Sustainability is often about creating or doing less: less waste, lower emissions, fewer impacts. But at UPS, we’re Committed to More. In every aspect of our business we strive to do more, whether through delivering packages more efficiently, creating more connections around the world, or finding more ways to take action and give back. Through these connections, we can do more for the environment, more for our customers, and more for our communities around the world.
Executive Statement

Our world is changing in extraordinary ways. Transformative ideas and disruptive technologies are empowering global consumer classes and enabling individuals to connect to markets in powerful new ways. These trends also support a growing world population, and fuel the resource demands that accompany it. Roughly a billion people from developing economies are now entering the market for goods and services, and by some estimates, there will be 2.5 billion more people on the planet by 2050 than there are today.

The confluence of these developments raises the most important sustainability question of our time: How do we meet the needs of the many in the most efficient, responsible way possible? Such a challenge requires continual innovation, a global perspective, and a clear focus on what matters the most.

In 2013, UPS demonstrated all three. This report details how we innovated, adapted, collaborated, and executed against our sustainability priorities.

During the year, we launched ORION, the latest innovation in our never-ending effort to become more efficient. We realigned our international operations so that we can better serve the promise of emerging markets that need resource-efficient options to connect with the rest of the world. And we continued to expand our fleet of alternative fuel and advanced technology vehicles. We are well on our way to drive 1 billion miles in these vehicles by the end of 2017.

We also conducted a global analysis to deepen our understanding of our impacts on the economy and the environment, and to better guide our sustainability programs and priorities. As a result, this Report offers greater focus than in prior years. We’re concentrating on material aspects as defined by the new Global Reporting Initiative G4 framework. UPS is one of the first large organizations in the United States to report to G4’s most rigorous “Comprehensive” option.

Most of the Key Performance Indicators we have presented in past Reports are still relevant to the G4 framework, and we continue to report on them with the same high level of transparency and detail. We are on track or ahead of schedule to achieve most of our goals. In many cases, this progress is the result of strategic initiatives that we implemented years ago, and that are enabling us to set new, more ambitious goals for the future.

One key example is the 2016 transportation intensity index goal, which provides a comprehensive measure of our global Greenhouse Gas (GHG) emissions efficiency. We exceeded the goal in both 2012 and 2013, and as a result we are doubling it to achieve a 20 percent reduction in our global GHG intensity by our new target year in 2020.

Through The UPS Foundation, we also reaffirmed our philanthropic commitment to worldwide communities in 2013. UPS and its employees contributed $102 million and gave 1.8 million hours in volunteer service. To help those in need, we assisted with 250 humanitarian shipments across 46 countries, and invested in making communities more resilient for the future.

We expanded our signature environmental program, and have now committed to plant an additional 1 million trees around the world, beyond the 1.3 million already planted. UPS employees also continued to share their road safety expertise with teens and novice drivers around the world to make the communities we serve a safer place for everyone.

Looking forward, our sustainability priorities remain unchanged. UPS makes a vital contribution to global prosperity, through the jobs we create and our support for entrepreneurs and small businesses worldwide. As one of the largest global logistics providers, we strive to contribute to global prosperity as efficiently as possible and we’re proud that for the second year, our network volume increased at a greater rate than our emissions. We will continue to adapt and make investments to be even more efficient in the future.

Ultimately, it is our people who drive our strategy. We continue to invest in their training and development, their health and wellness, and the richness of their diversity. In many ways, UPS is a mirror of the society we serve, and we are doing our part to make it more sustainable.

Scott Davis
Chairman and Chief Executive Officer

UPS Corporate Sustainability Highlights 2013
Headlines from 2013

We’re Doubling Our Goal for Transportation Carbon Intensity

Our Transportation Intensity Index measures our greenhouse gas (GHG) emissions from transportation relative to shipping volume, using 2007 results as the baseline for improvement. Our goal for this KPI was a 10 percent annual reduction by the year 2016. We exceeded the goal in 2012 and 2013, so we’re doubling it. We now intend to achieve a 20 percent reduction by 2020. This KPI covers 96 percent of all Scope 1 and 2 CO₂ emissions we generate worldwide. In 2013, we achieved a 13.4 percent reduction from the baseline.

We Reduced Our Absolute Carbon Emissions, Again

For the second year in a row, we delivered more goods for our customers while generating fewer emissions. In 2013 our total greenhouse gas emissions decreased by 1.5 percent compared to 2012, while our global package operation volume increased 3.9 percent year-over-year. We achieved this reduction in carbon by executing our global greenhouse gas reduction strategy, including innovations such as ORION and our fleet of alternative fuel and advanced technology vehicles (see pages 16-21).

ORION Arrives

Our new proprietary technology called ORION made the high-tech headlines when it debuted in 2013. ORION applies advanced algorithms to customized map data to provide delivery drivers with optimized route advice. When the rollout of ORION is complete, we expect it to help us save millions of gallons of fuel and avoid tens of thousands of metric tons of CO₂ emissions annually, while supporting our business growth and enabling even better service to customers.

We Continued to Deliver for Those Less Fortunate

In 2013, our in-kind and cash support donations for humanitarian relief totaled US$7.5 million, enabling 250 humanitarian shipments across 46 countries. We gave US$1 million for post-typhoon relief efforts in the Philippines, and flights by UPS jets carried 15,000 pounds of medical aid and 20,000 tarpaulins for emergency roofing. To aid families forced from their homes in Syria, UPS donated a flight by a UPS Airlines jet to carry 220,000 pounds of emergency aid.

We’re Scaling Up Our Natural Gas Fleet

In 2013, our fleet of alternative fuel and advanced technology vehicles grew dramatically, led by heavy-duty tractors fueled by liquefied natural gas (LNG). By the year’s end, we had 249 LNG trucks on the road and preparations in place to deploy well over 1,000 in 2014. These LNG vehicles are a key part of our efforts to achieve 1 billion miles driven in our alternative fuel and advanced technology vehicles by the end of 2017, and reduce our use of conventional fuel.
**2013 ACHIEVEMENTS**

**UPS FACTS – 2013**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEES</td>
<td>397,655 (320,590 U.S.; 77,065 International)</td>
</tr>
<tr>
<td>WORLDWIDE OPERATING FACILITIES</td>
<td>2,700</td>
</tr>
<tr>
<td>COUNTRIES &amp; TERRITORIES</td>
<td>220+</td>
</tr>
<tr>
<td>PACKAGES DELIVERED</td>
<td>4.3 billion</td>
</tr>
<tr>
<td>DAILY CUSTOMERS (Average)</td>
<td>9.4 million</td>
</tr>
<tr>
<td>RETAIL ACCESS POINTS</td>
<td>73,500</td>
</tr>
<tr>
<td>DELIVERY FLEET</td>
<td>More than 100,000 vehicles</td>
</tr>
<tr>
<td>AIRCRAFT IN SERVICE</td>
<td>625 (237 UPS Airlines, 388 chartered)</td>
</tr>
</tbody>
</table>

**UPS MY CHOICE™ IS A HIT WITH CUSTOMERS**

We passed the 7 million mark in customer registrations for UPS My Choice™, an innovative service that enables recipients to specify delivery date and places – and helps us save energy.

**EMERGING MARKETS ORGANIZATION**

Emerging market countries need more resource-efficient logistics options, and we established a new team of senior managers to deliver them in emerging markets worldwide.

**ISMEA DISTRICT**

We created a new operating district for the Indian subcontinent, the Middle East, and Africa (ISMEA): three regions sharing growth in trade and development that we can help make more sustainable.

**UPS GLOBAL FORESTRY INITIATIVE: THE NEXT MILLION TREES**

We kicked off the 10th anniversary of our Global Volunteer Month by pledging to plant another 1 million trees around the world, beyond the 1.3 million planted in 2012 and 2013.

**UPS ROAD CODE™ ARRIVES IN CHINA**

The UPS Road Code program teaches safe driving techniques to new drivers in five countries. The latest is China, where employee volunteers helped launch the program in Shanghai in 2013.

**STRATEGIC ACQUISITIONS**

UPS became the first global express delivery company to be wholly-owned in Vietnam. We also expanded our capabilities for customers with acquisitions in Hungary and Costa Rica.

**RESILIENT COMMUNITIES**

We provided US$7.5 million in humanitarian relief and assisted with 250 humanitarian shipments across 46 countries, all aimed at supporting local communities in preparing for or recovering from disasters.

**A TOP POSITION IN CARBON DISCLOSURE**

For the third year in a row, we earned a 99 out of 100 for voluntary carbon disclosure and achieved a top position in CDP’s Global 500 Climate Disclosure Leadership Index (CDLI). We also earned an “A-” for our carbon performance.

**LEADERSHIP IN SUSTAINABILITY REPORTING**

UPS is one of the first major corporations in the United States to report at the “Comprehensive” level of the new G4 guidelines developed by the Global Reporting Initiative.
Recognition for Responsibility in 2013

CR Magazine
“100 Best Corporate Citizens”
UPS was named one of CR Magazine’s “100 Best Corporate Citizens” for the 4th consecutive year, and we again ranked 1st in the Climate Change category.

Interbrand
Best Green Brands, Best Global Brands
Interbrand ranked UPS among its “Best Global Green Brands,” and we were also included on the list of Interbrand’s “Best Global Brands” for the 9th consecutive year.

U.S. Chamber of Commerce Foundation
Citizens Awards
UPS was named Best Corporate Steward, the highest recognition given at the U.S. Chamber of Commerce Foundation’s annual “Citizens Awards” program.

FORTUNE Magazine
“World’s Most Admired Companies”
UPS was again voted by businesspeople as one of the “World’s Most Admired Companies” according to Fortune Magazine. UPS has been on this list for more than 20 years.

THE CIVIC 50
Most Community-Minded Companies
UPS was identified by The Civic 50 as one of the most community-minded companies in the United States.

CDP
Global 500 Climate Disclosure Leadership Index
For the 3rd consecutive year, UPS received one of the world’s highest scores in the CDP Global 500 Climate Disclosure Leadership Index, with a score of 99 out of 100.

Dow Jones Sustainability Indices
World and North America
UPS was selected as a constituent of the Dow Jones Sustainability World Index, and was included on the North America Index for the 9th consecutive year.

Interbrand
Best Green Brands, Best Global Brands
Interbrand ranked UPS among its “Best Global Green Brands,” and we were also included on the list of Interbrand’s “Best Global Brands” for the 9th consecutive year.

Ethisphere Institute
“World’s Most Ethical Companies”
For the 7th consecutive year, UPS was one of the “World’s Most Ethical Companies” recognized by Ethisphere Institute for the quality of ethics and compliance programs.

Dow Jones Sustainability Indices
World and North America
UPS was selected as a constituent of the Dow Jones Sustainability World Index, and was included on the North America Index for the 9th consecutive year.

FORTUNE Magazine
“World’s Most Admired Companies”
UPS was again voted by businesspeople as one of the “World’s Most Admired Companies” according to Fortune Magazine. UPS has been on this list for more than 20 years.
Stakeholder Engagement

“Managements need to understand their whole story about what really matters, and to understand the strategic levers for addressing impacts on sustainability. They also need to be able to impart their vision and performance to stakeholders. Without a clear understanding that reporting is based on solid management commitment and information, external reporting is nothing more than branding – icing without the cake.”*

*Quoted from the UPS 2013 Corporate Sustainability Report (page 13). For full statement, visit www.ups.com/sustainabilityreport

“For many people in this country, natural gas is still unfamiliar as a commercial transportation fuel. This perception is changing fast though. More and more companies in the United States are taking advantage of this clean, abundant, and economically viable fuel. UPS is a great example of a company helping move the conversation forward. They’re investing for the future – not only are they putting more natural gas vehicles on the road but they’re also building the fueling infrastructure to keep them rolling.”**

*Quoted from the UPS 2013 Corporate Sustainability Report (page 56). For full statement, visit www.ups.com/sustainabilityreport

Materiality Assessment Process

In 2013, we actively engaged with external stakeholders and our senior management to identify the aspects of our business that are most material to our sustainability. In the process of examining more than 50 issues, we:

• Worked closely with BSR, a widely respected non-profit organization dedicated to corporate social responsibility.

• Evaluated approximately 30 international sustainability frameworks and standards, ratings and rankings assessments, and other external perspectives.

• Conducted interviews with expert representatives of stakeholder groups in the United States, Europe, China, and Brazil.

• Interviewed members of our Management Committee and senior managers around the world.

• Gathered feedback from regulators; communities; government agencies; nongovernmental organizations (NGOs); academics; and engaged investors.
Material Aspects Identified

After completing our materiality assessment process in 2013, we mapped the results on a “materiality matrix.” Below we show the upper right portion of the matrix, which contains the most material aspects of sustainability for our business: those that are important both to our business success and to our stakeholders.

We organized our entire 2013 Corporate Sustainability Report according to the 13 material aspects that we identified in our materiality assessment process (green text below), in accordance with the fourth-generation “G4” framework of the Global Reporting Initiative (GRI).

Due to this high level of transparency, the 2013 Report qualifies as one of the first G4 “Comprehensive” Reports ever published in the United States. The G4 framework includes a requirement that we report on goals and metrics related to material aspects of sustainability. On the next two pages we present 13 key performance indicators (KPIs) for UPS that align with our material aspects. One of our most important KPIs is our Transportation Intensity Index, which included a goal for reducing our carbon intensity from transportation by 10 percent by the year 2016. After exceeding the goal for 2012 and 2013, we set a new goal to achieve a 20 percent reduction by 2020.

2013 MATERIALITY MATRIX
Most Material Aspects*

<table>
<thead>
<tr>
<th>Impact/Issue Area:</th>
<th>Customer Privacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy, Emissions &amp; Fuel Supply</td>
<td></td>
</tr>
<tr>
<td>Management of 3rd Party Representatives</td>
<td></td>
</tr>
<tr>
<td>Trade Barriers</td>
<td></td>
</tr>
<tr>
<td>Emerging Markets</td>
<td></td>
</tr>
<tr>
<td>Urban Growth</td>
<td></td>
</tr>
<tr>
<td>Sustainable Shipping &amp; Supply Chain Offerings</td>
<td></td>
</tr>
<tr>
<td>Network Efficiency</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contextual Factor:</th>
<th>Global trends influencing our business and our sustainability strategy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Recruitment, Training &amp; Development</td>
<td></td>
</tr>
<tr>
<td>Ethical Conduct</td>
<td></td>
</tr>
<tr>
<td>Transparency &amp; Reporting</td>
<td></td>
</tr>
<tr>
<td>Digital &amp; Physical Asset Security</td>
<td></td>
</tr>
<tr>
<td>Employee Health, Safety &amp; Wellness</td>
<td></td>
</tr>
<tr>
<td>Displacement Preparedness and Response</td>
<td></td>
</tr>
<tr>
<td>Labor Relations</td>
<td></td>
</tr>
</tbody>
</table>

*This illustration shows the upper right portion of our 2013 materiality matrix. The full matrix appears on page 10 of our 2013 Corporate Sustainability Report.
### Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI Description</th>
<th>Units</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FULL-TIME EMPLOYEE RETENTION RATE</strong>&lt;br&gt;Global Operations</td>
<td>% retention</td>
<td>91.9%</td>
<td>90.1%</td>
<td>90.6%</td>
<td>90.4%</td>
<td>Well above 2016 goal; may continue to decline slightly in part because we have a large number of full-time employees at or near retirement age</td>
</tr>
<tr>
<td><strong>EMPLOYER OF CHOICE INDEX</strong>&lt;br&gt;Global Operations</td>
<td>%</td>
<td>66%</td>
<td>68%</td>
<td>71%</td>
<td>66%</td>
<td>Below goal due in part to significant changes in Index composition in 2013</td>
</tr>
<tr>
<td><strong>LOST TIME INJURY FREQUENCY</strong>&lt;br&gt;Global Operations</td>
<td>injuries/200,000 hours</td>
<td>1.99</td>
<td>1.88</td>
<td>1.71</td>
<td>1.80</td>
<td>Higher due to international expansion, severe weather events</td>
</tr>
<tr>
<td><strong>AUTO ACCIDENT FREQUENCY</strong>&lt;br&gt;Global Operations</td>
<td>accidents/100,000 hours</td>
<td>10.3</td>
<td>9.3</td>
<td>8.9</td>
<td>9.2</td>
<td>Higher due to international expansion, severe weather events</td>
</tr>
<tr>
<td><strong>TOTAL CHARITABLE CONTRIBUTIONS</strong>&lt;br&gt;Global Operations</td>
<td>donation amount in US$</td>
<td>971M</td>
<td>935M</td>
<td>975M</td>
<td>102M</td>
<td>Significant increase due to higher United Way contributions (US$59 million), increased funding of The UPS Foundation (US$42.9 million)</td>
</tr>
<tr>
<td><strong>TRANSPORTATION INTENSITY INDEX</strong>&lt;br&gt;All U.S. Operations &amp; Global Airlines</td>
<td>% reduction</td>
<td>-6.1%</td>
<td>-7.8%</td>
<td>-11.7%</td>
<td>-13.4%</td>
<td>Surpassed our 2016 goal (10% reduction in emission intensity) and set a new goal for a 20% reduction in 2020</td>
</tr>
<tr>
<td><strong>ENERGY CONSUMPTION – NORMALIZED</strong>&lt;br&gt;U.S. Domestic Package</td>
<td></td>
<td>29.23</td>
<td>28.78</td>
<td>27.60</td>
<td>27.28</td>
<td>Further reduction in carbon intensity (consumption normalized to packages and revenue), achieved with continual technology innovation in our optimized network</td>
</tr>
</tbody>
</table>

**KPI Description**
- **FULL-TIME EMPLOYEE RETENTION RATE**
- **EMPLOYER OF CHOICE INDEX**
- **LOST TIME INJURY FREQUENCY**
- **AUTO ACCIDENT FREQUENCY**
- **TOTAL CHARITABLE CONTRIBUTIONS**
- **TRANSPORTATION INTENSITY INDEX**
- **ENERGY CONSUMPTION – NORMALIZED**
<table>
<thead>
<tr>
<th>KPI Description</th>
<th>Units</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROUND PACKAGES PER GALLON OF FUEL</strong>[^1]</td>
<td>package/gal. fuel</td>
<td>8.37*</td>
<td>8.41*</td>
<td>8.64*</td>
<td>8.72</td>
<td>Further increase in packages delivered relative to fuel used.</td>
</tr>
<tr>
<td>U.S. Domestic Package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>&quot;In 2013, we increased the scope to include all third-party trucking</td>
</tr>
<tr>
<td>All U.S. ground packages plus air packages moved on ground; fuel includes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>companies moving U.S. ground packages. Data for 2010, 2011, and 2012</td>
</tr>
<tr>
<td>gasoline, diesel, natural gas, propane, and fuels used by third-party carriers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>reported on a comparable basis.</td>
</tr>
<tr>
<td>including rail transport</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CO₂ EMISSIONS – NORMALIZED</strong></td>
<td>mt/1,000 packages</td>
<td>2.18</td>
<td>2.13</td>
<td>2.05</td>
<td>2.01</td>
<td>Further reduction in emissions intensity (emissions normalized to</td>
</tr>
<tr>
<td>U.S. Domestic Package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>package and revenue), achieved with continual technology innovation in</td>
</tr>
<tr>
<td>Scope 1 and 2 CO₂ emissions: mobile sources (gasoline, diesel, Jet-A, natural</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>our optimized network.</td>
</tr>
<tr>
<td>gas, and propane) and stationary sources (electricity, natural gas, propane,</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>and heating oil)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>ALTERNATIVE FUEL &amp; ADVANCED TECHNOLOGY MILES DRIVEN</strong></td>
<td>cumulative miles driven since 2000</td>
<td>212M</td>
<td>246M</td>
<td>295M</td>
<td>350M</td>
<td>55 million miles driven in 2013, on pace to reach 2017 goal; with 350</td>
</tr>
<tr>
<td>Global Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>million miles driven since 2000 we have avoided using 34.5 million</td>
</tr>
<tr>
<td>Fuels and technologies include compressed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>gallons of gasoline and diesel.</td>
</tr>
<tr>
<td>natural gas (CNG), liquefied natural gas (LNG), and liquefied petroleum gas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(LPG/propane); hybrid electric and hybrid hydraulic; biomethane; full electric</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AIRCRAFT EMISSIONS PER PAYLOAD CAPACITY</strong></td>
<td>emissions/payload capacity</td>
<td>0.73</td>
<td>0.73</td>
<td>0.73</td>
<td>0.72</td>
<td>Achieved 2016 goal early, by working aggressively to reduce the emissions</td>
</tr>
<tr>
<td>UPS Airlines – Global Operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>we generate for the miles we fly to meet customer requirements.</td>
</tr>
<tr>
<td>Total emissions of hydrocarbons, CO, and NOₓ in kgs divided by the sum of max</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>structural payload capacity (in thousands of kgs) weighted by annual aircraft</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>cycles</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AVIATION GALLONS BURNED PER 100 AVAILABLE TON MILES</strong>[^1]</td>
<td>gal. fuel/100 ATM</td>
<td>6.57</td>
<td>6.66</td>
<td>6.62</td>
<td>6.52</td>
<td>Further reduction in fuel intensity, achieved by working aggressively to</td>
</tr>
<tr>
<td>UPS Airlines – Global Operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>reduce the fuel we consume for the miles we fly to meet customer</td>
</tr>
<tr>
<td>Gallons of jet fuel consumed for every 100 tons of capacity transported one</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>requirements.</td>
</tr>
<tr>
<td>nautical mile</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CO₂ POUNDS PER AVAILABLE TON MILE</strong></td>
<td>lbs CO₂/ATM</td>
<td>1.39</td>
<td>1.41</td>
<td>1.40</td>
<td>1.38</td>
<td>Further reduction in emissions intensity, achieved by working</td>
</tr>
<tr>
<td>UPS Airlines – Global Operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>aggressively to reduce the fuel we consume for the miles we fly to</td>
</tr>
<tr>
<td>Pounds of CO₂ emitted for every ton of capacity transported one nautical mile</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>meet customer requirements.</td>
</tr>
<tr>
<td>[^1]All gallons are U.S. gallons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

[^1] All values are reported in U.S. units, except for CO₂ emissions, which are reported in metric tons.
Sustainable Offerings for Customers

UPS Smart Pickup™

Another way customers can reduce unproductive customer visits is by signing up for our UPS Smart Pickup™ service, which enables them to schedule pickups when needed. UPS Smart Pickup is more convenient and efficient for everyone, and it’s better for the environment because it helps us avoid driving to and stopping at businesses that have nothing to ship that day. At the end of 2013, approximately 100,000 customers had signed up for UPS Smart Pickup.

Validated Carbon Neutral Shipping

At UPS, we offer an easy, low-cost way to offset the carbon emissions associated with shipping a package or document. Corporate customers can contract with us for automatic carbon neutral shipping, and occasional customers can just click on a “carbon neutral” button when they set up a shipment online. Customers can use our carbon neutral shipping service from 36 countries, and ship to any other location around the world. Best of all, we don’t limit our carbon neutral shipping service to envelopes — customers can also offset shipments of packages, cargo, and freight.

Our carbon calculation methodology and processes are certified by The CarbonNeutral Company and verified by SGS. Our offsets include tree planting and biomethane capture projects that benefit the environment directly. With our ability to comprehensively measure carbon emissions arising from our global logistics activities, we can offer precise offsets that truly address the carbon impact of individual deliveries of all kinds. For more information on specific carbon offset projects and emissions offset in 2013, see Appendix B on page 88 of our 2013 Corporate Sustainability Report.

UPS Access Point™

Sometimes the best place for a pickup or delivery isn’t your home or office. In six European countries, our customers can use a UPS Access Point™ location in a convenience store, petrol station, or some other business with extended operating hours. This increases convenience, cuts down on unsuccessful deliveries, and reduces environmental impacts for everyone. We had more than 11,300 UPS Access Point locations in Europe at the end of 2013, and plans to increase the total to more than 13,000 in 2014.

Carbon Impact Analysis

Corporate customers are often surprised to learn that we can calculate the metric tonnes of greenhouse gases arising from their shipping activity with us. They’re even more surprised to discover all the techniques we use to reduce their carbon impact and still provide the speed and global reach they demand. Based on this information, customers are asking us to advise them on how to operate their logistics more efficiently.

UPS My Choice™

We make millions of customer visits every business day – and we want every one to count. That’s why we developed our UPS My Choice™ service. Customers who sign up receive online notification about when UPS plans to make a delivery to them, and can adjust delivery dates or locations. This is more convenient for them, and we avoid unnecessary miles of driving (and greenhouse gases) for unsuccessful delivery attempts. By the end of 2013, nearly 7 million customers had registered for UPS My Choice.
Emerging Markets

The rise of emerging economies is creating new consumer classes and opportunities around the world. In 2013, we assembled a team of seasoned managers with global trade expertise to guide our growth strategies in these economies. Heading the team is Derek Woodward, a 28-year veteran of UPS who helped us build our business in China. We also created a new operating district for the Indian subcontinent, the Middle East, and Africa. Creating a new district means we are making a commitment at the highest level of the company to invest in this part of the world for the long term.

Many emerging economies started their rise by making access to North American markets a central part of their economic development programs. Now they have also established strong trading partnerships with each other. Over the past decade, emerging-to-emerging trade flows have grown 50 percent faster than trade flows between emerging markets and developed economies. Supporting these trade flows creates significant opportunity for everyone.

Our strategy is to develop long-term, tailored solutions for companies that want to sell into emerging markets and those that want to export from them to the rest of the world. For example, we are bundling logistics services together with freight and package services, and implementing them for key trade lanes such as those between emerging markets and the U.S. and Europe. We also bring our customers our trade compliance expertise and specific solutions for healthcare, retail, high tech, and industrial manufacturing.

Developing the right solutions for emerging economies includes effective ways of delivering them locally. In many emerging markets, we partner with third-party representatives that have the right capabilities and expertise for those markets. We learn from their local knowledge and experience, and then apply those lessons more widely. Our approach also ensures we are in tune with the unique needs of each market, which in turn helps us improve service, control costs, ensure compliance, and create opportunity for our customers.
Making the World More Sustainable

In 2013, The UPS Foundation provided US$50.7 million in global philanthropy to non-profit organizations. In addition, UPS employees and retirees contributed US$51.3 million to United Way, and UPS employees and their families recorded 1.8 million hours of volunteer service on six continents to help make our world more sustainable.

Safety

- Provided US$7.5 million in humanitarian relief funding and assisted with 250 humanitarian shipments across 46 countries.
- Helped more than 5,000 teens graduate from the UPS Roade Code™ program and launched a new location in Shanghai, China.
- Donated more than 8,000 helmets to students and teachers in Thailand, Cambodia, and Vietnam.

Volunteerism

- Provided US$2.4 million to build volunteer capacity and improve the effectiveness of nonprofit organizations.
- UPSers and their family members contributed 1.8 million hours of volunteer service in 2013.
- During our Global Volunteer Month (GVM) in October, more than 20,000 UPSers recorded more than 300,000 hours of service in more than 50 countries.
Diversity
- Provided over US$7.5 million to support economic empowerment, education, and leadership development for underserved or underrepresented populations.
- Supported diverse initiatives for veterans of the U.S. military, including programs to promote job access and vocational training for veterans.

Environmental Sustainability
- Provided nearly US$4 million for environmental initiatives around the world focused on climate change, renewable energy and resource conservation.
- Planted more than 1.3 million trees around the world as part of our Global Forestry Initiative and committed to planting a million more in 2014.
Resilient Communities

At UPS, we’re committed to making communities more resilient to crises and disasters. Our strategy for resilient communities rests on four pillars: increasing community safety, enhancing diversity and equal opportunity, stewardship of the environment, and fostering a culture of volunteerism.

We help communities become more resilient primarily through The UPS Foundation, which receives all its financial resources from UPS. In 2013, The UPS Foundation channeled funds to more than 4,300 organizations. Among those, 26 help to foster resilient communities. These include the U.N. Office for Coordination of Humanitarian Affairs (UNOCHA), UNICEF, the Office of the U.N. High Commissioner on Refugees (UNHCR), the U.N. Office for Disaster Risk Reduction (UNISDR), the U.N. World Food Programme, CARE, National VOAD, Salvation Army, and American Red Cross. Others are grass-roots organizations that have become nationally recognized for their success with resilient communities, such as the St. Bernard Parish project in the United States.

The UPS Foundation helps these organizations accomplish three vital tasks:

- Prepare communities and relief agencies so that they have the right knowledge, resources, and processes in place before a crisis arises.
- Support urgent relief efforts in the hours and days immediately after a crisis hits.
- Provide financial support for long-term recovery.

In addition to providing the funds that The UPS Foundation directs to programs and agencies, UPS donates in-kind shipments using our air and ground fleets. In 2013, we provided US$7.5 million in humanitarian relief funding and assisted with 250 humanitarian shipments across 46 countries. We illustrate these activities on pages 12-13, and give examples on page 15.

Providing disaster relief, Cebu, Philippines

Eduardo Martinez
President,
The UPS Foundation

A resilient community is one that can bounce back from adversity. Almost everything we do at The UPS Foundation helps communities become more resilient. We focus in areas where our grants, the donations of our employees, and the financial and in-kind donations of UPS have a multiplier effect or add value beyond the contribution itself.

UPS and our employees have given well over US$1 billion to United Way – more than any other company, ever. We chose United Way because the money goes to vetted local agencies that serve their communities.

Everyone needs a healthy environment, and our Global Forestry Initiative supports research, education, and tree planting around the world.

We are a major supporter of diversity and inclusion in the United States, because integrated communities are inherently more resilient. Some of our funding relationships go back decades. Yet we also remain agile to the underserved, such as with our recent commitments regarding veterans.

Community safety is another major focus for us. We teach save driving in five countries, and provide helmets to children who ride scooters in Southeast Asia. We help the world’s top disaster relief agencies get better at logistics and transportation. When disaster strikes, we go into action with them. And when it’s time to rebuild, we fund programs for long-term recovery.

Finally, we give our time. Non-profits rely on volunteers for a third of their staffing needs, and UPSers donated nearly 1.8 million volunteer hours in 2013. We are making our own communities more resilient everyday, and doing our part for those around us.
**Disaster Preparedness and Response**

**Turkey**

In 2013, The UPS Foundation provided a grant of US$460,000 to raise awareness among Turkish small business owners about disaster risks, how to prepare for them, and how to respond. Together with The U.S. Chamber of Commerce Foundation Corporate Citizenship Center, the Corporate Social Responsibility (CSR) Association of Turkey, and the World Economic Forum, The UPS Foundation launched the Sağlam Kobi (“Robust Small Business”) project in Istanbul. The UPS team in Turkey and CSR Turkey are conducting ongoing training sessions to enhance disaster resilience among small businesses in Turkey. The online Sağlam Kobi Disaster Preparedness Toolkit is now available to more than 300,000 businesses.

**United States**

Superstorm Sandy struck New York and New Jersey in 2012. Residents will be recovering for years. With US$1.75 million in funds from The UPS Foundation and in-kind support from UPS, a variety of local agencies, including the United Way, Operation Hope, and the St. Bernard Project helped residents to recover economically and rebuild houses and communities in 2013.

**International**

In August 2013, UPS hosted 13 humanitarian relief agencies and affiliated organizations for more than two days of free supply chain workshops.

**Philippines**

After Typhoon Haiyan (known locally as Yolanda), The UPS Foundation pledged US$1 million in financial and in-kind support to relief agencies, including the U.N. World Food Programme, UNICEF, and CARE, UNHCR, Medshare, Salvation Army, and the Philippines Red Cross. UPS donated in-kind flights from the United States and China to the Philippines, carrying 15,000 pounds of medicines and medical equipment along with 20,000 tarpaulins to help cover the roofs of homes that were severely damaged or destroyed. UPS logistics specialist and Philippines native Oliver Bartolo was assigned to the Logistics Emergency Team of the U.N. World Food Programme to help guide logistics strategy and execution.

**Kenya**

The world’s largest refugee camp, in Dadaab, Kenya, got more efficient with relief supplies in 2013 thanks to a new commodity tracking system developed by Aidmatrix Foundation and implemented by CARE, an aid agency working in the camp. UPS helped improve the system, and has donated funds to make sure it becomes an even bigger positive factor for the millions of people worldwide affected by natural or man-made disasters.

**Syria**

UPS donated a flight by a UPS Airlines jet to carry 220,000 pounds of emergency aid to Erbil, Iraq, so that it could be delivered overland to help displaced Syrian children and families. The cargo included food and water, health and sanitation kits, tents and mats, and education supplies.
UPS’s Greenhouse Gas Reduction Strategy is Global and Comprehensive

We measure every source of carbon emissions associated with UPS, and address them all with our Greenhouse Gas Reduction Strategy. This worldwide, enterprise-wide approach helps us reduce emissions from transportation, our facilities, and the customers and suppliers in our value chain.

Our integrated global network enables us to provide many different delivery services using one efficient ground fleet.

We use intermodal shifting to employ the lowest-carbon transportation modes that meet customer requirements.

We fully integrate technology and human factors to maximize our investments in reducing emissions.

We pursue continual innovation in IT, vehicles, fuels, planning, routing, training, and other operating methods.

Transportation: we reduce the miles we travel to meet customer requirements, and we reduce the fuel required for those miles.

Facilities: we reduce energy use and increase our use of renewable energy.

Value chain: we use detailed emission data to help customers and suppliers reduce their carbon impacts.
Stakeholder Statement

When HP began doing business outside the United States in the 1950s, the founders of the company had a vision that HP would be a good corporate citizen wherever the company went. The goal was to be welcomed into other countries, not just accepted. Today, HP is welcomed in more than 170 countries around the world.

With every passing decade, responsible corporate citizenship has become embedded even deeper in the company. For example, in 1992 we established our Design for Environment (DfE) requirements to transform the way we design and build our products. We started using fewer and lighter materials, without reducing the quality and reliability of our products. We designed them to use less energy and so they could be more easily recycled.

The next step for HP was reducing greenhouse gas emissions, beginning with our operations. Then, in 2008, we committed to reducing the emissions associated with the use of HP products by our customers. In both cases, we met our goals early and then established new reduction goals. In 2013, we took another big step by setting a greenhouse gas emissions reduction goal for our supply chain. We want to drive a 20 percent decrease in greenhouse gas emissions intensity from our first-tier manufacturers and product transportation partners by 2020 compared with 2010. We’re the first IT company to set a goal like this.

We focused on greenhouse gas emissions because they are a common currency around the globe. It doesn’t matter what business you’re in, or what language you speak – we all generate emissions.

John Frey
Americas Sustainability Executive, HP

That’s one reason why we decided to focus our greenhouse gas reduction goal on our supply chain. We work with world-class companies that care deeply about sustainability. We collaborate closely, and we face a lot of the same challenges. Together we can make a difference, and individually we can take what we achieve and push it out even further into more supply chains, in more countries.

“Greenhouse gas emissions are a common currency around the globe. It doesn’t matter what business you’re in, or what language you speak – we all generate emissions.”

UPS is one of the companies that will not only help us achieve our emission reduction goal, but also shares our commitment to responsible corporate citizenship. In fact, HP and UPS have been working on this topic together for many years already. For example, UPS handles logistics and transportation for our spare parts, because they can do that with a much smaller carbon footprint than we can – and at a lower cost. We’re also collaborating in regional carbon reduction initiatives such as Green Freight Asia.

One of the fruits of our collaboration is being able to meet our customer demands with lower-emission transportation options. There was a time when we had to ship popular products by air because the rest of the logistics equation was slow. We can move many more products by sea, which saves money, reduces fuel consumption, and avoids greenhouse gases. And we’re still keeping our customers satisfied.

In the end, this is how the best sustainability solutions work – they make sense for the business. With supply chain partners such as UPS, we believe reducing our emissions footprint will be more than a win for the environment. It will create value for us and our customers, and for the communities around the world that welcome us.
Network Efficiency

The core of our business success and environmental responsibility

Our business success and our environmental responsibility both depend on the same thing: the efficiency of our global logistics network. More efficiency means we can accomplish more shipping using a given amount of energy – and do more for customers without emitting more greenhouse gases. In other words, network efficiency enables UPS to increase the alignment between what matters to our customers, shareholders, and the environment.

To execute this strategy, we master millions of little details. For each of the 16.9 million packages we deliver on an average business day, we capture data about times, locations, and customer requests. A typical day’s route in the United States for a single driver includes about 120 delivery stops – which means there are more ways to drive the route than nanoseconds in the history of the Earth. Each business day we gather close to 240 data points for tens of thousands of vehicles and drivers. UPS Airlines counts every minute a plane spends in motion, because motion means an aircraft is consuming energy and generating emissions. All this information goes into making our network more efficient.

UPS has one of the world’s largest private-sector databases, and we spend around US$1 billion each year on operational efficiency and technological investments. Recent results include the mathematical algorithm behind ORION, which can instantly analyze a driver’s stops for the day and identify an optimized delivery route. In years to come, ORION will keep up with changes in traffic conditions and updated customer requests during the day, and help drivers adjust for maximum efficiency. The basic principles of ORION are illustrated on page 19.

Other recent examples include our UPS My Choice™ service and our UPS Smart Pickup™ service (see page 10). They increase convenience and satisfaction for our customers and help us avoid unnecessary energy consumption and greenhouse gas emissions. We’re able to deliver these and innovations because we have the data and IT expertise they require. Behind that smiling UPSer at your door is a vast array of technology operated by thousands of dedicated specialists.
ORION stands for on-road integrated optimization and navigation.

ORION knows a delivery route’s customer addresses for the day, locations with required delivery and pickup times, and union rules for drivers. It also knows 250 million delivery addresses and the routes our drivers have used in the past. ORION analyzes it all and prepares optimized routing instructions right up to the minute a driver is dispatched.

ORION matters because e-commerce is increasing the number of residential and small-business customers we serve outside of cities. To meet our sustainability goals we need to avoid driving additional miles to reach these customers, and ORION helps us do just that. ORION also helps our drivers concentrate even more on safety, and on providing great customer service when they pull up to your door.

We plan to complete the full deployment of ORION in 2017. We estimate savings of US$50 million a year if every UPS delivery driver avoids 1 mile driven per day.

With our initial deployment of ORION in 2013, we optimized 10,000 delivery routes in the U.S. We expect to avoid 14,000 metric tonnes of GHGs and save 1.5 million gallons of fuel on those routes in 2014.

We estimate savings of US$50 million a year if every UPS delivery driver avoids 1 mile driven per day.
Alternative Fuel and Advanced Technology Vehicles

The UPS “Rolling Laboratory”

Our global fleet is one of the most diverse in the private delivery industry. It currently includes vehicles using propane engines, compressed natural gas, hybrid gas/electric engines, liquefied natural gas engines, electric engines, ethanol engines, hydraulic hybrid technology, and biomethane dual-fuel engines. Our alternative fuel and advanced technology fleet includes vehicles in Brazil, Canada, Chile, Germany, Hong Kong, The Netherlands, Thailand, the United States, and the United Kingdom.

We call these vehicles our “rolling laboratory” because they are:

• Serving customers – they’re on the road each business day just like the nearly 100,000 other vehicles in our ground fleet, but with lower emissions

• Teaching us about new technologies – every day we learn how well alternative fuel and advanced technology vehicles meet our demanding requirements in commercial use, and the vehicle manufacturers gain information that enables them to improve their products and technologies

• Helping us plan for the future – we anticipate a time when cities may allow only zero-emission vehicles or vehicles of compact size into certain areas, and our fleet will be ready

All these contributions benefit society in the long run, by helping reduce dependence on conventional fuels and holding back growth in carbon emissions. One of our KPIs (see page 9) is dedicated to the miles we drive in alternative fuel and advanced technology vehicles. Our goal is to reach 1 billion miles driven by 2017.

Natural Gas Vehicles

When a particular type of vehicle in our rolling laboratory proves that it can deliver sustainable benefits, we purchase it in larger numbers. The illustration on the next page shows how we’re deploying three types of natural gas vehicles in our delivery network. In 2013, our biggest investment among the three was for liquefied natural gas (LNG) vehicles and infrastructure.

LNG is one of the most promising alternatives to conventional diesel fuel for trucks, especially in the United States. LNG-configured heavy-duty tractors combine strong pulling power and long range, so they compete operationally with comparable diesel-powered tractors while offering a lower emission profile. The cost of operation can be lower as well, because LNG is growing in availability from sources within the United States.

The challenge is creating a critical mass that brings prices down. LNG tractors must travel within range of LNG fueling stations, and it’s not cost-effective to build stations without vehicles to use them. That’s why UPS is making substantial investments in LNG vehicles and infrastructure in the United States. Bigger LNG fleets enable manufacturers to achieve economies of scale. They also make it economically viable for companies to build fueling and maintenance stations. As LNG-fueled commercial transportation becomes more widely affordable, it will help the United States lower its greenhouse gas emissions.

In 2013, we completed two new fueling stations in the state of Tennessee. We plan to complete another 11 new stations throughout the United States in 2014. Also in 2013, we purchased 156 new LNG vehicles, bringing the total to 249 vehicles at the end of the year. We plan to have more than 1,000 LNG vehicles in operation by the end of 2014.
The UPS “Rolling Laboratory” strategy is to field-test new fuels and technologies in the UPS network, and then scale up the combinations of fuel source, facility location, vehicle type, delivery role, and infrastructure investment that deliver the best ROI. We are now scaling up such optimum ROI combinations for liquefied natural gas (LNG), compressed natural gas (CNG), and liquefied petroleum gas (propane).

### LNG

- **Large, regional base**
- UPS installs LNG storage tanks and fueling stations
- Long-haul tractors travel 500-600 miles roundtrip

### CNG

- **Large, suburban facility**
- UPS installs natural gas compressors, storage tanks, and fueling stations
- Long-haul tractors travel 400-500 miles roundtrip
- Package cars travel 100+ miles roundtrip

### Propane

- **Small, rural facility**
- UPS installs storage tanks and fueling stations
- Package cars travel 100+ miles roundtrip
UPS Global Forestry Initiative

As part of our UPS Global Forestry Initiative, we are working with organizations around the world to plant millions of trees – protecting water, offsetting carbon emissions, and reducing air pollution. We announced the Initiative in 2011 and in 2012, The UPS Foundation gave US$1.6 million in grants to environmental organizations to support tree planting and forest protection. We also committed to planting one million trees before the end of 2013. We delivered on that promise, planting 1.3 million trees by September of 2013, including some that were planted with the help of more than 19,000 UPS employees who volunteered their time. We also pledged to plant another million trees in 2014, and The UPS Foundation announced an additional US$2.4 million in grants to support environmental programs and forestry-focused initiatives around the world.

Partners in the UPS Global Forestry Initiative include leading environmental groups with forestry expertise, to ensure that our contributions are measurable and based on science. Recipients of the new grants announced in 2013 include:

• Earth Day Network, to support planting of trees in Cameroon, Ethiopia, Kenya, Norway, and Russia

• Keep America Beautiful, Inc., to support tree planting

• National Arbor Day Foundation, to support reforestation in priority areas throughout the United States and provide funding for hands-on tree planting by UPS employees

• The Nature Conservancy, to support reforestation efforts in Brazil, China, Guatemala, Haiti, and the United States
UPS employees show their concern for the environment and society in countless ways throughout the year. We donate time and money to organizations and activities that improve our communities and nearly 4,500 of us serve as Sustainability Ambassadors within the company to spread the word about how everyone can make a difference.

UPS employees (along with friends and families) donated nearly 1.8 million volunteer hours to non-profit organizations, close to the record level we reported for 2012. As volunteers, we support all types of non-profit organizations, ranging from grass-roots nonprofits in local communities to UPS’s global philanthropic partners. We also nominate the local non-profits that receive grants from The UPS Foundation. As part of its Local Grants Program, The UPS Foundation gave grants totaling US$9.4 million to 598 such organizations in 2013.

UPS employees and retirees also contributed US$51.3 million to United Way in 2013. As in most years, the UPS Foundation matched 15 percent of employee United Way contributions. That generated an additional donation of US$7.8 million. Since our first formal United Way Campaign in 1982, we have raised approximately US$1.2 billion for the organization – more than any other company ever.
Strength in Diversity

Diversity is one of our greatest strengths at UPS, supported by workplace policies and traditions that go back generations. Because we focus on performance, not favoritism, we can successfully recruit talented people regardless of their race, national origin, sex, gender identity, sexual orientation, age, disability, or religion. We then reward and promote them based on their contribution to our success, and we protect their workplace rights and freedoms with a strong Professional Conduct and Anti-Harassment Policy. All employees receive a detailed orientation on this policy when they join the company, and this training is refreshed regularly.

Our CEO leads the UPS Diversity and Inclusion Steering Council, which is comprised of senior leaders who set the strategy and develop initiatives surrounding diversity. We expect all our managers to foster diverse, inclusive working environments, and we help our many diverse groups support their members, exchange information, and engage with management through Business Resource Groups (BRGs).

As a result of this approach, UPS is wonderfully diverse. Within the United States in 2013, nearly 40 percent of our workforce of 320,590 people (as of September 30, 2013) was considered diverse as defined by the U.S. Equal Employment Opportunity Commission. This includes 21.6 percent African-American, 12.7 percent Hispanic, 2.6 percent Asian-American, and 0.6 percent Native American or other. Within our management ranks, 32.7 percent of employees in the United States come from diverse ethnic backgrounds. In our European headquarters, the 300 employees come from 30 different nationalities.

Ethnicity is only one of many facets of workforce diversity at UPS. Some of our largest BRGs (which are similar to affinity groups at other companies) are those for women. One of our fast-growing BRGs is for veterans of military service, regardless of ethnicity or gender. National Guard and Reserve members made up 7.5 percent of UPS’s United States workforce (as of September 2013), and we are committed to hiring thousands more veterans in 2013 and 2014 (see box).

UPS Steps it Up for Veterans

In the first quarter of 2013, UPS announced a commitment to hire more than 25,000 former military members over the next five years and to serve more than 25,000 employee volunteer hours helping veterans and Veterans Service Organizations (VSOs) as part of the United States’ “Joining Forces” program. Early in 2014, we announced a commitment to double the original total and hire more than 50,000 veterans.

We’re increasing networking opportunities for veterans of military service, to help them transition into the civilian workforce. We’re forming new alliances with VSOs, working through government outreach efforts to veterans, and increasing recognition for our own employee veterans. We also established a Business Resources Group (BRG) for veterans, and the BRG partnered with a local franchise of The UPS Store™ to send a popcorn machine to the 878th Engineering Battalion when it was stationed in Afghanistan, so the unit could enjoy its much-deserved movie nights. National Guard and Reserve members made up 7.5 percent of UPS’s United States workforce as of September 2013.