2019
THE UPS FOUNDATION
Humanitarian Relief & Resilience Program
2019 UPS Humanitarian Relief & Resilience Program Overview

28 global disasters and crises supported

$6.5 million provided via in-kind support

$20 million

in funding, in-kind, and technical support for community safety initiatives focused on enhancing urgent disaster response, recovery, preparedness, and capacity building, through enhanced technology, infrastructure, and road safety.

135 shipments and $3 million to combat the global refugee crisis

$13 Million in Refugee support since 2013

631 in-kind shipments across 74 countries

5 Experts on Mission deployed to provide support to international humanitarian organizations to optimize supply chains and build capacity
UPS Humanitarian Relief & Resilience Program Framework

HUMANITARIAN RELIEF & RESILIENCE PROGRAM WORKSTREAMS

Public Health
System Strengthening

Preparedness,
Capacity Building,
and Innovation

Urgent Disaster
Response

Long Term and Post
Crisis Recovery

HUMANITARIAN RELIEF & RESILIENCE PROGRAM PILLARS

Empowering Local
UPS Disaster Relief
Assistance Globally

Increasing Disaster
Relief Sector Capacity
& Thought Leadership

Skill-Based
Volunteering:
UPS Logistics First
Responder Corp

Engage
Humanitarian Relief
Organizations in
Key Partnerships
UPS Humanitarian Relief & Resilience Program

The UPS Foundation’s approach to humanitarian relief fosters long-term community safety. From preparing vulnerable areas for catastrophe to rebuilding as a result of the aftermath, The UPS Foundation's Humanitarian Relief & Resilience Program helps disaster-stricken communities rebuild by enhancing preparedness, urgent response, and recovery efforts through our disaster response network.

In 2019, the Humanitarian Relief & Resilience Program continued to leverage UPS’s logistics expertise and vast global network to enhance community safety around the globe. In private-public collaborations with ministries of health and humanitarian nonprofit organizations, UPS has leveraged its health care, technology, and supply chain expertise to enhance public health system operations and resilience. UPSers contributed unique and innovative solutions for public health system-strengthening and last-mile humanitarian logistics, garnering global recognition from key NGO partners such as the International Association for Volunteer Effort, World Food Programme, and Gavi.

These long-lasting partnerships with leading humanitarian organizations underscore The UPS Foundation’s mission to build stronger, safer, and more resilient communities. From facilitating a record number of relief shipments to leading cross-sector partnerships to address global crises, the Humanitarian Relief & Resilience and Public Health Strengthening Initiatives demonstrate our commitment to innovative and long-lasting humanitarian solutions.

The following organizations received grants in 2019 to strengthen community resilience through greater public-private partnerships and collectively address global challenges:

- CARE, Good360, UNHCR, UNICEF, United Nations Office for Disaster Risk Reduction (UNDRR), and World Food Programme received grants to improve preparedness through technology and supply chain initiatives, which aim to boost supply chain efficiency and shipment tracking during humanitarian relief efforts.

- The American Red Cross, International Federation of Red Cross and Red Crescent Societies, MedShare, Salvation Army, St. Bernard Project (SBP), Toolbank Disaster Services, and UNICEF received support for response and recovery providing food, shelter, and educational supplies to help communities with immediate and long-term support.

- The Ad Council, American Red Cross, Safe America Foundation, SBP, UNDRR, and Operation HOPE received grants for ongoing emergency preparedness and training programs to educate and inform American families and businesses of best practices.

- The Center for Disaster Philanthropy, InterAction, Georgia Tech Foundation, The Private Sector Round Table (PSRT), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), the U.S. Chamber of Commerce Foundation Corporate Citizenship Center, and Business in the Community (BITC) Responsible Business Network received grants to convene thought leaders and provide best practices for private sector engagement.

Public Health System Strengthening

As part of a vast network of forward-thinking public and private partners, The UPS Foundation has contributed financial support, along with logistics and supply chain expertise, to bolster public health systems and 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 or medicines.

Uganda Last Mile Vaccine Delivery Network Solution

The UPS Foundation, in partnership with GAVI, The Global Fund, UPS ISMEA region, and the UPS Agent, Freight in Time, worked to expand the Uganda Last Mile Vaccine Delivery Network Solution, a ground-breaking solution demonstrating a successful public-private partnership. The result represents a coordination with the Uganda government, and our direct service partners, to establish Uganda’s first dedicated last-mile delivery network to ensure no child goes without essential childhood vaccines.

• In 2019, the Uganda cold chain delivery network expanded to include vaccines and the Global Fund products to combat AIDS, TB, and malaria. Top line results include 100,000 more vaccines consumed per month, scheduled deliveries, enhanced inventory management, and vaccine temperature monitoring during transit and at clinics.

• The Uganda Ministry of Health announced its intent to expand the last-mile vaccine delivery network operated by UPS/FIT in Uganda to expand vaccine coverage, ensure vaccine cold chain integrity, and provide proof of delivery to clinics. The Global Fund provided additional funding to expand the program through mid-2020.

LAST MILE VACCINE DELIVERY NETWORK IN UGANDA

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<th>3.18 million people</th>
<th>150 clinics served</th>
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<tr>
<td>650,322 children under five</td>
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<td>48,853 ten-year-old girls</td>
<td>153,857 annual live-births</td>
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% of Health Facilities with All Nine Vaccines in Stock: 57% Improvement over Baseline

% of Health Facilities Reporting Vaccines Out of Stock: 80% Improvement over Baseline

% of Health Facilities with Expired Vaccines: 80% Improvement over Baseline

% Improvement of Essential Childhood Vaccines in Stock: HPV 70%, ROTA 49%

99% of Health Facility Staff Strongly Advocated for Nationwide Expansion
Medical Drone Network Expands to Ghana

The UPS Foundation's medical drone partnership with Gavi, the Vaccine Alliance, and Zipline expanded service in Ghana (GH-1) in April and opened a second distribution center in Ghana (GH-2) on October 10 by President H.E. Nana Akufo-Addo. The network expanded access to 12 essential childhood vaccines along with emergency vaccines and 148 medical products and critical medicines. Ghana's Expanded Program on Immunization (EPI) will help supply vaccines for yellow fever, polio, measles and rubella, meningitis, pneumococcal, and Diphtheria and Tetanus, among others.

The Zipline drone service operates seven days a week with the goal of delivering to 500 health facilities in the Ashanti region. Since launching drone service in Rwanda in 2016, the Medical Drone Partnership has facilitated the delivery of more than 60,000 critical and emergency units of blood, vaccines, and medicines to patients in need. In addition, more than 25,000 drone deliveries have been made through the end of 2019 in Rwanda and Ghana since the Medical Drone Partnership was launched in October 2016, improving access to life-saving blood, vaccines, and medicines for more than 16 million people.

Fight against Ebola

Ebola—one of the deadliest diseases with a fatality rate as high as 90 percent—is among a handful of illnesses so dangerous that governments consider them threats to national security. An epidemic in West Africa that began in late 2013 killed more than 11,000 people. Another outbreak in the Democratic Republic of Congo in August 2018 infected more than 2,600 people, killing more than 1,800. Several cases were confirmed in neighboring Uganda and two were diagnosed near the Rwanda border in Goma in July. This second outbreak was declared a global emergency by the World Health Organization.
The Salvation Army activated $50,000 from an emergency fund grant provided by The UPS Foundation for an Ebola Prevention initiative effort in Rwanda along the DRC border. The project included the installation of hand-washing stations with bleach solution found effective during the previous West Africa Ebola outbreak. Other activities funded by The UPS Foundation included a “train the trainer” awareness program for civic leaders to ensure institutions where the public gathers (schools, places of worship, etc.) received the correct information about Ebola and were able to share this information as widely as possible.

The International Federation of Red Cross and Red Crescent Societies (IFRC) also activated $75,000 in UPS emergency funding to provide education on safe and dignified funerals to help prevent families from becoming infected by their loved ones during funeral preparations.

The UPS Foundation, Henry Schein, and Johnson & Johnson, in collaboration with the World Health Organization, World Food Programme, and the World Economic Forum founded the Pandemic Supply Chain Network in 2014 to ensure a coordinated response to future global health threats following the West Africa Ebola crisis. The group continues to help build support among manufacturers and supply chain providers to meet the needs of communities impacted by future pandemic outbreak.

The UPS Foundation also serves on the executive committee of the Private Sector Roundtable, which supports the Global Health Security Agenda to provide guidance from the private sector to address global health security risks.

**Public-Private Partnership Seeking to Improve Access to Life-saving Health Commodities**

The UPS Foundation in collaboration with The Global Fund, USAID - PEPFAR, and The Gates Foundation formed a partnership to develop a Private Sector Supply Chain Engagement Model strategy to optimize health supply chains across India, Asia, and African regions. The coalition’s goal is to help countries transition to a patient-driven distribution model to improve health outcomes and maximize product availability, quality, and affordability by engaging the private sector to operate the health supply chain (i.e. warehousing and distribution), moving to a government-managed, private sector-operated health care supply chain to address the gaps that exist in final mile delivery in many countries.

By deploying a standardized set of supply chain services and solutions, the coalition will promote private sector engagement, building on the success of the Uganda last mile delivery network. Additionally, it is assessing the stages of transitioning from a “government-managed, government-operated” model to a government-managed, private sector-operated health supply chain, addressing the role of government, the relationship with donor agencies, private sector service providers, the support donors can provide at each stage of the transition, the risks and opportunities to each stakeholder group throughout the transition, and the areas of investment needed to accelerate the realization of benefits and mitigation of risks.
Preparedness, Capacity Building, and Innovation

In 2019, UPS provided loaned managers, technical assistance, and global thought leadership to expand the capacity of our relief partners, enabling them to better respond to crises and operate with less business disruption.

Disaster preparedness reduces time, money, and complexity in humanitarian response and lessens the need for international mobilization. Studies show that supply chain accounts for an average of 73 percent of humanitarian response costs.

Source: HELP Logistics & Kuehne Logistics University

UPS Expert on Mission Leads Health System Strengthening Workshop

As part of an ongoing partnership with CARE, a global health organization that reaches approximately 12 million people through its emergency disaster-response programs, Dan Keim, UPS Expert on Mission, in conjunction with CARE Leadership, HELP Logistics, and the Thammasat Business School conducted a supply chain management workshop in Thailand. The workshop provided tailored, needs-based training focusing on strengthening supply chain management, project management, communication, and problem solving skills of humanitarian workers. 20 CARE Country Managers and Regional Leaders from Thailand, the Philippines, Bangladesh, India, Pakistan, Nepal, Laos, and Afghanistan participated in the workshop.

“Resilience in a Box” Helps Businesses Prepare for Disaster

The UPS Foundation and the U.S. Chamber of Commerce Foundation partnered to create a suite of online disaster preparedness tools designed for small and medium businesses to help mitigate and minimize operational disruption due to disaster. Known as “Resilience in a Box,” the compilation helps businesses be better prepared and more resilient in cases of humanitarian crisis by providing a checklist with foundational readiness measures, resources and action items to take in the wake of disaster. Resilience in a Box is available in Turkish, French, Arabic, Spanish, and English.

Disaster Risk Reduction Training with Sağlam KOBİ Expands to Vietnam and the Philippines

This year marks a six-year milestone with Saglam Kobi, a public-private partnership to bolster disaster preparedness through workshops and tools designed for small and medium businesses. These preparedness resources have been leveraged in Turkey, Haiti, Mexico, Caribbean, and the Philippines, with expansion in process in Vietnam.

In the Philippines, UPS partnered with the Philippines Disaster Resilience Foundation (PDRF) to support the implementation of resilience tools into PDRF’s work with small and medium businesses and develop a localized version of the renowned “Resilience in a Box” tool, called the “Katatagan in a Box” (KatBox). KatBox will promote and develop awareness, appreciation, and understanding of business continuity concepts and practices through information, education, and communication materials. KatBox complements already-established tools on resilience and business continuity extending the reach to micro and small
enterprises and uses comic book-style materials with illustrations and pictures rather than text to communicate critical preparation and response actions, regardless of reading ability.

In 2019, The UPS Foundation partnered with The Asia Foundation (TAF) to create a network on resilience through initial engagement with regional business communities and state and societal stakeholders. The network is hosted by the Vietnamese Chamber of Commerce and Industry (VCCI) and works with the National Disaster Management Authority (NDMA).

**The UPS Foundation Supported a UNHCR Emergency Preparedness Supply Training (EPST)**

UNHCR’s EPST incorporates all aspects of an emergency from a supply perspective. It prepares participants for quick and effective deployment to a UNHCR emergency operation to support supply functions. Through funding by The UPS Foundation, UNHCR trained 23 participants in Nairobi, Kenya. The main objective of training is to ensure there is ample, prepared staff to deploy in emergency situations. EPST builds a network of skilled standby partners and UNHCR supplies staff for deployment to emergencies, sharing experiences and working together in the field.

EPST training inherently benefits from an additional element of building a humanitarian network between different humanitarian sectors represented by UN agencies, standby partners, and donors. Participants forge new professional relationships and share knowledge and experiences, which in turn promotes smooth and efficient collaborations when they meet again in an emergency. The EPST was attended by Abdul Mirza, UPS UAE Operations Manager. His presence had a significant impact on this year’s training by shedding light on how UPS mobilizes its global network to support UNHCR.

**UPS Sponsors the United Nations Disaster Risk Reduction (UNDRR) Arise Conference in Mexico**

Representatives from across Latin America convened in Mexico in 2019 for the Arise Mexico conference to discuss best practices in Disaster Risk Reduction. UPS Mexico’s Gabriel Obregon who serves on the board of CENACED, Mexico’s lead organization for private sector engagement in disaster preparedness, response, and recovery, updated participants on the “Resilience in a Box” tools available to make small businesses better prepared for local risk events. UPS also highlighted its Sağlam KOBİ initiative, which launched in 2013 to build local disaster resilience public-private partnerships between government, NGOs, and the private sector. Prior to the event, The UPS Foundation President Ed Martinez and UNDRR leader Ms. Mami Mizutori, Special Representative of the UN Secretary-General for Disaster Risk Reduction, conducted a discussion at the U.S. Chamber in Washington, D.C. to increase awareness of the role and resources provided by the UN Disaster Risk Reduction Agency including its PreventionWeb website, the leading resource for disaster mitigation best practices.

**STEP Health System Strengthening Workshop**

As part of an ongoing partnership with Gavi, a global health organization that increases access to immunization in developing countries, UPS facilitated the Strategic Training Executive Program (STEP) workshop to the Ghanaian and Kenyan Ministries of Health, bringing the total number of countries supported by STEP to 28 since The UPS Foundation and Gavi co-developed the training in 2014. STEP is
a continuous learning project that provides tailored, needs-based training focused on strengthening supply chain management, project management, communication, and problem solving skills of public health officials. Participants in this workshop included Ministers of Health selected by the African Resource Center and Healthcare Leadership Alliance and came from across the continent of Africa.

**Bangladesh Logistics Gap Workshop**

UPS helped to support a Logistics Gap Analysis workshop in Bangladesh to help the national disaster management authorities and humanitarian actors prepare for emergencies alongside private sector partners. This supports the Logistics Cluster’s goal to build local networks and resilience through partnership and preparedness activities. The workshop was hosted by the National Disaster Management Authority with co-facilitation by WFP and technical support from the Global Logistics Cluster. It followed a two-fold approach: stress-testing the current response system using a realistic emergency scenario. A subsequent workshop with the same subject matter expert groups worked on encountered gaps and bottlenecks in emergency logistics and humanitarian supply chain. The groups identified potential solutions of identified gaps to be addressed in the field preparedness project through a commonly drafted and agreed upon road map and preparedness action plan.

UPS also facilitated an LET Customs Workshop in Cox Bazar, Bangladesh for Logistics Cluster humanitarian partners consisting of UN agencies, INGOs, and NGOs, as well as the National Logistics Cluster. UPS shared expertise on demurrage, customs clearance, port documentation, and tax exemptions to support improved logistics for aid to Rohingya refugees.

**The UPS Foundation Coordinates Partnership with Medshare and UPS for Safety Analysis**

MedShare is a humanitarian aid organization dedicated to improving the quality of life for people, communities, and our planet by sourcing and directly delivering surplus medical supplies and equipment to communities in need around the world. UPS Loaned Manager Dan Keim coordinated a UPS Safety analysis at the MedShare Southeast Region Distribution facility in July. A team of UPS Safety personnel conducted a walkthrough of Medshare’s Atlanta distribution center and provided feedback to help MedShare maintain a safe and injury-free operation for their employees and volunteers who regularly assist in sorting, packing, and shipping of donated medical supplies to hospitals and clinics around the world.

**The UPS Foundation partners with FEMA and the Federal Alliance for Safe Homes**

To help families, schools, and businesses prepare for disasters, UPS partnered with FEMA and the Federal Alliance for Safe Homes to ship disaster-readiness materials to assist with a Hurricane Awareness Tour. The tour took place in five cities along the Eastern Seaboard in 2019 and targeted both coastal and inland communities. The tour featured briefings for news media on projected local hurricane impacts and exhibits on family preparedness. The tour reached an average of 15,000 people in person and millions through news coverage and social media.

**Task Force for Global Health Influenza Vaccine Program**

UPS provided thought leadership and financial support to the Partnership for Influenza Vaccine
Introduction (PIVI), a program by the Task Force for Global Health. The mission of PIVI is to increase access to the influenza vaccine in low- and middle-income countries, which ultimately provides the programmatic infrastructure to better administer vaccines during a pandemic threat.

The UPS Foundation supported PIVI with a $50,000 grant toward building and strengthening the seasonal influenza vaccination program for health workers in Vietnam through use of locally-produced vaccines. A total of 135,000 health workers in 29 of Vietnam’s provinces were vaccinated, protecting them and their patients, and helping to keep them healthy and able to continue providing care to others.

PIVI worked in partnership with the CDC and the Vietnamese government to monitor the success of the program in delivering vaccines to the health workers, identify areas where improvements are needed in vaccine delivery or uptake, create effective advocacy and communications materials, and refine the vaccine distribution plan.

Logistic Capacity Assessment Workshops

The Logistics Capacity Assessment (LCA) is an online public tool created by WFP, initially to prepare for its own operations, but now used across the humanitarian community. With over 750,000 page views in 2019, it is a highly-used resource. The LCA aggregates local infrastructure information for at-risk communities where assistance may be needed, including information on the logistics environment on customs, ports, roads, and more.
The Logistics Emergency Teams (LET) is a unique private sector partnership officially launched at the World Economic Forum in 2008, comprised of the four largest global logistics and transportation companies: UPS, Maersk, DP World and Agility. Together, these four transportation companies work with the Global Logistics Cluster to provide pro bono support for the humanitarian sector, from building capacity in vulnerable locations to responding after large-scale natural disasters. The result is efficient, effective efforts to relieve global crises and restore broken supply chains.

In 2019, LET engaged in a process of updating LCAs and organized a new format for LCA workshops held at the country level. Workshops not only prompt the updating of LCAs, but also bring key country stakeholders together to contribute to disaster planning. Completing the LCA through this approach builds networks of UN and non-profit organizations, government entities, and a cross-functional group of logistics professionals committed to strengthening preparedness and emergency response capabilities. These stakeholders work together to ensure LCAs are up-to-date with critical information on items like fuel suppliers, airports, and warehouse capacity in country. The workshops also create valuable relationships with the local network of professionals, which the Logistics Cluster can rely on during an emergency. The UPS Foundation completed process mapping and a project plan to facilitate LCA workshops to guide and speed the process for the completion of LCAs for at-risk communities. LCAs were completed in 2019 by the LET in South Africa, Mali, Burkina Faso, and Rwanda. UPS led the South Africa LCA and UPS logicians participated in completion of LCAs.

**Experts on Mission Program Addresses Humanitarian Challenges**

The UPS Humanitarian Experts on Mission Program puts UPS's finest logisticians on the ground to help address complex humanitarian challenges. In 2019, loaned managers provided leadership support and technical expertise to relief organizations and health ministries to enhance global efforts to support the United Nations Sustainable Development Goals.

- Habib N’Konou, UPS Healthcare Strategy, (pictured second to left in above photo) worked with The World Bank – Global Financing Facility as a member of the Supply Chain Working Group, including Merck for Mothers and The Bill & Melinda Gates Foundation, to develop the business case for the Mozambique Ministry of Health outsourcing its maternal health supply chain to the private sector. The focus area is the final mile delivery. Habib N’Konou also supported UNICEF in Congo Brazzaville to complete a landscape assessment of cold chain maintenance providers to help UNICEF enhance vaccine distribution to the region.

- Tim Leary, UPS Customer Solutions, worked with the World Food Programme (WFP) and multiple key stakeholders to assess WFP's nonfood items supply chain. He also supported the development of a solution blueprint for harmonized and integrated non-food items (NFI) management, considering the diverse business needs of different supply chain units and corporate IT quality standards and strategy.

- Dan Keim, UPS Customer Solutions, worked with multiple organizations, including the Salvation Army, MedShare, CARE USA, and Save the Children,
on leveraging UPS methodologies to build capacity with different commodity distribution models, designing route optimization solutions, and teaching prepositioning strategies.

- Julio Gil, UPS Innovation & Technology Group, worked with Gavi and Zipline to assess Medical Drone Network Distribution facilities in Rwanda and Ghana for process improvement opportunities, as well as adherence to cold-chain and health care warehouse and product handling compliance standards.

- Jim Coughlan, UPS Customer Solutions, worked with Gavi, Global Fund, and other public health organizations to implement capacity-building projects across East Africa. Together, they have built a unique public-private partnership with lead donor agencies to help redefine ways in which partners across multiple sectors can improve public health systems to meet Sustainable Development Goal 3: “Good Health and Well-being” by 2030.

### Scholarships for Global Supply Chain Management Program

For the past eight years, The UPS Foundation has supported scholarships for Georgia Tech’s Health and Humanitarians Supply Chain Management (HHSCM) Professional Education Certificate Program for practitioners from NGOs and developing countries around the world. Former course participants and UPS scholarship recipients joined the 2019 HHL Conference. To date, scholarship recipients have come from 24 different countries including Bolivia, Brazil, Cameroon, DRC, Ecuador, Ethiopia, Gambia, Ghana, Haiti, India, Ivory Coast, Liberia, Kenya, Malawi, Mexico, Nepal, Nigeria, Pakistan, Rwanda, Senegal, Sudan, Tanzania, Uganda, and Zimbabwe. Over the past years, 187 practitioners from 37 countries across five continents have participated in the program, and have lived and worked in over a hundred countries, illustrating the vast reach and potential impact of the training program to improve health and humanitarian systems operations around the world.

### Humanitarian Supply Chain Thought Leadership

Our humanitarian relief experts represented UPS at global conferences, facilitating conversation around private-sector solutions to global issues.

- UPS Chairman and CEO, David Abney and Ed Martinez attended the World Economic Forum where The UPS Foundation hosted a Pandemic Supply Chain Network event to catalyze support for pandemic preparedness coordination. They were joined by a panel of leaders from the private and public sectors for a discussion on improving

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<th>2019 Georgia Tech HHSCM Certificate Recipients</th>
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<td><strong>ZIMBABWE</strong></td>
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epidemic readiness and strengthening global health security. Panelists reflected on lessons learned from previous and ongoing outbreaks and discussed efforts to mitigate risks and impacts of future epidemics, giving special attention to private-public initiatives such as the Pandemic Supply Chain Network.

• UPS and The UPS Foundation provide supply chain expertise through its Experts on Mission Program. Jim Coughlan (pictured above) reviews the Health Care Supply Chain Network with the Director General of Ghana Health Services.

• Jim Coughlan and Dan Keim participated in sessions with the CDC Foundation as part of the Georgia Global Health Alliance (GGHA). The GGHA exists to advance global health equity by promoting and facilitating collaboration amongst business, academia, nonprofits, and government organizations within Georgia, linking them with partners in the US and other countries. Global Health Atlanta is driving the creation of a first-of-its-kind global health innovation district in Atlanta, which will be an epicenter of global health initiatives, health information technology, life sciences, disaster response, and disease eradication. Part of the project includes developing a Global Health Crisis Coordination Center (GHC3), to focus on improving humanitarian crisis response.

The UPS Foundation Shared Expertise on Combating Diverse Global Crises

• UPS is a founding member of the Good360 Disaster Recovery Council (GDRC) and has continued to play a significant role in development and implementation of its initiatives. The GDRC is a unique collaboration of companies and nonprofits working towards a common goal. Joe Ruiz represents The UPS Foundation on the GDRC and his unique experience has been critical to developing resilience focused disaster response models, disaster data analysis, and messaging around Resilient Response. The UPS Foundation’s annual support of the GDRC helps ensure thought leadership around disaster efficiencies will continue to grow and impact engagement by companies in all sectors.

• The UPS Foundation shared expertise in corporate citizenship at the Association of Corporate Citizenship Professionals (ACCP) annual conference. The UPS Foundation presented on how to leverage company assets to combat human trafficking, an issue which UPS has dedicated years, resources, and thought leadership in fighting. The UPS Foundation also led a session on how companies can make disaster philanthropy and engagement more strategic, highlighting ways that businesses can leverage their core competencies and provide investments that equally support quick response and long-term recovery.

• Dan Keim attended the 3BL Forum in Washington, D.C. in October with more than 300 corporate responsibility leaders from over one hundred companies. Dan participated in the panel session “A Call for Resiliency: What Disasters Tell Us about Climate Crisis,” where he discussed how today’s disaster can inform our preparations for the future. He also shared how we can be more resilient to these predictions, and what companies can do to prepare their people and their businesses in advance of the inevitable.
• Joe Ruiz, Director of UPS Humanitarian Relief and Resilience Program, participated at the InterAction Annual Forum, representing 190 international development organizations and presented on the State of Global Goals, sharing how UPS supports underserved communities through its global strategy to educate and support women and girls, and highlighted UPS’s Women Exporters Program that assists women entrepreneurs to expand their micro-businesses.

• Hans-Peter Teufers (pictured below), UPS Director of International Humanitarian Supply Chain, represented The UPS Foundation at the Connecting Business initiative (CBI) Annual Meeting in Geneva, Switzerland. CBI is a convening initiative that mobilizes and connects international organizations, governments, civil society, and the private sector to strengthen small business capacity in disaster risk reduction, emergency preparedness, response, and recovery. Teufers led a discussion session on a crucial component of galvanizing successful public-private humanitarian partnerships: fostering collaboration. The discussion focused on how to leverage effective legislation and policy to ensure an environment that encourages implementation of innovative, cross-sector solutions to complex humanitarian challenges.
Urgent Disaster Response

In 2019, The UPS Foundation facilitated 631 humanitarian shipments, delivering relief to communities impacted by 28 different natural disasters and political crises. The Foundation with its humanitarian partners coordinated global relief and recovery efforts in response to hurricanes, fires, floods, cyclones, and Ebola outbreaks. UPS also provided ongoing support for the global refugee crises, transporting aid for refugees affected by conflicts in Bangladesh, Cameroon, Central Africa Republic, Colombia, DRC, Ethiopia, Niger, Nigeria, South Sudan, Venezuela, and more. From addressing the global refugee crisis to on-the-ground response to natural disasters around the world, the Humanitarian Relief & Resilience Program supports communities throughout the entire spectrum of preparedness, mitigation, response, and recovery.

Disaster Response

Hurricane Dorian
After hurricane Dorian struck the Bahamas and the U.S. East Coast, The UPS Foundation committed $1 million in funding and in-kind support on behalf of USAID, International Federation of the Red Cross and Red Crescent Societies, UNICEF, CDC, the American Red Cross, Bahamian Red Cross, CARE, Good360, National Voluntary Organizations Active in Disaster, the Salvation Army, and St. Bernard Project (SBP). The UPS Foundation exceeded its commitment and continues to support long-term recovery in the Bahamas.

- **UPS Funding Support**
  The UPS Foundation provides grant funding for its top humanitarian partners at the onset of each year. Many times, the financial support includes an emergency fund that they can activate when disaster strikes. In the case of the Bahamas, many organizations needed additional funding to support their response and recovery efforts:
  - The Salvation Army activated $25,000 from its emergency fund for Bahamas relief. On top of that, The UPS Foundation provided an additional $100,000 for relief and recovery efforts.
  - The UPS Foundation funded Red Cross organizations’ on-the-ground response in different capacities:
    - American Red Cross: $250,000 — for the Bahamas and along the East Coast, providing housing and care for thousands of survivors in shelters
    - International Federation of the Red Cross (IFRC): $75,000 — for response efforts in the Bahamas
    - Bahamas Red Cross Society: $25,000 — for the needs of the Bahamas community, with a specific mandate to focus on the elderly
  - The UPS Foundation granted $40,000 to ToolBank USA which purchased tools to support Team Rubicon’s first responders and other voluntary agencies on the ground in the Bahamas.
  - The UPS Foundation granted $25,000 to SBP to initiate recovery and reconstruction planning, and an additional $25,000 to help repair St. George’s Children’s Home and the Rand Memorial Hospital in the Grand Bahamas.
• The UPS Foundation granted $25,000 to the Center for Disaster Philanthropy for mid-to-long term recovery efforts in the Bahamas.

In-kind Support

• The UPS Foundation coordinated with UPS Airlines, UNICEF and the IFRC on transporting nearly 20 metric tons of shelter supplies and education kits to the Bahamas from Panama.

• The UPS Foundation coordinated with several network partners in the U.S., including MAP Int’l, United Way of Miami, and Toolbank USA, to airlift 35 metric tons from Miami to the Bahamas. UPS provided in-kind ground transportation of supplies to Miami including medicines, health supplies, hygiene kits, personal protective equipment, and tools for first responders.

• The UPS Foundation scheduled a second flight of relief goods to the Bahamas with partners, including Bahamian Consulate, USAID, Salvation Army, and MedShare, to transport 10,000 liter water bladders, hygiene kits, clean up buckets, MREs, water, and other supplies.

• In coordination with Good360 and the Grand Bahamas Disaster Relief Organization, The UPS Foundation moved three ocean containers from Miami to Freeport with supplies needed to clean out homes and businesses, as well as providing basic hygiene kits.

• In coordination with Clean the World, UPS transported two truckloads of hygiene kits and soap via ground and ocean to Freeport in the Bahamas.

• UPS is a part of the Disaster Action Alliance, a partnership with Atlanta businesses, like Home Depot and Coca-Cola, and non-profit agencies including the American Red Cross, the Salvation Army, and Good360. UPS transported three truckloads of water to central Florida and Georgia to pre-position for final delivery to the communities hardest hit by Hurricane Dorian.

California Wildfires
The UPS Foundation coordinated 15 shipments to help partners respond to the wildfires that burned across California in 2019. These wildfires had devastating effects on the area and burned over 76,000 acres of land. In coordination with The Salvation Army, The UPS Foundation helped respond to the Kincade Wildfires in California by delivering hygiene kits to nearly 4,000 people. The UPS Foundation also supported response operations on the ground by transporting connection and communication equipment to help the Information Technology Disaster Resource Center (ITDRC) minimize communication disruptions with the Salvation Army and other organizations connected to the recovery efforts. In partnership with Good360, multiple truckloads of water, hygiene kits, clothing, and baby items were sent to help families rebuild.

Midwest Flooding
On March 13, Winter Storm Ulmer brought blizzard conditions, flash flooding, and high-wind warnings to the Midwest. Flooding impacted counties across ten states, all of which were at risk of groundwater contamination from flood waters. The states include Illinois, Indiana, Iowa, Kansas, Kentucky, Minnesota, Missouri, Nebraska, South Dakota, and Wisconsin. Flooding caused road closures, isolating communities and breaching both levees and flooding records.
The UPS Foundation collaborated with relief partners across the U.S. to bring support:

- The UPS Foundation delivered a $500,000 grant to support the American Red Cross Annual Disaster Giving Program, enabling the Red Cross to immediately open shelters in impacted communities across Midwest to support the hundreds of people sleeping in Midwest shelters each night.

- UPS partnered with the Salvation Army to transport two truckloads of flood kits to Nebraska, coordinated by Coyote Logistics, a UPS company.

- In collaboration with Feed the Children and on behalf of the National Voluntary Organizations Active in Disaster (NVOAD), UPS transported four truckloads of water and two of food supplies and hygiene items to Grand Island, Nebraska where most of the town was underwater.

- UPS provided in-kind transportation of technical equipment for the Information Technology Disaster Resource Center (ITDRC) as they expanded to provide power and connectivity, assisting the multiple relief organizations responding to the disaster.

- UPS transported the Toolbank Disaster Services Trailer to Nebraska to support volunteers by providing them the tools they needed for cleaning homes and removing debris in neighborhoods after the water receded.

**Tropical Storm Imelda**

United Way of West Central Mississippi and Reach Out America joined with The UPS Foundation to deliver three truckloads of relief items for those affected by Tropical Storm Imelda. Crucial items for delivery included water, clothing, blankets, baby products, school supplies, personal hygiene supplies, and emergency cleanup buckets and products. United Way distributed these items to families recovering from flooding along the Gulf Coast. Through an extended partnership with The UPS Foundation, the Information on Technology Disaster Resource Center installed communication hardware kits that provided connectivity for the fire department in La Feria, Texas, where many response agencies were based while responding to community needs in the wake of the storm.

**Tropical Cyclone Idai**

On March 14, Tropical Cyclone Idai hit southern portions of Africa, bringing destructive winds, heavy rainfall, and widespread devastation. The intense storm affected an estimated 3 million people, leaving over 500
people reported dead and causing severe flooding in Mozambique, Malawi, and Zimbabwe. In response, The UPS Foundation collaborated with United Nations humanitarian partners including the UN World Food Programme (WFP), CARE, UNHCR, and MedShare.

Working closely with UPS ISMEA Region and Authorized Service Contractors (ASC) in impacted countries, UPS helped develop last-mile solutions for communities devastated by the storm and flooding. The UN Logistics Cluster, WFP's logistics arm, was activated and the Logistics Emergency Team, a UPS-supported collaboration, provided support, coordinating with UPS contacts in the impacted area.

The multi-modal relief strategy included:

- Coordination with United Nations partners on four flights landing on the east coast of Africa to bring food and supplies.

- Collaboration with The World Food Programme on the airlift of two amphibious transport vehicles from the Ukraine to Beira, Mozambique, to deliver food and supplies to isolated communities where roads were impassible or no longer exist. The SHERPs were paramount for WFP's last mile delivery of vital food and relief supplies, as the vehicles could access flooded roads that were unnavigable for trucks.

- Organization of two flight rotations into Beira, Mozambique on behalf of UNICEF to bring ready-to-eat meals, providing essential nutrition to more than 7,000 people.

- Management of a flight into Zimbabwe on behalf of UNICEF to transport recreational kits and more than a hundred tents to create temporary learning spaces, so schools can reopen and provide affected children with an education and sense of normalcy in their lives.

- Coordination with the United Nations Refugee Agency (UNHCR) to transport more than 190,000 pounds of core relief items, including tarps, buckets, solar lamps, sleeping mats, mosquito nets, food preparation equipment, and blankets to Lilongua, Malawi.

- Transport of 168,000 water purification sachets to Malawi, in addition to the activation of $25,000 of The UPS Foundation advanced relief funding provided to CARE. The funds were used to purchase tarps and blankets, which were brought to Beira via ocean transport.

- Collaboration with MedShare to transport an ocean container of medical supplies that served more than 12,000 people in Malawi.

- Partnering with the American Logistics Aid Network (ALAN) to transport 15 pallets of cholera and typhoid treatment kits, which helped prevent the outbreak of water-borne illnesses in Mozambique, an increasing threat as the waters receded.

**UPS Supports Relief Efforts in:**

**Haiti**

Haiti has one of the highest levels of chronic food insecurity in the world. The UPS Foundation helped deliver critical items to Haiti as part of the National Plan for the Elimination of Cholera for UNICEF. The 2019 plan includes relief for over 40,000 malnourished children and clean drinking water, cooking, and personal hygiene items for 350,000 people. The Foundation successfully delivered 26 metric tons of medical supplies and hospital equipment to support ongoing relief efforts.
in the country. The World Food Programme, with support from The UPS Foundation, created a solution with significant short-term actions with positive, long-lasting effects. UPS delivered two armored land cruisers to strengthen WFP’s supply chain network in Haiti. These efforts will help deliver food and clean water to some 19,000 children suffering from malnutrition who are in need of urgent care.

**Indonesia**
The UPS Foundation was part of a swift disaster response to the late-December Sunda Strait tsunami in Indonesia. Along with private and public partners from the Logistics Emergency Team (LET), UPS dispatched four trucks to the tsunami-affected area — three trucks to the nearby island of Java and one small truck to nearby Sumatra Island. The trucks were part of a broad coordination by UPS with an onsite trucking vendor, including local drivers, to deliver high-need relief supplies to the impacted areas. UPS Indonesia Manager Fransisco Dirgaputra, coordinated the support on behalf of the LET. The Sunda Strait tsunami was a byproduct of the Anak Krakatau volcano eruption, which caused pieces of its formation to slide into the sea. The underwater landslides disrupted waters and triggered the unexpected tsunami. Due to the unpredictable nature of the volcano, there was no seismic action and thus no way to predict the tsunami. With no forewarning to local communities, the results were devastating: 437 dead and 14,509 injured, according to Indonesian officials.

**The Philippines**
A 6.8 magnitude earthquake hit the southern Philippines, killing at least five people and creating aftershocks that disrupted rescue efforts. As a longstanding UPS partner, The Philippines Disaster Relief Foundation immediately engaged The UPS Foundation to help provide transport assistance. UPS responded by providing a 10-wheel truck to help transport 1,000 retractable tents and 300 dome tents.

**Somalia**
November brought severe flash flooding in Somalia, affecting over half a million people and leaving 400,000 uprooted. President Mohamed Abdulla Mohamad visited the town of Beledweyne and waded through the submerged areas. He called the devastation “beyond our capacity” and pleaded for more help from aid groups. In coordination with UNHCR Somalia, UPS and The UPS Foundation have supported response efforts by providing a full charter containing 100 metric tons of critically needed relief items for the displaced families. The charter included tarpaulins, blankets, and kitchen sets.
Long-Term and Post Crisis Recovery

Participating in the full recovery of communities after a disaster is a core mission of The UPS Foundation’s Humanitarian Relief & Resilience Program. This year, as communities around the world continued to recover from disasters as far back as 2005, The UPS Foundation provided support through in-kind shipping of crucial recovery materials and items, collaborating with private and public partners to ensure access to financial and educational services and the tools and materials needed to rebuild.

Hurricane Michael Support
Good360, in partnership with The UPS Foundation, continued to support the needs of the Florida panhandle community, hit by Hurricane Michael. Even though the media is no longer highlighting the continuing struggle in this region, Good360 operate a warehouse that is used to distribute long term recovery products to survivors. Both The UPS Foundation and Good360 know that Michael is not in the forefront of the public’s mind, however, this partnership was able to deliver and distribute 8000 hygiene kits, 100 mattresses, and 125 pieces of furniture to families in the panhandle.

The UPS Foundation Delivers Rebuilding Materials to Florence Communities
Together with nonprofit partner Good360, The UPS Foundation provided in-kind transportation of shipments to two areas in North Carolina that were among the hardest hit by Hurricane Florence. The shipments, sent to New Bern and Cape Fear, contained a total of 30 pallets of shingles, which will be used by local Habitat for Humanity chapters to rebuild 20 homes across the two locations. Now that the region is in the post-hurricane recovery phase, building materials like these shingles are in high demand, and these shipments profoundly impact the ability of the affected communities to rebuild.

The UPS Foundation Supports Recovery in Puerto Rico
On behalf of Habitat for Humanity, The UPS Foundation transported 2,200 shelter repair kits to Barceloneta, Puerto Rico. The shipment supports both ongoing Hurricane Maria recovery efforts and preparations in advance of the coming storm season. Already vulnerable from past storms and a slow recovery process, Puerto Rican communities greatly benefit from these disaster preparedness supplies. Habitat for Humanity will use these shelter repair kits to fortify hundreds the homes of hundreds of residents.

UPS and Partners Team Up to Transport Toys to Puerto Rico
The UPS Foundation, Good360, and The Safe America Foundation came together on January 6, Three Kings Day, to distribute more than 15,000 toys to children in Puerto Rico. UPS Country Manager Jose Oramas and UPS volunteers helped with local toy distribution at three locations, including San Juan, Moca, and Yauco. The UPS Foundation transported all the toys from Omaha to the island to support Puerto Rican families who were still recovering from Hurricane Maria as part of its Humanitarian Relief and Resilience long-term recovery efforts.

In 2019, The UPS Foundation facilitated over 97 shipments to support long-term disaster recovery efforts worldwide.
Global Refugee Crisis

There are currently 68.5 million displaced people in the world. UPS remains committed to providing relief for communities impacted by the global refugee crises. In 2019 alone, The UPS Foundation contributed more than $3 million in grants and in-kind support for refugees, facilitating more than 135 shipments of vital relief supplies on behalf of UNHCR, CARE, UNICEF, MedShare International, The Salvation Army, and the World Food Programme. For the past seven years, UPS has delivered vital relief supplies for refugees and displaced people in some of the world’s most remote and insecure regions, providing more than $13 million in financial, in-kind, and volunteer support between 2012-2019.

Cameroon

Although a politically stable and peaceful country, Cameroonians still face serious challenges in achieving Zero Hunger and eradicating malnutrition by 2030, as required by Sustainable Development Goals. The country ranks 153 out of 189 in the 2016 Human Development Index and 39 percent of its people live under the poverty line. As part of our ongoing support in collaboration with World Food Program, The UPS Foundation provided in-kind transportation of 96 metric tons of High Energy Biscuits from Dubai to Cameroon. Through shipments like these, The UPS Foundation continues to leverage UPS’s commitment to improving adverse conditions around the world, by working with organizations like WFP, who are making a critical difference by bringing life-saving support.

Central African Republic

There are nearly 3 million people across Central African Republic (CAR) in need of humanitarian assistance. Providing them access to healthcare, nutrition, food, and shelter proves to be a daunting logistical challenge because many live in remote places. Many Central Africans are also constantly on the move to escape continued conflict in the area, adding to the challenge. In partnership with the Logistic Cluster, The UPS Foundation flew in 47 metric tons of equipment including WASH (water, sanitation and hygiene), orthopedics and telecoms to support the people of Central African Republic. Currently, one in four people in CAR is displaced, but collaborations like these are helping to provide humanitarian relief.

Colombia

The Venezuelan crisis has transformed La Guajira state in Colombia into a haven that welcomes migrant families, but it is still considered a community where extreme poverty exceeds 60 percent, with 47 percent of the population living under treacherous conditions. This past Global Volunteer Month, The UPS Foundation and UNICEF provided aid for more than 2,000 pregnant and nursing mothers and their children in La Guajira, Colombia. Through the activation of a $25,000 grant and help from volunteer UPSers, La Guajira received hygiene kits and water filters for the Poshouria and Kepischoa communities of the Wayúu tribe on the Colombian coast.

Democratic Republic of the Congo

Through activation of its $128,000 Emergency Response Fund from The UPS Foundation, UNHCR was able to provide tarpaulins for emergency shelter construction to 4,571 Internally Displaced Persons (IDP) households in North Kivu, DRC to protect them during their displacement. The North Kivu province has the highest number of IDPs in the country, with over 1.5 million people currently displaced. New waves of violence caused large-scale displacements,
leading people to find shelter wherever they could. Often, those displaced were exposed to the elements and potential abuse. Additionally, those living in North Kivu also faced the threat of Ebola. With the timely access to The UPS Foundation Emergency Response Fund, the UNHCR operation in DRC was able to provide approximately 4,571 IDPs with protection from dire circumstances and elements.

**Ethiopia**

The UPS Foundation provided funding to maintain the Child Protection Center in Addis Ababa. Of the total urban refugee population in Ethiopia, 7,698 (34 percent) are children. Within this population, 868 children are unaccompanied and separated from their family. Refugee children in an urban context are at increased risk of violence, abuse, and exploitation due to urban realities such as limited community support, outreach, and access to information. The funding helped with rent, staffing, protection activities, and financial assistance to approximately 80-100 children, as well as for assistance to some 80-100 foster families to meet the children’s daily needs for the next 12 months.

**Niger**

The UPS Foundation and partner UNHCR delivered refugee aid to vulnerable communities in Niger. UPS transported nearly 100 metric tons and over 400 pallets of mosquito nets, kitchen sets, sleeping mats, and other much needed items, like prefabricated warehouses, to provide relief for almost 50,000 refugees in the region.

**Nigeria**

An ongoing conflict has resulted in thousands of deaths and the movement of hundreds of farming families into Internally Displaced Persons (IDP) camps. Due to the fighting in the area, relief organizations have been reluctant to enter the camps, and the situation has degraded to the point of near starvation for the families seeking refuge. An intervention by Nigerian government forces has made it possible for relief groups to re-enter the region.

- The Salvation Army activated $25,000 from its emergency fund granted by The UPS Foundation to provide food, water, hygiene supplies, mosquito nets, and other essential relief items to help support 600 of the most vulnerable families in the IDP camps.
- On behalf of partner MedShare, The UPS Foundation facilitated the shipment of donated medical supplies and equipment to provide life-saving and sustaining support for maternal and neonatal care patients in Nigeria. MedShare is a nonprofit that procures surplus medical supplies and commodities from American entities and distributes them to underserved regions in the United States and abroad. The delivery supports MedShare’s Safe
Birth Initiative, aimed at reducing maternal and neonatal deaths by supplying valuable medical equipment and supplies to under-resourced hospitals in Nigeria. As a result of this shipment, the lives of 25,000 mothers and infants will be touched.

**Venezuela**

Living conditions in Venezuela have continued to deteriorate, resulting in one of the largest forced displacements in the Western Hemisphere. Food scarcity has become so prevalent that 4 million Venezuelans have left the country over the past five years. The UPS Foundation coordinated a humanitarian relief shipment containing 86 metric tons of health and educational supplies on behalf of UNICEF. The flight, which originated in Liege, Belgium, contained Early Child Development Kits and “School in a Box” education supplies that will support nearly 70,000 children between the ages of 3 and 18. In addition, the shipment also included health supplies, including micronutrients and vitamins for expectant mothers. The UPS Foundation has also provided a $25,000 grant for UNICEF’s Colombian operations along the border in La Guajira to provide humanitarian supplies including comfort kits and water filters to refugees fleeing Venezuela.
Leadership Support

The UPS Foundation recognizes the crucial role skilled leadership plays in creating strong and resilient communities. Accordingly, UPS leaders serve on the boards of preeminent global disaster risk reduction, preparedness, and recovery organizations. By harnessing company expertise, these individuals contribute to organizational capacity building, bolstering worldwide response and preparedness to humanitarian crises.

Philippe Gilbert
UPS President
Supply Chain Solutions

Laura Lane
UPS President
Global Public Affairs

Jeff McCorstin
UPS President
Global Customs Brokerage

Joe Ruiz
UPS Director of Humanitarian Relief & Resilience

George Willis
President
US Operations

Derrick Johnson
President
South Atlantic District

Eduardo Martinez
President
The UPS Foundation & Chief Diversity and Inclusion Officer
Awards and Recognition

The UPS Foundation Humanitarian Relief & Resilience Program garnered global recognition from partner organizations for its longstanding commitment to skilled volunteer engagement in disasters, bolstering small business disaster resilience, and disaster preparedness and community resilience programs:

- **UPS Inducted into Corporate Citizenship Hall of Fame**
  UPS was inducted into the Corporate Citizenship Hall of Fame by the U.S. Chamber Foundation during its 20th Annual Citizens Awards ceremony – an event that recognizes the most innovative and impactful corporate citizenship initiatives. UPS was among six companies inducted into this year’s inaugural Hall of Fame class. Membership identifies and commemorates companies and their leaders, employees, and cross-sector partners who have made extraordinary contributions to the betterment of society and brought about a new era where purpose is the foundation for progress.

- **Filipino Government Recognizes UPS-supported Relief Initiatives**
  The Philippines Department of Social Welfare and Development recognized UPS for its continuous support of projects and initiatives that promote the public safety and well-being of Philippines citizens. Since 2015, The UPS Foundation has worked alongside the Philippines Disaster Resilience Foundation (PDRF), providing volunteer technical and logistics support and in-kind transportation of crucial emergency relief and recovery supplies in the aftermath of natural disasters in the country. The Filipino government recognized PDRF for its disaster response support, made possible by UPS contributions.

- **UPS recognized by Good360**
  Good360 selected The UPS Foundation as a 2019 recipient of its Circle of Good award. The award recognizes partners who align with Good360’s mission to transform the lives of those in need, including survivors of disasters, through the distribution of critically needed goods.