

2022 United Airlines Corporate Responsibility Report

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A STAR ALLIANCE MEMBER 



UNITED

Good Leads The Way is a story of 90,000+ hero characters on a mission to do good in the air and on the ground, working to make the world a happier, more inclusive, more fascinating place.

#1

Only airline to make the Diversity Inc. 2022 Top 50 Companies for Diversity list

TCFD

Last year, we reported for the first time against Task Force on Climate-Related Financial Disclosures (TCFD) recommendations; this year, we have enhanced our disclosures on climate strategy, metrics and targets and risks and governance.

100+

locations received certification for our higher safety standards program

“ The pandemic gave us a once-in-a-generation opportunity to change the way we run our airline, because we realized we can no longer succeed by running our airline like it is 2019. Instead of solely focusing on managing our business in reaction to near-term pressures, we are devoted to a long-term strategy. Our long-view philosophy has already benefitted our employees and customers and it is something we plan to continue moving forward. As part of that long-term focus, our aim is to provide our customers, employees, investors and all of our stakeholders with more transparency about our impact. ”



Scott Kirby
Chief Executive Officer

[Read the full CEO letter](#)

Our approach is focused on five key pillars:

Governance

We empower our teams to make good decisions while protecting the business and requiring the highest standards of conduct and compliance.

Key issues include:

- Board oversight
- Ethics and compliance
- Cybersecurity
- Public policy and lobbying activity
- Human rights

[Learn more](#)

Safety

Safety is a shared responsibility: a daily, constant focus on the health, wellbeing and lives of customers, employees and partners. It is the bedrock of running a successful and reliable airline, foundational to our culture and our number-one core value.

Key issues include:

- Safety management
- Tools and training
- Hazard prevention and controls
- Measurement and feedback

[Learn more](#)

Environmental sustainability

We're reimagining the future of aviation with environmental responsibility and sustainability at the forefront. This starts by acknowledging the challenge we face. Aviation is a hard-to-abate sector today, but we are committed to tackling the root causes of our environmental impact to build a more sustainable future for our business, employees, customers and planet.

Key issues include:

- Climate change
- Emissions and carbon footprint
- Climate risks and opportunities
- Compliance
- Waste & recycling

[Learn more](#)

People

We're committed to supporting our world-class team so they can deliver for our customers and each other. We strive to break down barriers to create an inclusive, safe, caring, dependable and efficient environment for diverse talent to thrive and create value.

Key issues include:

- Inclusion in our workforce
- Diversity and representation
- Customer inclusion
- Community inclusion
- Supply chain diversity and inclusion

[Learn more](#)

Community

We aim to build stronger links within the global communities we connect, responding to crises and supporting causes that align with our purpose and values.

Key issues include:

- Crisis response
- Financial support for inclusion
- Leadership and career opportunities
- Employee volunteering

[Learn more](#)

UN Global Compact commitment

At United, we have been committed to the Ten Principles set forth by the UN Global Compact for over a decade, and they continue to guide the decisions we make across the organization. This report, which sets out how we bring our purpose to life through our business, covers how we managed our environmental, social and governance (ESG) responsibilities for calendar year 2022 and sets out how we implement the Global Compact principles in the areas of human rights, labor, environment and anti-corruption. Our report is fully accessible online for all stakeholders to access. The report opens with a letter from our Chief Executive Officer Scott Kirby, which further reaffirms our support of and commitment to the UN Global Compact now and in the future.

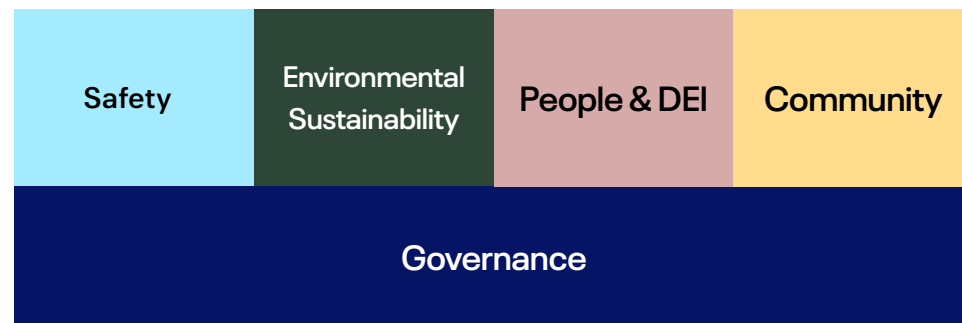
OUR STRATEGY

Our shared purpose “Connecting People. Uniting the World” drives our decision making, supported by our core values— Safety, Caring, Dependability and Efficiency. In action, that means doing the right thing for our planet, our passengers and our people.

We believe in the transformative power of travel. It can lift economies, advance society, open hearts and expand minds. Millions of passengers every year and tons of freight rely on United to connect them to the world.

Our recent brand campaign, “Good Leads The Way,” is the public face of a deeper drive to do the right thing for our customers, employees, communities and planet. Doing so enhances our ability to compete, strengthens our long-term decision-making and keeps us agile to the needs of those on whom we depend on for our success. Ultimately, we believe that managing our responsibilities towards environmental, social and governance issues will help protect and build shareholder value for the long term.

Our approach is built around five pillars, with our Chief Executive Officer accountable for delivery.





How we manage corporate responsibility and ESG

Managing our responsibilities and our impact on environmental, social and governance issues is a key part of our approach to building growth and enhancing financial performance. Our ESG strategy is continuously shaped through priority assessments by our Chief Executive Officer and other senior management with insight, input and oversight from our Board. We actively engage with a diverse group of stakeholders to listen to their concerns related to our financial and ESG performance, and their feedback informs our strategy. As a result of these assessments and conversations, we have announced several bold, quantifiable and time-bound ESG goals. These include pledging to become net zero by reducing our GHG emissions by 100% by 2050 without relying on the use of traditional carbon offsets.

Governance framework

Our governance framework includes direct oversight of our ESG goals, targets, commitments, strategies, initiatives, risks, assessments, disclosures and external engagement by United's Board of Directors. The Public Responsibility Committee has primary oversight of our ESG initiatives and risks, which includes reviewing and monitoring the development and implementation of our safety and public health, DEI and climate-related strategic goals and objectives as well as periodically assessing our performance against these goals and objectives and other relevant and appropriate ESG, sustainability and corporate responsibility frameworks, metrics, scorecards and rankings. Management is responsible for reviewing, refining and implementing long-term ESG strategy and periodically updates the full Board and its committees, as applicable, on issues related to the implementation of our ESG strategy.

Public engagement

United's public engagement on climate issues is coordinated through our International Regulatory Affairs and Government Affairs departments to ensure consistency across business divisions and geographies. At the senior executive level, United's CEO is passionate about environmental sustainability issues and provides leadership in support of our initiatives. Our environmental programs and policies, including environmental sustainability, are overseen by United's President and the Senior Vice President of Government Affairs and Global Public Policy. United's Managing Director of Global Environmental Affairs and Sustainability has day-to-day responsibility for environmental and sustainability matters and reports to the Senior Vice President of Government Affairs and Global Public Policy, allowing for even greater synergies and alignment of our lobbying activities with our climate strategy.

Transparency

Transparency through active stakeholder engagement and robust public reporting of our strategy for and performance on climate change topics is essential to our climate strategy, allowing for our various stakeholders to measure our climate change performance and track our progress against our climate goals.

[More detail on management of governance over climate issues](#) is available in the TCFD section of this report.

GOVERNANCE

We believe good governance is about empowering people to make good, value-creating and value-protecting decisions while controlling risks and managing the interests of shareholders, customers, employees and broader stakeholders. We seek to ensure the highest standards of safety, compliance and ethical behavior.

24/7

Ethics and Compliance helpline available to all employees

52,000+

employees provided with human trafficking awareness and reporting procedure training since 2018

Our approach is focused on these key pillars:

Board composition and oversight

We are committed to high standards of corporate governance. The Board has responsibility for establishing broad corporate policies and for overseeing the Company's business and strategy on behalf of the Company's stockholders and other stakeholders.

[Learn more](#)

Ethics & compliance

We expect all our colleagues to conduct our business ethically and with integrity and professionalism. We have multiple levels of control and compliance to ensure the highest standards.

[Learn more](#)

Cybersecurity

In 2022, 36 million people trusted United to fly them to over 330 global destinations. The broad scope of our operations necessitates that our networks, systems, applications and processes be robust to protect our passengers, our people and our business against cyber threats.

[Learn more](#)

Policy priorities

United advocates for policies that align with our long-term interests as well as those of the industry. We are committed to maintaining honesty and transparency in all of our government advocacy campaigns.

[Learn more](#)

Lobbying & political activity

We believe that participating in the political process and engaging in policy advocacy in a transparent manner is key to good governance and an important way to promote healthy corporate citizenship.

[Learn more](#)

Human rights

United acknowledges and respects the guiding U.S. and international principles on human rights.

[Learn more](#)

BOARD COMPOSITION AND OVERSIGHT

We are committed to high standards of corporate governance and to conducting our business ethically and with integrity and professionalism. The Board has responsibility for establishing broad corporate policies and for overseeing the Company's business and strategy on behalf of the Company's stockholders and other stakeholders pursuant to the Delaware General Corporation Law and our Amended and Restated Bylaws.

“ I believe that Good Leads The Way reflects the Board's and management's belief that being a force for good will help us lead the way. Whether it is investing in sustainable aviation fuel and renewable energy or operating programs aimed at cultivating opportunities, our approach is to be a force for good for our employees, customers, stockholders and the communities in which we live and fly. ”



Walter Isaacson

Board member and Chair of the Public Responsibility Committee

This section of the report contains abbreviated information from United's Proxy Statement—full details are available on [our Investor Relations site](#).

Board of Directors and Board Committees

All Board of Directors are elected annually by the stockholders. The Board has developed a corporate governance framework designed to ensure the Board has the authority and practices in place to review and evaluate the Company's business operations and to make decisions independent of management. The Board's goal is to align the interests of directors, management and stockholders and comply with or exceed the requirements of the applicable Nasdaq Listing Rules and any other applicable rules or regulations. This framework establishes the practices that the Board follows with respect to, among other things, Board composition and member selection, Board meetings and involvement of senior management, director compensation, the Chief Executive Officer performance evaluation, management succession planning and Board Committees. The Board is committed to seeking opportunities for improvements on an ongoing basis.

The Board has six standing Committees: Audit, Compensation, Executive, Finance, Nominating/Governance and Public Responsibility. The Audit Committee, Compensation Committee and Nominating/Governance Committee are composed solely of independent directors. Each committee operates under a written charter adopted by the Board, which is available at [ir.united.com](#). Each committee reviews and assesses its charter annually.

Board leadership structure

Our Company has separate Chairman and Chief Executive Officer roles, which the Board believes currently best serves its ability to carry out its roles and responsibilities on behalf of the Company and its stockholders. Our independent Chairman oversees corporate governance matters, ensuring that the Board provides strong oversight of management and the Company's strategy and business and that all directors have access to the resources required to discharge their duties appropriately. Our Chief Executive Officer is in charge of the business and strategic direction of the Company, subject to the overall direction and supervision of the Board and its Committees. The Board does not have a Lead Director given that the Chairman is currently an independent director.

Governance of ESG

Our Chief Executive Officer and other senior management are continuously evolving our approach to ESG matters with insight, input and oversight from our Board of our ESG goals, targets, commitments, strategies, initiatives, risks, assessments, disclosures, strategy and external engagement. The Public Responsibility Committee, the Audit Committee, the Nominating/Governance Committee, the Executive Committee and the Compensation Committee have key responsibilities relating to ESG topics. Active engagement with a diverse group of stakeholders also informs our ESG strategy. Transparency through active stakeholder engagement and robust public reporting of our ESG strategy and performance allows our various stakeholders to measure our

ESG performance and track our progress against our goals. While we are pleased with the progress we have made toward our ESG goals to date, especially in our efforts to mitigate our contribution to climate change and develop strategies to attract and retain a diverse employee base that increases our access to the best and brightest talent, we recognize that there is considerably more that we can—and must—do to fully infuse our ESG practices into our business operations so that we can achieve our ambitions for the Company’s future. We believe that improving our ESG performance yields substantial benefit to our employees, customers and other stakeholders in our Company—and, indeed, the planet—and will aid our journey to becoming the first choice for air travel.



Governance of ESG

Responsible party	Oversight area for ESG issues
Board	The work to address climate change, safety, human capital management and diversity, equity and inclusion (“DEI”) matters begins with the Board, which, as a whole and through its Committees, has responsibility for overseeing ESG goals, targets, commitments, strategies, initiatives, risks, assessments, disclosures and external engagement and related matters.
Public Responsibility Committee	The Public Responsibility Committee has primary oversight responsibility for our ESG initiatives and risks, which includes reviewing and monitoring the development and implementation of the Company’s safety and public health, DEI and climate-related strategic goals and objectives as well as periodically assessing our performance against these goals and objectives and other relevant and appropriate ESG, sustainability and corporate responsibility frameworks, metrics, scorecards and rankings. The Public Responsibility Committee also oversees the Company’s policies and practices regarding political expenditures, including an annual review of the Company’s political contributions policy and corporate political contributions and trade association dues and payments, and receives an annual report on political contributions of the Company and the United Airlines, Inc. Political Action Committee (the “UAPAC”) for the prior year.
Audit Committee	As part of our enhanced focus on transparency through reporting, the Audit Committee added in its charter in 2021 the responsibility of overseeing our controls and procedures relating to our material ESG matters, disclosures and reporting, including assurance processes where applicable, and in 2022 clarified in the charter that this includes the review of our external ESG reports as well as our reporting of ESG matters in our SEC filings. The Audit Committee also monitors the Company’s compliance with legal and regulatory requirements and ethical standards.
Nominating/Governance Committee	In 2021 the Nominating/Governance Committee amended the Company’s Corporate Governance Guidelines and the charter of the Nominating/Governance Committee to reflect the governance practices followed by the Nominating/Governance Committee in support of the Board’s commitment to Board diversity.
Executive Committee	The Executive Committee also updated its charter in 2022 to reflect its review of our significant human resources and labor relations strategies, including, but not limited to, culture, talent management and DEI matters.
Compensation Committee	The Compensation Committee updated its charter in 2022 to reflect its consideration of ESG matters in our executive compensation programs.
Management	Management is responsible for reviewing, refining and implementing long-term ESG strategy and periodically updates the full Board and its committees, as applicable, on issues related to the implementation of our ESG strategy.

Board diversity and independence

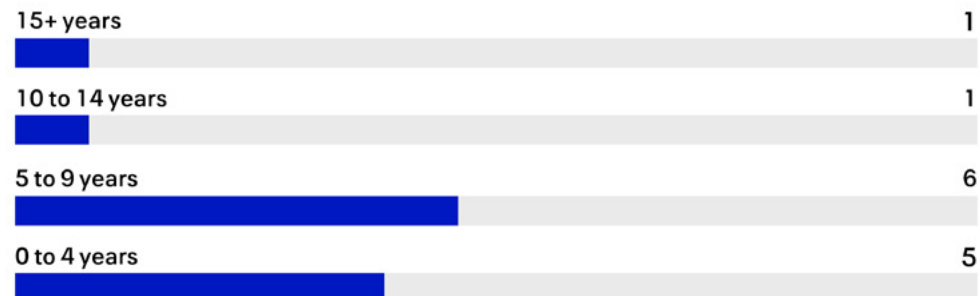
Our Board is composed entirely of independent directors other than our CEO, the ALPA director (the United Airlines Pilots Master Executive Council of the Air Line Pilots Association, International is the sole holder of the Company’s Class Pilot MEC Junior Preferred Stock, which provides the ALPA with the right to elect one member to the Board) and the IAM director (the International Association of Machinists and Aerospace Workers is the sole holder of the Company’s Class IAM Junior Preferred Stock, which provides the IAM with the right to elect one member to the Board at each annual meeting of stockholders) and is diverse with each director possessing broad experience (including in positions with a high degree of responsibility and in any emerging governance, industry or market trends impacting the Company (such as ESG issues)), attributes, balance of professional skills and diversity of perspectives that, taken together, are relevant and beneficial in fulfilling the Board’s oversight role on behalf of the Company’s stockholders and other stakeholders with respect to the Company’s business and strategy and in strengthening and supporting senior management.



Board Composition

Average: **6 years**

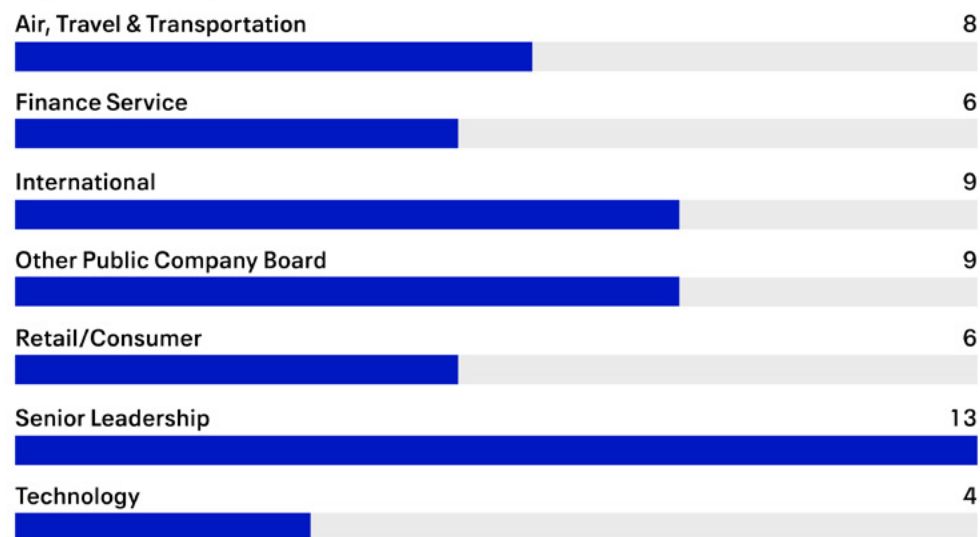
Board Timeline



Board Diversity



Key Skills and Experience





ETHICS & COMPLIANCE

At United, we are committed to conducting our business ethically, honestly and legally, each and every day.

Governing compliance

Our Ethics and Compliance Office, led by our Chief Compliance Officer, sets the direction of our ethics and compliance program, and helps to reinforce a culture of integrity through a layered strategy of policies, procedures, education, and communication.

Code of Ethics and Business Conduct

[United's Code of Ethics and Business Conduct \("Code"\)](#), serves as the baseline for our ethics and compliance program. The Code applies to all employees and officers of United and its subsidiaries and the members of the United Board of Directors. It's a tool to help us make the right decisions and ensure that we conduct our business ethically and legally.

Topics in the Code

The Code states our commitment to complying with laws and regulations and conducting our business in a manner consistent with guiding U.S. and international principles on human rights. It provides guidance on various topics, including:

- Ethical decision making
- Conflicts of interest
- Business gifts and entertainment
- Insider training
- Antitrust and other competition laws
- Interacting with the government
- Bribery and corruption
- Political contributions
- Lobbying
- Accuracy and retention of records
- Data protection for customer and employee personal information
- Confidential information
- Intellectual property
- Building a great place to work including:
 - Preventing harassment and discrimination
 - Fostering appropriate workplace behavior

Anti-Bribery/Anti-Corruption Compliance Policy

We reinforce our commitment to integrity through our Anti-Bribery/Anti-Corruption Compliance Policy (ABAC Policy). The ABAC Policy applies to all employees and officers of United and its subsidiaries as well as third-party representatives and provides specific guidance for individuals who interact with government officials. We understand that even the appearance of impropriety can jeopardize the Company's interests and is inconsistent with our business principles. Accordingly, nearly all transactions with government officials require approval by the Ethics and Compliance Office.

Raising concerns and whistle-blowing

We regularly highlight the multiple avenues for employees to raise concerns or seek guidance—from managers to Human Resources to the Ethics and Compliance Office, including the Ethics and Compliance Helpline and the Web Reporting tool, which are confidential, available 24/7 and offer multi-language capabilities, providing the ability to report anonymously where possible.

Protection for whistle-blowers

The Code makes clear that United prohibits retaliation against anyone who, in good faith, files a report about suspected illegal or unethical behavior or participates in an investigation. Confidence in reporting non-anonymously has increased year over year.

Taking action

The Ethics and Compliance Office reviews all reports to the Helpline and Web Reporting tool, and dedicated staff are tasked with investigations of improper conduct. We also have established corrective action procedures for review of substantiated improper conduct by a multi-disciplinary team of leaders.

Training

The Ethics and Compliance Office provides an online training curriculum for all employees covering the Code, ABAC Policy and other policies and topics, such as anti-harassment and discrimination, diversity, equity and inclusion, cybersecurity and workplace violence.

Timely completion of assigned training is required. In addition, certain workgroups receive live training that is customized to address relevant scenarios and issues. We continue to strengthen our culture of integrity by issuing company-wide and workgroup-specific communications and questionnaires and increasing employee engagement through quizzes and recognition programs.

Our management and administrative employees receive annual corporate compliance training, including on Code of Conduct and Anti-Bribery and Anti-Corruption. Frontline employees receive corporate compliance training every other year.



CYBERSECURITY

Every year, 36 million people trust United to fly them to over 330 global destinations. To build upon that trust and protect United's customers, employees and operations, United is focused on ensuring technology, systems and processes are robust against cyber threats, which continue to evolve.



The importance of cybersecurity

The evolution of cyber threats, the pandemic and digital transformation at United has accelerated our roadmap to further strengthen our approach to cybersecurity.

Within the last two years we have transformed our capabilities, teams, processes and technology, including the establishment of a Cybersecurity and Digital Risk Organization, sponsored by United's leadership team, to protect our operations, customers and their data.

Managing cybersecurity

United's Chief Information Security Officer oversees United's approach to managing cybersecurity and digital risk. This officer is supported by the Company at the highest levels, and regularly engages with cross-functional teams at the Company, including Digital Technology, Legal, Audit, Human Resources, Facilities and Corporate Risk.

The Board and the Audit Committee also regularly review the Company's management of cybersecurity and digital risk. Both receive reports from United's Chief Information Security Officer at least twice annually regarding matters such as United's adherence to leading industry standards, the progression of United's cybersecurity maturity and compliance efforts related to emerging cybersecurity regulations.

Our approach

United's Cybersecurity and Digital Risk organization established our risk-based approach using guiding principles from well-regarded cybersecurity and risk management frameworks published by the National Institute of Standards and Technology. We take a risk-based approach with baseline security controls for all systems with additional controls for more critical systems and processes.

Our approach is built around the following five pillars:

PILLAR 1. Protect and defend United's critical assets, data and operations

We recognize the importance of protecting the confidentiality, integrity, and availability of data, systems and assets, and maintaining a cyber-resilient business operation.

United has established certain cybersecurity policies and standards to achieve a baseline set of controls to protect and defend against cyber threats. Aligned with those policies and standards we have deployed technologies and processes to enhance our protections. We regularly review our policies, standards and technologies to ensure we're appropriately managing risks and maintaining compliance.

PILLAR 2. Reduce and mitigate United's cybersecurity, digital and technology risks

We are continuing to enhance awareness and foster the appropriate culture at United, as well as operationalize the necessary framework and processes to mitigate cybersecurity and digital risks.

We conduct risk assessments, develop mitigation strategies and continuously evolve our program, which includes awareness and education programs, social engineering prevention and regular communications and updates throughout the organization. As improvements are made, they are integrated into key business-as-usual operational processes, with risks allocated to business owners for ongoing management and monitoring.

PILLAR 3. Evolve best-in-class cybersecurity and digital risk capabilities

We are leveraging technology and investing in continually improving our teams to deliver capabilities, which enable United to excel at managing evolving cyber threats and support our core business.

We are building secure technology solutions, including for cloud, mobile, and big data. We use vulnerability detection and remediation to maintain a secure technology infrastructure and enhance our ability to detect attacks with a best-in-class Cybersecurity Defense Center. We regularly review and test our Crisis Management and Incident Response Plans. We are optimizing the use of threat intelligence and developing a capable and competent technology risk workforce, which includes cybersecurity professionals across a variety of subspecialties.

PILLAR 4. Ensure cyber-resilient business operations

We recognize the importance of being able to withstand and recover from adverse conditions, attacks or compromises of systems. We regularly refine our resiliency through drills and have contingency plans in place to ensure resiliency across much of the enterprise, including data backups, disaster recovery and other initiatives. We also collaborate with industry to increase the resiliency of the aviation sector more broadly and engage with regulators to shape sensible regulation that will strengthen cybersecurity in aviation.

PILLAR 5. Enable business outcomes and growth through secure digital solutions

We believe cybersecurity should help facilitate business outcomes, not complicate them. We aim to reduce the risk profile of our digital products to enable our business and our customers to do things they couldn't do before. We seek to create security capabilities to enhance the customer experience, reduce cyber fraud and better manage risk across United's ecosystem.

Data protection

We strive to be good stewards of data, including confidential and sensitive data. We maintain a publicly facing policy governing privacy and employ certain best practices when granting access to systems and data. We have multi-layered platforms and processes to protect data, including where applicable, multi-factor authentication, private and third-party network security and firewalls, strong encryption and security logging.

POLICY PRIORITIES

United works with government officials at all levels (international, federal, state and local) and our extensive network of partners and stakeholders to advocate for policies and a regulatory environment that will enable our industry to safely and sustainably grow and contribute to the economy.

As Congress considers legislation reauthorizing the Federal Aviation Administration (FAA), United will engage policymakers and stakeholders to pursue policies that prioritize the safety, efficiency and reliability of our nation’s aviation system while also investing in a modern aviation workforce, strengthening our economy and advancing sustainability.

Funding for the FAA’s Air Traffic Control System

Despite resource constraints, the commercial aviation system in the United States under FAA leadership is one of the safest aviation systems in the world. However, recent events, such as the Notice to Air Missions (NOTAM) outage in January 2023 and staffing shortages across the system, have led to delays and cancellations for our customers. As of year-end 2022, the FAA had the lowest number of air traffic controllers (ATC) in decades, despite an increasingly complicated airspace, the rise of new entrants and a recovering, growing commercial aviation industry. We believe it is vital that the FAA has adequate, stable and predictable resources so that the United States can continue to lead the world as a the safest and most efficient aviation system.

Modernizing air traffic control infrastructure

We continue to urge Congress and the FAA to more quickly modernize the U.S. ATC infrastructure to:

- Improve safety
- Decrease flight delays
- Enhance customer service
- Create jobs
- Reduce fuel demand and harmful emissions

While United continues to invest in new aircraft with advanced systems, training and new equipment, progress with government partners is critical to realizing the benefits of a modern air traffic control system. We continue to champion these issues with industry organizations including Airlines for America and the International Air Transport Association as well as government agencies.

Sustainability policy

To achieve our environmental sustainability goals, we are aggressively engaging policymakers to pursue policies that will help grow the supply of sustainable aviation fuel (SAF) and incentivize the development of new technology to remove carbon in the atmosphere. We are working with academic and policy organizations to promote sustainability throughout the aviation and corporate sector.

United has been at the forefront of developing and advocating for policies that support the accelerated deployment of aviation decarbonization technologies. United co-led the broad-based coalition of airlines, SAF producers, labor unions and technology companies that worked with federal policymakers and environmental NGOs to champion passage of the Sustainable Skies Act SAF Blender’s Tax Credit. We also champion these issues at the state level, including a SAF tax credit in Illinois that was enacted in 2023. United will continue to support policies that help to scale and deploy clean energy technologies at the local, state, federal and international level.



Diversity, equity and inclusion

As a global airline driven by our purpose and values, we're in the business of bringing people together. Looking ahead, we're aiming even higher. We're committed to doing our part to create a more diverse, equitable and inclusive workplace and world. We're determined to be a global leader in DEI and will continue to pursue positions and public policy that open door of opportunities for our employees, prospective employees and the communities we serve. This means identifying key public policy issues in which to engage, including promoting non-discrimination, providing greater access to underrepresented communities for careers in aviation and supporting diverse-owned businesses and suppliers.

For more information on our approach to DEI, [go to the DEI pages of this report](#) and/or [to our dedicated DEI site](#).

Workforce development

The return of commercial flights to pre-COVID levels has once again highlighted the need to ensure a robust pipeline of pilots and aviation maintenance technicians. At United, we are doing our part to develop a strong pipeline and diverse aviation workforce of the future.

In early 2023 and in partnership with the U.S. Department of Labor (DOL) and the International Brotherhood of Teamsters, we launched Calibrate, a DOL-registered apprenticeship that allows prospective aviation maintenance technicians to train and earn the FAA certification required to maintain United Aircraft. Additionally, United's Aviate Academy graduated its first cohort of pilots in January of 2023, who, after additional intensive training, will fly on behalf of United Airlines. Aviate is United's industry-leading pilot career development program offering aspiring and established pilots the most direct path to a United flight deck. For more information on Aviate, [see our DEI pages](#).

We strongly encourage policymakers to support FAA federal workforce development programs expanding funding to include scholarships and financing for those seeking to become pilots, mechanics or technicians.



Regulatory priorities

Regulations that allow airlines to cost-effectively connect people safely and sustainably will be key to the ability of airlines to generate jobs new routes and invest in new technologies.

We routinely engage with government agencies around the world to ensure they take the interests and needs of our customers, employees, business and the communities we serve into account when making legislative and regulatory decisions. United also partners with governments on legislative and regulatory activities aimed at improving safety and security and protecting the environment and the welfare of our employees and customers.

LOBBYING & POLITICAL ACTIVITY

United is committed to maintaining honesty and transparency in our government advocacy campaigns.

United Airlines, Inc. political and lobbying policy

We believe that participating in the political process and engaging in policy advocacy in a transparent manner is key to good governance and an important way to promote healthy corporate citizenship. United Airlines Holdings, Inc. and United Airlines, Inc. (together, "United") participate in the political process and policy advocacy through regular engagement with government officials and policymakers, by making contributions to candidates and organizations and by encouraging political engagement by our employees in order to advocate for the long-term interests of United because of the potential impact public policy can have on our businesses, employees, communities and customers. We advocate for policies that modernize infrastructure, advance industry sustainability goals, rationalize our tax burden, reduce unnecessary regulation, mitigate fuel cost and enhance global competitiveness in the airline industry, among other items.

This policy requires that United's participation in policy advocacy and the political process comply with all federal, state and local laws and regulations that govern political activities. Additionally, we are guided by our internal Code of Ethics and Business Conduct to engage in policy advocacy in an ethical and transparent manner. All of our policy advocacy, political contributions, lobbying expenditures and related activities are intended to focus on promoting our business and strategic interests without regard to the personal political preferences or affiliations of any of our directors, officers or employees. From time to time, we may inform our U.S. employees about important legislative issues at the federal, state or local level and encourage them to communicate with their elected officials.



Political activity policies

Political contributions

United participates in the political process by making political contributions to candidates, political parties and political committees. All political contributions and the reporting thereof comply with applicable laws. United and its company-sponsored political action committee make contributions consistent with our public policy objectives. Contribution decisions are based on meeting one or more of the following criteria:

- The candidate’s involvement with and position on issues affecting the airline industry
- The presence of United’s employees, facilities or resources in the candidate’s district or state
- The candidate’s demonstrated leadership or potential for leadership
- The candidate’s committee assignments and seniority within Congress and state or local governments
- The candidate’s alignment with United’s shared purpose and values
- No contribution may be given or offered in anticipation or recognition of, or in exchange for, an official act.

United PAC contributions

United has established the United Airlines, Inc. Political Action Committee (the “UAPAC”) to encourage its employees to participate in the political process. The UAPAC is a voluntary unincorporated organization established pursuant to the Federal Election Campaign Act of 1971, as amended. In accordance with federal law, United’s executives, administrative personnel and stockholders may make voluntary contributions to the UAPAC. Foreign nationals and represented employees may not contribute to the UAPAC. The UAPAC is governed by a board of directors (the “UAPAC Board of Directors”), which consists of senior leaders from across United. The UAPAC Board also oversees all of United’s corporate political contributions and provides annual reports regarding United’s corporate political contributions to the Public Responsibility Committee of the United Airlines Holdings, Inc. Board of Directors (the “UAL Board”).

As required by U.S. federal law, we file regular reports that disclose our political contributions. These contribution disclosure reports may be viewed on the



[Federal Election Commission website](#) by searching for “United Airlines, Inc. Political Action Committee.” We file similar publicly available reports with state and local agencies as required by state and local law.

Corporate political contributions

Federal law prohibits United from contributing corporate funds to candidates for federal office. Accordingly, United does not contribute corporate funds to federal candidates, federal political parties or federal PACs. United does not make direct, independent expenditures urging the defeat or election of any candidate and does not contribute to independent expenditure committees, or so-called ‘Super PACs.’

United may make contributions to state or local candidate campaigns, parties, political committees, and ballot measures to the extent permitted by applicable law, with the approval of the UAPAC Board of Directors.

We file publicly available reports that disclose our political contributions with state and local agencies as required by state and local law. You can find a list of corporate political contributions below. We update this information semi-annually:

- [2023 Corporate Political Contributions](#)
- [2022 Corporate Political Contributions](#)
- [2021 Corporate Political Contributions](#)

Lobbying activity policies

Corporate trade association memberships and indirect lobbying

As a business that operates in nearly every state and in countries across the world, we are members of a wide range of organizations, from general business associations to others more specific to our industry. As part of our collaborative efforts, United works directly with policymakers as well with coalitions of businesses and NGOs, think tanks and traditional business trade associations that represent a wide variety of United’s policy interests in the general business community and the aviation industry.

In particular, we belong to a number of industry associations, which we believe gives us a platform to share and receive business expertise and technical knowledge for the betterment of our industry. This involvement also allows us to advocate for policies that encourage a thriving and competitive industry and business environment.

A portion of the support provided to these organizations may be used by the organizations for lobbying, though we have no direct control over how those expenditures are directed. Our primary trade associations advocate for a broad range of issues, including operational efficiency improvements, infrastructure investments, health and safety standards, tax policy, climate strategy and workforce development among others. While our positions may not always fully align with these organizations, we work with them to advance progress where opportunities exist and use our influence with these organizations to advocate for policy changes when needed.

Lobbying expenditures

As required by U.S. federal law, we file quarterly reports that disclose our federal, state and local lobbying expenditures and detail our federal lobbying activities. United files using the Internal Revenue Code (IRC) definition of lobbying (Method C), which includes activity by employees who engage in qualified legislative lobbying at the federal, state or local level, as well as federal executive branch lobbying as defined under the IRC; qualified payment to lobbying consultants; and the portion of our trade association payments that are not tax deductible under § 162(e)(1) of the IRC. In 2023, United Airlines, Inc. reported a total of \$9,030,000 in expenses related to lobbying activity. These reports, as well as reports for prior years, may be found on the House and Senate websites, [click here to view reports.](#)

We file similar publicly available lobbying reports with state and local agencies as required by state and local law, which may have different reporting requirements than federal law. Lobbying firms we hire are required to file similar reports. The trade associations we belong to are also subject to public disclosure obligations regarding their lobbying efforts. Annually, we publish a list of trade associations where over \$25,000 of our dues and other payments are attributable to the organization’s non-deductible activity, such as lobbying, as identified by the organization. We also publish a list of social welfare organizations (qualifying for tax exemption under Section 501 (c) (4) of the IRC), to which we make payments over \$25,000.

In fiscal year 2023, there were four trade associations where an excess of \$25,000 of United’s annual dues and other contributions were used for lobbying activities. These trade associations and the amounts attributable to lobbying are outlined below:

1. Airlines for America (A4A): \$1.03M
2. Business Roundtable (BRT): \$84,000
3. US Chamber of Commerce: \$36,750
4. US Travel Association: \$26,270

In fiscal year, 2023, there were five social welfare organizations that United made over \$25,000 in payments to outlined below.

5. Bay Area Council
6. Chicago for the People
7. The Coalition to Protect America’s Regional Airports
8. Denver Vibes
9. Equality California



Accountability and oversight

United and its subsidiaries are committed to the highest ethical standards, and we have procedures and policies in place designed to ensure that our policy advocacy, political contributions, lobbying expenditures and related activities are subject to appropriate oversight. We take diligent steps designed to ensure that we are in compliance with applicable rules and regulations and our Code of Ethics and Business Conduct, which is publicly available [on our Investor Relations website](#). At least annually, the Public Responsibility Committee will review this policy and recommend any revisions it deems necessary or appropriate to the UAL Board.

Lobbying activity oversight

Our policy advocacy and lobbying activities are determined by senior management with oversight by the UAL Board, which has delegated this oversight responsibility to its Public Responsibility Committee. Our Government Affairs and Global Public Policy organization oversees and executes our policy advocacy, lobbying expenditures and related activities. Our Senior Vice President of Government Affairs and Global Public Policy also reports regularly to the UAL Board on our policy advocacy, lobbying expenditures and related activities, periodically reviewing with the Public Responsibility Committee the strategic priorities for United's lobbying activity.

Political contributions oversight

The UAL Board has delegated oversight responsibility of our political contributions to its Public Responsibility Committee. Our Government Affairs and Global Public Policy organization makes recommendations on political contributions to the UAPAC Board of Directors, who in turn reviews and approves all UAPAC and corporate political contributions. Our Senior Vice President of Government Affairs and Global Public Policy provides the Public Responsibility Committee with an annual report on the political contributions of the Company and the UAPAC for the prior year.

United's Code of Ethics and Business Conduct

For more information on our Code of Ethics, [go to the Ethics and Compliance page of this report](#).

Diversity, Equity and Inclusion (DEI) policy

For more information on our approach to DEI [go to the DEI pages of this report](#) and [go to our dedicated DEI site](#).

Environmental sustainability commitment

For more information on environmental sustainability at United, [go to the sustainability pages of this report](#). For more information on our advocacy, [go to the Climate Lobbying Report](#).



HUMAN RIGHTS

United acknowledges and respects the guiding U.S. and international principles on human rights.

Human Rights Policy statement and Global Policy on Worker Welfare

United's Human Rights Policy statement and Global Policy on Worker Welfare reflect our commitment to conducting our business in a manner consistent with these principles including, for example, the principles reflected in the Universal Declaration of Human Rights issued by the General Assembly of the United Nations. United supports and respects internationally proclaimed human rights and is not complicit in human rights abuses. United's core values and culture embody a commitment to ethical business practices and good corporate citizenship.

This Human Rights policy statement and the Global Policy on Worker Welfare are consistent with our broader commitment to ethical business practices, which are embodied in the Code of Ethics and Business Conduct. As described elsewhere, the Code serves as the cornerstone of the company's ethics and compliance program. United has appropriate mechanisms in place to monitor compliance with the Code and facilitate reporting of possible violations.

Equal opportunities

As discussed in the Code and the Working Together Guidelines, United is an equal opportunity employer committed to providing its employees with a non-discriminatory work environment that promotes open and honest communication and embraces dignity, respect and diversity in all aspects of its business operations. United further supports the elimination of all forms of forced, bonded or compulsory labor as well as the freedom of association. As reflected in our Anti-Bribery/Anti-Corruption Policy, United prohibits all forms of corruption and bribery.

Child labor

United condemns all forms of exploitation of children. To our knowledge, United does not use child labor in its services, products or supply chain. United also supports laws duly enacted to prevent and punish the crime of sexual exploitation of children and will cooperate with law enforcement authorities on these matters.

Human trafficking awareness

As part of our commitment to human rights, United has implemented targeted internal policies and procedures to support the global fight against human trafficking. These policies and procedures have been implemented across our business functions where we believe we can make the greatest impact, particularly in the areas of training frontline employees on recognizing and reporting suspected human trafficking and establishing fair labor standards in the procurement process for our supplier relationships and subcontractors for our government contracts.

Human trafficking training

Since 2016, we have provided mandatory human trafficking awareness and reporting procedure training to our flight attendants. In 2019, we expanded this mandatory annual training to include our frontline agents, who provide customer service at various stages of the check-in and boarding process. Since 2018, we have provided over 52,000 employees with human trafficking awareness and reporting procedure training. Our hope is that it will equip them with the tools and resources to be able to identify potential signs of human trafficking and so we can then involve the appropriate law enforcement officials for further investigation. We acknowledge the role that the transportation industry plays in eliminating human trafficking and we are committed to doing our part to help put an end to the human trafficking crisis.

In addition to our human trafficking awareness and reporting procedure training, we have established procedures in our procurement processes that are designed to help ensure that our suppliers and subcontractors are also complying with applicable laws and are held to the same standards set forth in our Human Rights policy statement and Global Policy on Worker Welfare. For example, we have added certain provisions regarding fair labor practices to our supply contracts, including provisions that require our counterparties to provide notice if they become aware of any non-compliance with applicable fair labor laws. We also conduct due diligence with respect to our counterparties and their operations, which can include third-party reputation analyses and site checks. Looking ahead, we are working on a new initiative to adopt a supplier code of conduct to ensure our suppliers understand our commitments to integrity and our expectations with respect to those with whom we do business.



Anti-Slavery and Anti-Human Trafficking Statement

[Download the Anti-Slavery and Anti-Human Trafficking Statement](#) to learn about the steps United has taken, including through the end of its fiscal year ending December 31, 2021, to ensure that slavery and human trafficking are not taking place in its supply chains or in any part of its business.

SAFETY

Safety is the bedrock of running a successful and reliable airline—it's foundational to our culture and our number one core value.

Safety is a shared responsibility, and we understand focusing on safety is a focus on the lives of customers and employees. As such, we operate by rigorous compliance and governance, strong regulatory oversight, detailed operational procedures and policies, comprehensive monitoring and a personal responsibility by, from and to every employee at United to hold each other to the highest standards. We embody the mindset that every action matters—there are No Small Roles in Safety.

100+

locations have received certification for our higher safety standards program

5%

rate reduction in ground crew injuries following a new safety shoe program

New

safety campaign launched—**No Small Roles in Safety**

United Safety Management System

As we grow, recruiting new people, our focus on safety is more important than ever. Our approach is built around a robust safety management system, with constant investment in infrastructure, training and tools to put it into practice—every day, every second. [Learn more](#)

Safety in action

Every action we take is geared toward keeping our employees, customers and assets safe. From standard operational processes to specific safety programs, we are continually looking for ways to improve.

[Learn more](#)

Safety data

Teams across United proactively work to identify and elevate safety risks related to employee injury and equipment damage. Capturing, acting on and reporting performance data is an important part of constant improvement.

[Learn more](#)



UNITED SAFETY MANAGEMENT SYSTEM

As we continue to grow our airline, our focus on safety is more important than ever. With tens of thousands of employees that are part of the United family, we remain proactive in reducing risks and achieving the highest level of safety performance for our customers and our employees.



Our safety management system

The foundation on which we stand is based on Federal Aviation Administration (FAA) requirements, **International Civil Aviation Organization standards**, and the principles of our Safety Management System (SMS)—our comprehensive, formalized approach to managing safety.

We have reshaped and refocused how we approach safety and would describe the work as transformative. Our use of data and trend analysis allows us to be agile in our ability to identify and mitigate safety risks.

United's SMS ensures we're committed to upholding regulatory compliance safety standards, identifying hazards, elevating corrective actions, collaborating across divisions and ensuring the most effective mitigations are in place.

Infrastructure, technology, tools and training

Not only do we invest in infrastructure, technology and tools—we invest in the training and development of our employees to ensure proficiency in their roles. We have implemented a mentoring program for flight attendants to support them in the operation once they have completed training in our new, state-of-the-art facility in Houston. We are introducing virtual reality training for our airport operations employees and creating more hands-on training opportunities with our ramp consistency teams.

Our technical operation teams have launched an in-house apprenticeship program that accelerates the path toward becoming an aircraft maintenance technician. And, similarly, our dispatch operations have developed a program to onboard flight dispatchers. All of these initiatives are set up to increase our pool of talented and qualified employees.

Components of our Safety Management System

The SMS is designed around predictive, proactive and reactive assessment and action and built upon four key components:

1. Safety policy

- Management commitment, involvement and advocacy
- Clear roles, responsibilities and relationships
- Procedures and controls

As part of our commitment to safety and as a requirement of the SMS Part 5 Rule, United develops key safety objectives that are carefully curated by each operating team to reduce the Company's safety risks. Objectives include items such as reducing our procedural errors within all operational teams, integrating of our data into an industry tracking data exchange, increasing our hazard awareness at our gates.

2. Safety risk management

- System description and task analysis
- Threat and hazard identification
- Risk analysis and assessment; controlling risk

As we continue to grow our company, we are proactively identifying areas of risk and expanding where necessary to ensure our operation continues to be efficient. Key areas of focus: adding new stations and maintenance facilities, analyzing equipment requirements to support our new aircraft, analyzing gate area and baggage room impacts.

3. Safety assurance

- Performance monitoring and measurement
- Data acquisition process
- Analysis and assessment
- Management of change
- Continuous improvement

United has five operational-specific safety reporting programs. All programs are voluntary and non-punitive, as we believe in a just culture aimed at identifying and resolving safety concerns and hazards that could result in injuries, damages and accidents. These programs are an industry best practice and supported by FAA. We strive to foster an environment where employees feel encouraged and comfortable reporting safety concerns and errors as this ultimately improves the overall safety at our company. We recently rolled out best-in-class app, that enables every employee to report safety incidents and concerns from a work device or personal device which has resulted in an overall increase in safety reporting, thereby increasing insight into safety risks in our operation.

4. Safety promotion

- Safety culture
- Competencies and training
- Communication and awareness

In 2022, we launched a full safety campaign—**No Small Roles in Safety**. The meaning behind this framework is simple—when one team member does the smallest of actions—along with 90,000 team members (and growing)—it adds up to something big! Every day, our employees execute on very critical standard operating procedures. But also, it's emphasized that the seemingly little, but important things, from ensuring the aisles are clear of debris, making sure chocks and cones are in good condition requires attention too. Collectively, all these things and so much more result in employees and customers getting to where they're supposed to be safely and on-time. We believe when it comes to safety, everything we do matters—including looking out for each other. We strive to build a culture that builds people.



SAFETY IN ACTION

Every action we take is geared toward keeping our employees, customers and assets safe. The key to our success is building the best teams in the sector.

Leaders and operational teams across the company work hand-in-hand collaborating, sharing insight and continually looking for ways to improve and run a safe operation.

Safety excellence program

We have a well-established internal program that recognizes United airport and non-airport locations that implement exceptional safety performance and exhibit the highest commitment to employee safety and health.

At the core, the program rallies us toward higher safety standards that build on a safety culture where people look out for one another and aspire to do the right thing.

The program is tier-based and composed of three certification levels—Silver, Gold and Platinum. The higher the level—the higher the safety goals and improvement measurements. Several factors are reviewed and measured:

- Leadership and employee engagement
- Safety promotion and training
- Hazard prevention and controls
- Worksite analysis

The numbers of certifications continue to grow each year. To date, we have 133 workgroups across 87 locations that have received certification.

After reaching the top-tier of Safety Excellence, the ultimate goal for our locations is to reach one of the highest worksite ratings known as VPP Star (Voluntary Protection Programs)—an external certification program established by the Occupational Safety and Health Administration (OSHA) that promotes effective worksite-based safety and health. Our Washington Dulles Airport (IAD) location was recognized with this certification in 2018 and is still going strong, as the station achieved recertification in 2022. United's IAD location is one of 36 active VPP Star certified sites in the Commonwealth of Virginia. To achieve and maintain this esteemed recognition requires consistent engagement and constant safety improvements. IAD has made advancements in lightning detection and mapping by equipping the station with systems that are more accurate and offer automatic alerting.

Turbulence injury mitigation

United conducted an industry-leading study among pilots and flight attendants in an effort to gain better insight into turbulence risks. The study was a multiple year effort using off-duty crew members to observe and collect data during selected flights. The basis of the study examined how turbulence information is provided by Flight Dispatchers at United's Global Network Operations Center in Chicago to pilots during flight that is subsequently communicated to flight attendants and passengers. The study collected data on the tools pilots use for turbulence forecasts and avoidance to determine which tools are the most effective in identifying potential turbulence threats. United has been strong in investing in technology to improve turbulence information for pilots.

Additionally, we looked at the effectiveness of current turbulence related policies and procedures used by crew members to keep passengers and employees safe. As an example, during periods of forecasted or actual moderate turbulence, United requires pilots to notify flight attendants to be seated over the passenger address (PA) system. By making a PA announcement, all flight attendants hear the same message, so they know to be seated. This message also indicates to passengers that flight attendants are being seated for their safety and prompts passengers to do the same. Overall, the data showed an opportunity to reinforce procedures through training for consistent application and effectiveness.

This initiative was instrumental in providing insights to the inter-crew communication process and so that we can make improvements when communicating critical turbulence information. Evaluating the data will allow us to reduce turbulence-related injuries by improving briefings between crew members and sitting flight attendants earlier for their safety prior to landing.



SAFETY DATA

Teams across United work continually to identify and elevate safety risks related to employee injury and equipment damage. Capturing, acting on and reporting performance data is an important part of constant improvement.

Injuries

We are not alone in seeking solutions to workplace injuries. Over 40% of reported injuries are due to musculoskeletal disorders (MSDs). That’s why we have partnered with the National Safety Council (NSC) to join other organizations to sign a pledge that boosts our commitment to improve workplace safety and reduce MSDs by 25% over the next few years.

Close partnerships and best practice sharing is a must in our industry as it renders safer environments that benefit all travelers. Other injury types such as foot injuries and slips, trips and falls are high on our mitigation radar. In 2022, we launched a comprehensive safety shoe program for ground crews and have experienced a 5% rate reduction in injuries.

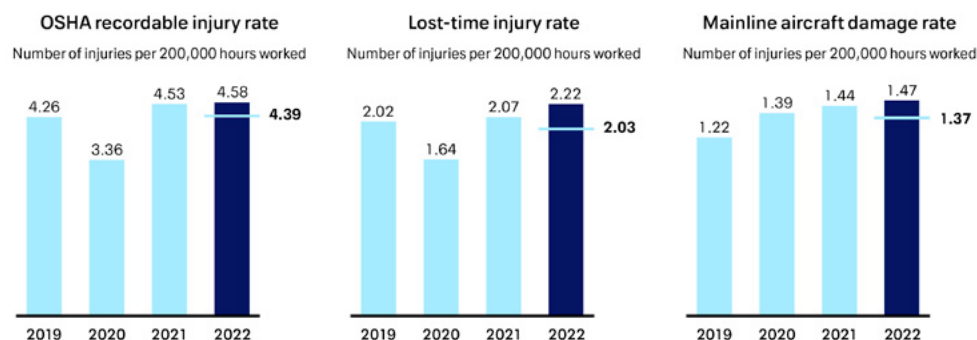
Damage

We are researching technology-based mitigations to protect our aircraft and other equipment. Innovative technologies such as anti-collision sensors on vehicles operate near aircraft, virtual reality aircraft door training to prevent inadvertent slide deployments, autonomous passenger jetbridges that can reduce the opportunity for malfunctions and aircraft damage, and finding creative and engaging ways to train front-line supervisors on the importance of damage prevention has been a key focus.

Reduction goals

In order to drive down injury and damage rates, as a system, we are tracking toward attainable goals. For 2023, we are working to reduce our OSHA recordable injury rate by 1%, Lost Time Injury (LTI) rate by 1%, and Mainline Aircraft Damages by 7%.

As we continue to build a stronger safety culture, we are relentless in emphasizing the criticality of following standard operating procedures and reporting safety concerns, so they are handled expeditiously.



Note: Data is year-end rates as of January 2023

ENVIRONMENTAL SUSTAINABILITY

United’s ambition is to play a key role in making air travel more sustainable. We are leading the way in reimagining the future of aviation with environmental responsibility and sustainability at the forefront.

This starts by acknowledging the challenge we face. Aviation is considered a hard-to-abate sector. United is committed to tackling the root causes of our Greenhouse Gas (GHG) emissions so that we can realize meaningful, long-lasting change that supports a more sustainable future.

Our environmental strategy

Our resolution to operate a more environmentally sustainable and responsible airline is woven into our strategy and values. We are committed to action and to holding ourselves accountable with our 2050 goal to reduce 100% of our GHG emissions without relying on traditional carbon offsets, like planting trees or voluntary carbon offsets, and our mid-term objective to reduce carbon intensity by 50% by 2035 compared to 2019. These targets are the cornerstones of our climate ambition. United’s strategy to realize these goals are centered around four key pathways:

1. Reducing our environmental footprint
2. Innovating in carbon reduction technology
3. Removing carbon
4. Collaborating with stakeholders

[Learn more](#)

1st

airline globally to announce publicly a climate goal without reliance on traditional carbon offsets

1st

U.S. airline to show customers an estimate of their flight’s carbon footprint when booking

1st

of its kind investment vehicle focused specifically on SAF technologies: the Sustainable Flight Fund, launched by United Airlines in 2023





Road to net zero

At the end of 2020, we pledged a net zero goal of reducing our GHG emissions by 100% by 2050 without relying on the use of traditional carbon offsets, like planting trees or purchasing voluntary offsets. We were the first airline globally to publicly announce we would not rely on offsets to realize our climate goals. We believe that, while this is the hard thing to do, it's the right thing to do.

[Learn more](#)

Climate risks and opportunities

United recognizes it is important to not only understand the potential impacts of climate change on our business, but to develop appropriate response plans.

[Learn more](#)

Environmental compliance

We strive for excellence in environmental compliance, going above and beyond regulatory requirements. Using an in-depth environmental management system (EMS), United has long employed the plan-do-check-act approach to regulatory compliance.

[Learn more](#)

Commitment to environmental responsibility

We have further renewed our focus on sustainability initiatives within our operations, strengthening cross-functional teams and launching initiatives to drive sustainable operations while maintaining efficiencies across the business.

[Learn more](#)

Collaborating to drive environmental progress

We need to actively work with policy makers, customers, airports and cross-industry partners, fuel producers, NGOs and more to reduce the emissions from flying. And United is at the forefront of this collaborative approach to scale the supply of decarbonization technology solutions, minimize its environmental impact, boost environmental sustainability of the airline industry, and protect the environment.

[Learn more](#)

OUR ENVIRONMENTAL STRATEGY

United’s ambition is to play a key role in making air travel more sustainable. We are leading the way in reimagining the future of aviation with environmental responsibility and sustainability at the forefront.

The first step toward achieving our ambition is to acknowledge the challenge we face. Aviation is considered a hard-to-abate sector: solutions do not yet exist at the scale needed to decarbonize. Aviation currently contributes up to 3% global greenhouse gas (GHG) emissions and without action, that is expected to increase. United is committed to tackling the root causes of our GHG emissions so that we can achieve meaningful, long-lasting change that supports a more sustainable future for our business, employees and customers, and planet.

Our goal

At the end of 2020, we pledged a net zero goal of reducing our GHG emissions by 100% by 2050 without relying on the use of traditional carbon offsets, like planting trees or purchasing voluntary offsets. We were the first airline globally to publicly announce we would not rely on offsets to realize our climate goals. We believe that, while this is the hard thing to do, it’s the right thing to do. It allows us to focus on taking tangible steps to mitigate climate change impacts from our operations and create the future we expect and deserve.

Beyond our climate ambitions, we are committed to excellence throughout our operations, the foundation upon which we build our sustainability initiatives. United is further committed to transparency through robust public disclosure of our strategy, our actions and our performance as we know this is essential to track progress against our climate goals. We aim to continue enhancing our reporting and alignment to leading industry standards such as the Task force for Climate-related Financial Disclosures (TCFD) in subsequent public reports.



Our climate strategy

United’s resolution to operate a more environmentally sustainable and responsible airline is woven into our strategy and values. We are committed to action and to holding ourselves accountable. In addition to our 2050 goal, we have established a mid-term objective of reducing our carbon intensity by 50% by 2035, as compared to 2019. These targets, based in science, are the cornerstones of our climate ambition. United’s strategy to realize these goals are centered around four key pathways:

- 1. REDUCE our environmental footprint:** We are focused on maximizing operational and fuel efficiency and reducing the usage of conventional (or fossil) jet fuel, the combustion of which is the largest contributor to our environmental footprint.
- 2. INNOVATE in carbon reduction technologies:** We recognize that we will not be able to eliminate all jet fuel consumption by 2050. Our primary pathway toward reducing our environmental footprint is through replacing conventional jet fuel with sustainable aviation fuel (“SAF”), the most promising solution that can reduce emissions from our operations, based on lifecycle emissions reductions.
- 3. REMOVE carbon:** We intend to focus on efforts beyond current ways of reducing emissions by also focusing on carbon removal, through technologies to either sequester carbon or to potentially utilize captured carbon to make low-carbon, or even carbon-negative, fuels in the future.
- 4. COLLABORATE with various stakeholders:** We know we cannot do this alone. United will work in collaboration with employees, customers, airports, suppliers, cross-industry partners, policymakers and others to advance the future of sustainable flight.

ROAD TO NET ZERO

Achieving our climate goals will require a range of different approaches to the four pathways in our climate strategy—Reduce, Innovate, Remove and Collaborate. But we believe that doing so, with consistency and commitment, will reduce our net emissions to zero by 2050 without the use of traditional carbon offsets.

United’s Greenhouse Gas Emissions Footprint

We have evolved our reporting to align with corporate best practices around GHG accounting protocols, including anticipated updates in accounting guidance from Science-Based Targets Initiative and Greenhouse Gas Protocol. This revised reporting methodology allows us to provide greater transparency around the aircraft’s GHG emissions from burning conventional jet fuel and Sustainable aviation fuel (SAF).

Our 2022 GHG footprint now incorporates a new Scope 3 category: GHG emissions from conventional jet fuel production, referred to as “well-to-tank” (WTT) emissions. With this update, we now capture the full lifecycle emissions of conventional jet fuel usage, i.e. the “well-to-wake” (WTW) emissions which allows us to chart both Scope 1 and Scope 3 emissions reductions from conventional jet fuel. SAF lifecycle emissions are also reported on a WTW basis, with biogenic emissions from SAF combustion reported as a separate, non-scope line item.



United’s 2022 GHG emissions are summarized in the table below:

Carbon Emissions ¹	2022
Direct (Scope 1) GHG Emissions in Metric Tons CO₂e	
Gross GHG emissions	30,400,715
Biogenic Emissions (Outside of Scopes) in Metric Tons CO₂e	
	26,806
Indirect Emissions in Metric Tons CO₂e	
Indirect (Scope 2) GHG emissions	149,252
Other indirect (Scope 3) GHG emissions	13,343,676
Total GHG Emissions in Metric Tons CO₂e	
Gross GHG emissions	43,893,642
Carbon offsets (a)	—
Net GHG emissions	43,893,642

1. United obtains third-party verification of our GHG emissions on an annual basis. ERM Certification and Verification Services (ERM CVS, a wholly owned subsidiary of the ERM Group, a global market leader in sustainability services) conducts our emissions verification and provides an ISO 14064-3 limited assurance on our GHG emissions for reporting.



Educating our customers

In February 2023, we became the first U.S. airline to show customers an estimate of their flight's carbon footprint when booking, on a per economy seat passenger basis. We believe transparency with our customers is important as we embark on our transition toward more sustainable flying.

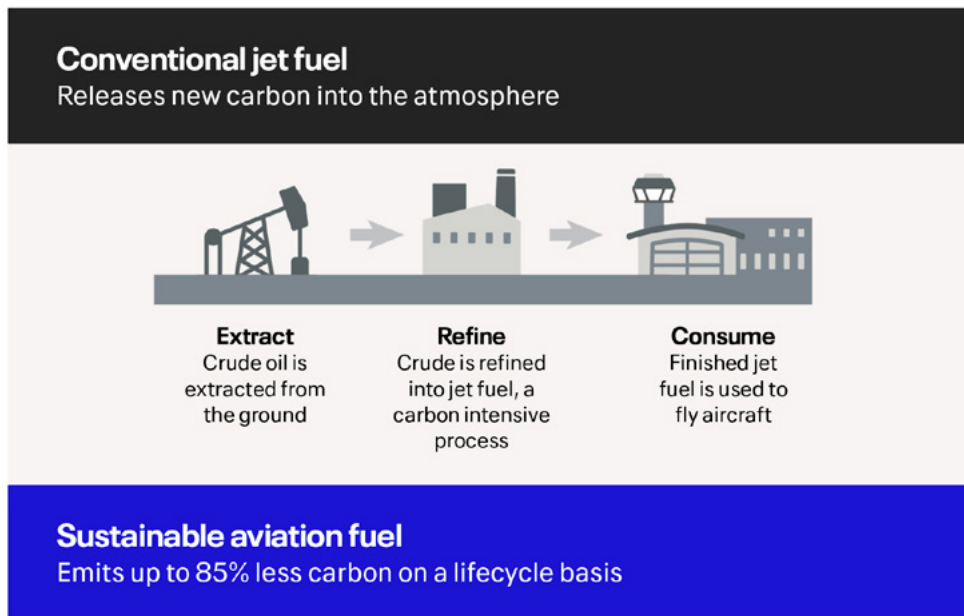
DEPART ON: March 22		Basic Economy <small>(most restrictive)</small>	Economy	Economy <small>(fully refundable)</small>
8:59AM	11:48 AM		\$375	\$375
ORD	IAD			
1H, 49M				
UA 2496 (Airbus A3200)				
Details Seats			United Economy <small>(*)</small>	United Economy <small>(*)</small>
100_g CO₂				

What is Sustainable Aviation Fuel (SAF)

Sustainable Aviation Fuel (SAF) is an alternative to conventional jet fuel. Its potential to scale is due to its 'drop-in' readiness, which means it can be used in current operations with existing infrastructure—no changes to fuel systems or aircraft engines required.

While combusting SAF still releases CO₂, like conventional jet fuel, the production of SAF generates much lower emissions than the production of conventional jet fuel, as SAF is made from renewable materials (referred to as feedstock), rather than drilled fossil oil. United's current SAF suppliers use feedstock like waste fats and used cooking oils and greases, which are otherwise considered waste to make SAF. This process reduces emissions from SAF up to 85% on a lifecycle basis compared to conventional jet fuel, lowering the emissions across our value chain and operations.

Lifecycle comparison of conventional and sustainable fuel



The waste fats, oils and greases that are used to produce our SAF today will not meet demands across the industry, as they are in limited supply. As the SAF industry scales, additional feedstock accompanied by different conversion technologies will need to be commercially deployed to continue to increase supply for the industry.

SAF throughout our Roadmap

	Today's commercial SAF	2nd generation SAF		3rd generation SAF
	Currently used feedstock	Short-term	Medium-term	Long-term
Feedstock	Waste fats, oils and greases	Alcohols (ethanol)	Biomass and biogenic waste sources (e.g., MSW ²)	Non-food crops, Captured CO ₂ and clean hydrogen
Conversion pathways	HEFA Hydroprocessed esters and fatty acids (HEFA) is a mature, commercially available technology.	Alcohol-to-jet (ATJ) Pathway that converts commercially available alcohols (e.g., ethanol) to SAF.	Thermochemical conversion pathways³ Biomass feedstock removes greater amounts of carbon from the atmosphere during growth and harvesting, and municipal solid waste (MSW) feedstock is diverted from the landfill where it would otherwise emit more GHGs like methane. These lower-carbon feedstock can be converted to SAF but will take more time to build the facilities to commercially supply the market.	Cellulosic crops and captured CO ₂ , with clean hydrogen, (called power-to-liquids), could one day result in carbon-negative SAF because of the amount of carbon removed from the atmosphere that is embodied in the feedstock exceeds the amount emitted during production and combustion.

Although current production has helped establish SAF in the market, it is in limited supply. The International Air Transport Association (IATA) estimates that in 2022, approximately 79 million gallons (300 million liters⁴) of SAF were produced. By comparison, in 2022 IATA estimates airlines globally used 19 billion gallons (73 billion liters⁵) of fuel. That means that the entire global SAF supply represents less than 1% of the world's fuel usage.

United recognizes that while the SAF volumes available in the market today are insufficient for the decarbonization of air travel and that SAF production technologies are not widely available yet, scaling SAF is critical to achieving net zero. Our roadmap to reduce our GHG emissions from jet fuel will help us chart a more sustainable course for the future of air travel and United continues to signal its leadership through targeted initiatives that will help signal demand for SAF.

2. Municipal solid waste
 3. Processes that use heat and specific catalysts to remove impurities and synthetic jet fuel. Examples include pyrolysis and gasification and Fischer-Tropsch
 4. Source: <https://www.iata.org/en/pressroom/2022-releases/2022-12-07-01/>
 5. Source: <https://www.iata.org/en/iata-repository/pressroom/fact-sheets/industry-statistics/>

Our progress so far on Sustainable Aviation Fuel

- **2013** – First definitive, ongoing SAF purchase agreement by an airline globally
- **2015** – Largest investment of SAF
- **2016** – First ongoing use of SAF on flights out of Los Angeles International Airport
- **2020** – First commitment to net zero by reducing 100% of GHGs by 2050 without relying on traditional offsets
- **2021** – Launched Eco-Skies Alliance. First passenger flight using 100% SAF in one engine. Established United Airline Ventures
- **2022** – First International SAF expansion into Amsterdam Airport by U.S. airline
- **2023** – First U.S. Airline to publish CO₂ emissions for flights and launch Sustainable Flight Fund

6. United obtains third-party verification of our GHG emissions on an annual basis. ERM Certification and Verification Services (ERM CVS, a wholly owned subsidiary of the ERM Group, a global market leader in sustainability services) conducts our emissions verification and provides an ISO 14064-3 limited assurance on our GHG emissions for reporting.

7. Municipal solid waste

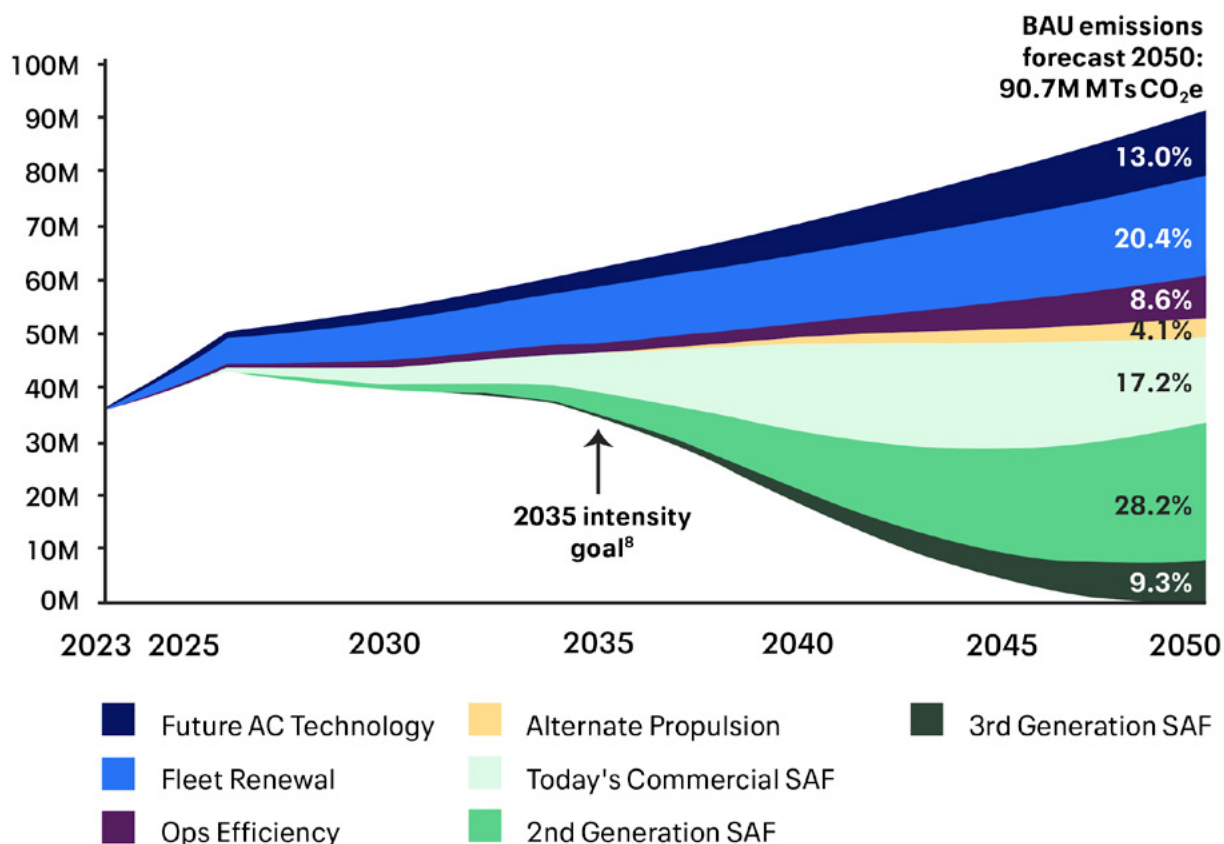
United’s decarbonization roadmap⁶

Our climate targets are rooted in the belief that, to truly decarbonize the airline, we must address the root cause of our GHG emissions: the jet fuel we use.

To address our GHG emissions from jet fuel, which contributes 98.5%⁷ of our total GHG emissions today, we believe our opportunities for reductions are through more efficient operations, aircraft fuel efficiency improvements, advanced aerospace technologies that are forecasted to come to market between now and 2050, and the replacement of our conventional jet fuel with SAF.



United Decarbonization Roadmap (Metric Tons CO₂e)



United's business as usual (BAU) scenario is represented by the top line slope of the forecasted emissions curve in the Roadmap⁹.

With none of the decarbonization levers employed, United's gross GHG emissions in 2050 from jet fuel consumption are forecasted to be roughly 90 million metric tons CO₂e. The levers illustrated on the Decarbonization Roadmap are all dependent on our assumptions related to future operations, the future commercialization of clean technology solutions, including aircraft and SAF technologies, supportive government incentives and policies, and a broader global economy-wide transition from fossil fuels to cleaner sources of energy¹⁰.

It is important to note a few important highlights that differentiate this Roadmap from others. Due to our net zero pledge, carbon offsets are not included within our Roadmap. We also forecast a full phase out of conventional jet fuel use by 2046 with SAF projected to make up over 54% of our expected emissions reductions by 2050. Lastly, we include alternate propulsion to address emissions from regional routes. Although we still expect combusting SAF to release GHGs in 2050, the emissions reductions from our various levers are expected to net those residual emissions from combusting SAF to zero.

8. Processes that use heat and specific catalysts to remove impurities and synthetic jet fuel. Examples include pyrolysis and gasification and Fischer-Tropsch

9. Source: <https://www.iata.org/en/pressroom/2022-releases/2022-12-07-01/>

10. Source: <https://www.iata.org/en/iata-repository/pressroom/fact-sheets/industry-statistics/>

Future aircraft technology

Advancements in aircraft design and engine technology continually target improvements in fuel efficiency. We have forecasted a steadily increased fuel efficiency through 2050, through more efficient advanced technologies such as new engines, open rotors, more aerodynamic airframe designs and future generation aircraft models that are currently in the design phase¹¹. Our estimate is that by 2050, future generation aircraft could be up to 30% more fuel efficient¹² than today's commercial fleet. Additionally, we anticipate the ability to retrofit some of these efficient technologies onto existing aircraft, improving fleetwide fuel efficiency by 1.5% every five years. In our Decarbonization Roadmap, we forecast this lever to contribute approximately 13% of the reductions needed to reduce our BAU emissions to zero.

Operations efficiency

Beyond the fuel efficiency of our fleet, we also have operational measures to support flying the most efficient and direct routes. Some of these measures are within our operational control, like reducing the use of the auxiliary power unit (APU) in favor of lower-emission solutions like electric power at the gate; and single-engine taxiing, which alone could save up to 5 million gallons of jet fuel annually. Additionally, improvements in the routes we fly—like the FAA's development of a more streamlined and efficient air traffic control—are expected over time to save fuel not only for United, but all air travel operations. Operational efficiency measures such as these are forecasted to reduce United's emissions by 8% from BAU in 2050¹³.

Fleet renewal

Beyond future aircraft design, the replacement of older aircraft with newer, more fuel-efficient models, with more seats, results in lower GHG emissions. In 2021, United announced 'United Next,' a historic aircraft order of the newest aircraft models today, which is expected to increase the total number of available seats per domestic departure by almost 30%, significantly lowering carbon emissions per seat. As part of the program, United has placed orders for more than 400 narrowbody and widebody aircraft, with options to increase that number to nearly 700 narrowbody and widebody aircraft, with an expected estimated 17-25% improved fuel efficiency per seat, compared to older planes. These new, more efficient aircraft, combined with fuel efficiency measures on seat density result in 20% of our forecasted emissions reductions needed to help us reach net zero by 2050 without the use of traditional carbon offsets.

Alternate propulsion

As we look forward to 2050, United anticipates most of its fleet will require jet fuel for propulsion, due to its energy density and low weight. However, zero-carbon aircraft technologies like battery electric or hydrogen propulsion may be adopted for shorter-haul distance flights. We anticipate using renewable power to charge aircraft batteries and the electrolyzers used to make green hydrogen for hydrogen propulsion. Using 100% renewable power could reduce full lifecycle GHG emissions for operating these aircraft to net zero. United believes that 4% of our reductions from BAU to net zero will be attributed to the adoption of these alternate propulsion aircraft in our regional operations.

11. The Roadmap and forecasts depicted therein are based on United's current or selected assumptions on relevant matters as of the publication date of this report, including currently available optimistic and medium- to best-case scenario net zero scenarios and pathways, as set forth in further detail below. The Roadmap should be read with the context of each lever's further description below, each of which is incorporated within the Roadmap. The Roadmap assumes emissions from Scopes 1, 2, and Scope 3, Category 4, but is not reflective of United's current GHG accounting methods as it does not explicitly show Scope 3, Category 3 emissions. The Roadmap does not include estimates of non-CO₂ effects of aviation though it does include CH₄ and N₂O. These forecasts were not third-party validated and may change over time to reflect updated projections and assumptions and future conditions, events, and circumstances. United reserves the right to make additions, deletions, or other revisions to this roadmap in the future, including changes to the relative weighting of various levers or the addition/deletion of certain levers, as it deems appropriate. The roadmap is based on various aviation net zero scenarios, including the ATAG Waypoint 2050 Report, MPP Making Net Zero Aviation Possible Report, ICCT Vision 2050 Report, FAA Aviation Climate Action Plan, and ICAO LTAG Report.

12. Figure derived from data inclusive of well-to-wake emissions, as well as all Scope 1 and Scope 2 emissions, as well as Scope 3 categories 3,4,7,14 and 15 emissions.

13. 50% reduction in carbon intensity by 2035 compared to 2019 baseline

Sustainable aviation fuel (SAF)

Large scale-up and adoption of SAF is a critical lever to achieving our climate targets¹⁴. The SAF levers represented in the Roadmap reflect the transition we anticipate in the mix of SAF that we will adopt to drive lower reductions across our value chain:

- Today's commercial SAF pathways:** Currently, all commercial-scale SAF production is made from fats, oils and greases, which are limited in global supply and have a limit to the achievable amount of lifecycle GHG reductions (currently up to 85% reduction of lifecycle GHG emissions). With current feedstock constraints, today's most mature technology cannot be relied upon in full to meet our SAF demand through 2050. United continues to invest in technologies that can unlock more feedstock for this mature conversion pathway but recognizes it will remain limited in supply through 2050. This SAF has a prominent role in decarbonizing our emissions (contributing 17% of the forecasted reduction in 2050) but is not the only type of SAF we aim to use.
- 2nd generation SAF:** The largest portion of our SAF mix in 2050 is forecasted to be the next generation of SAF conversion technologies, which can utilize existing bioproducts, like today's ethanol, or convert types of biomass made from sources like forestry waste, fuel crops, municipal solid waste and advanced alcohols (i.e. cellulosic ethanol) to fuel. These feedstock sources, often viewed as waste materials, are much more widely available today and could result in greater lifecycle GHG reductions than today's commercially available SAF.
- 3rd generation SAF:** SAF pathways will continue to emerge as we approach the final decade of our roadmap and the broader economy transitions to scale up cleaner energy technologies. We believe technologies, including carbon removals, may produce carbon negative SAF¹⁵. To reach net zero using this 3rd generation of SAF, we assume that the existing blend limits required for SAF usage will be removed over time to facilitate the adoption of 100% SAF usage, demonstrated by our forecasted 100% SAF usage with conventional jet fuel fully phased out by 2046. We anticipate commercial availability of such technologies by the 2040s, as these technologies are reliant on several factors that do not currently exist at scale, including an economy-wide transition to 100% renewable energy, further development of 3rd generation SAF production infrastructure and ASTM approval to increase SAF blending limits.



14. The BAU scenario incorporates both United's network plan estimates as well as current estimates of potential future growth based on US GDP growth estimates from the Congressional Budget Office's Long-Term Budget Outlook and Boeing.

15. Not reflective of specific UAV portfolio companies, instead reflective of technologies generally accepted in industry and academic literature to be available in the stated timeframe. Excludes emissions from technologies included in UAV portfolio that would provide services outside of United's current service offerings such as supersonic travel and eVTOLs.

“ You’ve probably heard of carbon offsets. While they may offer customers some peace of mind, traditional carbon offsets ... simply don’t meet the scale of this global challenge... It’s just not realistic to think we can plant enough trees to start bending that curve today. I believe the world and the airline industry has to be bolder. ”



Scott Kirby

CEO, United

No Offsets Pledge

United has pledged a net zero goal of reducing our GHG emissions by 100% by 2050 without relying on the use of traditional carbon offsets.

United is committed to achieving our climate targets without the use of traditional, nature-based, or voluntary carbon offsets that derive their environmental attributes through avoided emissions or reductions that are both difficult to quantify and easily reversible. We believe that combining in-sector emissions reductions and carbon removals technologies is the credible path forward to address future aviation sector emissions.

Innovative Approaches to Financing Our Transition to Low Carbon Flying

Given the two to four times ‘green premium’ associated with purchasing SAF when compared to conventional jet fuel, United implemented several strategic initiatives to help establish a robust SAF market. From engagement with corporate fliers today, through the Eco-Skies Alliance initiative, to establishing an investment vehicle via United Airlines Ventures, United is taking action to accelerate SAF supply.



Eco-Skies Alliance

The Eco-Skies Alliance, launched in 2021, is United's innovative program wherein corporate passenger and cargo customers work together to finance the 'green premium' of SAF. To date, nearly 40 program participants representing multiple industries are allocated Scope 3 emissions reductions for flying on United in exchange for funding the premium for SAF. Collectively, the program demonstrates a strong market signal that industries beyond aviation demand sustainable air travel. At the end of 2022, customers of the Eco-Skies Alliance had committed to fund approximately 9 million gallons of SAF, which is the same amount of emissions from flying our passengers approximately 600 million miles.

In collaboration with our corporate customers, United flew the first passenger flight using 100% SAF in one engine in December 2021. The historic flight departed from Chicago to Washington D.C. with Eco-Skies Alliance participants and government partners on board, demonstrating the safety and performance of SAF.

United Airlines Ventures

United has a long history of investing to support the technologies that can decarbonize air travel. In 2015, we invested \$30 million—the largest SAF investment by an airline at the time—in Fulcrum BioEnergy, a startup working to commercialize the production of SAF from household trash. In 2021, United created a formal investment vehicle by launching United Airlines Ventures (UAV), a corporate venture capital arm that seeks promising sustainable aviation technologies and innovation to usher in the future of air travel. As of March 2023, UAV is the only airline venture capital fund launched to specifically target technologies and startups that complement a transition to net zero aviation.

To scale the production of SAF, UAV has invested in several producers, feedstock developers, and development projects. Most recently, United announced a \$5 million investment in carbon capture technology company, Svante, to potentially unlock CO₂ as a feedstock for SAF. This comes after the company's investment in Viridos, a developer of SAF feedstock via genetically engineered algae. Earlier in 2023, United formed a joint venture, Blue Blade Energy ("Blue Blade"), with Tallgrass Energy and Green Plains Inc. to commercialize SAF technology using ethanol as the feedstock. If the technology is successful, United has entered into an offtake agreement with Blue Blade to receive up to 135 million gallons of SAF annually for up to 2.7 billion gallons in total—our

largest offtake agreement. In 2022, UAV invested in NEXT Renewables, a company which—at full production—could produce up to 50,000 barrels per day of renewable fuels, including SAF. UAV also previously invested in Cemvita Factory, a biotech company seeking to commercialize the production of SAF through a revolutionary new process using CO₂ and synthetic microbes, and Dimensional Energy, a company whose technology converts CO₂ and water into usable ingredients for the Fischer-Tropsch process.

In late 2022, UAV invested in Natron Energy, a battery manufacturer whose sodium-ion batteries have potential to further enable our ground operations' electrification. UAV also has investments in alternate propulsion, with Heart Aerospace, a company developing 30-seat electric aircraft, and ZeroAvia, a company manufacturing hydrogen fuel cell engines to retrofit on regional aircraft.

Sustainable Flight Fund

In February of 2023, United Airlines launched the Sustainable Flight Fund, a first-of-its-kind investment vehicle focused specifically on SAF technologies. Starting with more than \$100 million in dedicated capital, with launch partners—Air Canada, Boeing, JP Morgan Chase, GE Aviation, and Honeywell—to support and invest in startups working on SAF research and development, production, and technology. Through the Fund, the anchor partners and potentially additional corporate participants will invest alongside United in SAF technology and production startups identified by UAV.

The purpose of the Sustainable Flight Fund is to accelerate SAF supply through collective capital. This fund targets technologies that solve for key pain points in current SAF production, and with that unlock access to future SAF production—often times at a scale much larger than volumes that can be purchased through current day production technologies.

As another feature of the Sustainable Flight Fund's launch, United provided its customers the opportunity to get involved and directly contribute \$1.00 to \$7.00 to supplement United's investment in the Fund when booking travel on the website and app. This initiative bolsters the demand signal for SAF, while allowing our customers to have a direct role in helping us achieve our sustainability goals. Notably, within the first ten days of the program launch, over 4,200 customers had elected to contribute.



CLIMATE RISKS AND OPPORTUNITIES

United recognizes it is important to not only understand the potential impacts of climate change on our business but to develop appropriate response plans.

Climate assessment methodology

United conducted a qualitative assessment to identify physical—both acute and chronic—and transition risks as well as climate-related opportunities, consistent with leading industry practices and in conjunction with United’s existing enterprise risk management (ERM) program and procedures. The assessment was informed by TCFD recommendations.

Emissions scenarios and time horizons

Scenario analysis is a process for identifying and assessing a potential range of outcomes of future events under conditions of uncertainty. United selected publicly available and widely accepted climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA). The time horizons selected align with TCFD recommendations.

Evaluation of physical risks

Risk type	Low emissions scenario	High emissions scenario
Physical risks	IPCC SSP1-2.6 (2°C)	IPCC SSP5-8.5 (4.3°C)
Transitional risks	IEA Net Zero Emissions by 2050 (NZE)	IEA Stated Policies (STEPS)

Time horizon

Horizon	Definition
Short	0 - 2 years
Medium	2 - 10 years
Long	10 - 30 years

United risk areas

To further characterize the potential impact, the following business (or risk) areas are referenced. These areas are defined in United’s existing ERM program.

Risk area	Definition
Strategic	Risks that disrupt the company’s business strategy and/or are created as a result of adopting/executing a particular business strategy
Financial	Risks that affect financial resilience and profitability of the organization
Operational	Risks associated with the company’s internal activities arising from the people, systems and processes through which the company operates
Compliance	Risks related to meeting the regulatory obligations of the organization
Digital	Risks around digital technology including system reliability, cybersecurity risks and data management
Human Capital	Risks that result from misalignment between organizational values and leader actions, employee behaviors, organizational systems, talent retention and acquisition and labor relations
Brand	Risks that threaten the quality/value/reputation of the United brand
Safety	Risks associated with the protection of employees/customers from harm and injury, as well as protection of assets from damage
Extended Enterprise	Risk of potential disruption caused by a failure to identify, measure and mitigate risks at key third-party organizations

Physical and transitional risks assessment

Per TCFD, physical risks are categorized as acute, or those that are event-driven, and chronic, which refer to longer-term shifts in climate patterns. To understand potential physical risks, we evaluated 119 of our operating locations using a third-party modeling platform¹ that employs historical data to forecast potential climate-related risks associated with various physical perils, or hazards, in different geographical areas. After selecting the perils², we then modeled these risks against a low emissions scenario (IPCC SSP1-2.6) and the high emissions scenario (IPCC SSP5-8.5) in five-year increments through 2050.

United evaluated transition risks in alignment with TCFD-recommended risk categories (Policy & Legal, Technology, Market and Reputational), as referenced in the tables below, and United’s existing ERM process. Risks were analyzed against IEA’s Stated Policies Scenario (STEPS), a scenario indicative of the potential achievements and limitations of recent developments in energy and climate policy and thus a high emissions scenario, and IEA Net Zero Emissions by 2050 Scenario (NZE), which sets out a pathway for the global energy sector to achieve net zero CO₂ emissions by 2050 and is indicative of a low emissions scenario. The scenario analysis yielded Potential Impact Scores based on the potential likelihood and frequency of occurrence.

1. United notes that the modeling output referenced and used in our climate analysis is not a prediction of future events or conditions, but a methodology that employs the most complete and latest publicly available climate-related observational datasets. We have relied on models and data from a variety of third-party sources to assist with estimating the current risk scores, including, but not limited to, government-provided data, scientific measurements, observational data, and non-profit sources. With any models, their future data estimates and predictions, conditions can change, models can be incompletely specified, and input data can be inaccurate, incomplete, or imprecise. As a result, the models may exclude or may only approximate these data. As technological capabilities evolve, so too will the reliability of forecasting capabilities for such model platforms.

2. United selected ten perils to evaluate and assess the risk at each location. These perils were tropical cyclone, drought, hail, flood, wind gust, wildfire, heat stress, tornado, wind storm and storm surge.

Physical risks

Risk type: Acute

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential increased frequency and severity of extreme storms, tropical cyclones, and associated storm surge and acute flooding	Operational, Financial	<p>Extreme weather events can cause damage to facilities and infrastructure, and result in corresponding delays, cancellations, or extended airport closures. Historical trends in the US indicate more heavy, single-day precipitation events compounded by extended periods of drought. This increases the likelihood of river and urban flooding following heavy rains. Coastal flooding from storm surge also becomes more likely as sea levels rise and acute weather events become more extreme. EWR sits within the 500-year FEMA flood plain and has experienced both coastal flooding during Hurricane Sandy in 2012 and urban flooding from heavy rain from Hurricane Ida in 2021. And while EWR was recently subject to storm surge damage from Hurricane Ida, tropical cyclone frequency and severity is more concentrated on the Gulf coast. IAH experienced urban flooding in 2017 during Hurricane Harvey and in 2019 during Hurricane Imelda. In 2023, flights were grounded at LAX due to heavy rain induced flooding surrounding the airport. Additionally, some airports where United operates have elevated risks for extreme storm damage, such as tornado risk at DEN, windstorm risk at IAD, and risk to IAH from both hail and tornados.</p> <p>United largely leases its airport facilities, but these risks could potentially yield financial impact on United should airport authorities require repair to existing infrastructure and pass costs through to United. In addition, cancellations or airport closures could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.</p>	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact 	<p>United recognizes that some of our facilities are more prone to extreme weather events. As part of the normal course of business, United continually evaluates and responds to weather-related events, staying in communication with local airport authorities regarding airport runway accessibility and operating capabilities. United's network operations center works closely with cross-functional teams across the business to manage our operations during weather events. In addition to weather monitoring capabilities, United maintains schedule and network flexibility through processes like out-and-back flying to isolate the impact of weather and Air Traffic Control-related events while mitigating the ripple effect on other stations.</p>

Risk type: Acute (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential increased frequency and severity of extreme temperatures, storms, wildfires and flooding that may interrupt fuel supply	Operational, Financial	United currently procures over 4 billion gallons of fuel annually to operate. Weather events such as instances of extreme temperatures and storms, can result in fuel supply chain disruptions. Extreme cold temperatures can impact refining and distribution infrastructure in locations where equipment is not typically winterized or engineered to operate in such conditions. Instances of high heat can result in equipment failures and power shortages. Increased storm severity and frequency, particularly tropical cyclones, in several locations but especially in the oil producing and refining regions of the Gulf of Mexico drive increased vulnerability across the fuel supply chain, resulting in potential challenges in the ability to purchase and deliver fuel needed for operations. Increased duration and intensity of wildfires can disrupt usual fuel supply routes and create resource (fuel, trucks) diversion to firefighting. Weather-related fuel supply chain disruptions that impact our ability to fuel our aircraft could lead to flight cancellations and decreased revenue. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact 	<p>Given the amount of fuel purchased by United each year for our operations, we hold relationships with a robust network of reliable fuel suppliers. Wherever possible, we maintain supplier and supply chain diversity so as to minimize potential disruptions with a given supplier or route. We assess these risks and adjust our sourcing strategy to include more secondary and tertiary supply alternatives as well as hold adequate level of inventory to mitigate these evolving risks. During weather events we work with cross-functional United teams and industry collaboration to lower demand and increase alternative supply to mitigate operational impact to an airport.</p> <p>United recognizes that supply chain diversity is critical to our fueling operations. As such, in addition to managing a strong network of current suppliers, we continue to invest in various SAF technologies so as to establish a diverse portfolio of SAF producers with whom we can work.</p>

Risk type: Acute (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Increased potential for winter storms, extreme low temperature, and icing conditions to impact flight scheduling and deicing costs	Operational, Financial	<p>Lower winter temperatures may result in increased costs and operational issues such as delays and/or cancelations in instances of freezing rain, sleet and snowstorms like those that impacted Texas in 2021 and 2022. This risk may be further exacerbated in locations at which we operate older, regional aircraft that may not be certified to fly in extreme low temperature conditions. These operational disruptions could lead to decreased revenues.</p> <p>Extreme winter temperatures and conditions may also result in longer run times of the aircraft auxiliary power unit (APU), which burns fuel, resulting in increased costs, and in operational challenges with the ground equipment. It also has impact on employee safety, specifically ground crews, as there are cold stress hazards such as frostbite and hypothermia. Continental airports at northern latitudes such as O'Hare (ORD) may be most exposed to this risk. We are not able to reasonably predict the extent of such financial impacts.</p>	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	<p>United recognizes the increased frequency of severe weather events across our network, and continuously maintains weather monitoring capabilities to stay apprised of changing patterns and developing events. These capabilities, coupled with strong planning processes in place that allow for sufficient schedule, network and fleet flexibility, allow United to adjust aircraft type or gauge for a particular route, or ferrying aircraft to another station not impacted by such extreme weather. Additionally, through the United Next growth plan, we will replace older regional aircraft with new planes that are certified to operate in a wider range of temperatures.</p> <p>Appraisal of cold weather also provides indication for ground teams to plan ahead and ramp up communication to employees. Efforts are increased to prevent cold weather illnesses and injuries such as hypothermia and frostbite by promoting use of protective clothing rated for cold temperatures and encouraging frequent breaks inside warm areas.</p>

Risk type: Acute (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential increase of extreme heat on infrastructure and operations	Operational, Financial	Extreme temperatures can negatively affect airport infrastructure, such as buckling or softening of asphalt runways and taxiways; the latter of which prevents the aircraft from single-engine taxiing. Such temperatures may also affect takeoff and landing of aircraft and/or increase maintenance expenses. Extreme heat limits the ability for an aircraft to take off due to lower air density during the hottest hours of the day. In 2017, Phoenix's Sky Harbor Airport cancelled dozens of flights due to extreme heat (over 118 degrees F). Rising temperatures may increase delays or cancellations or change flight patterns to avoid flying during the hottest parts of the day in summer months. These operational disruptions could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact 	<p>United recognizes the increased frequency of severe weather events across our network, and as normal course of business, continuously maintains weather monitoring capabilities to stay apprised of changing patterns and developing events. These capabilities, coupled with strong planning processes in place that allow for sufficient schedule, network and fleet flexibility, afford United the ability to exercise such options as adjustments to aircraft type or gauge for a particular route, or ferrying aircraft to another station not impacted by such extreme temperatures rather than remaining overnight and risking maintenance issues.</p> <p>Additionally, through the United Next growth plan, we will replace older regional aircraft with new planes that are certified to operate in a wider range of temperatures.</p>

Risk type: Chronic

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential increase of enroute turbulence, which may require more frequent changes to altitude and or flight routes	Operational	As climate change drives shifts and changes in weather patterns, there is the potential for increased instances of turbulence over certain geographies, particularly the Mid-Atlantic. This may result in impacts to service to/from airports that are critical to transatlantic travel, such as EWR. It could also pose risk in higher turbulence-related injuries for flight attendants.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact 	<p>As normal course of business, United monitors flight conditions that include potential turbulence to plan accordingly for operational adjustments. We have employed state-of-the art technology that supports knowledge sharing of environmental conditions in real time, providing improved capabilities for route planning that can aid in a smoother, safer flight experience.</p> <p>United has collected industry leading flight observation data of pilots and flight attendants focused on turbulence and is implementing a mitigation strategy to prevent turbulence related injuries.</p>
Potential rising of mean temperatures, which may reduce aircraft and jet engine performance	Operational, Financial	Higher average temperatures at the airports United serves may cause lower air density, directly impacting lift and jet engine performance. Additional impacts many include need for greater runway length for takeoff, greater fuel usage at each stage of flight, and increased landing speeds, impacting brake and fuel performance. These impacts could lead to increased costs. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact 	<p>United Next growth plan will enable implementation of aircraft that are not only more efficient, thus minimizing the impacts of potential additional fuel usage, but are also certified to operate in a wider range of temperatures.</p> <p>Additionally, through United Airlines Ventures, we are also continuing to invest in alternative propulsion technology that will reduce our reliance on conventional jet fuel.</p>

Risk type: Chronic (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential increase of heat stress risk to United employees	Human Capital, Financial	Increasing temperatures may put additional heat stress on airline employees, specifically operational teams at airports. Need for additional break periods and access to shade and water on high temperature days could cause greater downtime, which may result in delays or the need for more staff. These impacts could lead to increased costs. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Medium potential impact 	<p>Safety is a core operating principle at United. It's the foundation of everything we do to protect our people and our customers. United maintains a robust safety program and regularly communicates with employees and operational teams, including during instances of extreme temperatures, providing additional support and resources such as increased access to water and breaks, and education to promote safe work practices.</p> <p>Additionally, as part of United Next, we are expanding our network of hangar facilities in various locations such that maintenance can be completed indoors and not exposed to the elements.</p>
Mean and extreme temperatures at key tourist destinations could make travel to these destinations less appealing	Strategic, Financial	Higher temperatures may lead to changes in consumer preferences that may impact demand for United's services for certain leisure destinations, which could lead to decreased revenues. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact 	<p>United evaluates changes in market demand on an ongoing basis. Many of the company's markets have grown at different rates over time, and United may shift capacity by allocating different numbers of flights and adjusting aircraft gauge, as appropriate, to meet market demand. United will continue adjusting to meet network demand inclusive of impact to markets from climate change.</p>

Risk type: Chronic (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Rising sea levels may necessitate adaptation expenditures	Strategic, Financial	Higher sea levels, which could cause runways and taxiways to become inaccessible at key locations such as SFO, EWR and LGA, may require hardening of airport infrastructure by airport authorities, which could pass those costs down to United through lease agreements or rates and charges. We are not able to reasonably predict the extent of such financial impacts.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	Coordination with airport authority partners on efforts such as long-term planning and maintenance of key station infrastructure is normal course of business for United. Relative to operations, United is engaged with local airport authorities on an ongoing basis to ensure airport runway capacity and operating capabilities.



Transitional risks

Risk type: Policy and legal

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential Increase of GHG emissions pricing associated with implementation or amendment of regulations	Operational, Financial	<p>United may be subject to complying with existing and emerging regulation that prices GHG emissions such as a full-scope application of the EU ETS cap-and-trade scheme and the EU's proposed 'Fit for 55' legislation.</p> <p>As a US carrier, United has been subject to CORSIA carbon offsetting requirements for international flights between states participating in CORSIA since 2021 given US participation in the first two phases of the scheme. Beginning in 2024, we anticipate compliance costs associated with CORSIA which may continue throughout the duration of the regulation to 2035. CORSIA does allow airlines to reduce their offsetting requirements through the use of CORSIA eligible fuels, such as SAF.</p>	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact 	<p>Given United's robust operating network, it is normal course of business for us to monitor and engage in legislative efforts across the global community. Mitigation or adaptation strategies are uniquely applied, dependent on the regulation.</p> <p>Our commitment to net zero GHG emissions by 2050 does not rely on the voluntary use of traditional carbon offsets and will therefore focus efforts on reducing compliance burdens through maximizing fuel efficiency and working with strategic partners to scale, employ and commercialize the use of SAF. As such, United has established a portfolio of investments, with future SAF purchase agreements, tied to sustainable aviation and emissions mitigation, most recently broadening our investment potential through the establishment of the Sustainable Flight Fund.</p>
	Financial	<p>Implementation of carbon taxes or other pricing schemes would present a substantial expense to United.</p>	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● High potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact 	

Risk type: Policy and legal (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Anticipated increase of US and EU disclosure requirements, and therefore compliance risk, associated with GHG emissions and climate change	Compliance	The proposed US SEC climate disclosure rule would require United to publicly disclose Scope 1 and 2 emissions, and potentially material Scope 3 emissions, as part of our annual regulatory reporting. CSRD in the EU has similar reporting requirements, although they cover a broader range of ESG topics, which United may be subject to later this decade.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Medium potential impact 	United has a long-standing history of engaging in voluntary disclosures of the company's GHG footprint, inclusive of Scope 1, 2 and 3, as well as other sustainability initiatives. In addition, we introduced, on a voluntary basis, Scope 1, 2 and 3 emissions into the 2022 10-K and 2023 10-K disclosures. United is therefore prepared for mandatory climate disclosures, including the SEC's pending climate disclosure rules, which are modeled after TCFD. Our current disclosures are aligned with TCFD including disclosing physical and transition risks. We intend to continue enhancing our climate-related disclosures. United's ESG Council and Board also provide oversight of climate disclosures.

Risk type: Policy and legal(continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United’s risk response
Potential limitations of government to facilitate scale of SAF supply	Strategic, Financial	A lack of or reduction in federal incentives, such as those associated with the Inflation Reduction Act (IRA), should current incentives expire without being renewed, could increase the cost of acquiring SAF and generally lessen the appetite of potential investors and producers to invest in and develop SAF technology and production facilities, potentially leading to lower available supplies of SAF.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact 	<p>United actively engages with state, federal and international government leaders to advocate for policies that incentivize the commercialization of SAF. For example, United helped negotiate the tax credits for SAF in the Inflation Reduction Act. Additionally, we were engaged in development of the Illinois state SAF tax credit which was passed in early 2023 and not only lowers the cost of SAF but incentivizes increased production near a key United hub.</p> <p>United continues to lead the industry and establish innovative ways to finance the transition to sustainable flight through the production and use of SAF, in collaboration with others. The development of a collaborative platform like the Eco-Skies Alliance drives the demand signal and purchase of SAF today, while UAV, and the Sustainable Flight Fund, which includes investments by global corporations in addition to United, are creating an ecosystem for further investments in the technologies necessary to scale SAF production for the future.</p>

Risk type: Policy and legal (continued)

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Additional regulation regarding non-CO ₂ emissions	Operational	Uncertainty about non-CO ₂ emissions impact of aviation may result in law or regulations requiring changes to air travel operations such as flight altitude or aircraft upgrades to mitigate these emissions.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact 	United is proactively collaborating with stakeholders across government, NGOs and industry to advance the understanding of non-CO ₂ emissions impacts from aviation and the potential opportunities to mitigate such impacts. Additionally, United's efforts to scale the SAF it uses incidentally mitigates some of these impacts based on current understanding of causes, and we continue to invest in advanced propulsion technologies that provide alternate travel modalities.
Potential litigation associated with 'greenwashing' claims	Brand	Climate risk analysis and expectations about transition commitments by investors and regulators are still formative. Litigation related to "greenwashing" may arise, given the future-looking nature of current decarbonization strategy, despite United's good faith efforts to implement and communicate its climate strategy in an effective and transparent manner.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	United recognizes the importance of communicating our sustainability strategy and associated initiatives and commitments with clarity and integrity. Sustainability communications are reviewed to ensure transparency and that appropriate context and information regarding United's climate strategy and initiatives have been provided on United's website and other climate disclosures. United is also committed to alignment with the latest climate science and proper accounting methodology such that metrics and supporting calculations are underpinned by science-backed protocols. United's ESG Council and Board provide oversight of climate disclosures.

Risk type: Technology

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Limitations of SAF technology and availability	Financial	SAF currently costs significantly more to produce than conventional jet fuel and is commensurately expensive. Moreover, it is presently unavailable at scale. Advances in underlying technologies, as well as development of infrastructure, logistical networks and related supply chains are all required to achieve the scale necessary for airlines to fully adopt SAF.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	<p>United has defined action plans to achieve its climate targets. The Eco-Skies Alliance is the present-day SAF supply solution that not only creates a collaborative platform for the purchase of SAF but also serves as a demand signal that global corporations beyond the aviation industry are advocating for sustainable flight.</p> <p>SAF is the long-term solution and UAV is United's investment mechanism to advance the commercialization of SAF. Given the nascent nature of SAF technologies, UAV's portfolio of SAF investments is intentionally diverse focusing on many different types of SAF technologies and feedstocks and enabling technology that can scale this market.</p> <p>Further, United has been using SAF on an on-going basis at LAX since 2016 and AMS since 2022, providing insights and learnings about technical, operational and financial challenges and opportunities.</p>
Potential costs associated with improving fleet fuel efficiency	Operational, Financial	Investments in United's fleet and fuel efficiency efforts represent cost and operational impacts to our business from fleet purchases and new operational requirements; however, these same investments drive bottom-line value by reducing fuel costs through reduced fuel consumption.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	<p>United is addressing emissions through fleet modernization and other operational efficiencies. Further efficiencies may be gleaned through expected Air Traffic Control (ATC) routing optimization upgrades.</p> <p>As part of United Next, United will be introducing new narrowbody and widebody aircraft into its fleet mix, resulting in up to an expected 25% lower carbon emissions per seat than the older aircraft it replaces. In addition, United has over 4,100 electric or alternative ground fleet vehicles across its network comprising 34% of the fleet.</p>

Risk type: Market

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential for decreased revenues due to reduced demand for products and services	Strategic, Financial	Extreme weather may result in operational impacts (delays, cancellations, turbulence, etc.) and potential damage to key tourism assets (both financial and natural capital assets). It is possible that this could decrease passenger perceptions of comfort and convenience to travel to those destinations resulting in lower revenue for select markets.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact 	United evaluates changes in market demand on an ongoing basis. Many of the company's markets have grown at different rates over time, and United may shift capacity by allocating different numbers of flights and adjusting aircraft gauge as appropriate to meet market demand. United will continue adjusting to meet network demand inclusive of impact to markets from climate change.
Increased prices and taxes on conventional fuel	Financial	Taxes on fossil fuels may increase to incentivize use of alternative cleaner fuel sources. At the same time, regulation may mandate SAF use causing an increase in overall fuel costs.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Long timeframe ●●● Low potential impact 	United is a market leader in SAF investment and use. As of April 2023, United has approximately 49% of all publicly announced airline agreements globally for future purchases of SAF. United has also developed market-facing programs for consumers and corporations such as the Sustainable Flight Fund and the Eco-Skies Alliance program.

Risk type: Reputational

Climate-related risk	United risk area(s)	Potential impact of risk to United	Timeframe/impact	United's risk response
Potential shifts in stakeholder preferences	Strategic, Brand, Financial	An increased environmental awareness across stakeholders may have broad implications on the business. Public perceptions of aviation's impact on climate change could result in reduced demand for United's service in favor of lower emissions travel alternatives, leading to decreased revenues, and/or lead to increased shortage of prospective talent in the future.	<p>Low emissions scenario:</p> <ul style="list-style-type: none"> ●●● Short timeframe ●●● Medium potential impact <p>High emissions scenario:</p> <ul style="list-style-type: none"> ●●● Medium timeframe ●●● Low potential impact 	United has been transparent in recognizing its contribution to climate change and the responsibility to address it. United supports transparency on metrics and targets as well as progress against goals. Its climate goals are intended to align with the temperature limit goals of the Paris agreement. In addition, United supports several employee-led groups focused on sustainability action. In 2022, United supported 1,200 volunteer hours with community-based groups.

Opportunities assessment

This section characterizes the opportunities that United is uniquely positioned to seize given the bold action we've taken thus far to drive the market-level progress we need to realize our net zero ambitions and climate transition plans.

As with the transition risks, opportunities were categorized by type, according to the TCFD recommendations: Resource Efficiency, Energy Source, Products and Services, Markets and Resilience. Using the same ERM processes, the potential for an opportunity was determined based on the potential likelihood and frequency within the respective timeframe and assigned an applicable score. Notably, the opportunities do not include characterization by low and high emission scenarios. The characterizations provided are reflective of a low-emissions scenario, which accounts for market-level economic, political, economic, energy and societal factors.

Opportunity type: Resource efficiency

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Increasing operational efficiency through the purchase and use of more energy-efficient aircraft	Operational	The United Next strategy serves as a market leading action to recognize the importance of fleet modernization in the transition to a low carbon economy by replacing older aircraft with new, more fuel-efficient models. As part of this initiative, United has placed orders for the purchase of approximately 700 new, more efficient aircraft with options to purchase up to an additional 200 more new aircraft. Collectively, the introduction of the new aircraft into the fleet is expected to result in up to 25% lower carbon emissions per available seat-mile ("ASM") compared to older planes.	●●● Medium	●●● Medium
Operational efficiencies associated with updates to Air Traffic Control (ATC) and corresponding Air Traffic Management (ATM)	Operational	United works closely with its industry trade organizations such as Airlines for America, International Air Transport Association, and Air Transport Action Group, to advocate for the development and implementation of new technologies; to increase fuel and operational efficiencies; for improvement of ATC systems and infrastructure; and for supportive government policies and investment. This work includes support of fully implementing the NextGen ATC, which would transform the U.S. air traffic control system from a radar-based system with radio communication to a satellite-based system supporting safer and more efficient flight operations. United and its trade organizations also continue to advocate for modernization of the ATC system in the EU and other international regions, due to the environmental benefits and associated cost savings.	●●● Medium	●●● Medium

Opportunity type: Energy source

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Accelerating the transition to sustainable flight through SAF development and other low emissions energy sources	Strategic	United has long championed the development, deployment and commercialization of SAF. We have correspondingly led the industry in both direct SAF purchases and related capital investments. United has extended its industry leadership in decarbonization by broadening its investment scope from SAF to include additional decarbonization technologies, such as advanced propulsion like electric and hydrogen, and carbon capture and utilization. To create structure around this portfolio of climate-related investments, United launched UAV in 2021, a corporate venture capital arm. One of UAV's three focus areas is decarbonization technology ventures. In February 2023, the Sustainable Flight Fund was launched by UAV; a first-of-its-kind investment vehicle designed to support startups focused on decarbonizing air travel by accelerating the research, production and technologies associated with SAF.	●●● Medium	●●● Medium
Policy incentives associated with SAF blending and carbon capture & sequestration	Financial	The Inflation Reduction Act, signed in 2022, creates a relevant policy incentive (by way of tax credit) for SAF blending and clean hydrogen production while expanding the existing credit for carbon sequestration and utilization. In addition, in February 2023 the Invest in Illinois Act was signed into law. This law includes a SAF purchase tax credit for SAF sold to or used by an air carrier in Illinois. Such incentives send important price signals in the market but specifically allow United to invest in a more cost-effective manner and drive value appreciation associated with venture equity investments in respective supply chains. United intends to take advantage of such meaningful (and material) tax incentives.	●●● Medium	●●● Medium

Opportunity type: Products and services

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Prime mover advantage associated with SAF purchases and UAV investments	Operational	<p>United has been a leader not only in SAF investments, but also in other aviation technologies such as hydrogen, electric aircraft and carbon capture investment. Such investments are intended not only to enable accomplishing United’s net zero ambition by 2050, but also to drive long-term competitive advantages and returns commensurate with the risks associated with such investments.</p> <p>As we look forward to 2050, United anticipates most of its fleet will require jet fuel for propulsion; however, for shorter-haul distances, there are opportunities to adopt zero-carbon aircraft technologies like battery electric or hydrogen propulsion. United has invested in such technologies through agreements with Heart Aerospace and ZeroAvia.</p>	●●● Short	●●● Medium
Attraction and retention of eco-conscious consumers through industry-leading decarbonization initiatives	Strategic	<p>United’s sustainability leadership may help attract and retain both business travel and leisure customers with a preference for low-carbon travel, a potential competitive advantage over peers with less ambitious sustainability commitments. This could correspondingly result in reduced customer acquisition costs or enhanced pricing power.</p> <p>United has demonstrated various opportunities for strategic collaboration to drive engagement with those customers that are eco-conscious. We launched the Eco-Skies Alliance program in 2021 to provide corporate customers the opportunity to reduce their travel-related emissions on United by funding the ‘green premium’ associated with SAF. Using a book and claim model, this financing mechanism creates a demand signal for SAF. United is also providing individual consumers the ability to contribute funds towards United’s investment in SAF production technologies—the first of any U.S. airline to do so.</p>	●●● Short	●●● Medium

Opportunity type: Markets

Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Reaching new stakeholders	Brand	As reflected in our Good Leads The Way campaign, United has emerged as a force for good by taking actions that inspire pride among our employees and customers. We have committed to our net zero target by 2050 without relying on the use of traditional carbon offsets, thus recognizing the critical importance of in-sector solutions that result in meaningful, long-term change. In addition to UAV's investment activity focused on scaling low-carbon solutions, United recognizes the importance of engaging our customers and providing transparent information about the impact of air travel. In February 2023, United launched two new booking path tools intended to educate consumers about their air travel carbon footprint and giving them the option to take action. In a first among US airlines, United now shows customers an estimate of each flight's carbon footprint on a per economy seat passenger basis. Customers also now have the option to take action and contribute to supplement United's investment in the Sustainable Flight Fund before checkout. Within the first week, more than 4,200 customers contributed to the Fund.	●●● Short	●●● Medium
Investment opportunities in emissions reduction and removal technologies	Strategic	Through UAV, United is an investor in alternative fuels, advanced propulsion technologies, and carbon capture and utilization technologies, among other areas. Significant net return on investment associated with these investments is plausible in the future if success of these companies is realized. United plans to grow such investments, as indicated through the recent launch of the Sustainable Flight Fund, which as of February 2023 has raised over \$100 million in capital commitments across a group of anchor partners.	●●● Long	●●● Medium
New sources of capital	Financial	Certain investors may have already reweighted portfolios away from fossil fuel-intensive industries or otherwise practice exclusionary investment strategies. Successful implementation of United's net zero ambition may open new sources of capital and lead to cost of capital reductions.	●●● Long	●●● Low

Opportunity type: Resilience

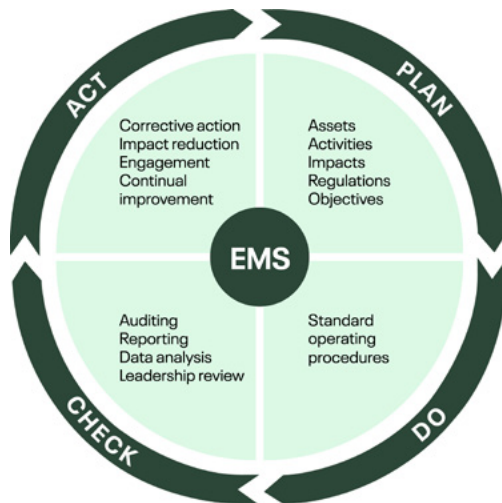
Climate-related opportunity	Opportunity area(s)	United Airlines opportunity response	Timeframe	Potential opportunity score
Diversifying and stabilizing United's energy supply chain with alternative fuels (SAF) and propulsion	Strategic	Given the vulnerability of traditional energy markets to international supply shocks, as SAF becomes commercially scaled, there is potential to benefit from diversification of energy sources other than traditional kerosene-based propulsion. UAV has invested in a variety of technologies and companies that not only represent low-carbon solutions across the value chain, but correspondingly temper exposure to increases in traditional kerosene prices and reliance.	●●● Long	●●● Medium

ENVIRONMENTAL COMPLIANCE

At United, we strive to achieve excellence in environmental compliance by seeking to go above and beyond regulatory requirements.

This is reflected in our internal Environmental Procedures Manual, which establishes more stringent requirements than existing federal and state regulations. Using an environmental management system (EMS), United has long employed the plan-do-check-act approach to regulatory compliance.

Cyclical plan-do-check-act approach:



Our auditing program utilizes third parties as well as internal subject matter experts focused on compliance and best management practices. Any identified non-compliance is formally reported and tracked until associated corrective and preventative actions are completed, including addressing the root cause and identifying opportunities for improvement. Using data from our auditing program, we identify continuous improvement opportunities, training enhancements and resource needs across the company to support operational excellence.



COMMITMENT TO ENVIRONMENTAL RESPONSIBILITY

In 2022 we further renewed our focus on sustainability within our operations, strengthening cross-functional teams and standing up initiatives intent on driving sustainable operations while maintaining efficiencies across the business.

We are testing new sustainability opportunities by initiating pilot projects and evaluating impacts with the aim to scale up across our network. And we are doubling down on our stakeholder engagement efforts, collaborating with both external partners and internal stakeholder groups to support sustainability.



Electrifying our Ground Support Equipment

United continues to make significant progress in the electrification of ground service equipment (GSE) across our hubs and stations. As of March 2023, 34% of United's system wide motorized GSE was electric powered (eGSE) representing a total of nearly 4,200 units. Electrifying our fleet is integral to achieving our long-term sustainability goals, and we remain committed to strategically addressing the GHG emissions from our ground operations. Notably, in early 2023 United took delivery of two Goldhofer AST-E Phoenix electric towbarless tractors for use at LAX. We are the first airline in North America to own and operate such equipment.

Waste management, recycling and landfill diversion

We continue to seek opportunities to divert waste from landfill, as well as reduce, reuse and recycle where possible. In 2022 we reduced our total waste by over 6000 tons and improved our annual recycling total by more than 1000 tons, diverting waste from landfills. We actively work with our vendors and partners to identify alternatives and will continue to focus on driving down our waste footprint.

In 2022, United partnered with Bag 2 Life, an upcycling company in Germany which takes unusable life vest materials to make new consumer products available for purchase in our United Shops in 2023. Further, United partnered with LooptWorks to repurpose leather seat backs and bottoms from first-class cabins from the Boeing 757 retrofits into backpacks, duffel bags and tote bags. Upcycling material from over 700 seat bottoms, approximately 900 seat backs, and over 1000 headrests conserved 3,436,125 gallons of water and resulted in nearly 813 pounds of landfill avoidance.

In 2022, United also expanded its partnership with Good360, a non-profit organization that finds innovative ways to reuse unwanted items. Through the partnership unopened items from amenities kits were collected repurposed and distributed to charity.

Vendor-provided waste management data¹

Year	Total tons	Recycling tons	Landfill tons	Trees saved	GHG emissions saved: MtCO ₂ e	Water saved: M-Gal	K-Electricity saved: K/Kw-Hr
2021	34,838.66	4,299.81	30,538.85	62,984	10,323	22.61	5,790.0K
2022	28,809.75	5,483.01	23,326.74	67,667.00	9,566.00	21.73	5,494.91K

	2022 Tons
Waste - total	27,752
Hazardous and non-hazardous waste	24,691
Municipal waste - catering	3,061
Total - recycled	6,737
Non-catering - recycled	5,792
Catering - recycled	945

Reducing our noise footprint

United is committed to working with a variety of stakeholders, including the Federal Aviation Administration (FAA), international air navigation service providers and our airport partners to improve the noise levels surrounding our airports.

Our United Next aircraft order is expected to reduce noise at the airports we serve. For example, the Boeing 737 MAX aircraft is designed to be 40% quieter than the previous generation of 737s. Further, our investments in electric aircraft, such as Archer Aviation, promote technologies expected to reduce our noise profile where in service.

1. Total data has been provided by a third-party vendor and is not representative of company wide data.

COLLABORATING TO DRIVE ENVIRONMENTAL PROGRESS

We recognize that we can't achieve our goals alone. We need to work closely with policy makers, customers, airports and cross-industry partners, fuel producers, NGOs and more to reduce the emissions from flying.

United is at the forefront of this collaborative approach to scale the supply of decarbonization technology solutions, minimize its environmental impact, boost environmental sustainability of the airline industry and protect the environment.



SAF Policy and Coalitions

United is actively shaping the conversation and direction around the energy transition in our industry by leading various coalitions to create demand and market signals incentivizing production of low carbon fuel and low carbon technology. United co-led the broad-based coalition of airlines, SAF producers, labor unions and technology companies that worked with federal policymakers, airports, and environmental NGOs to champion the passage of the Sustainable Skies Act SAF Blender's Tax Credit through the Inflation Reduction Act, a landmark piece of policy and first ever climate legislation that invests in green energy among other environmental initiatives and technologies.

Recently, United also led an effort to incentivize SAF in Illinois, lowering the overall cost of SAF for consumption at the state level.

SAF Grand Challenge and First Movers Coalition

United, along with other Airlines for America (A4A) members, have pledged to work toward the Biden Administration's SAF Grand Challenge to collectively make 3 billion gallons of SAF available domestically by 2030. United is a founding member of the Biden Administration's First Movers Coalition, a collective of leading companies committing to purchase low-carbon technologies in hard-to-abate sectors. Under this initiative, United has committed to a target of replacing at least 5% of conventional jet fuel demand with SAF that reduces lifecycle GHG emissions by 85% or more compared with conventional jet fuel by 2030.

Sustainable Aviation Buyers Alliance

During the COP26 conference, the Sustainable Aviation Buyers Alliance (SABA), a non-profit initiative of the Environmental Defense Fund and Rocky Mountain Institute (RMI), as well as corporate travel buyers, established the Aviators Group, of which United was a founding member, to advance collaboration on demand signals for SAF.

Clean Skies for Tomorrow

The Clean Skies for Tomorrow initiative (CST) is a global, cross-value-chain coalition facilitating commercial scale of SAF production for broad adoption by 2030, through supply, demand, policy, and financial levers. The Clean Skies for Tomorrow Coalition is led by the World Economic Forum, the Rocky Mountain Institute, and the Energy Transitions Commission.



Industry collaboration

Through A4A, IATA and Air Transport Action Group (ATAG), United collaborates on a global scale to facilitate the change needed to decarbonize aviation and advance sustainability within our industry. United is chair of A4A's SAF Committee, a member of the global IATA Sustainability & Environment Advisory Council (SEAC) and involved in regular ATAG working groups.

Our industry collaboration brings us together with airport and our other air transportation business partners to address shared challenges and advance solutions that benefit air travel. We are committed to working with our industry partners as we have common climate and sustainability goals because we know that we are stronger when we work together on these shared issues.

Since 2009, United has been a strong advocate for a global market-based approach to addressing international aviation emissions. In 2016, ICAO adopted the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which aims to limit the emissions associated with international aviation to carbon-neutral growth. The emissions from the majority of United's international routes are expected to be included in CORSIA, and any emissions above the CORSIA baseline that United cannot reduce via the use of low-carbon technologies like SAF will require offsetting.

Through its participation in CORSIA work groups and other industry working groups, United supported the development and implementation of CORSIA and its design framework. Recently, United participated in a trial with the FAA on how to report SAF for CORSIA eligibility, consistent with our objective of helping to promote the production and use of SAF.

Supporting nonprofits

We donate travel on United to support non-profit scientists, cleantech innovators, and more on the frontline of the climate crisis, including partnerships with RMI, Delta Institute of Chicago, LA Cleantech Incubator, Elemental Accelerator, Denver Botanic Gardens, California Academy of Sciences and Shedd Aquarium. We believe in using our service of air travel to enable critical learnings and engagements that facilitate progress toward aviation's decarbonization goals.

Further, in 2022, Denver based employees participated in a solar system install as part of United's "September of Service". GRID Alternatives Colorado, a nonprofit solar installation company, worked with United's "YourCause" to offer volunteer opportunities to assist in installing a no-cost solar electric system for an income qualified household near Denver, CO.

Empowering our employees to engage

In 2022, United took action to engage employees in our path to sustainable aviation by launching two employee groups. First, we launched a cross-functional Green Team within a business resource group focused solely on identifying and integrating sustainability initiatives companywide. In addition, our hub-based Eco-teams are comprised of operational, frontline employees passionate about local compliance and sustainability-related initiatives.

PEOPLE

Empowering our world-class team to deliver for our customers and each other. We strive to break down barriers to create an inclusive, safe, caring, dependable and efficient environment for diverse talents and suppliers to thrive and create value.

More than 90%

of new-hire interview slates for management and administrative roles include a diverse makeup of candidates

1:1

or near-perfect pay equity for employees of all genders and races performing comparable work across U.S. management and administration roles¹

#1

Only airline to make the Diversity Inc. 2022 Top 50 Companies for Diversity list

2x

We doubled our diverse supplier spend year over year and plan to double again in 2023



“ Our purpose, “Connecting people. Uniting the world,” is about more than being a conduit between cultures globally. To ensure United is as diverse as the communities we connect and the customers we serve, we are taking a collaborative leadership approach. Together, we will do all the right things to be the best airline for everyone in the United family and beyond. ”



Scott Kirby
CEO, United

1. Our frontline employees’ pay is based entirely on tenure and job performed, so there is complete pay parity for similarly situated frontline employees.



Our people strategy

Collectively, our talented employees bring a global perspective that directly contributes to the success of our airline and our impact on the communities we serve. We seek to build an inclusive, safe, caring, dependable and efficient environment for diverse talent to thrive. Our people strategy—including policies, training, rewards, performance management and recruitment—is designed to help us find the best talent and give them the tools to succeed.

Diversity, equity and inclusion

We are transforming the future of aviation, with diversity, equity and inclusion being essential drivers of our growth and our sustainable financial and operational success. In 2022, we worked to embed DEI throughout the business, with a focus on cultivating opportunities for underrepresented groups, creating a more accessible travel experience and engaging in active leadership for business diversity. [Learn more](#)

Customer inclusion & accessibility

As the airline that flies to more destinations in the world than any other, we have a responsibility to provide all of our customers with an inclusive and accessible global service experience. We are striving to make customer travel experiences even more welcoming by improving accessibility and cultural sensitivity. [Learn more](#)

Inclusion among our workforce

Last year, as we announced our growth plans, we created company-wide DEI goals for the first time in our history and tied them to specific metrics in our executive long-term incentive plan to ensure accountability for progress. These goals focus on three key areas related to talent: demographically diverse representation, new pathways to United careers and a refinement of our HR policies and practices. [Learn more](#)

Empowering communities

We work with organizations globally, nationally and local to our offices, airports and operations that support our broader DEI aims. We provide partnership and funding to programs designed to amplify the voices of marginalized people such as veterans, the LGBTQ+ community and those with disabilities, programs to provide small and minority-owned businesses with the resources they need to thrive, and programs designed to fight systemic racism. [Learn more](#)

Amplifying progress through supplier partnership

Given the scale and reach of our global business, we know the impact we can make on local communities around the world by working with suppliers of all backgrounds and sizes. A diverse supply chain promotes innovation, ensures competitive access and represents our customers' and employees' diverse viewpoints. [Learn more](#)

DIVERSITY, EQUITY AND INCLUSION

“ United flights provide life-changing new perspectives and new opportunities to millions of customers and, in turn, tens of thousands of employees. We want to offer those opportunities to as many people as possible, from every background. Our purpose-driven commitment to DEI is the right thing to do—and it’s an essential driver of our growth and sustainable financial success. ”



Jessica Muench
Chief Diversity, Equity & Inclusion Officer

Our strategy

Our DEI strategy is centered around transforming the future of aviation. It is recognized as an essential driver of our growth and sustainable financial and operational success.

In 2022, we built on our progress to embed DEI throughout the business with a focus on leading the aviation industry by:

- Cultivating greater opportunities and access for underrepresented groups so they can build long, lucrative careers at United and enhance our uniquely inclusive culture.
- Offering a more accessible and culturally sensitive travel experience for all of our customers.
- Empowering and uplifting the communities we serve.
- Demonstrating active leadership in building a strong pipeline for business diversity.

We are proud to share how we exceeded our DEI goals in 2022, made additional progress beyond these goals and established ongoing DEI commitments among our employees, customers, communities and commercial partners.



Stakeholder engagement (DEI)

We are focused on enhancing relationships with the people who are impacted by our operations, our success and what we do. The primary stakeholders for our DEI programs are:

Customers

We strive to provide a safe and inclusive experience for our millions of diverse customers worldwide and to treat each one with dignity and respect.

Employees

We are creating new pathways into long, lucrative aviation careers and a workplace where all employees feel included and empowered to make a measurable difference in our success. We offer policies, programs, benefits and recognition designed to reward and support the success of our diverse workforce and we seek to attract, retain, and develop diverse leaders.

Communities

Our partnerships with local, national and global organizations and our work with elected officials and civic leaders provide opportunities to make a difference at all levels and champion causes that reflect our purpose and values.

Commercial partners

Our commitment to business diversity and empowerment extends from our workforce and continues in our relationships with suppliers. As a global company, we are committed to uplifting communities all around the world by partnering with diverse-owned businesses of all backgrounds and sizes.

Our goals

We have set goals for our DEI strategy. We are proud to share how we have exceeded our DEI goals for 2022, made additional progress beyond these goals and established ongoing DEI commitments among our stakeholders. You can read more on the following pages.



Our goals

	Objectives	Goals
Customers	Improve accessibility and cultural sensitivity	<ul style="list-style-type: none"> • Improve understanding of customer data for better service opportunities • Enhance cultural awareness and competency • Grow Cultural Advisory Board
Employees	Increase demographically diverse representation	<ul style="list-style-type: none"> • Ensure that 90% of new hire interview slates for management and administrative roles include a diverse makeup of candidates • Update 50% of job postings to appeal to a broader labor market and eliminate biased verbiage • Continue to meet Aviate Academy diversity goal: 50% of enrolled students who are women and/or people of color
	Create new pathways to United careers	<ul style="list-style-type: none"> • Launch apprenticeship program for Maintenance Technicians with a focus on underrepresented groups
	Assess and refine HR policies and practices	<ul style="list-style-type: none"> • Continue to monitor and maintain progress on pay equity • Review pay and benefit plans and add programs to reach more equitable outcomes • Measure inclusivity with pulse surveys to establish baseline metrics
Communities	Support our DEI aims through engagement with community organizations	<ul style="list-style-type: none"> • Support United recruitment and workforce programs • Craft a public policy agenda that includes a DEI focus • Grow partnerships and engagement
Suppliers and commercial partners	Support women- and diverse-owned businesses through membership in the Billion Dollar Roundtable	<ul style="list-style-type: none"> • Direct \$1 billion+ of spending annually towards women- and diverse-owned businesses by 2025 • Implement business policy and practices to ensure program sustainability and diverse business growth and development.

External awards and recognition

We are proud to have been listed as a supporter of inclusive practices by a number of external organizations including:



Diversity Inc. 2022 Top 50 Companies for Diversity

United was the only airline to make this list of top companies in the U.S. that excel in diversity and inclusion management. United was also listed as 30 "Top Company for ESG," and #9 "Top Company for ERGs."



Disability Equality Index

United was selected as a 2022 Best Place to Work for Disability Inclusion. We scored 100% for the seventh-straight year.



Human Rights Campaign Foundation's Corporate Equality Index

United was selected as a 2022 Best Places to Work for LGBTQ+ Equality, and we were also recognized for 11 years of perfect scores.

EEO-1 Report

Our Consolidated EEO-1 Report is a mandatory annual submission to the U.S. Equal Employment Opportunity Commission. As part of our continued commitment to enhance transparency about our workforce diversity, we have chosen to publicly disclose our EEO-1 Report (which includes only our and United Ground Express, Inc.'s U.S. workforces). Due to the EEO-1 reporting schedule, our latest EEO-1 Report is based on workforce data from calendar year 2022. The EEO-1 Report provides a demographic breakdown of our U.S.-based workforce by gender, race/ethnicity and certain job categories prescribed by the federal government based on the U.S. Department of Labor Job Classification Guide. These categories do not match our workforce organization and are therefore not representative of how our industry or workforce is organized or the effectiveness of our diversity, inclusion and equity program. We believe the workforce data presented in our Annual Report on Form 10-K for the year ended December 31, 2022, in our Corporate Responsibility Report and elsewhere in our public disclosures more accurately reflect our business model.

[Download EEO-1 Report](#)

DEI data

Data on our workforce demographics and labor relations can be found on [our data page](#).



CUSTOMER INCLUSION & ACCESSIBILITY

As the airline that flies to more destinations in the world than any other, we know how to provide the best service to a global customer base. We are making customer travel experiences even more welcoming by improving accessibility and cultural sensitivity.

Our goals focus on three areas:

Goal	Progress
Improve understanding of customer data for better service opportunities	Leveraged insights from customer feedback to identify new destinations for which to develop new menus and cultural training
Enhance cultural awareness and competency	Completed over 5,000 Cultural Connections Training sessions; Net Promoter Score and employee satisfaction ratings were strengthened
Grow Cultural Advisory Board	Expanded Cultural Advisory Board to five new destinations, which continues to positively impact the customer experience

Improving customer data

We continue to incorporate data and insights from customer feedback to identify new opportunities for better service, better products and a more inclusive experience.

Enhancing cultural awareness

Our Cultural Connections Training, launched in 2020, builds cultural competency for our Flight Attendants and Customer Service Agents. The training program is designed to enhance service to our global customer base, including increasing familiarity with cultural norms in eight of our international destinations (Israel, India, Ghana, South Africa, Nigeria, Japan, Brazil and Jordan) with more planned for the future. We have now reached nearly 5,000 completed trainings and have improved our Net Promoter Score and employee satisfaction ratings.

Cultural Advisory Board

The Cultural Advisory Board (CAB) was expanded this year to include five new destinations. The CAB is made up of United employees who are familiar with the cultures, languages and customs of our global destinations, and it has continued to make a positive impact on our customer experience. CAB members volunteer to consult, advise, optimize and provide feedback on customer-facing journey points related to cultural awareness, sensitivity and ethnic inclusion.



Additional progress toward customer inclusion

Accessibility improvements

At United, we are committed to making efforts toward leveling the playing field and giving people with disabilities more independence while traveling. Building on our longstanding relationship with the Special Olympics, we understand that our customers and employees have varying needs and we strive to accommodate everyone. Examples of how we are making everyday travel and work at United more accessible include:



Improved award-winning United app

New enhancements on the United mobile app, such as VoiceOver and TalkBack, make navigating the platform easier for people with visual impairments.

Improved Inflight Entertainment for those with visual and hearing impairments

Our seatback Inflight Entertainment systems accommodate any level of vision and provide support for customers with hearing and mobility issues.

Installed Braille safety placards

We are introducing safety placards in braille on our mainline fleet that allow travelers with visual impairments to feel safe and independent while traveling the skies.

Introduced children's special meals

In November, United reintroduced children's meals onboard. We are committed to providing a great onboard experience for all of our customers, and we're proud to be able to offer our youngest flyers new, child-friendly food options on select routes. From chicken tenders and grilled cheese to French toast and dessert, children can now enjoy both breakfast and lunch/dinner menus on select United flights where complimentary meals are served.

Our DEI commitment moving forward

We know there is a lot to balance when traveling as a family, and we aim to help parents as they prepare for travel with our new family seating policy and our relaunch of children's meals. In addition:

- United is becoming the first airline to eliminate fees and make it easier for families to sit together. We are the only operator that confirms free seats for parents and children at the time of booking, rather than at the gate.
- United's new policy is made possible through a series of investments in a new seat map feature that dynamically finds available adjacent seats at the time of booking. The online seat engine first reviews all available, free Economy seats and then opens complimentary upgrades to available Preferred Seats, if needed.

INCLUSION AMONG OUR WORKFORCE

As we announced our growth plans last year, which included hiring 50,000 employees over the next five years—we created company-wide DEI goals for the first time in our history and tied them to specific metrics in our executive long-term incentive plan to ensure accountability for progress.

These goals focus on three key areas related to talent:

1. Increasing demographically diverse representation
2. Creating new pathways to United careers
3. Assessing and refining HR policies and practices.

These 2022 company-wide talent goals were key in embedding DEI into our growth plan at the enterprise level and building on the progress we've made since we began a new, transformative approach to DEI in 2020. Also, key was setting strategic goals and programs through our DEI Council, "We Stand United," and with leaders at the business-unit level. With collaboration at every level of the organization, we achieved our company-wide goals and made significant progress beyond the goals in each of these areas:

1. Increasing demographically diverse representation

We exceeded all three of our goals in these areas:

Goal	Progress
1. Include a diverse makeup of candidates in 90% of new hire interview slates for management and administrative roles	We identified women and people of color in leadership roles as areas of opportunity and introduced this measure to bring more demographic diversity into our candidate funnel for consideration.
2. Update 50% of job postings to appeal to a broader labor market and eliminate biased verbiage	We introduced a tool that checks for language that may be perceived as biased and/or may create feelings of exclusion in order to replace them with statements that are more inclusive and are expected to appeal to a broader audience of diverse job seekers.
3. Continue to meet United Aviate Academy diversity goal: 50% of enrolled students who are women and/or people of color	To attract diverse candidates, we partnered with diverse professional organizations to amplify the United Aviate Academy and, in partnership with JPMorgan Chase & Co., established a scholarship fund to provide more than \$5 million in scholarships for prospective academy students.



Additional progress toward more diverse representation

We are building customized multi-year strategies for each functional area of our business in order to attract, develop and support diverse talent in the advancement of their careers at United. Our officers and HR teams monitor how hiring, promotion and attrition are impacting our progress using talent dashboards and develop ways to use that data to inform our strategies and programs.

Building on our commitment to increased transparency, we are sharing our U.S. [workforce demographic data](#) for the third year in a row.

Measurable highlights from 2022 include:

1. Higher representation of women and underrepresented racial and ethnic groups

Our U.S. workforce saw a 3% increase in representation of women and 6% increase in representation of underrepresented racial and ethnic groups when comparing December 2020 to December 2022.

2. New hires are improving diverse representation

Representation of women and traditionally underrepresented racial and ethnic groups in our new hire management and administrative population is higher than in January 2022: 5% higher for women and 9% higher for people from underrepresented racial and ethnic groups.

3. Voluntary turnover remains low

In a time period known by many as “the Great Resignation” when many employers experienced layoffs and a spike in voluntary exits, we actually grew, bringing in almost 2,000 new management and administrative employees. Our team members are staying with us to build careers, as evidenced by our voluntary turnover rate of only 7%. We remain a destination for lifelong careers, with an average tenure of 16 years of service for United employees.

4. Progress has been made at senior levels

We made progress in our efforts to have our leadership reflect the diversity of the communities we serve. In 2022, almost half of all promotions at the Senior Professional and Senior Leader level were of those belonging to underrepresented racial and ethnic groups. Growing diversity in our leadership will continue to be an essential focus in 2023 and beyond.



Improving data

In disclosing the workforce statistics, we note that the data reflects metrics on gender, race and ethnicity because we have the most reliable data in these areas. We recognize that there are additional dimensions of diversity not reflected in our reporting, and we are working to expand the collection of demographics to these additional dimensions in years to come.

As a first step, we have continued our Self-ID Campaign, “Getting to Know You,” which was launched in 2021 and then relaunched in 2023. It’s a voluntary and confidential self-identification initiative that U.S.-based employees can use to share additional dimensions of their identities to better inform our understanding of our diversity and drive inclusive employee experiences.

Our DEI commitment moving forward

- For even greater transparency, we have committed to publishing our latest EEO-1 Report in 2023
- As a signatory of the International Air Transport Association (IATA) 25by2025 Pledge for gender balance in aviation, United reports key diversity metrics, and we have committed to increase the number of women in senior positions and underrepresented areas by a minimum of 25% by 2025.

In 2023, we plan to focus on:

- Ensuring that management and administrative new-hire interview
- Continuing to meet our United Aviate Academy and Calibrate diversity goal of 50% of students who are women and/or people of color
- Increasing representation of women at the manager level and above
- Increasing representation of people of color at the manager level and above

2. Creating new pathways to United careers

We met our primary goal in this area.

Goal	Progress
1. Launch apprenticeship program for Maintenance Technicians with a focus on underrepresented groups	Calibrate, our new in-house apprenticeship program, was launched in November 2022, supporting our ambitious goal of hiring 7,000 maintenance technicians by 2026

In-house apprenticeship program

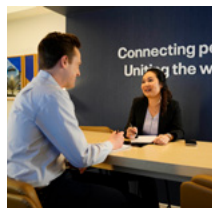
Calibrate, our new in-house apprenticeship program, launched in November 2022. It will be a key strategic component in ensuring that we achieve our ambitious goal of hiring 7,000 maintenance technicians by 2026. We plan to train more than 1,000 new technicians by 2026, with a goal that at least half will be students who identify as women and/or people of color.

In the 36-month program, apprentices will gain the skills and knowledge they need to obtain their Airframe & Powerplant Certificate, including hands-on and classroom training and mentorship alongside United's experienced technicians.

Our first cohort was comprised of 80% people of color. The Calibrate program plans to expand to over a dozen locations in 2023 and will be open to United's global employee base and external candidates.



Additional progress on pathways to United careers



Skills-first hiring

Through our skills-first hiring approach, we are prioritizing a focus on the skills, capabilities and talent a candidate brings to the table rather than excluding talent for not having a degree. In November 2022, we hosted our inaugural skills-first hiring event at our Chicago headquarters.

United is a member of OneTen, a coalition committed to creating one million family-sustaining careers for Black talent with opportunities for advancement over the next 10 years. Since joining OneTen, we have hired or promoted over 2,000 Black employees into family-sustaining jobs.

In 2022, our CEO Scott Kirby was named Chair of the Business Roundtable’s Education and Workforce Committee (BRT), which is leading employers across the country in advancing solutions like the Apprenticeship Accelerator program, which will help participating companies develop or scale registered apprenticeship programs to expand the pipeline of workers without a four-year college degree and support their development and advancement.



United Aviate Academy

In 2021, United became the only major U.S. airline to own a flight school when we launched United Aviate Academy, which represents an important step towards training the next generation of talented, qualified and motivated aviators. The goal was to have 50% of each class be women and/or people of color.

In 2022, we welcomed 200 students to the Academy and celebrated the graduation of our inaugural class of pilots, that included 51 students—with nearly 80% being women or people of color.

The Academy partners with three Historically Black Colleges & Universities (HBCUs)—Delaware State, Hampton University and Elizabeth City State University—and with diverse professional organizations, including the Organization of Black Aerospace Professionals, the Latino Pilots Association, the Professional Asian Pilots Association, Women in Aviation, Sisters of the Skies and the National Gay Pilots Association.



Year Up

We host two cohorts of interns each year with our talent partner Year Up, a nonprofit that empowers young, talented professionals to move into careers in a single year by providing technical and professional skills training for entry-level roles and connecting them with their first corporate work experience. This helps build skills and experiences that will empower them to reach their potential while giving hiring managers access to a motivated, diverse talent pipeline.

Last year, we set a goal that 80% of each cohort would be hired as United team members. We exceeded that goal in August 2022 with 100% of our cohort being hired into roles in various departments including Human Resources, Digital Technology, Revenue Management and Crew Scheduling.

We are Year Up’s largest partner in Chicago and have awarded more than \$3 million in grants to the organization since we started working with them in 2018.



i.c. stars

We partnered with i.c. Stars, a Chicago-based nonprofit dedicated to providing underrepresented individuals the opportunity to expand their horizons through technology internship programs, representing a new source of talent for Digital Technology.

Our Chief Information Officer Jason Birnbaum is a board member of the nonprofit, and for the first time, United is sponsoring a project for i.c.stars. In January 2023, our Digital Technology team—partnering directly with the Field Services team—kicked off the next cycle of i.c.stars interns, with 24 interns participating.

Our DEI commitment moving forward

We aim to increase talent from diverse backgrounds through our new digital technology program, Innovate.

Innovate in-depth

United launched Innovate to create a new digital technology talent pool from diverse and non-traditional backgrounds, with plans to identify, reskill and place more than 500 technology candidates in the next five years and a goal of 50% being women and/or people of color.

Finding tech talent with the right skills can be challenging when the “right skills” has historically translated to a college degree or a tech certification, particularly in markets where the proportion of college graduates does not reflect the diversity of the population. The Innovate program goes beyond traditional STEM training and hiring practices to challenge the boundaries of who is qualified and how one qualifies for a career in technology.

The program is designed to create a new talent pool from non-traditional backgrounds right in our own backyard. Local organizations like Year Up and i.c.stars work to develop leaders through a robust training program that ensures individuals gain the skills, experiences and support they need to build a strong foundation for a career in technology. Through partnerships with these organizations and others like P33, a nonprofit focused on driving inclusive growth in Chicago’s tech sector, United is uniquely positioned to help candidates build the skills they need and ensure they have a clear path to apply for a full-time position with us.

At the heart of the Innovate program are custom learning paths that will help enhance candidates' hard and soft skills. While standard technology certifications can range from \$10,000-\$15,000, the Innovate program will enable participants to avoid that cost and earn a family-sustaining salary. Participants will build their skills working with our local community partners and on projects at United, obtaining technology training in real-world scenarios with the support of mentors and leaders. We expect to welcome our first Innovate class in April 2023.

3. Assessing and refining HR policies and practices

We met all three goals in this area:

Goal	Progress
1. Continue to monitor and maintain progress on pay equity	We have achieved near-perfect pay equity for employees of all genders and races performing comparable work across our U.S. management roles. We continue our commitment to annual reviews to maintain pay equity.
2. Review pay and benefit plans; add programs to reach more equitable outcomes	After studying our healthcare utilization trends, we have implemented changes addressing barriers to care impacting underrepresented groups. We have also launched a new cancer care service through partnerships with leading research institutions.
3. Measure inclusivity via pulse surveys to establish baseline metrics; introduce Inclusion question in Performance Evaluations	All surveys now include a question on Inclusion. We have re-imagined performance management to address bias by developing a rating system that recognizes individual contributions, developed leader guides for better performance discussions and broadened access to development plans.

Additional progress on HR policies and practices

DEI learning

We are upskilling our staff on and maintaining diverse and inclusive teams by embedding DEI in our Global Learning approach and through customized programs, including:

- **Inclusion @ Work:** This online course is a three-module series designed to build an understanding of the different perspectives and skills required to ensure that customers and employees feel welcome, valued, respected and heard. Required for Managers and above.
- **Respect @ Work:** A facilitated experiential session building understanding of how respect, cultural awareness and psychological safety impact behavior and connect our values to actions that will build and promote DEI both internally and externally.
- **Hiring a High-Performance Workforce:** This manager training helps ensure that leaders understand the importance of factoring diversity in to hiring decisions and aligns recruiters and hiring managers as business partners in applying strategies and best practices to find and attract talent.

Engagement

We have modernized appearance standards for uniformed customer-facing United employees to permit greater freedom of expression and to be less gender-specific and more flexible and inclusive.

We have also launched REAL (Recognize, Explore, Act, Learn) Conversations, a series of virtual events and publications on DEI topics that help us grow as one United team. While it can be tough to know when and how to have sensitive conversations on these topics, it's an essential step in allowing us to move forward as a company and create the kind of culture where we can all feel at home.

Listening strategy

To further improve our approach, we have introduced a survey program at key career milestones, check-ins for new hires and exit surveys for all employees leaving the company, in addition to our performance check-in surveys, DEI surveys and engagement surveys.

We have also added an annual review of DEI metrics with our engagement scores to understand where we may need to have better action planning to support a diverse and inclusive workforce.

Talent planning

We have developed a new tool to facilitate talent reviews that pulls together employee data and shows leaders what each employee's career journey has been along with their career aspirations and goals. The tool also supports better conversations about diversity and talent development, increasing equity in talent review conversations and supporting DEI goals for our high-potential programs so we can develop pipelines of diverse leaders.

Talent development programs

We have a range of programs supporting talent development with a focus on enhancing our inclusive culture and diverse representation in leadership. These include:

LEAD: LEAD is a leadership development program designed to prepare high-potential Managers and Senior Managers for future leadership roles, strengthen their business acumen, expand strategic and innovative thinking, learn to better lead their teams and enhance their executive presence.

Rise: Rise is a program designed to prepare high-potential Directors from across United to better lead teams, think more innovatively, strengthen business acumen and enhance executive presence.

Ascend: Ascend is a development program for Airport Operations customer service representatives and ramp service employees to prepare a diverse pipeline for supervisor roles. There were 180 graduates in 2022, 35% of whom have already been promoted to supervisor.

McKinsey Connected Leaders Academy: 200 team members from underrepresented racial and ethnic groups attended these programs in 2022, which equip future leaders with a peer network that will help them achieve their aspirations and assist them in developing new capabilities, mindsets and behaviors for growth. These programs are implemented in identity-based communities and provide a unique lens on leadership from the perspective of diverse leaders.

Enterprise Career Development: We have introduced a six-part enterprise career development initiative designed to empower all employees to own their career growth. Each part features executive leaders sharing vulnerable and transparent stories about their career paths. Leaders also hold on-site and live-streamed sessions, allowing employees the opportunity to ask career questions.

Recruitment

We deepened our relationships with HBCUs and began building relationships at Hispanic Serving Institutions.

Last year, our President Brett Hart was appointed to President Joe Biden’s Board of Advisors on HBCUs with the goal of increasing the capacity of HBCUs to provide the highest-quality education to their students and to continue serving as engines of opportunity. Through our 2022 fall campus recruitment programming, we engaged over 4,000 HBCU students while increasing our customer and employer brand presence, elevating the awareness of early career and internship opportunities and expanding support at our Aviate HBCU partners and affiliate schools. We also engaged our employee-run Business Resource Groups (BRGs) heavily throughout campus recruitment. (See BRG section below.)

Strategic partnerships: We continued to partner with organizations like Women Who Code, Black Women in Science and Engineering, the Association of Latino Professionals For America (ALPFA), the Hispanic Alliance for Career Enhancement (HACE), the Society of Women Engineers (SWE), the National Black MBA (NB MBA), the Society of Hispanic Professional Engineers (SHPE), Grace Hopper, the Organization of Black Aerospace Professionals (OBAP), the Professional Asian Pilots Association (PAPA), the Latino Pilots Association (LPA), the National Gay Pilots Association (NGPA) and Sisters of the Skies (SOS).

Second Chance Hiring: United is an active member in two communities of practice whose member companies are committed to expanding employment opportunities and upward mobility for people with criminal records: the Second Chance Business Coalition, a national organization, and the Fair Chance Hiring Cohort, founded by the Corporate Coalition of Chicago. We are also enhancing our hiring practices to address barriers for those with a criminal record.

Our DEI commitment moving forward

- **Leadership Academy:** Our Leadership Academy will offer a series of United online leadership credentials that employees can earn, display and share to grow their careers and demonstrate leadership aptitude. To earn a digital credential, employees will complete a series of online courses, participate in in-person events and benefit from leadership experiences along the way using TakeOff learning.
- **DEI Academy:** Deepening our commitment with active and ongoing engagement in fostering Diverse, Equitable and Inclusive spaces, employees and leaders will actively participate in the DEI Academy to facilitate reflection and strengthen the awareness and skills necessary for fostering an inclusive team and work environment. As a result of participant learning, we anticipate increased innovation among teams and enhanced progress on our DEI journey.



Employee-run Business Resource Groups

Employee-run Business Resource Groups (BRGs) are key partners in our employee engagement and recruiting strategies. They offer our employees firsthand involvement in building partnerships and solutions. In 2022, our eight BRGs reached 44 chapters and approximately 27,000 employee memberships worldwide.

These BRGs, each sponsored by a member of our Executive team, have worked to build cultural awareness and allyship for the various communities they represent: Black, LGBTQ+, multi-cultural and multi-generational individuals, people with disabilities, veterans, women and working parents and caregivers. These communities deliver key DEI and business outcomes in recruiting and advancing top talent, consulting on the customer experience and deepening community relationships:



Black

Through BEACON, we have engaged HBCUs for various campus recruitment programming while increasing our customer and employer brand presence and elevating the awareness of early career and internship opportunities at United.



LGBTQ+

Thanks to leadership from EQUAL, we were the first airline to offer non-binary gender booking options, we have become a Stonewall inductee, and we are a leader in companies recognizing same-sex partner benefits. This BRG also aided in the launch of our revised uniform and appearance standards for customer-facing employees to better permit freedom of gender expression.



Multi-cultural

UNITE has activated its broadly ranging ethnic and racial membership base to inform many key DEI strategies for the company, including sharing insights that inspired the We Stand United DEI council, forging local community relationships, supporting employee career development and helping us launch our new BRG for Black employees.



Multi-generational

Our Gen Trend BRG helped develop our remote work policies based on employee feedback long before the pandemic began. This BRG also led a semi-annual internal consultancy program, which provided actionable recommendations for addressing the gap between our sustainability initiatives and customer perceptions.



Parents and caregivers

Together with Kinnect, our newest BRG, we are working to shape the business and culture of United to be more family-friendly in how we care for our families in every aspect of life, including travel.



People with disabilities

Our inflight entertainment is now more accessible than ever to people with visual impairments thanks to our Bridge BRG's consulting and testing support from its membership group.



Veterans

In collaboration with our United4Veterans BRG, we removed a uniform requirement from our pre-boarding announcements to ensure that military service members feel comfortable to come as they are when they fly with us.



Women

Our uIMPACT BRG helped enhance our parental leave policy to provide more support to working parents and helped us launch our new parents and caregivers BRG as a support community.

EMPOWERING COMMUNITIES

We work with organizations globally, nationally and local to our offices, airports and operations that support our broader DEI aims. We provide partnership and funding to programs designed to amplify the voices of marginalized people including veterans, the LGBTQ+ community and those with disabilities; programs providing small and minority-owned businesses the resources needed to thrive; and programs designed to fight systemic racism.

We have made good progress against our 3 goals:

Goal	Progress
1. Support United recruitment and workforce programs	Key diversity-focused organizations engaged in several United recruitment and development programs.
2. Develop a public policy agenda with a DEI focus	We integrated an engagement program, working with government partners and diversity-focused nonprofits to increase access and inclusion.
3. Grow partnerships and engagement	We donated over \$12 million in cash and travel to more than 130 partner nonprofits globally.



Additional progress toward empowering communities

Inclusion through golf—PGA partnership

HBCU golf coaches cite the lack of access to air travel as among the greatest barriers to developing successful golf programs. Removing barriers for HBCU students to allow them to have the same opportunities given to other collegiate athletes will open doors for countless young Black golfers to achieve their dreams and for HBCU golf programs to develop to their full potential. United is committed to advancing inclusion and racial equity, and that begins with making meaningful mentorship and scholarship investments in the communities we serve.

United Airlines, along with the PGA TOUR, awarded 51 golf teams at HBCUs with more than half a million dollars in grants divided equally among the schools to fund travel for golf tournaments and recruiting efforts.

The donation is part of United and the PGA TOUR’s shared commitment to diversify and grow the sport and to provide resources that allow HBCUs to recruit and compete at the highest levels of collegiate golf. Each school will receive \$10,000 in travel credits, enabling more than 250 student athletes, coaches and their equipment to fly United to compete in high-profile tournaments that were previously out of reach.

Partnership with JPMorgan Chase & Visa

During 2020, 2021 and 2022, we jointly funded with JPMC and Visa a program awarding 5x miles for cardmembers who made donations on their UA Mileage PLUS co-brand cards to select nonprofits during Black History Month (February), Pride Month (June) and October in recognition of World Hunger Day. Donations totaled \$775,000

Sydney Pride

United Airlines partnered with Virgin Australia to connect U.S. travelers to the world’s largest celebration of Pride in Sydney with a special flight staffed entirely by members and allies of the LGBTQ+ community. Additionally, United made a \$25,000 donation to the Trevor Project to support their mission of helping LGBTQ+ young people.

Investing in communities

With over 130 partner nonprofits and through employee volunteerism, travel support and philanthropic investment, United has given \$12 million in cash and travel to the communities where we live, work and fly.

We’re breaking down barriers and promoting inclusion by championing the work of local, national and global nonprofits that reflect our values, from fighting systemic racism to supporting veterans, the LGBTQ+ community and people with disabilities. For some of the DEI projects we support in our communities see our [community pages](#).

Our DEI commitment moving forward:

- **Business diversity:** Support our Billion Dollar Roundtable goal by investing in the growth of small and diverse-owned businesses in partnership with government and nonprofit organizations
- **Workforce development:** Continue to build pathways for underrepresented groups to United STEM careers in partnership with educational institutions and nonprofits, with a focus on apprenticeships and skills-based hiring.



AMPLIFYING PROGRESS THROUGH SUPPLIER PARTNERSHIP

We are invested in diversifying our supply chain and building a strong network of small, diverse- and woman-owned businesses to expand with us as we take the next step in our growth.

Because of our size and global reach, we have the ability—and responsibility—to influence outcomes for many businesses and communities. Our mission is twofold: Procure goods and services needed to run an efficient, innovative and competitive airline while creating a positive impact in the communities where our suppliers do business.

Executive accountability

Our Executive team is responsible for driving this work. To ensure accountability at the highest levels of the organization, diverse spend goals are factored into executive compensation.

Divisional ownership and accountability

The only way we will initiate sustainable progress is to embed supplier diversity practices and principles into our day-to-day operations. To do that, we built and continue to invest in our Business Diversity Ambassador Program.

Today, we have more than 20 Diversity Ambassadors representing all areas of the business. Each ambassador team has an executive champion to help them address challenges and unlock progress in their objectives to:

- Establish and be accountable for meeting divisional diverse- and small-business spend goals
- Seek out opportunities for increased diverse- and small-business spend
- Identify growth and mentorship opportunities for existing suppliers

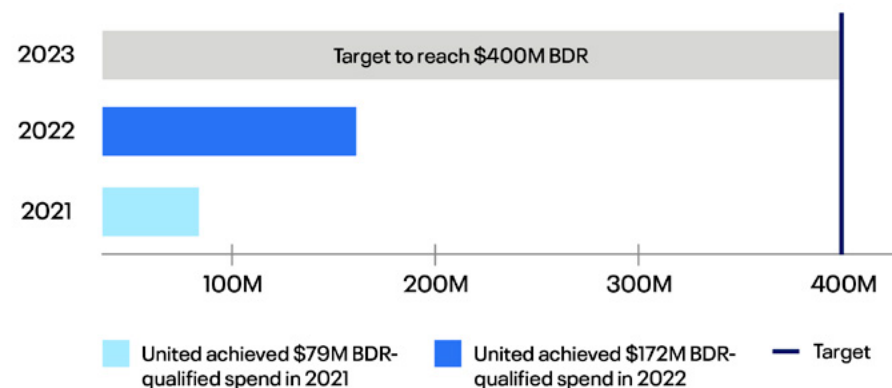
The next step on our journey: Billion Dollar Roundtable

In 2021, we announced our intention to become a member of the Billion Dollar Roundtable (BDR), a group of corporations recognized for:

- Spending at least \$1 billion¹ annually with women- and diverse-owned businesses by 2050.
- Implementing business policy and practices to ensure program sustainability and diverse business growth and development.

*Spend is BDR-qualified only if the supplier is certified by one of five agencies: Disability:IN, the National LGBT Chamber of Commerce, the National Minority Supplier Development Council, the National Veteran’s Business Development Council or the Women’s Business Enterprise National Council (WBENC).

We are making significant progress:



Standardizing agreements

We have a significant direct supplier spend, but the impact is multiplied up the supply chain. That’s why we seek to use our supply chain to drive positive change in how businesses purchase goods and services. We have developed standardized supplier diversity contract language for all agreements, with a focus on reporting small and diverse Tier 2 spend. This speaks to our commitment to ensure our prime suppliers support our mission to diversify the supply chain and increase opportunities with minority-, women- and disadvantaged-owned business entities.

1. Spend is BDR-qualified only if the supplier is certified by one of five agencies: Disability:IN, National LGBT Chamber of Commerce, National Minority Supplier Development Council, National Veteran’s Business Development Council, Women’s Business Enterprise National Council (WBENC)

COMMUNITY

United partners with nonprofit organizations for our people and planes to create meaningful, positive impact in the communities where we live and fly. We align our giving strategy with the company’s purpose, values and priorities to build more resilient communities around the globe.

\$13.9M

corporate contributions to charitable causes - \$5.6 million in cash, \$7.2 million in in-kind travel and \$1.1 million in employee giving

26,143

hours of volunteering during the year



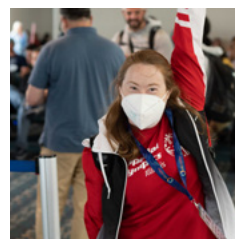
Community impact

Our approach is built around four cornerstones; disaster relief and recovery, breaking barriers and promoting inclusion; aviation and STEM education along with environmental sustainability and justice. These cornerstones guide how we invest and how we maximize our positive impact. [Learn more](#)



Responding to crisis

United responds to natural and manmade disasters by using our aircraft and global network to deliver much-needed relief supplies and volunteers to impacted areas. [Learn more](#)



Building inclusion

United strives to create an environment in our office, airports and the world where acceptance and appreciation of everyone is the norm. [Learn more](#)



Inspiring leadership

United is committed to the success of future generations. By investing in programs that encourage the next generation of leaders we’re making sure our business and the communities we serve will be successful for years to come. [Learn more](#)



Environmental sustainability

United celebrates people and communities across our planet as we seek to become the most environmentally conscious airline in the world. [Learn more](#)

COMMUNITY IMPACT

Our community impact activity is based on four giving cornerstones, which are aligned with who we are and what we do as a business.

These cornerstones guide how we invest and how we maximize our impact:



Read case studies on the following pages about how we're taking an active role in our global community, and you can find a [full list of our nonprofit partners here](#).

Employee volunteerism

September of Service

United held its second annual September of Service, a month dedicated to honoring the memory of those affected by 9/11, by volunteering and serving the communities where we work and fly. We demonstrated how Good Leads The Way across the U.S., and the world, with more than 1,600 employees volunteering more than 6,000 hours. Our United family joined forces in many ways, in many places and—between the meals we packed, the areas we gave glow-ups to, the trash we collected and more—together we made a positive impact.

During the month, United volunteers:



Through all the volunteerism efforts in 2022:

- 3,800 employees volunteered more than 26,000 hours to 331 local nonprofits in nearly 220 cities.
- Volunteers were actively engaged with the community 364 days out of the year.

RESPONDING TO CRISIS

United responds to natural and manmade disasters by using our aircraft and global network to deliver much-needed relief supplies and volunteers to impacted areas.



Our contributions support:

- Resiliency efforts that ensure communities are prepared in advance of disaster.
- Movement of first responders and critical relief supplies to areas of need.
- Long-term recovery efforts to get communities back on their feet after disaster strikes.

As an airline, we can respond to disasters and crisis needs in unique ways by delivering much-needed relief supplies and volunteers to impacted areas.

Ukraine

From March to April 2022, United’s Miles on a Mission program launched campaigns to help in the Ukraine relief efforts and provide support to our non-profit partners that use air travel to transport and help in Ukraine. These campaigns raised over 42 million miles and \$551,419 for organizations that provided travel support, health and humanitarian services to Ukrainians in Ukraine and surrounding countries.

In addition to raising miles, our United Cargo team coordinated and provided aircraft space for 42 shipments totaling 116 metric tons. These shipments contained medical supplies, first aid kits, LifeStraw water filters, emergency radios and power banks to help support the region.

Operation Fly Formula

In June of 2022, United became the first airline to donate flights to address the critical shortage of baby formula in the United States. Partnering with the U.S. Government we transported Kendamil formula free of charge from London Heathrow to multiple airports across the U.S. over several weeks.

Hurricane relief

In October 2022, with Hurricane Ian and Fiona hitting Florida and Puerto Rico, United employees and our customers around the world offered their support, raising nearly \$200,000 and 4.3 million miles for charities helping with relief efforts.

Food bank partnerships

In 2022, United supported food banks in all of our seven Hub markets with travel and financial investments. These contributions exceeded \$600,000 to provide nutritious food and health resources for community members with dignity, equity and convenience.

BUILDING INCLUSION

United strives to create an environment in our offices, airports and the world where acceptance and appreciation of everyone is the norm.

Our contributions support:

Programs designed to fight systemic racism.

Programs that amplify the voices of marginalized people including veterans, the LGBTQ+ community and those with physical and intellectual disabilities.

Programs that provide small- and minority-owned businesses the resources needed to thrive and compete in the global economy.



Special Olympics

Our partnership with Special Olympics began in 2018 and while the plane pull competitions, polar plunges, Special Olympics World Games and other volunteer events we engage with around the world are a big part of our involvement, the heart of this partnership lies within the athletes and individuals supported by Special Olympics.

United Airlines believes that people with intellectual disabilities should be perceived as they really are: independent, world-class athletes, students, employees, neighbors, travelers, and leaders who contribute to making our world a better place. Since the launch of our Special Olympics Service Ambassador (SOSA) Program in 2019 at ORD we have doubled down on our commitment to the Special Olympics Inclusion Revolution by expanding to Houston, Denver and Washington DC. The 17 SOSAs working in our airports are part-time employees, who welcome our customers and help them find check-in kiosks, where to drop bags and how to find the TSA PreCheck line. They wear co-branded Special Olympics/United uniforms, and each SOSA has a mentor on site during their shift.

DEN Service Ambassador Hanna Atkinson has been a SOSA with United since 2021. She is an avid ambassador for the Special Olympics and has won several awards.

"Many think that people with intellectual and developmental disabilities (IDD) struggle in the workplace," wrote Hanna. "This is an unfair opinion. People with IDD can rise to the expectations when given the time and support necessary to develop the tools to be successful."

ORD Service Ambassador Daniel Smrokowski has been with United since the start of the program. He also has an impressive resume including being an award-winning podcaster, columnist, and an acclaimed advocate telling disability stories on his groundbreaking, global platform Special Chronicles.

"I'm honored to hold the position of Service Ambassador at United Airlines," continued Daniel. "The opportunity to be part of the United family means everything to me. I feel so much pride showing up to work in a Special Olympics/United co-branded uniform, working among such a loving and supportive community. The relationship between these two organizations is truly helping to shape my future while letting me use my gift of communication to help others."



Promoting inclusion with local, national and global nonprofits

United is breaking down barriers and promoting inclusion by championing the work of local, national and global nonprofits that reflect our values, from fighting systemic racism to supporting veterans, the LGBTQ+ community and people with disabilities. Here are a few ways in which we're doing this:

- **Funding summer internship program with the American Association of People with Disabilities** providing college students, graduate students, law students and recent graduates with all types of disabilities in paid summer internships with Congressional offices, federal agencies, nonprofit and for-profit organizations.
- **Supporting diverse future aviation leaders** through the Thurgood Marshall College Fund, Hispanic College Fund and Asian Pacific Islander American Scholars with financial contributions and representation at college job fairs to ensure the company has access to the best future diverse talent.
- **Collaborating with The Trevor Project and Human Rights Campaign to provide inclusive training** for employees, ensure our uniform standards are inclusive and support policies that protect the LGBTQ+ community.
- **Diversifying air travel by providing scholarship funds and mentorship** to organizations like Air Camp, Tuskegee Next, AeroStars, Red Tail Flyers and others to inspire young people to pursue careers in aviation.
- **Working closely with the United Service Organization to create connections** for those leaving the military and integrate their skills into aviation-specific careers.

INSPIRING LEADERSHIP

United is committed to the success of future generations. By investing in programs that encourage the next generation of leaders we're making sure our business and the communities we serve will be successful for years to come.



Our contributions support:

Aviation-focused organizations that inspire and provide access for young people from any background to pursue careers in aviation.

Global citizenship organizations that encourage young people to develop the knowledge, skills and values they need to engage with the world making it a more equal, fair and sustainable place.

HISD

In October 2021, United announced a new multi-year partnership with the Houston Independent School District (HISD), which spans 276 campuses with over 200,000 students. What started as a virtual reading program with HISD elementary students has evolved into a partnership for aspiring aviators and aircraft enthusiasts for students in the district and includes a \$300,000 financial commitment toward HISD's Sterling Aviation and Early College High School's aviation program.

The program continued in Spring 2022, with Houston-based United employees hosting a career exploration event at the school and mentoring HISD students with the goal of graduating 100% of HISD students.

Girls in Aviation Day

In September of 2022, we celebrated Girls in Aviation Day (GIAD) worldwide—our biggest GIAD ever. More than 500 girls and 200 volunteers participated around the world at 22 different events, learning about the different careers in aviation and seeing engines and flight decks up close. Since 2016, we've hosted more than 1,000 girls for GIAD events at our stations around the world.

"We had the first edition of GRU United Girls in Aviation 2022," said GRU (Sao Paulo, Brazil) Tech Ops Manager Daniel Figueiredo. "These girls are from the Vozes da Periferia community, and it was an amazing experience to show them many opportunities that we have in the aviation industry. I could see the shine in their eyes while we were presenting all the United departments and operation. It was a remarkable lifetime experience for all of us."

ENVIRONMENTAL SUSTAINABILITY

United celebrates people and communities across our planet as we seek to become the most environmentally conscious airline in the world.

Our contributions support:

- Programs focused on addressing climate change, improving local air and water quality and reducing waste.
- Recycling and redistributing decommissioned goods.
- Research and development programs focused on reducing carbon in the atmosphere.
- Working with environmental partners in our communities to better understand and reduce our impact on the planet.

Earth Month

United celebrated Earth Month by volunteering across our network. United volunteers dedicated more than 890 hours to helping clean local parks, beaches and riverways in our local communities. We give special thanks to our participating nonprofit partners:



United hosted 20+ volunteer events in 2022 with our environmental nonprofit partners. In addition to volunteering efforts, United provides monetary and travel support to these nonprofits exceeding \$1 million in annual donations to some of the following nonprofits:

Cleantech incubators

United partners with cleantech incubators: LA Cleantech Incubator, Elemental Excelsior and Greentown Labs. These organizations provide additional “deal flow” and insights to United’s environmental and United Airlines Ventures innovation goals. United was an inaugural supporter of Greenbiz.org—a new nonprofit organization with a mission to promote and encourage greater diversity in corporate sustainability.

Pledge to our Keiki program with Kanu Hawaii and Conservation International

In 2022, we launched our Pledge to the Keiki offer with the goal of protecting Hawai’i for future generations. “Keiki” (kē-’ī-ki) means “child” in Hawaiian. For more than 75 years, we’ve had the privilege of serving Hawai’i and enjoying its natural beauty and rich culture. Currently, more than 1,000 employees call Hawai’i home. However, much of Hawai’i’s delicate ecosystem is endangered, and we are pledging to make a difference.

United’s Hawai’i-based nonprofit partners worked with students from multiple islands and local schools to create the Pledge To Our Keiki, a commitment to respect and care for the island places that they call home so that future generations can continue to enjoy all that Hawai’i has to offer.

The video in our promotion was commissioned through support by United and features local keiki sharing the Pledge in locations throughout the islands.

[Learn more about the pledge](#)

Good360 partnership

Along with redistributing decommissioned goods from our offices and airports, United also collects and redistributes unused United amenity kit items to avoid them going into a landfill. Unused elements of the amenity kits are collected after flights and packed into hygiene kits for local shelters as well as stored for distribution after natural disasters.

United hosted [a kit building event](#) at IAD in September; packing 3,000 kits.

GRID Alternatives solar panel installation

GRID Alternatives works with underserved communities and organizations across the US to fund, plan and develop solar projects. The solar installations incorporate workforce development and provide paid training opportunities and long-term job placement support to local community members. GRID's work requires heavy travel and can become logistically challenging to relocate their team to different projects.

That's where we come in. As a partner of GRID Alternatives and GRID Alternatives' Tribal Program, we provide travel vouchers and monetary grants to make sure their team can be on the ground, no matter where the next project is.

In April 2022, we provided vouchers for their team to travel to Spokane, Washington, so they could wrap up an ongoing project with the Spokane Tribe of Indians. The project, Children of the Sun Solar Initiative (COSSI), implemented a total of 650 kW-DC of solar power on residential and community buildings. The systems are expected to produce 15,747 megawatt hours of clean renewable energy and save the tribe a total of \$2.8 million over a 30-year lifetime.

Once the project in Spokane was completed, the Tribal Program utilized United travel vouchers to fly to their next project in Towaoc, Colorado, where they worked with the Ute Mountain Ute Tribe. Once on the ground, the team installed 160 kW-DC of solar power in total. Twenty-three of the systems were residential rooftop installations, and one system was a larger ground mount at the tribe's supportive housing facility.

Sustainability projects like these are incredibly important to native tribes. The COSSI project came about after the Cayuse Mountain Fire in 2016 destroyed 14 homes and tens of thousands of acres of tribal land. The Spokane Tribe decided to invest in energy sovereignty and climate resilience—with solar power.

In September 2022, United volunteers also participated in two GRID projects in Denver and Los Angeles, installing more than 20 solar panels onto homes. We also provided funds for GRID to install solar panels on the Mile High Youth Corps building in Denver.



Data

Financials & economic performance

Data on financials (revenue, income, expenses), economic value generated and distributed and shareholder value.

[Learn more](#)

Workforce

Workforce data including labor relations and employee demographics.

[Learn more](#)

Community

Data on charitable donations and employee volunteering.

[Learn more](#)

Environment

Environmental data including emissions, energy, water and waste.

[Learn more](#)



FINANCIALS & ECONOMIC PERFORMANCE

Data on financials (revenue, income, expenses), economic value generated and distributed and shareholder value.



Operating revenue

	2022	2021	2020
	in \$M	in \$M	in \$M
Operating revenue (GAAP)	44,955	24,634	15,355

Operating expense

	2022	2021	2020
	in \$M	in \$M	in \$M
Operating expense (GAAP)	42,618	25,656	21,714
Special charges (A)	-140	3,367	2,616
Operating expense, excluding special operating expense (non-GAAP)	42,478	29,023	24,330
Employee salaries and related costs	-11,466	-9,566	-9,522
Non-labor operating costs	31,012	19,457	14,808

Operating income

	2022	2021	2020
	in \$M	in \$M	in \$M
Operating income (GAAP)	2,337	1,022	-6,359
Special charges (A)	140	-3,367	-2,616
Operating income, excluding special operating expense (non-GAAP)	2,477	4,389	-8,975

Net income

	2022 in \$M	2021 in \$M	2020 in \$M
Net income (GAAP)	737	-1,964	-7,069
Operating and nonoperating expenses: special charges, net of income taxes	94	-2,524	-634
Economic hedge adjustment: Prior period gains/losses on fuel contracts settled in the current period	0	0	0
Interest expense on ERJ145 finance lease	0	0	0
Income tax benefit related to adjustments on ERJ145 leases	0	0	0
Adjusted net income (non-GAAP)	831	-4,488	-7,703

Special charges (operating expenses)

	2022	2021	2020
	in \$M	in \$M	in \$M
Total	140	-3,367	-2,616
Severance and benefit costs	0	438	575
Impairment of assets	0	97	318
Termination of engine maintenance service agreement	0	0	0
Labor agreement costs	0	0	0
Cleveland airport lease restructuring	0	0	0
Sale of assets and other special gains/losses, net	140	119	27
CARES Act grant	0	-4,021	-3,536

Special charges (non-operating expenses)

	2022	2021	2020
	in \$M	in \$M	in \$M
Total, net of income taxes	-46	843	1,982
Unrealized (gains) losses on investments, net	-20	34	194
Loss on extinguishment of debt and other	7	50	0
Non-operating credit loss on BRW Term Loan and related guarantee	0	0	697
Non-operating special termination benefits and settlement losses	0	31	687
Income tax benefit related to special charges	-33	728	404
Income tax benefit associated with special tax adjustment	0	0	0

Special charges (total)

	2022	2021	2020
	in \$M	in \$M	in \$M
Total operating and non-operating charges, net	94	-2,524	-634

Direct economic value generated

	2022	2021	2020
	in \$M	in \$M	in \$M
Revenue	44,955	24,634	15,355

Economic value distributed

	2022	2021	2020
	in \$M	in \$M	in \$M
Non-labor operating costs ¹	31,152	16,090	12,190
Employee salaries and related costs	11,466	9,566	9,522
Payments to providers of capital	1,778	1,657	1,063

Economic value retained

	2022	2021	2020
	in \$M	in \$M	in \$M
Net income ¹	737	-1,964	-7,069
Operating income ¹	2,337	-1,022	-6,359

Shareholder value

	2022	2021	2020
Share price at Dec. 31	38	44	43
Share price range	51.90-31.20	62.45-39.06	90.57-17.80

1. Pursuant to SEC Regulation G, UAL has included the above reconciliation of reported Non-GAAP financial measures to comparable financial measures reported on a GAAP basis. UAL believes that adjusting for special items is useful to investors because special charges are indicative of UAL's ongoing performance. UAL believes that adjusting for unrealized (gains) losses on investments, net is useful to investors because those unrealized gains or losses may not ultimately be realized on a cash basis. UAL believes that adjusting for interest expense related to finance leases of Embraer ERJ145 aircraft is useful to investors because of the accelerated recognition of interest expense. For additional information related to special items, see the [2021 Annual Report on Form 10-K](#).

WORKFORCE

Workforce data including labor relations & employee demographics

Workforce numbers

	2022	2021	2020
Total employees	92,795	79,455	70,634
Flight Attendants	23,065	21,696	16,432
Management and administrative, including international employees, food service employees (2017, 2016 ¹) and other	14,489	12,420	12,225
Passenger Service	16,129	11,036	9,245
Fleet Service	15,088	12,573	11,346
Pilots	13,831	12,223	11,822
Technicians and related Flight Simulator Technicians	8,499	7,884	6,477
Catering Operations ²		40	1,935
Storekeeper employees	965	900	653
Dispatchers	393	389	259
Fleet Tech Instructors Food Service Employees ³ Load Planners Maintenance Instructors Security Officers	336	294	240

Labor relations

	2022	2021	2020
Labor union representation	84%	84%	83%

Women- and diverse-owned spending

	2022	2021	2020
Billion Dollar Roundtable qualified spending with women & diverse-owned businesses	\$172m	\$79m	

1. Catering Operations employees unionized as of Oct. 23, 2018
2. Food service employees included for 2017 and 2016.
3. Food service employees included for 2015.



United's 2022 U.S. demographic data⁴

Sharing our U.S. diversity representation data

We recognize that this journey is a long haul and that we must commit to sustained action to become the world's most inclusive airline. Sharing our U.S. diversity representation data and committing to more transparency with our demographics on an annual basis is a critical, foundational step forward in that journey. In order to hold ourselves accountable for change and to build understanding and trust, we must track and share our progress.

4. Diversity representation data is for U.S. mainline workforce only. Diversity tracking is prohibited by law in some international locations. Numbers may not add up due to rounding.

	2022	2021	2020
Company-wide			
Race and ethnicity			
Asian	12.3%	12.3%	11.7%
American Indian/Alaska Native	0.4%	0.4%	0.4%
Black/African American	14.5%	13.4%	13.0%
Hispanic/Latino	17.3%	15.8%	14.2%
Hawaiian/Pacific Island	2.5%	2.3%	2.3%
Not disclosed	1.8%	1.0%	0.6%
Two or more races	2.0%	1.9%	1.5%
White	49.1%	52.8%	56.3%
Gender diversity			
Female	39.4%	38.5%	36.0%
Male	60.9%	61.5%	64.0%

	2022	2021	2020
Frontline			
Race and ethnicity			
Asian	11.9%	11.9%	11.0%
American Indian/Alaska Native	0.4%	0.5%	0.5%
Black/African American	14.9%	13.8%	13.5%
Hispanic/Latino	17.8%	16.2%	14.5%
Hawaiian/Pacific Island	2.6%	2.4%	2.5%
Not disclosed	1.8%	1.0%	0.5%
Two or more races	2.0%	1.9%	1.5%
White	48.5%	52.3%	56.0%
Gender diversity			
Female	39.2%	38.2%	35.2%
Male	60.8%	61.8%	64.8%

	2022	2021	2020
Professional/Supervisory (L9-L5)			
Race and ethnicity			
Asian	13.2%	13.0%	13.7%
American Indian/Alaska Native	0.4%	0.3%	0.2%
Black/African American	13.6%	12.8%	12.7%
Hispanic/Latino	17.3%	15.7%	15.2%
Hawaiian/Pacific Island	2.1%	2.1%	2.1%
Not disclosed	1.5%	1.5%	0.9%
Two or more races	2.1%	1.9%	1.8%
White	49.3%	52.7%	53.7%
Gender diversity			
Female	44.3%	42.8%	43.9%
Male	55.7%	57.2%	56.1%

	2022	2021	2020
Senior Professional/Leaders (L4-L2)			
Race and ethnicity			
Asian	19.4%	19.4%	19.5%
American Indian/Alaska Native	0.2%	0.2%	0.2%
Black/African American	7.1%	6.4%	6.3%
Hispanic/Latino	9.2%	8.5%	8.3%
Hawaiian/Pacific Island	0.9%	0.9%	0.9%
Not disclosed	1.7%	1.0%	0.5%
Two or more races	1.3%	1.5%	1.3%
White	60.1%	62.2%	63.0%
Gender diversity			
Female	36.0%	36.3%	35.7%
Male	64.0%	63.7%	64.3%

	2022	2021	2020
Senior Leader (MD/Officers)			
Race and ethnicity			
Asian	7.8%	6.0%	5.7%
American Indian/Alaska Native	0.4%	0.4%	0.9%
Black/African American	5.7%	6.9%	5.7%
Hispanic/Latino	4.9%	5.2%	5.3%
Hawaiian/Pacific Island	0.4%	0.4%	0.4%
Not disclosed	1.2%	1.3%	1.3%
Two or more races	2.0%	1.7%	0.9%
White	77.5%	78.0%	79.8%
Gender diversity			
Female	32.8%	34.1%	32.9%
Male	67.2%	65.9%	67.1%



COMMUNITY

Data on charitable donations and employee volunteering

Corporate contributions to charitable partners and causes

	2022	2021	2020
United in-kind travel (retail value)	\$7,226,464	\$5,311,452	\$7,056,929
Cash donations	\$5,580,000	\$4,665,000	\$3,695,727
Employee contributions (cash donations)	\$1,148,194	\$1,172,191	\$1,181,605
Customer and business contributions (retail value)	\$663,253	\$326,000	\$635,841

Customer contributions to charity miles program

	2022	2021	2020
Customer contributions to charity miles program (donated miles)	89,549,466	106,094,658	105,675,832
Retail value of customer donated miles ¹	\$3,134,231.31	\$3,713,313.03	\$3,698,654.12

Volunteerism and corporate engagement

	2022	2021	2020
Total volunteer hours	26,143	11,627	47,032
Total number of volunteers	3,807	1,762	3,195
Value of volunteer hours ²	\$782,983	\$331,835	\$1,279,270

1. Based on \$.035/mile
2. Based on Independent Sector value of: \$29.95 in 2022, \$28.54/hr in 2021, \$27.20/hr in 2019; \$24.69/hr in 2018; \$24.14/hr in 2016 and 2017; \$23.56/hr in 2015; \$23.07/hr in 2014; \$22.55/hr in 2013

ENVIRONMENT

Environmental data including emissions, energy, water and waste

Greenhouse Gas Emissions

Direct (Scope 1) emissions

	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e
Direct (Scope 1) emissions ¹	30,400,715	21,370,485	15,485,363
Mainline aircraft direct emissions	30,263,431	21,253,316	15,392,492
Conventional jet fuel	30,263,216		
Sustainable aviation fuel – CH ₄ and N ₂ O	215		
Mainline vehicles (diesel, gasoline, CNG, LPG) ²	47,447	38,242	24,766
Facilities (natural gas combustion, engine test cells)	89,837	81,997	70,797
Dry ice from catering	0	1,720	2,015

1. United accounts emissions reductions associated with the use and combustion of sustainable aviation fuel (SAF) to be a Scope 1 reduction, as it is in-sector and a sustainable alternative to the conventional jet fuel usage that is accounted in the gross emissions of this Scope. This is an interpretation of the GHG Protocol, until such time that an accepted GHG accounting methodology is developed to reflect in-sector reductions associated to biogenic products.

2. United changed to a more straightforward methodology to determine GHG emissions from GSE starting with 2018 reporting, but has not restated prior years; this change also re-allocated GHG emissions between Mainline and Regional GSE

Biogenic emissions – outside of scopes

	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e
Biogenic emissions – outside of scopes	26,806		
Mainline aircraft emissions – CO ₂ from sustainable aviation fuel	26,806		

Indirect (Scope 2) emissions

	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e
Indirect (Scope 2) emissions	149,252	160,794	175,087
Electricity consumption (location-based)	166,757	183,311	196,066
Electricity consumption (market-based)	149,251	160,794	175,087
Steam consumption	0	0	0

Other Indirect (Scope 3) emissions

	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e
Other Indirect (Scope 3) emissions	13,343,676	5,561,745	4,280,317
Category 3 – Mainline aircraft fuel production	7,250,196		
Conventional jet fuel	7,246,478		
Sustainable aviation fuel	3,718		
Category 4 – Regional aircraft direct emissions and fuel production	5,587,322		
Regional aircraft and bus-operated flights flown under capacity purchase agreement – direct emissions	4,504,664	5,294,725	4,053,435
Regional vehicles (diesel, gasoline, CNG, LPG) ²	14,533	15,481	13,658
Regional aircraft flown under capacity purchase agreement – fuel production	1,030,688		
Regional aircraft flown on an at-risk basis – fuel production	37,437		
Category 7 – Employee commuting	111,108	52,278	80,980
Category 14 – Regional aircraft flown on an at-risk basis	163,902		
Category 15 – Ownership stake in Azul Brazilian Airlines	229,912	199,099	132,220
Category 15 – United Airlines Ventures investments ³	1,236	162	24

2. United changed to a more straightforward methodology to determine GHG emissions from GSE starting with 2018 reporting, but has not restated prior years; this change also re-allocated GHG emissions between Mainline and Regional GSE

3. United Airlines Ventures investments in Alder Fuels, Archer Aviation, Boom, Clear, Fulcrum BioEnergy, Heart Aerospace, and ZeroAvia (some of which may not have developed GHG inventories yet)

Gross emissions

	2022 metric tons CO ₂ e	2021 metric tons CO ₂ e	2020 metric tons CO ₂ e
Gross GHG emissions	43,893,642	27,093,024	19,940,767
Carbon offsets	0	0	(4,106)
Net GHG emissions	43,893,642	27,093,024	19,936,661

Efficiency numbers

	2022	2021	2020
Revenue passenger-miles (RPM), in millions - consolidated	206,791	128,979	73,883
Metric tons CO ₂ e per million RPMs - consolidated ⁴	211.1	208.5	268.1
Metric tons CO ₂ e per million RPMs - consolidated ⁵	211.1	208.5	268.2
Revenue ton-miles (RTMs), in millions - mainline	25,381	15,371	9,755
Revenue ton-miles (RTMs), in millions - consolidated	27,073		
Revenue ton-miles (RTMs), in millions - regional	1,692		
Revenue ton-miles (RTMs), in millions - cargo	63		
Revenue tonnes-kilometers (RTKs), in millions - consolidated	39,526		
Metric tons CO ₂ e per million RTMs - mainline ⁴	1,203.3	1,401.1	1,605.9
Available seat-miles (ASMs), in millions - consolidated	247,858	178,684	122,804
Metric tons CO ₂ e per million ASMs - consolidated ⁴	176.2	150.5	161.3
Metric tons CO ₂ e per million ASMs - consolidated ⁵	176.2	150.5	161.3

4. Excludes United Airlines Ventures investments and ownership stake in Azul Brazilian Airlines

5. Excludes SAF, United Airlines Ventures Investments, and ownership stake in Azul Brazilian Airlines

Energy consumption

	2022	2021	2020
Conventional jet fuel – Mainline aircraft, in millions of gallons	3,139	2,205	1,600
Sustainable aviation fuel – Mainline aircraft, in millions of gallons	3	1	1
Lifecycle reduction from SAF	86.9%		
Emissions reductions from SAF (metric tons CO ₂ e)	3,419		
Conventional jet fuel – Regional aircraft, in millions of gallons	466	523	404
Electricity (MWh)	435,259	447,714	477,751
Natural gas (MM BTUs)	1,628,722	1,494,698	1,264,964

Local air quality

Nitrogen Oxide emissions

	2022 tons	2021 tons	2020 tons
NO _x emissions from mainline aircraft	14,948	10,813	7,660
NO _x emissions (old)	16,144	11,626	8,565
Mainline aircraft (jet fuel)	14,948	10,813	7,660
Vehicles (diesel, gasoline, CNG, LPG) ²	1,196	813	905
Facilities (Natural gas combustion, engine test cells)	153	121	130

Sulfur Dioxide emissions

	2022 tons	2021 tons	2020 tons
SO ₂ emissions from mainline aircraft	1,413	1,022	730
SO ₂ emissions (old)	1,414	1,022	731
Mainline aircraft (jet fuel)	1,413	1,022	730
Vehicles (diesel, gasoline, CNG, LPG)	0	0	0
Facilities (Natural gas combustion, engine test cells)	1	1	1

Carbon Monoxide emissions

	2022 tons	2021 tons	2020 tons
CO emissions from mainline aircraft	7,805	5,503	3,743
CO emissions (old)	16,759	10,507	9,207
Mainline aircraft (jet fuel)	7,805	5,503	3,743
Vehicles (diesel, gasoline, CNG, LPG) ²	8,864	4,921	5,388
Facilities (Natural gas combustion, engine test cells)	91	83	76

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Waste management

	2022 metric tons	2021 metric tons	2020 metric tons
Waste - total	25,176	31,407	26,667
Hazardous and non-hazardous waste generation	22,399	24,253	15,602
Catering - Municipal waste	2,776	10,367	11,066
Hazardous	Moved to new category	Moved to new category	Moved to new category
Non-hazardous/other waste	Moved to new category	Moved to new category	Moved to new category
Recycling - total	6,112	5,818	4,468
Non-catering - recycled	5,255	4,446	3,302
Catering - recycled	857	1,372	1,166

Water consumption

	2022 millions of gallons	2021 millions of gallons	2020 millions of gallons
Billed water consumption ⁶	329	661	484

6. Does not account for all United locations or locations shared with other companies (e.g., airport terminals) and as a result may change considerably from year to year