customers, and the world's transportation infrastructure.

Once we have successfully recruited new employees, we retain them by promoting from within, offering a range of continuous training and talent development opportunities, and identifying employee potential early to accelerate career development. These offerings combine experience, exposure, and education for employees at every level of our organization.

We continue to focus our human capital strategies on the employee experience. This extends to recruitment efforts, our point-of-entry in the employee life cycle. Our approach spans both hourly and professional recruitment efforts, where we tailor our methodologies to suit the needs of these two distinct candidate pools. Communicating a compelling Employee Value Proposition (EVP) is key to our ability to successfully recruit a qualified, diverse workforce in competitive markets. As we evolve our EVP to remain competitive, we continually enhance recruitment messages in advertising, social media, recruitment events, and other communication vehicles.

U.S. veterans are an ongoing focus of our recruitment efforts. Veteran-specific recruitment and engagement tools drive our success among this important demographic, and we continue to expand our efforts to recruit veterans. The UPS [Veteran Career Gateway](#) was designed to help U.S. veterans and transitioning service members find information about the job process at UPS.

In addition to recruiting the right people, we also want to ensure we are developing our people. Central to our EVP is our investment in the careers of our people through the Education Assistance program. UPS helps our people finance their education through one of the more generous tuition reimbursement programs in the marketplace. Students can use up to \$25,000 for their education and attend school while working part-time or full-time at UPS. This is an important recruiting and retention tool; turnover among program participants in part-time positions is significantly lower than among nonparticipants. Since the program began in 1997, UPS has invested in the college tuition of more than 300,000 employees, including more than 13,000 in 2019.

When it comes to ongoing development, we focus on helping UPSers hone the skills needed to excel in their roles and achieve their long-term career goals. We are working toward a more self-directed development model in which UPSers and their managers collaborate to determine the most beneficial training programs and development opportunities on an individual basis.

Training and development opportunities include constructive feedback, coaching, and counseling from managers and co-workers. Employees receive formal and informal development delivered through live and virtual classrooms, on-the-job training, committee participation, and special assignments. Additionally, self-development opportunities are available around the clock through an extensive eLearning library in UPS University, our enterprise-wide learning management system and component of our global talent management system, My Talent Center. In 2019, UPS invested more than \$1 billion in training programs, and UPSers dedicated more than 17 million hours in training at an average investment-per-learner of approximately \$1,190.

Data for this disclosure does not include acquisitions from 2015 on, including Coyote Logistics and Marken, as this data is not currently available for acquisitions after 2015. We are exploring opportunities to capture this data for future reporting.

404-1

*Average hours of training per year per employee.*

## 2019 Employee Training

EMPLOYEE CATEGORY	AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE
Senior/Middle Management	61
Entry-Level Management	57
Administrative/Technical	8.5
Nonmanagement	31
BY GENDER	
Women	44
Men	38

404-2

*Programs for upgrading employee skills and transition assistance programs.*

In many cases, the best candidates for open positions are already working at UPS. When business cycles or other forces drive changes in our staffing needs, we take steps to retain and promote our people. This includes promoting part-time workers into full-time positions, transferring employees into equivalent positions in other departments, and training employees for new assignments with greater responsibility. In 2019, there were more than 900 employees who elevated from nonmanagement positions to roles on our management team.

See also Disclosure 403-5 — Worker training on occupational health and safety.

404-3

*Percentage of employees receiving regular performance and career development reviews.*

Management teams prepare and identify meaningful career development plans throughout the year, utilizing performance discussions, assessments on leadership skills and UPS values, and constant feedback. To develop plans for future growth, management employees identify areas of interest, aspirations, and opportunities for career progression. Through regular discussions, assessments, and feedback, employees determine their strengths and opportunities, and are encouraged to focus on career goals.

In 2017, we embarked on an enterprise-wide initiative involving the redesign of many talent management processes and the implementation of a newly integrated technology platform. This initiative included comprehensive behavior training on managing performance and career development to help effectively execute the new processes. In 2019, 99 percent of women and men in senior and middle management roles in the U.S. received regular performance reviews. This figure includes international data, effective 2019.

## 405 Diversity & Equal Opportunity

103-1, 2, 3

### *Management approach.*

UPS's values are rooted in the diversity and inclusion that thrives inside and outside our walls. By leveraging diverse perspectives and creating inclusive environments, we have the opportunity to improve organizational effectiveness, cultivate innovation, and drive growth. Diversity and inclusion also enable us to adapt and excel in an ever-evolving global marketplace.

As a global company serving more than 220 countries and territories, we recognize that diversity is defined differently around the world. The process of building a diverse global workforce begins with recruiting talented people, regardless of visible characteristics such as race, gender, and age, or less obvious characteristics such as personality, ethnicity, ability, sexual orientation, education, religion, lifestyle, values, beliefs, experiences, backgrounds, preferences, family situations, or behaviors. We then reward and promote people based on their skills, knowledge, experience, and performance.

UPS approaches diversity and inclusion based on our mission to connect and empower our employees, customers, suppliers, and communities for success, embracing the dynamics of different backgrounds, experiences, and perspectives to propel our growth. UPS's Chief Diversity and Inclusion Officer leads these efforts globally, supported by UPS's Diversity & Inclusion Steering Council. The Council, which meets regularly throughout the year, is chaired by our CEO and composed of senior leaders and Diversity & Inclusion Champions who set and support strategies for the organization while serving as visible champions for diversity and inclusion.

Diversity and inclusion benefit the economic sustainability of our business by helping us to better understand and meet customer needs, as well as strengthen our workplace environment so that employees can be more successful.

One key measure of inclusion is UPS Business Resource Groups (BRGs). BRGs offer networking and learning opportunities to UPSers domestically and internationally from a variety of backgrounds. All BRGs have advisors and sponsors among senior management. BRG sponsors, who are members of our Management Committee, help connect BRGs with people at the highest levels of UPS, so the BRG can best align their objectives with those of the Company. With more than 200 chapters across the globe, BRGs at UPS make significant contributions to growing the business, developing our people, and supporting the communities we serve.

An increasing number of companies establish goals to measure progress in hiring, promoting, and retaining women, minority employees, employees with disabilities, and others belonging to underrepresented groups. In 2016, UPS established internal aspirational goals for numbers of women in our full-time management workforce across the globe and numbers of minorities in the U.S. We continue to monitor trends and report our progress internally on a quarterly basis to Company leadership, including the Management Committee. Our goals are referred to as aspirational as our emphasis is on a positive approach, including outreach, training, and inclusion, while selecting the best candidates and preparing future candidates for success.

Lasting change requires shifting our culture, and we are driving this transformation from the top as well as through grassroots efforts. We continue to provide transparency to senior leadership in the form of reports, education, and training. In performance reviews for managers, we evaluate how well the individual fosters an inclusive environment in which everyone is afforded opportunities to contribute and develop.

Data for this disclosure does not include acquisitions from 2015 on, including Coyote Logistics, Marken, Nightline, or STTAS, as this data is not currently available for acquisitions after 2015. We are exploring opportunities to capture this data for future reporting.

## 2019 Governance Body Diversity

(as of 12/31/19)

Governance Bodies	AGE GROUP			GENDER		MINORITY GROUP (UNITED STATES) <sup>(1)</sup>			
	<30	30-50	>50	Men	Women	African-American	Latino	Asian-American	Other <sup>(2)</sup>
Board of Directors	—	8%	92%	75%	25%	8%	—	—	—
Management Committee	—	17%	83%	83%	17%	25%	8%	—	—

<sup>(1)</sup> Minority group restricted to U.S. employees.

<sup>(2)</sup> Indicates two or more.

## 2019 Statistical Snapshot of UPS Diversity<sup>(1)</sup>

Employee Categories	AGE GROUP			GENDER		MINORITY GROUP (UNITED STATES) <sup>(2)</sup>			
	<30	30-50	>50	Men	Women	African-American	Hispanic	Asian-American	Other <sup>(3)</sup>
<b>Total</b>	<b>30%</b>	<b>48%</b>	<b>22%</b>	<b>79%</b>	<b>21%</b>	<b>24%</b>	<b>16%</b>	<b>3%</b>	<b>3%</b>
Senior/Middle Management	12%	58%	30%	74%	26%	15%	11%	6%	2%
Entry Level Management	41%	44%	15%	63%	37%	25%	16%	3%	5%
Administrative/Technical	24%	52%	24%	41%	59%	24%	13%	4%	3%
Nonmanagement	30%	47%	23%	85%	15%	25%	17%	2%	3%

<sup>(1)</sup> Data collected on 9/30/19 to account for year-round employees rather than seasonal peak hires.

<sup>(2)</sup> Minority group restricted to U.S. employees.

<sup>(3)</sup> Indicates two or more.

## Employment Type by Category (Global)<sup>(1)</sup>

Employee Categories	MEN		WOMEN		Total
	Full Time	Part Time	Full Time	Part Time	
Senior/Middle Management	74%	—	26%	—	100%
Entry Level Management	13%	51%	9%	27%	100%
Administrative/Technical	35%	6%	45%	14%	100%
Nonmanagement	44%	41%	3%	12%	100%

<sup>(1)</sup> Data collected on 9/30/19 to account for year-round employees rather than seasonal peak hires.



405-2

*Ratio of basic salary and remuneration of women to men.*

UPS provides for equal remuneration policies globally with regard to women and men and has policies and procedures in place to support our compliance with applicable laws and regulations.

## 407 Freedom of Association & Collective Bargaining

103-1, 2, 3

*Management approach.*

See Disclosure 402 — Labor Relations Management Approach.

407-1

*Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.*

We are not aware of any operations or suppliers in which the right to exercise freedom of association and collective bargaining may violate applicable laws or be at significant risk.

## 414 Supplier Social Assessment

103-1, 2, 3

*Management approach.*

See Disclosure 204 — Procurement Practices.

414-1

*New suppliers that were screened using social criteria.*

Due to confidentiality constraints, UPS does not report specific numbers or percentages related to screening or impact assessments, as this information is subject to confidentiality constraints of our supplier contracts. In 2019, we were not aware of any significant environmental, social, or labor concerns related to our suppliers.

414-2

*Negative social impacts in the supply chain and actions taken.*

Due to confidentiality constraints, UPS does not report specific numbers or percentages related to screening or impact assessments, as this information is subject to confidentiality constraints of our supplier contracts. In 2019, we were not aware of any significant environmental, social, or labor concerns related to our suppliers.

## 418 Customer Privacy

103-1, 2, 3

### *Management approach.*

UPS operates more than 123,000 vehicles and one of the world's largest air cargo fleets from more than 2,500 facilities, data centers, and office sites around the world. The safety of our employees and the security of our customers' shipments are top priorities for UPS. As potential threats to digital and physical assets evolve — from cybercrime and terrorism to increased traffic congestion and aging transportation infrastructure — we constantly work to adapt and improve our ability to operate our business effectively and sustainably.

We apply comprehensive risk mitigation techniques globally and across all business segments to help keep our people and customer shipments secure. Confidentiality and customer relationships are critical components of our asset security program, and therefore we cannot disclose specific details about the techniques employed.

Access to relevant, actionable, and real-time threat information is a critical component of protecting our digital and physical assets. To that end, we use threat information from authorities in both the public and private sectors to allow us to take necessary actions to protect our people and our digital and physical assets.

418-1

### *Substantiated complaints concerning breaches of customer privacy and losses of customer data.*

UPS had no significant breaches of customer privacy or losses of customer data in 2019.

## 419 Socioeconomic Compliance

103-1, 2, 3

### *Management approach.*

See Disclosure 205 — Anti-Corruption Management Approach.

419-1

### *Noncompliance with laws and regulations in the social and economic area.*

No significant fines were paid for noncompliance with laws and regulations in 2019.