



WE ARE ONE



UNION PACIFIC

2021 HUMAN CAPITAL REPORT



Table of Contents

I. INTRODUCING UNION PACIFIC'S INAUGURAL HUMAN CAPITAL REPORT.....	3
II. BUILDING AND SUSTAINING A RESILIENT AND DIVERSE WORKFORCE.....	4
III. HUMAN CAPITAL STRATEGY.....	5
IV. OUR PEOPLE.....	6
A. We Are Union Pacific.....	6
B. Our Award-winning Workforce.....	7
C. Our Award-winning Programs.....	8
V. OUR CULTURE.....	9
A. Cultivating a Safe Culture.....	9
B. High Ethical Standards.....	10
C. Perspectives Guiding Us Forward.....	11
VI. WE ARE ONE.....	12
A. Statement from the Chief Diversity Officer.....	12
B. Our Goals.....	13
C. Employee Resource Groups.....	14
D. Initiatives Driving Empathy and Understanding.....	16
VII. THE EMPLOYEE JOURNEY.....	17
A. Recruiting.....	19
B. Developing.....	21
C. Retaining.....	23
D. Creating Community.....	28
E. Retirement.....	30
VIII. APPENDIX.....	31
IX. THANK YOU TO OUR EMPLOYEES.....	37



Introducing Union Pacific's Inaugural Human Capital Report



Across the United States, the events of 2020 and 2021 have realigned national priorities. Against that backdrop, companies large and small are taking action to redefine and reframe the employee experience – we expect, for the better.

In 2021, our shareholders, communities and employees saw a continuation of the previous year's pandemic, social unrest, political discord, market volatility and the continued presence of service-

disrupting natural disasters. Despite these challenges, our employees remained focused and dedicated to delivering on our commitments to our customers, partnerships with our communities, returns to our shareholders, and mutual respect and loyalty to one another.

I am excited to introduce our inaugural 'We Are One' Human Capital Report to celebrate the milestones our employees achieved in 2021 and raise awareness about the steps we are taking to not only deliver an industry-leading customer experience, but also a world-class employee experience.

The Union Pacific team has much to celebrate from 2021, including:

- **Serve** – Railroaders systemwide came together to safely address the impact of Northern California's wildfires on our network.
- **Grow** – Our employee training programs are blooming, with more options and opportunities than ever, enabling our employees to grow as professionals and individuals.
- **Win** – With 99% shareholder approval, Union Pacific launched its Employee Stock Purchase Plan allowing employees to directly benefit from their daily hard work and dedication.
- **Together** – Union Pacific's renewed focus on Diversity, Equity and Inclusion is resulting in tangible change for our employees.

Union Pacific remains committed to its 2030 Building a Sustainable Future strategy – a comprehensive approach to Environmental, Social and Governance (ESG) issues.

Our approach focuses on four specific areas: Investing in Our Workforce; Driving Sustainable Solutions; Championing Environmental Stewardship; and Strengthening Our Communities. We have identified measurable targets for each focus area and plan to annually report our progress.

The Investing in Our Workforce tenant is rooted in the fact that the work every employee does matters, and how that work is accomplished is just as important as the results. Our goal is to help all employees — regardless of whether they work with trains or in an office setting — develop skill sets that enable them to grow personally and professionally, leading to fulfilling careers.

Another component is our commitment to building a more diverse and inclusive culture that better reflects the markets and communities we serve. We remain committed to our 2030 diversity goals to reach 11% women and 40% people of color representation. We value the research supporting that diverse workplace cultures increase engagement, improve morale, support safety and improve our company's decision-making, problem-solving and strategic thinking.

Our biggest challenge for the year ahead will be increased hiring during a time of unprecedented low unemployment. The pandemic changed many things, including a nationwide cultural shift leading to the "Great Resignation." The impact of this movement is not lost on us.

It is my goal that those reading this report feel connected to our people and purpose. We are proud of what we've accomplished so far, and we know we are not done. The people of Union Pacific are committed to improving the railroad and our communities every day, and celebrating our successes as we continue Building America for generations to come.

A handwritten signature in black ink that reads "Beth Whited".

Beth Whited

Executive Vice President-Sustainability and Strategy

Building and Sustaining a Resilient and Diverse Workforce

In 2021, Union Pacific employees overcame tremendous, life-altering obstacles, challenges that arose in 2020 and continue impacting society today. Everything from social unrest, calls for political reform and the ongoing COVID-19 pandemic to once-in-a-century weather events and nationwide supply chain unpredictability impacted our employees' personal and professional lives.

These events left a permanent mark on us all – it's clear our world is changing, and corporations must follow suit. Union Pacific acknowledges these nationwide shifts and is actively working to build, develop and sustain our talented team through revitalized technology, equipment and policies that enable us to keep freight moving.

Diversity and inclusivity must be part of the discussion – there is strong evidence that gender and racial diversity result in better, bolder decision-making. Corporations identified as more diverse and inclusive are 35% more likely to outperform their competitors¹, and companies with diverse leadership are 33% more profitable².

While Union Pacific's diverse workforce provides the broad skills and viewpoints necessary to drive business growth, it is so much more than that. Promoting diversity and inclusivity is a core value that enables us to work as a team as we better reflect the communities where we live and work. We have prioritized diversity for decades as an Equal Employment Opportunity employer and are committed to continuing these efforts – not just because it makes us a stronger railroad, but because it is the right thing to do.

Corporations identified as more diverse and inclusive are 35% more likely to outperform their competitors¹, and companies with diverse leadership are 33% more profitable².

Attracting and hiring a talented workforce is an important step, but retaining those employees is crucial to our success – especially given the current U.S. labor shortage. We are investing in our employees with increased training and development opportunities. Employee retention promotes workplace engagement, and companies with high employee engagement are 21% more profitable³.

Despite nationwide uncertainty due to the COVID-19 pandemic, we are proud that 2021 was a record year for Union Pacific. However, we know there is still work to be done. Employee expectations are changing, and it is essential we listen and evolve to meet them. Union Pacific has made great strides implementing change across the railroad, and we will continue to reflect on our role as a transportation company, community partner and employer.

¹ <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/why-diversity-matters>

² <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

³ <https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know>

Todd Digiovanni,
23 years of service.

Latisha Dunton,
7 years of service.



Union Pacific's Steam Team with the restored UP No. 4014 Big Boy. Bottom row: John Stravino, 6 months of service, and Jimmy Thompson, 6 years of service. Middle: Kirt Clark, 17 years of service; Austin Barker, 11 years of service; Garland Baker, 6 years of service; and Ted Schulte, 16 years of service. Back: Ed Dickens, 28 years of service.

Stacey Tansey,
23 years of service.

Defining Union Pacific's Human Capital Strategy

Our Human Capital Strategy supports Union Pacific's overall corporate strategy: Serve, Grow, Win – Together. For 160 years, Union Pacific has provided logistics solutions, transporting goods and connecting 23 states in the western two-thirds of the country. We are a critical link in the global supply chain – and one of America's most recognized companies.

While the work we do Building America remains steadfast, Union Pacific is evolving the way we think about our corporate strategy. We are dedicated to growing with new and existing customers by providing innovative supply chain solutions.

The Union Pacific Human Capital strategy is rooted in:

Our People. Our award-winning, multigenerational workforce includes talented people from all walks of life, in many stages of life. Made up of management and craft professionals, we are focused on attracting, retaining and developing talent across our entire system.

Our Culture. At Union Pacific, the How Matters – safety and high ethical standards ensure the decisions we make and actions we take protect our employees, communities and customers.

Diversity, Equity and Inclusion. We can't achieve our goals without a talented, engaged and diverse workforce. Union Pacific creates an inclusive workplace for its diverse workforce, which enhances our ability to execute on the company's vision and strategy.

The Employee Journey. From recruitment to retirement and milestones in between, we are relentlessly focused on supporting and engaging employees throughout their Union Pacific journey. It is imperative we invest in our employees with meaningful benefit offerings, development experiences and career opportunities.

Together, we create and inspire an engaged workforce ready to serve our key stakeholders in order to gain a competitive advantage.



Our People

WE ARE UNION PACIFIC

Data reflects Union Pacific's workforce as of Dec. 31, 2021.



32,124* workers strong
*Active employees

Management New Hires



40% people of color
35% female

Management Promotions



30% people of color
20% female

Craft Professional New Hires



51% people of color
4% female

Workforce Diversity

31.3% people of color
5.3% female

Five Generations of Our Workforce



- <1%** Traditionalists (born before 1946)
- 17%** Baby Boomers (born 1946-1964)
- 58%** Generation X (born 1965-1981)
- 25%** Millennials (born 1982-1997)
- 1%** Generation Z (born after 1998)

84% craft professionals

16% management employees

Overall Retention Rate



89%

89% people of color
88% female

Average Age & Years of Service

46.4 average age
15.7 years of service

Veteran Status

6,038 veterans
19% of the workforce

OUR AWARD-WINNING WORKFORCE

At Union Pacific, we are powered by our people and proud of the work they achieve. In 2021, our railroaders were recognized with the following industry and press honors:



Beth Whited, executive vice president-Sustainability and Strategy, was honored with three top industry and business awards: She was named the **2021 Railway Woman of the Year** by the League of Railway Women and Progressive Railroading magazine; was one of several women named **2021 Women in Rail** by Railway Age magazine; and was honored with the top spot, as No. 1 of 40, of chief human resource officers receiving the **2021 Top CHRO Award** by Stanford Graduate School of Business and N2Growth, an executive search firm.



Debra Schramper, assistant vice president and Chief Diversity Officer, was honored with the **Women's Legacy Award** from Women on a Mission for Change.



Rachel Beck, senior manager-Special Projects, Engineering, was recognized in Railway Track and Structures magazine's **Women in Engineering** feature.



Stephani Bazata, principal consultant, Tech; **Antonio Frazier**, general manager, Transportation; and **Carl Garrison**, assistant vice president, Transportation, were recognized as Progressive Railroading's **Rising Stars**.



Erin Batt, assistant vice president, Harriman Dispatching Center, was named one of Railway Age magazine's **Fast Trackers**.



Clark Ponthier, senior vice president, Supply Chain, was named one of Railway Age magazine's **Most Influential Leaders**.



Stephen Ashmore, general director, Engineering, was named one of Railway Track and Structures magazine's **10 Under 40**.



Lindsay Tettenborn, senior director-Operations Support, Engineering, was named one of Midlands Business Journal's **40 Under 40**.



Christi Hornick, general director-Environmental Management, Supply Chain, received the **2021 Career Environmental Achievement Award** by the Association of American Railroads in recognition of her longstanding work to advance sustainability and environmental responsibility.

OUR AWARD-WINNING PROGRAMS



Union Pacific was named a **2021 Gold Medallion recipient** by the HIRE Vets Medallion Program, a U.S. Department of Labor initiative that supports the hiring and retention of U.S. military veterans.



Vault ranked Union Pacific No. 25 on its list for **2022 Best Finance Internships**.



Latina Style recognized Union Pacific among its **Top 15 Employee Resource Groups of the Year** for 2021.



Union Pacific was named among 2021's **50 Out Front: Best Places to Work for Women and Diverse Managers** by Diversity MBA.



Union Pacific earned a spot on the Noteworthy List of the **Top 50 Companies for Diversity** by Diversity Inc.



Union Pacific was awarded the **2021 Thrive Ideal Award for Leading and Resources** by Human Resource Association of the Midlands. This top-level award recognizes organizations who have established themselves as a leader and resource by implementing diversity and inclusion policies in their workplace.



BEST PLACES TO WORK
CORPORATE EQUALITY INDEX | 2022

Union Pacific earned a spot on the Human Rights Campaign's **2022 Best Places to Work for LGBTQ+ Equality** list in accordance with the railroad's first 100% Corporate Equality Index ranking.



The **Association for Talent Development's 2021 BEST Awards** recognized Union Pacific as demonstrating enterprise-wide success as a result of employee talent development.



Training magazine named Union Pacific to its **2021 Training Top 100**, ranking companies' excellence in employer-sponsored training and development programs.

Focused on Safety and the Highest Ethical Standards

At Union Pacific, how employees do their work is just as important as what they do to achieve great results. We incorporate our commitment to safety, high ethical standards, passion for performance and teamwork into our day-to-day operations as we serve our customers.

CULTIVATING A SAFE CULTURE

Safety is central to everything we do at Union Pacific. Together, we are committed to cultivating a safety-focused culture with zero incidents so our employees return home safely every day. To achieve this, our employees identify risks, initiate action to mitigate those risks and work to keep each other safe. Learn more about our companywide safety efforts — Courage to Care and Total Safety Culture.

Courage to Care. Launched in 2012, Courage to Care is a voluntary commitment made by Union Pacific employees empowering each person to look out for their peers and “stop the line” on any operation that could result in an incident. We encourage employees to have candid safety discussions and share experiences to learn from each other.

Total Safety Culture. Total Safety Culture complements our Courage to Care efforts. The employee-owned, voluntary process includes training, observations and feedback. Employees recognize each other for safe behaviors while intervening in a positive way to address at-risk actions.

Every year, an excellent employee who exemplifies Union Pacific's commitment to safety is recognized with our highest safety honor — the **J.C. Kenefick Safety Award**. The employee is honored locally in front of peers, in companywide publications, on external channels and at our annual Leadership Conference.



Lakish Vanzant,
8 years of service.



Wade Wilde,
17 years of service,
and Lindsey, his wife.

2020 KENEFICK AWARD WINNER

Wade Wilde, locomotive engineer and Total Safety Culture coordinator, Rocky Mountain Service Unit, was recognized with Union Pacific's highest safety honor — the 2020 **J.C. Kenefick Safety Award**. Based in Ogden, Utah, Wilde has been injury free during his entire 17-year career at Union Pacific.

Wilde's team completed 90,000 safety observations in 2020 — double the number from the previous year. Wilde's efforts are contributing to the Rocky Mountain Service Unit's efforts to improve safety performance. In 2020, the team saw a 36% improvement in reportable injuries and a 42% improvement in human-factor rail equipment incidents over 2019.

HIGH ETHICAL STANDARDS – THE HOW MATTERS

Union Pacific's reputation and success are determined by the decisions we make as employees, as a company and by the people with whom we choose to do business. Our ethics policies help ensure our entire team adheres to high standards for the benefit of our customers, stakeholders and employees.

THE HOW MATTERS - UNION PACIFIC'S ETHICS AND BUSINESS CONDUCT

In 2021, Union Pacific rolled out The How Matters training to its entire workforce, with a 98% completion rate. The How Matters shares our expectation of high ethical conduct throughout the year. Every day, our employees strive to operate under ethical standards — honesty, fairness, integrity, respect, loyalty, accountability, adherence to the law and compliance with policies — recognizing that how we do our jobs is just as important as what we accomplish. The Statement of Policy on Ethics and Business Conduct outlines the principles of business conduct required of Union Pacific employees.

In 2021, 98% of Union Pacific employees completed The How Matters training.

The company's good name depends on employees' ability to act in an ethical manner when conducting business – failing to do otherwise can cause severe consequences. When the company's reputation suffers, it can lose customers, damage credibility with investors, lose the trust and confidence of regulators, and hinder efforts to recruit and retain the best employees.



The HOW Matters
HONESTY • FAIRNESS • INTEGRITY • RESPECT

ANTI-HARASSMENT POLICIES

Union Pacific is committed to providing a work environment free from offensive behavior directed at a person's race, color, national origin, religion, gender, sexual orientation, age, gender identity, veteran status or disability. This includes offensive behavior directed at other employees, customers and visitors to company facilities, as well as others with whom employees may come in contact with during the normal course of work or while representing the company.

EQUAL EMPLOYMENT OPPORTUNITY

Union Pacific provides EEO training for all new hire employees to set the expectation of a discrimination-free environment across the railroad. See additional details about our efforts in Diversity, Equity and Inclusion and additional supporting actions taken throughout the employee journey later in this report.

UNION PACIFIC VALUES LINE

Every employee is responsible for following The How Matters, and all other company policies and guidelines. Any employee who knows of a violation or possible violation of those policies should report that information immediately to their supervisor, department head or through the Union Pacific Values Line, a hotline where employees may share concerns anonymously. In 2021, Union Pacific's Values Line received 1,238 reports and has completed its investigation of most of the reports. Of the investigated reports, 24% have been substantiated.

ENTERPRISE RISK MANAGEMENT PROCESS

Human capital risks are included in the company's enterprise risk management process. Management identifies and prioritizes enterprise risks and regularly presents them to the Board of Directors for review and consideration. The Chief Human Resource Officer is responsible for implementing appropriate mitigation strategies for the company's human capital risks.

PERSPECTIVES GUIDING US FORWARD

CORPORATE GOVERNANCE

The Board of Directors, the Corporate Governance and Nominating Committee and the management of Union Pacific are united in the goal that the company and its subsidiaries be among the best governed companies in America. To accomplish this goal, employees and third parties are encouraged to report any concerns to the board through several channels, including the Union Pacific Values Line. The following board committees are in place to consider and address specific concerns, then report, as appropriate, to the board.

AUDIT COMMITTEE

The board's Audit Committee oversees all internal audits of the company, including audits of our enterprise risk, such as human capital. Internal auditors consider reports or concerns from employees or third parties regarding questionable accounting, internal accounting controls or auditing matters. They then present their findings on mitigating controls and processes to the committee, which, in turn, reports them to the board.

COMPENSATION AND BENEFITS COMMITTEE

The company's comprehensive compensation and benefits program is designed to attract and retain a talented and diverse workforce. The Compensation and Benefits Committee continuously reviews this program, considering input from employees, management and an independent compensation consultant. The Compensation and Benefits Committee reports to the board on matters concerning the company's compensation philosophy and strategy, which evaluates and reviews them as appropriate.



Tony Spurlin, 21 years of service, and Jasmine Geib, 5 years of service.

CRAFT PROFESSIONAL AGREEMENTS

Union Pacific works with 13 major rail unions, representing approximately 84% of our roughly 32,000 full-time employees. Most craft professionals and more than 45 railroads participate in negotiations on a national multi-employer basis. The National Carriers Conference Committee of the National Railway Labor Conference, consisting of the top labor officers in most Class I railroads, is the bargaining committee for the industry.

Railroads are governed by the Railway Labor Act (RLA), a federal statute enacted in 1926 to bring the railroads and unions to agreement without disruptions to rail transportation. The RLA includes numerous safeguards to help overcome bargaining stalemates. The current round of negotiations began on Jan. 1, 2020, related to years 2020-2024.



We Are One

Union Pacific's commitment to diversity and inclusion is based on our desire to create an environment where people can be their best, personally and professionally. From an employee's perspective, a diverse culture increases engagement, improves morale and supports safety. From a business perspective, diversity improves the company's decision-making, problem-solving and strategic thinking, which translates into a competitive advantage with bottom-line results.

STATEMENT FROM THE CHIEF DIVERSITY OFFICER



Union Pacific has emphasized diversity, equity and inclusion (DE&I) for decades. Yet, effort doesn't equal triumph.

While there is a plethora of DE&I work to be proud of at Union Pacific, we still need to move the needle in several areas. True to form, Union Pacific dug in deeper and pushed harder in 2021, as you will see throughout this report.

Union Pacific tethers its DE&I initiatives to a human cornerstone. It is not just about corporate business or workforces or politics or local economies or trade. It is the symbiotic nature of them all with a common thread — our people.

Therefore, Union Pacific permeates four critical pillars with its DE&I efforts: People, Practices, Philanthropy and Procurement. This creates a positive impact on our employees as well as the communities where they live and work.

After 160 years of railroading, Union Pacific's vision remains to Build America. Our DE&I work helps ensure it is a diverse and equitable America.

Debra Schramper

Assistant Vice President and Chief Diversity Officer

DIVERSITY, EQUITY & INCLUSION OUR FOCUS

VISION

We Are One

Our Diverse Heritage - Compels us to stand for opportunity.

Our Desired Future - Demands we stand for equity.

Our Shared Humanity - Implores us to stand for justice.

MISSION

As America's railroad, Union Pacific has an innate responsibility to speak out against all forms of discrimination while creating an environment where all can see themselves belonging and succeeding.

STRATEGY

Permeate Union Pacific's four pillars — People, Practices, Philanthropy, Procurement — with the best Diversity and Inclusion thinking of the day. Each day, we start anew to ever-evolve what we do and ever-educate why we're doing it.

OUR GOALS – BETTER REFLECTING OUR COMMUNITIES

In 2020, Union Pacific set aggressive diversity goals to be reached over the next decade. **By 2030, we want to increase our people of color population from 29.4% to 40% and double our female population to 11%.** By achieving these goals, the railroad will better reflect the communities we serve.

Since establishing these goals, some of our efforts have already begun to actualize. From January 2020 to December 2021, we saw an increase from 29.4% to 31.3% in our people of color population and believe we are on track to meet our 40% goal. Progress toward the achievement of our female representation goal has been more challenging. Our female population decreased from 5.5% in 2020 to 5.3% in December 2021, driven primarily by a decrease in the number of management females. While Union Pacific's female representation grew in the executive category, it retracted overall. Across the United States, female representation in America's workforce is currently at its lowest standing since 1988.

Understanding and addressing changes in the management workforce is only part of the story. To make meaningful progress toward our female representation goal, we must move the needle with respect to our craft professional workforce. Accordingly, we are amplifying our efforts to reach more candidates and build an inclusive environment so that we can attract and retain a talented workforce.

We plan to continue to accomplish our goals by:


- **Reviewing historical attrition rates by department.**
- **Developing candidate pools that reflect broader market availability.**
- **Extracting predispositions in the hiring process.**
- **Creating an environment of belonging as not to erode our diversity through attrition.**

So far, Union Pacific's efforts include expanding the candidate pools for potential employees interested in different crafts, then finding unique ways to reach them. To ensure each department was engaged, reports were developed to help senior leadership understand their department's specific goals and progress indicators that would lead to increased diversity and a greater sense of belonging. These included diversity data such as application-to-hire evaluations, promotion ratios, attrition ratios, inclusion indexes and development activity. Based on the results, each department built its individual diversity action plans.




Kayla Sudds, 3 months of service, and Rolette Sudds, 9 years of service, at Strang Yard, Texas.

Bailey Yard volunteers built an inclusive community playground in North Platte, Nebraska.

Kelli O'Brien, 8 years of service, and Raquel Espinoza, 13 years of service, in Omaha, Nebraska.



Employees visit UP No. 1979 'We Are ONE' commemorative locomotive in Houston, Texas.

EMPLOYEE RESOURCE GROUPS – FUELING OUR SUCCESS

Union Pacific hosts nine Employee Resource Groups (ERG) and one Business Resource Group (BRG). Our flagship ERG – Black Employee Network – is more than 40 years old. These nurturing networks are designed to promote a diverse workplace where everyone does their best work.

Our 2,500 members – which increased 39% this past year and includes all executives – are spread throughout our 23 states. While additional funding is provided by the company, along with executive sponsors and advisory panels, each ERG owns an individual constitution, votes in its leadership team, and produces programming to recruit, develop and retain employees focused on their affinity.

In 2021, our ERGs hosted 145 networking activities, education programs and outreach efforts. This was in addition to local field chapter work.

To create shared experiences and ideas, Union Pacific hosts an all-ERG Conference every other year. On the off years, ERGs host individual conferences. In 2021, the all-ERG Conference was a mix of in-person and virtual attendance. Approximately 750 employees signed up, and groups developed 26 booths for employees to enjoy and learn from. The day prior, ERGs sponsored half-day activities for networking, which ended with conference attendees coming together for the Chairman's Reception.

In 2021, to celebrate the critical work our ERGs graciously provide our company and communities, Union Pacific painted a multimillion-dollar locomotive to honor them. It launched on Juneteenth in Houston, Texas, just miles from where Juneteenth originated, and went on a 15-stop tour across the United States with the grand finale at the all-ERG Conference.



In addition, Union Pacific launched the industry's first Business Resource Group focused on environmental sustainability called Planet Tracks. Interest generated 400 inaugural members and led to a maximum capacity launch event.

Company leaders host Union Pacific's first Planet Tracks event. Craig Ingrisano, 9 years of service; Beth Whited, 34 years of service; Lance Fritz, 21 years of service; and Maqui Parkerson, 1 year of service.



Employee Resource Group leaders at the 2021 all-ERG Conference.

UNION PACIFIC'S NINE EMPLOYEE RESOURCE GROUPS

More than 2,500 employees across Union Pacific are involved in one or more ERGs, which include:

- Asian Employee Resource Organization (AERO).**
- Black Employee Network (BEN).**
- LGBTQ+ Employee Network (BRIDGES).**
- Council of Native American Heritage (CONAH).**
- Disability Awareness and Inclusion (EASE).**
- A Women's Initiative — Lead, Educate, Achieve and Develop (LEAD).**
- Latino Employee Network (LEN).**
- Emerging Professionals Network (UP Ties).**
- Union Pacific Veterans Network (UPVETS).**



Union Pacific Employee Resource Group members visit UP No. 1979 “We Are ONE” Commemorative Locomotive during the all-ERG Conference in Omaha, Nebraska.

INITIATIVES DRIVING EMPATHY AND UNDERSTANDING

Nothing is quite as impactful as hearing someone else's story. Brave employees continue to speak up and share deeply personal experiences. Union Pacific has completed its second season of the **We Are One** videos, which continue to be one of the most popular communication series we offer. The topics range from Post-Traumatic Stress Disorder to transitioning genders, racial hatred and immigrating to the United States. This raw, authentic approach is driving empathy and understanding, allowing Union Pacific to address social issues.

Every other month, the Chairman and Chief Human Resource Officer host a themed **Listening Session**. The participant panel is led by an outside expert and supported by additional executives willing to share personal stories. More than 20% of Union Pacific's executives have participated as panelists so far. Topics for the virtual programs, commonly attended by about 500 employees, have included:

- **It's Been a Year. What's Changed?** Topic: social injustice.
- **Are the Words You Use Offensive?** Topic: microaggressions.
- **Do You Think UP is a Good Neighbor?** Topic: corporate community obligations.
- **Are Employees Quitting You?** Topic: attrition.
- **Wait — Why Can't I Say That?** Topic: evolving vocabulary.
- **Are You Bringing Your Whole Self to Work?** Topic: challenging assimilation.

More than 20% of Union Pacific's executives have participated in Diversity and Inclusion Listening Sessions as panelists.

To extend our education in a more entertaining way and drive casual conversation around the "water cooler," the D&I team joins with ERGs to offer **monthly documentaries** followed by expert-led discussions over lunch. This creates impact through high-end production value paired with Union Pacific-specific dialogue. The docuseries program pauses for three months over the summer during the **Summer D&I Book Club**.

The annual **Count Me In** campaign reviews cultural evolution, system improvements and government affirmative action requirements to deliver new offerings with

creative approaches. All features encourage employees to voluntarily identify themselves in a variety of ways. This fall Union Pacific offered new email signature blocks with pronoun callouts; non-binary gender selection options on our reporting forms; disability video and communication pushes; phonetic spelling and audible recording upgrades in our employee phonebook; and pennants celebrating the U.S. military branches' founding birthdays flying proudly outside Union Pacific's Omaha headquarters. This effort led to overall growth in our diversity by employees voluntarily identifying themselves as an individual with a disability and identifying as part of the LGBTQ+ community.

While DE&I is foundational for all onboarding and personnel training, focused content also is required for different levels of leadership. Beyond that, Union Pacific offers two specific programs:

- **Personal Trust Builder** training programs are small, half-day sessions focused on D&I education. Field leaders and employees who are having challenges understanding our DE&I efforts participate. Employees are shown the experiences of others and exposed to their privilege. A D&I team member follows-up with each participant to give them an opportunity to share learnings, clear up any confusion and discuss their self-identified assignments.
- **UpLift sponsorship program** is a new offering which selects 40 high-potential employees from underrepresented groups and pairs them with executive sponsors. The intention of this two-year program is to create career mobility, expand networking circles and offer executive leadership training. Within the first six months, 28% of participants were promoted or made developmental moves, and 97% believe the company is investing in their future.



The Employee Journey

Union Pacific is committed to providing a world-class employee experience. This helps prepare our diverse and integrated workforce to serve, regardless of their role or rank.

The process begins with recruitment, where we strive to attract the most talented and diverse employees to join our team. Then we focus on training and development, which includes programs designed to recognize potential and to help our employees grow into new roles so that we can retain our workforce over time. The final stage of the employee journey is setting our dedicated employees up for a successful and fulfilling retirement.

We can see the influence of the DE&I work we are doing to connect our workforce to each other and to our purpose in our recent hiring, promotion and retention performance.

Follow a Union Pacific employee's career journey and learn more about the steps we've taken along the way.

OUR PERFORMANCE: HIRING, PROMOTION AND RETENTION

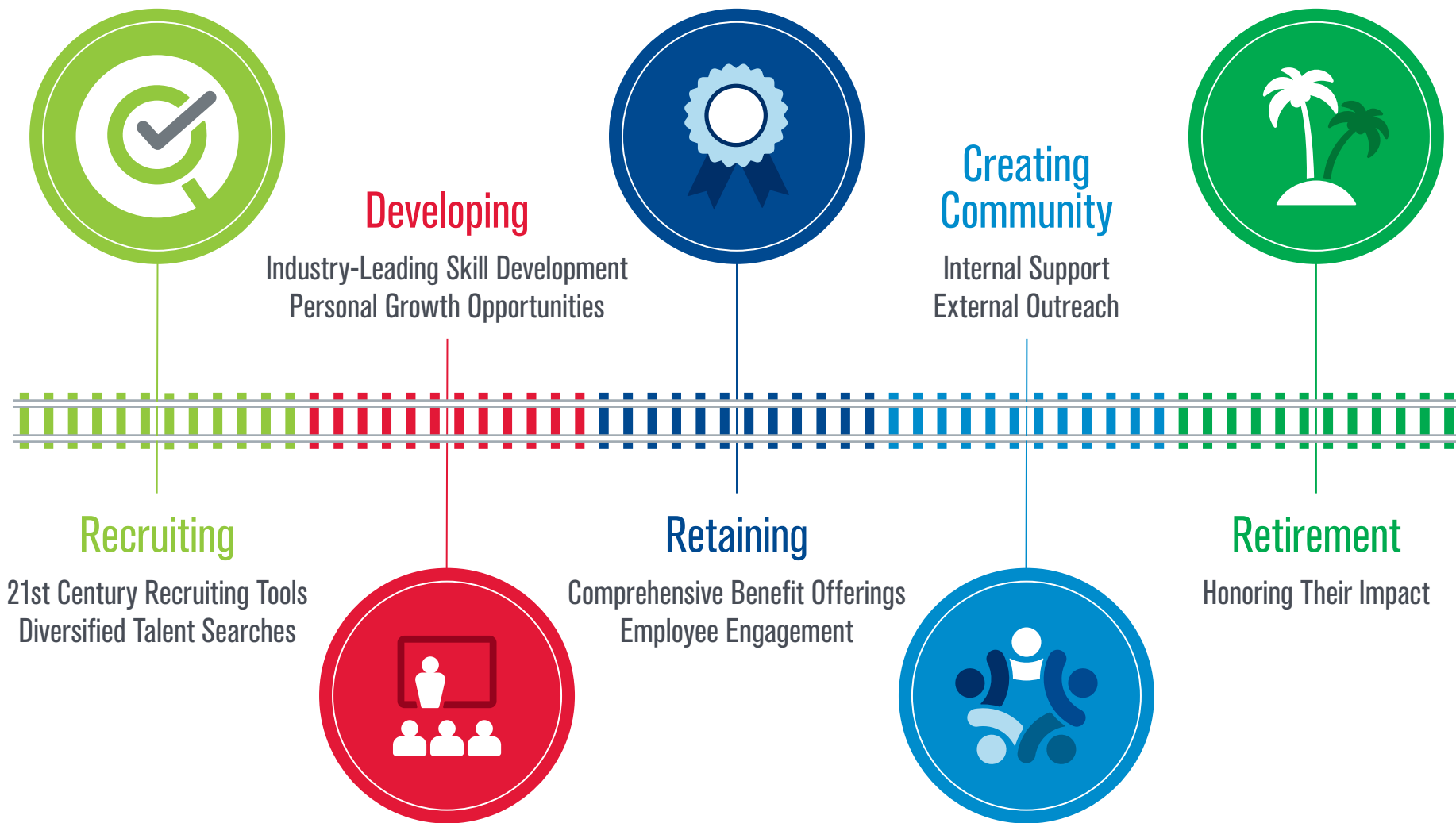
	METRIC	2018	2019	2020	2021
Hiring – Total	#	4,679	953	310	1,322
Hiring – People of Color	%	43%	41%	35%	48%
Hiring – Female	%	7%	12%	17%	13%
Management Promotions – Total	#	1,108	1,095	1,168	994
Management Promotions – People of Color	%	26%	28%	24%	30%
Management Promotions – Female	%	21%	23%	16%	20%
Retention – Total	%	91%	90%	89%	89%
Retention – People of Color	%	91%	90%	89%	89%
Retention – Female	%	87%	86%	87%	88%

Data reflects Union Pacific's workforce.



Los Angeles Service Unit employees wear pink to raise awareness for breast cancer research.

THE EMPLOYEE JOURNEY



RECRUITING – BUILDING AN INDUSTRY-BEST TEAM

The COVID-19 pandemic changed many aspects of how Union Pacific operated in 2020 and 2021, including how we recruit employees. As some aspects of how we've traditionally recruited return, others we implemented during the pandemic will remain – for the benefit of our company and our future employees.

We leveraged technology more efficiently than ever before, expanding our capabilities and maximizing our workforce. We found new ways to get the word out about events, recruited outside our network and connected with potential employees virtually.

Since the pandemic started in 2020, the recruiting team has conducted 472 virtual career fairs using video-conferencing tools. The events provided break-out rooms, offering an opportunity to learn more about Union Pacific's offerings. The team also organized virtual hiring events where potential employees could set up a time to attend an online interview. The interviews were conveniently scheduled during the day, evening or weekend to accommodate various schedules.

Since the pandemic started in 2020, the recruiting team has conducted 472 virtual career fairs using video-conferencing tools.

Union Pacific strives to be inclusive in the hiring process. We're removing bias by using software tools to confirm gender neutral language in all job postings, as well as providing video demonstrations and visual cues during physical abilities tests.

College recruiting took on a new form with **online networking tools**, enabling potential employers to find students across the country interested in specific fields. These tools allowed Union Pacific's recruiting team to tap into a larger, diverse pool of college students — an advantage difficult to achieve at in-person university events. Using these tools, the team sent nearly **50,000 direct messages in 2020** and more than **200,000 direct messages in 2021** to students and applicants across the country, enabling the team to interview a wide variety of interested candidates.

To become more inclusive and to meet workforce needs, Union Pacific placed more of an emphasis on **Second Chance hiring**. The program is designed to give individuals who were formerly incarcerated a fair chance for employment. This program aligns with DE&I initiatives while building a diverse pipeline that can help build the workforce now and in the future.



Robert Ellis Jr.,
17 years of service.

Dan Sloan,
21 years of service,
and Henry Corbert,
7 years of service.

Lakish Vanzant,
8 years of service,
Ashley Glover, 11 years of
service, and Tanya Buck,
16 years of service.

RECRUITING – REACHING THE NEXT GENERATION

Our **hybrid internship program**, an extension of the internship program, allows college students to continue working for the company remotely while school is in session. The program advances the learning experience for students while enabling the company to continue its relationship with prospective employees. In 2021, Union Pacific employed nearly 200 year-round, summer and hybrid interns. In 2021, 80% of eligible senior collegiate interns were offered a full-time position upon completion of their internship.

In 2021, Union Pacific employed nearly 200 year-round, summer and hybrid interns.

Union Pacific recently began reaching out to community colleges and high schools to set up industrial technology scholarships valued at **\$195,000** for students enrolled in industrial technology or trade programs. Students who receive scholarships meet with the company's recruiting team once per semester to learn about opportunities at Union Pacific. The scholarship program's goal is to expand the company's relationship with these colleges and broaden our pipeline for employees trained in welding, electrical, mechanical and other trade fields.



Union Pacific Diversity Scholarship Program recipients at Omaha's Creighton University.

Union Pacific is partnering with the **National Association of Manufacturers'** workforce development and education partner on a \$3 million, three-year joint initiative called Careers on Track. The program seeks to inspire young women and youth to pursue modern industrial careers through workforce development initiatives like a new digital STEM curriculum, a virtual 3D STEM experience, a STEM micro-grant program and a digital campaign showcasing industry careers – allowing Union Pacific to close the gender gap by building awareness of jobs in the field.



John Young Sr.,
31 years of service.

Christine
Marshall, 13 years
of service; Graciela
Llewellyn, 40 years
of service; and Renee
Layoun, 3 years of
service.

DEVELOPING – TAKING SKILLS TO THE NEXT LEVEL

Learning is a lifelong journey, and Union Pacific recognizes our employees need continuing education opportunities throughout their career. As a result, the company offers various programs designed to help employees both maintain their current skills and advance to new positions. Here are a few of the programs available to help Union Pacific's talented workforce continue to grow personally and professionally.

Technical Training for Craft Professionals. In 2020, we converted traditional classroom training for our craft professionals to an immersive hands-on experience with scenario-based online testing to maintain regulatory and compliance standards while providing a unified schedule that maximizes class size based on optimum headcount. After experiencing success, Union Pacific's technical trainers continued with the online testing format throughout 2021, creating the road map to expand the Train, Engine and Yard safety rule examinations to 50% virtual facilitation. To maximize efficiency, Union Pacific is relocating and centralizing locomotive engineer training, as well as signal and telecommunication technical training, at our Omaha headquarters. Centralization will unify the training experience for 1,800 Operating employees annually.

2021 TECHNICAL TRAINING HOURS PER CRAFT PROFESSIONAL

TRAIN, ENGINE & YARD: 21 HOURS
ENGINEERING: 21 HOURS
MECHANICAL: 30 HOURS

Empowering Our Differences. Union Pacific's commitment to diversity and inclusion focuses on creating an environment where everyone can be their best self.



In 2021, **1,823 employees** completed Empowering Our Differences training. The goal is for employees to come to work each day feeling safe in who they are – to feel understood and accepted. This training provides the opportunity for employees to hold themselves, their colleagues and Union Pacific accountable for creating a more diverse, accepting and equitable workplace.

Inclusive Leadership. Diversity and inclusion aren't just values to live by; they have real impact on business outcomes. Understanding the significance of these potential impacts, Union Pacific created a required unconscious bias training course called Inclusive Leadership. The class helps all employees better understand unconscious bias and the impact it can have. Our goal is for Union Pacific employees to lead by example and demonstrate inclusive behavior at work and in their communities.



Union Pacific's first Strong Leaders, Strong Teams graduates.

Strong Leaders, Strong Teams. Managers from various departments and locations around the railroad, from Technology to Transportation, complete a four-week program designed to promote continued learning and enhance the performance of Union Pacific managers. Through a variety of learning methods, participants gain advanced management skills, including how to own their messages, develop a strategic mindset, improve decision-making and promote a culture of empowerment.

DEVELOPING – SHARPENING LEADERSHIP SKILLS



Some of Union Pacific's 2021 Leadership Development Program graduates.

Leadership Development Program. Union Pacific's Leadership Development Program is a multi-session program designed to provide high-potential managers with the resources necessary to develop a personal leadership style that reflects Union Pacific's vision, purpose and values.

Since the program was launched in 2000, it has evolved along with the railroad and our strategy goals. Learning activities are centered around Union Pacific's four stakeholders, with a focus on managers building the company's talent pipeline.

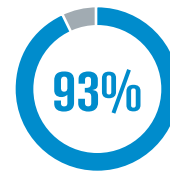
Emerging Leaders. Emerging Leaders is a learning experience designed to inspire employees early in their career by investing in their development and positioning them for career progression. The program helps participants develop organizational leadership skills and define their career motivations so they are well positioned to advance their career with Union Pacific.



Managers On Track. Managers On Track is a program that supports employees in their first management role by helping them understand expectations and providing resources to coach and develop teams.



UNO Education Assistance Program. Union Pacific's partnership with the University of Nebraska at Omaha (UNO) enhanced our Education Assistance benefit and supports the professional development of all employees with free tuition at a nationally ranked university. The partnership removes financial and scheduling barriers that can discourage employees from pursuing higher education and is available immediately for new hires. Tuition is paid directly by the company, eliminating the need for employees to seek reimbursement, and all registered employees have access to dedicated academic support resources. Nearly 500 employees have become UNO students. Employees across our 23-state system are eligible to enroll, which has contributed to a nine-fold increase in enrollment since the program began.



Individual Development Plans. In 2021, 93% of management employees completed an individual development plan to self-start their career development. The plans are integrated into Union Pacific's performance management system to ensure managers and employees prioritize development.

In 2021, 2,980 online LinkedIn training courses were completed by 2,489 employees.

Online Voluntary Training Classes. Union Pacific has special licensing with LinkedIn Learning, allowing all management employees to enroll in personal development courses at a pace and time in line with their railroad schedule. In 2021, 2,980 courses were completed by 2,489 employees. The most popular courses were Communication Foundations, O365 and Microsoft Teams, Excel and other data analytics topics, and leadership behavior.

RETAINING – OFFERING COMPETITIVE PAY

Providing competitive compensation and meaningful benefits is key to attracting and retaining talented employees. Union Pacific is committed to continuously reviewing its compensation program and comprehensive benefits program to ensure they are fair and competitive. Both are key to enhancing the value of working for Union Pacific and demonstrating the company's commitment to the health and wealth of employees during their career. Benefits vary based on the applicable collective bargaining agreement or an employee's management status.

Pay Equity. Every worker has the right to expect equal pay for equal work regardless of their gender, race, color, religion, national origin, age, disability or other status protected by law. Each year, Union Pacific performs a review to identify potential pay equity concerns relative to race and gender for management employees and takes steps to address any concerns.

Compensation Ranges. Union Pacific participates in market research to compare salaries for specific roles to attract and retain talented employees. We structure our compensation levels to reflect the competitive marketplace for similar positions at comparable companies. This helps provide employees with insight into how their salary is determined combined with a comprehensive benefits plan.



Larry Houston,
43 years of service, and
John Varnell, 21 years of
service.



A few members of the South San Antonio Yard Car Department. Back row: Marco Carrasco, 26 years of service; Trey Hilton, 19 years of service; Rodolfo Rangel, 9 years of service; Armando Perez Jr., 23 years of service; and John Thompson, 19 years of service. Front row: Roland Beltran, 17 years of service, and Jose Silva, 24 years of service.



Victor Carrillo,
23 years of service.

RETAINING – EVOLVING OUR BENEFITS

MEANINGFUL BENEFITS

We offer a comprehensive benefits program that includes medical insurance, Railroad Retirement and a 401(k), as well as niche benefits employees may find useful at various life stages. We are proud of our evolving benefit offerings, as the work schedules required to run our railroad's 24/7 operations can be challenging, and employees may need extra support caring for loved ones. Benefits vary based on the applicable collective bargaining agreement or an employee's management status.



Bryon Shirley,
21 years of service.

Dedrick Franklin,
10 years of service, and
his son.

CRAFT PROFESSIONAL BENEFITS

Craft professional health benefits are governed by the Railroad Employees [National Health and Welfare Plan](#), a multi-employer plan for the railroad industry. Health and welfare benefits are determined through collective bargaining agreements. Benefits offered to our craft professionals include coverage for medical and prescriptions, vision and dental, and life and disability. A subset of Union Pacific's craft professionals receive medical benefits through [Iron Road Healthcare](#), rather than the national plan.

BENEFITS FOR ALL EMPLOYEES

Union Pacific provides competitive benefits to all employees, craft professionals and management, including:

- The Bright Horizons Enhanced Family Supports Portal helps employees systemwide connect with essential, supportive care providers and services, such as center-based and in-home 24/7 childcare, elder care, pet care and housekeeping, as well as tutoring and homework help.
- Union Pacific's Employee Stock Purchase Plan allows employees to buy shares of company stock through payroll deductions. Participants receive a 40% company match of up to 5% of their base compensation per pay period.
- University of Nebraska at Omaha Education Assistance Program, online and in-person options, as described on page 22.
- Union Pacific is dedicated to promoting healthy lifestyles for active employees by providing a System Health Facility Program involving local fitness centers and gyms. Union Pacific contracts with numerous fitness centers nationwide so employees across our 23-state network can improve their physical health.
- Voluntary benefits marketplace allows all employees, and interns, to enroll in supplemental benefit options, including auto insurance, home/renters insurance, critical illness insurance, hospital indemnity insurance, identity theft protection and pet insurance.

RETAINING – EVOLVING OUR BENEFITS

NEW MANAGEMENT BENEFIT OFFERINGS

Union Pacific's [management benefit offerings](#) are regularly reviewed to help the railroad maintain a competitive advantage. Beginning in 2022, Union Pacific will offer several new or expanded benefit offerings to our management employees, including:



PARENTAL LEAVE BENEFITS

The enhanced Parental Leave benefit provides management employees not qualifying for Maternity Leave up to four weeks paid bonding time after the birth of the management employee's child or placement of a child with the employee in connection with adoption/foster care.



DIABETES SERVICES

First quarter 2022, Union Pacific will begin offering a digital program to assist employees and their family members as they manage diabetes and pre-diabetes hypertension. The program aims to engage members and support good decision-making between doctor visits.



ADOPTION/SURROGACY ASSISTANCE PROGRAM

This program reimburses eligible employees for certain expenses incurred in the adoption of a child or surrogate parenting arrangement.



HEARING AIDS

Union Pacific will provide hearing aid coverage as a self-insured medical option. The program will provide one pair of hearing aids every 36 months up to \$5,000.



Donald Thomas Jr.,
18 years of service.

Clint Schelbitzki,
17 years of service, left,
and his son.



FERTILITY BENEFITS

This self-insured medical option provides coverage to employees who desire fertility assistance to start a family. Union Pacific will remove the requirement that employees be diagnosed with infertility to qualify for benefits. This change will broaden availability for the company's LGBTQ+ population.



BEREAVEMENT LEAVE

An enhanced bereavement leave policy increases the number of bereavement days for loss of a spouse or child, and provides leave to a birth, surrogacy or adoptive parent who experiences a pregnancy loss.



PAID TIME OFF

Union Pacific supports management employees and families with paid-leave programs for short- and long-term disability; three to five weeks of vacation, depending on years of service; and 11 paid holidays.

RETAINING – LISTENING AND RESPONDING TO FEEDBACK

RECOGNIZING OUR TALENTED WORKFORCE

Planning for the future is a daily endeavor for Union Pacific – it includes constantly recognizing how our company can improve and how our employees can grow or advance their career.

Union Pacific provides regular opportunities for employees to submit feedback and identify paths for improvement. Additionally, the Talent Management team has measures and programs in place to recognize those with the potential to take on more responsibilities or advance to the next level. These efforts position Union Pacific and our employees for success today and in the future.



Core Competencies. Our talent management strategy is rooted by our four core competencies – **Create Value, Lead Together, Own It and Think Boldly.**

Our Workforce Resources team established these competencies with help from more than 2,500 employees participating in surveys, focus groups, coalition meetings and change-champion discussions. They reflect what Union Pacific believes are the most important skills and behaviors for all employees to exemplify.

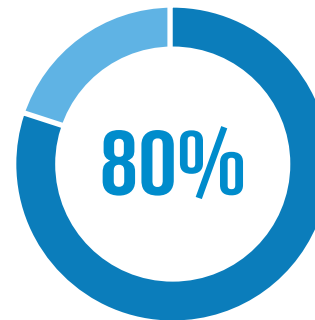
Annual Talent Review. To help identify potential leaders earlier, Union Pacific uses a Talent Matrix to measure performance and potential during the Annual Talent Review. Employees are rated on the “What” (results and metrics) and the “How” (competencies, behaviors

and attitudes, and whether they generate overall success for the individual, team and company), along with their potential to move up in the organization. People managers provide employees continuous feedback throughout the year and formal performance reviews at least once a year. After assessments are completed, managers are encouraged to align consistent development levers to talent designation actions.

Employee Engagement. Union Pacific administers an annual engagement survey to collect employee feedback, ensuring employees feel connected to the company while providing them the opportunity to identify opportunities to make their workplace safer and more productive. Survey results are synthesized and shared with senior leadership and people managers, who are charged with creating action plans to address trending opportunities.

Our 2021 Employee Engagement Survey results showed significant areas of both opportunity and strength. The survey had an all-time high participation rate of 80%, doubling previous years’ participation. Overall manager effectiveness scores increased by one point year-over-year, and the employee engagement index increased six points since the 2020 survey to a 55% favorability rating, primarily driven by an increase in employee pride. The results showed employees feel team members cooperate well and managers treat employees with respect.

While survey results identified several strengths, they also indicated multiple areas needing improvement: Employees want to be recognized more for their work, and they want to better understand where the company is headed and the “why” behind changes.



EMPLOYEE ENGAGEMENT SURVEY PARTICIPATION RATE

80% of Union Pacific’s workforce completed the 2021 Employee Engagement Survey.



Cerwin Fleming,
11 years of service.

Jeremy Givens,
26 years of service.

RETAINING – TAKING TIME TO SAY THANKS

Employee Recognition Program. To thank them for their passion for performance, high ethical standards and world-class teamwork, 6,140 monetary recognition awards and 3,194 non-monetary 'Quick Thanks' were given to management employees last year. In 2022, Union Pacific responded to previous engagement survey feedback by expanding the points-based recognition program to include craft professionals. All employees are now eligible to nominate one another and celebrate their wins – together.

In 2021, **6,140 monetary** recognition awards and **3,194 non-monetary** 'Quick Thanks' were awarded to Union Pacific's management employees.

Retention Stock. Union Pacific awards management employees shares of Union Pacific common stock to promote and closely align the interests of employees and shareholders by providing stock-based compensation that vests over time. Retention shares are intended to attract and retain outstanding employees, increase employee stock ownership and strengthen the company's ability to drive performance, which enhances long-term shareholder value.

Critical Role Succession Planning. Critical roles are executive positions that have been identified as having strategic or long-term impact on the company and its value. Senior staff members conduct daylong discussions twice yearly to ensure a talent pipeline is identified and development is progressing for all critical role successors. When a potential successor is identified, the team conducts an executive assessment to identify strengths and development opportunities. A robust development action plan is created with leadership and the employee to accelerate their readiness. While most critical role successors are identified within the company, external talent searches are sometimes necessary to bring in external perspectives and specialized skill sets.



Robert Lillard,
28 years of service.

Renee Layoun,
3 years of service.

Bobbi Johnson, 17 years of
service; Terrill Vandergriff,
15 years of service; Nic
Hammond, 8 years of service; and
Richard Zientek, 5 years of
service.

CREATING COMMUNITY – SUPPORT AT WORK AND HOME

Employees may struggle with concerns and trials when they're at work and at home. Recognizing this, Union Pacific provides ways for employees to get different kinds of help, depending on their situation. The hope is that employees, regardless of their situation, will feel supported and have opportunities to grow and change during their employment with Union Pacific.

INTERNAL SUPPORT

Employee Assistance Program. Union Pacific offers a 24/7 Employee Assistance Program designed to provide confidential support to employees and their families facing problems big and small relating to mental health, substance abuse, work-life balance and workplace challenges. In 2021, Union Pacific opened more than 3,500 Employee Assistance cases for employees and their dependents. Additionally, this program will now provide management employees and their families with six free visits with a licensed, master's-level therapist or psychologist, after which medical plan coverage kicks in.

Peer Support. Through Union Pacific's Peer Support networks, trained employees offer confidential advice and guidance to their colleagues. This strengthens bonds and builds a sense of community within Union Pacific, providing support from those with an inherent understanding of the rail industry.

Friend to Friend Network. The Friend to Friend Network is a nonprofit run by railroad employee-volunteers and retirees, providing financial aid to railroaders and their families who have been impacted by health or home-related hardships. In 2021, Friend to Friend Network directed more than \$1.1 million in aid to nearly 2,000 Union Pacific families. Friend to Friend expanded its support in 2021 to employees furloughed due to the business impact of COVID-19, with the support of a \$650,000 donation from the company. Since 2004, Friend to Friend Network has dispersed more than **\$12 million** to railroading families impacted by a crisis.

In 2021, Friend to Friend Network directed **more than \$1.1 million in aid** to nearly 2,000 Union Pacific families.

EXTERNAL OUTREACH

Giving back to our communities is an important part of who we are as a company. That's why it's important for us to support our employees who want to give back. To facilitate this, Union Pacific has programs in place to encourage volunteerism as well as monetary gifts to nonprofit organizations. Together, we can make the communities where we work better places to live.

GivePLUS Program. Union Pacific supports employees' contributions to nonprofits in their communities through its MoneyPLUS and TimePLUS programs.

- The **MoneyPLUS** program supports and extends employees' financial contributions to qualified public charities by providing a two-to-one (2:1) match to qualified educational institutions and a one-to-one (1:1) match to qualified nonprofit 501(c)3 public charities or governmental entities. In 2021, Union Pacific provided \$2 million in matching donations.
- The **TimePLUS** program honors employees' volunteer efforts to qualified public charities by awarding a \$250 gift to an eligible organization for which an employee has provided 40 or more hours of service on personal time within a calendar year. In 2021, Union Pacific employees embraced the program, providing 125 organizations with more than \$30,000 worth of gifts.



Finance Department volunteers at Omaha nonprofit Child Saving Institute.

CREATING COMMUNITY – INSIDE AND OUTSIDE UNION PACIFIC

INTERNAL SUPPORT



Union Pacific offers a 24/7

Employee Assistance Program designed to provide confidential support to employees and their families facing everyday challenges or more serious problems



Peer Support networks provide confidential advice and guidance by trained employees to their colleagues



Since 2004, Friend to Friend Network has dispersed more than \$12 million to railroading families impacted by a crisis

EXTERNAL SUPPORT



GivePLUS Program

supports employees' contributions to nonprofits in their communities through these programs:

MoneyPLUS provides

2:1 MATCH
to qualified
educational institutions

1:1 MATCH
to qualified nonprofit
501(c)3 public charities or
government entities

TimePLUS honors volunteer efforts
by awarding a financial gift to qualified public charities
\$250 for 40 or more hours of service
on personal time within a calendar year

RETIREMENT – HONORING DEDICATED SERVICE

For our employees, Union Pacific is not just where they earn a paycheck but where they build friendships, develop communities and make lifelong memories. To acknowledge their commitment to the railroad, Union Pacific has programs to recognize career milestones.

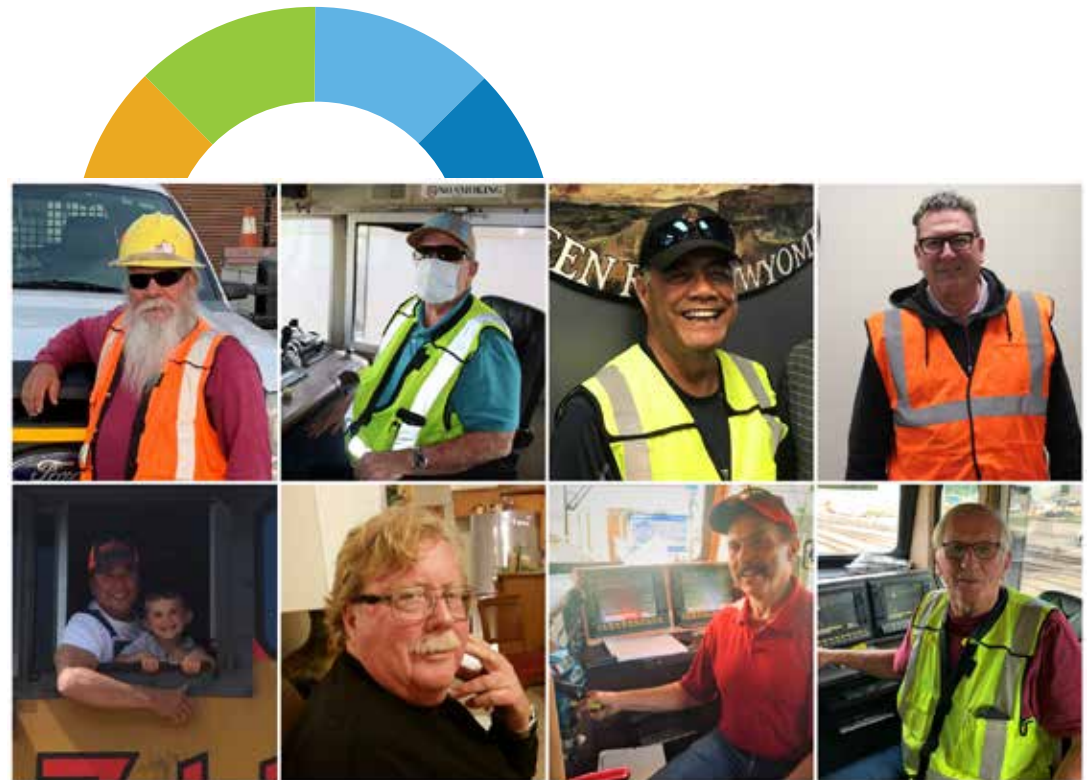
50-Year Employee Spotlight. Union Pacific saluted our 50-year employees this fall at Omaha's UP Center headquarters with special recognition and gifts to commemorate their years of service. At the 50-Year Honorees Recognition Ceremony, broadcast live on Facebook, Union Pacific senior leadership shared highlights of these employees' incredible railroad journeys.

2021 HONOREES:

- **Nick R. Garcia**, locomotive engineer, Texoma Service Unit.
- **Bill Gaston Jr.**, conductor, Texoma Service Unit.
- **James F. Guerin**, locomotive engineer, Los Angeles Service Unit.
- **Daniel J. Knutsen**, locomotive engineer, Great Lakes Service Unit.
- **Andrew R. Mendoza**, signalperson, Engineering, Merced, California.
- **Ralph T. Niau**, conductor, Rocky Mountain Service Unit.
- **J.W. Nichols**, locomotive engineer, Texoma Service Unit.
- **George M. Sanders**, general manager-Longview Switching Company, Network Planning and Operations, Longview, Washington.

Retirement Watches. The company provides watches to employees when they retire to commemorate their years of service to the company.

UNION PACIFIC'S 50-YEAR EMPLOYEES



2021 50-Year Honorees. Top row: Andrew Mendoza, J.W. Nichols, Ralph Niau and George Sanders. Bottom row: Bill Gaston Jr., James Guerin, Nick Garcia and Dan Knutsen.

Appendix

SUSTAINABILITY METRICS

EMPLOYEES

WORKFORCE	UNITS	2018	2019	2020	2021
Total Workforce	# OF EMPLOYEES	44,312	36,855	32,204	32,124
Craft Professionals	# OF EMPLOYEES	38,279	31,353	26,893	26,835
Management Employees	# OF EMPLOYEES	6,033	5,502	5,311	5,289
Average Age	YEARS	44.5	46.1	46.8	46.4
Average Years of Service	YEARS	13.7	15.4	16.3	15.7
Employee Turnover Rate	%	9	11	12	12
Retention Rate	%	91	90	89	89
Retention Rate - People of Color	%	91	90	89	89
Retention Rate - Female	%	87	86	87	88

Appendix

SUSTAINABILITY METRICS

WORKFORCE DIVERSITY

GENDER	UNITS	2018	2019	2020	2021
Total Female	%	5.3	5.5	5.6	5.3
Total Male	%	94.7	94.5	94.4	94.7
Females in All Management Positions	%	23	23	21	21
Females in Junior Management Positions	%	23	23	21	21
Females in Top Management Positions	%	21	23	22	28
Females in Management Positions with Revenue Generating Functions	%	36	38	37	35
Females in Craft Positions	%	3	3	3	2
Females in STEM-Related Functions	%	20	18	16	16

PEOPLE OF COLOR CATEGORIES*	UNITS	2018	2019	2020	2021
Asian	%	2	2	2	2
Black	%	12	12	12	12
Hispanic	%	14	14	14	14
Native American	%	1	1	2	2
White	%	71	71	70	69
2 or More	%	**	**	1	1

*Totals that do not add up to 100% are due to rounding.

** This data was not reported until 2020; reported data is self-reported.

GENERATION	UNITS	2018	2019	2020	2021
Traditionalists (born before 1946)	%	<1	<1	<1	<1
Baby Boomers (born 1946-1964)	%	21	21	19	17
Generation X (born 1965-1981)	%	52	55	57	58
Millennials (born 1982-1997)	%	26	23	23	25
Generation Z (born after 1998)	%	<1	<1	<1	1

VETERANS	UNITS	2018	2019	2020	2021
Number of Veterans	#	8,628	6,985	6,040	6,038
Percent of Veterans in Total Workforce	%	20	19	19	19

SELF-REPORTED INFORMATION*	UNITS	2018	2019	2020	2021
LGBTQ+	%	*	*	<1	<1
Individuals with Disabilities	%	*	*	2	<2

*This data was not reported until 2020; reported data is self-reported.

BOARD DIVERSITY	UNITS	2018	2019	2020	2021
Board Size	#	11	12	12*	12**
People of Color	#	3	4	4	4
Female	#	2	2	2	3

*Erroll B. Davis, Jr. retired at the 2020 Annual Meeting.

**Bhavesh Patel completed his term in May 2021. Sheri Edison was elected to the BOD effective Dec. 1, 2021.

Appendix

SUSTAINABILITY METRICS

2030 DIVERSITY GOALS

	Units	Target
People of Color	%	40
Women	%	11

NEW HIRES

	UNITS	2018	2019	2020	2021
New Hires	#	4,679	953	310	1,322
Management	#	672	327	181	387
Craft Professionals	#	4,007	626	129	935
Positions Filled by Internal Candidates	#	1,237	690	805	978
People of Color New Hires	%	43	41	35	48
Management	%	31	28	33	40
Craft Professionals	%	45	47	37	51
Female New Hires	%	7	12	17	13
Management	%	31	31	23	35
Craft Professionals	%	3	3	8	4

MANAGEMENT PROMOTIONS

	Units	2018	2019	2020	2021
Number of Promotions	#	1,108	1,095	1,168	994
People of Color	%	26	28	24	30
Female	%	21	23	16	20

EMPLOYEE DEVELOPMENT

	UNITS	2018	2019	2020	2021
Employee Engagement Favorability Index	%	*	54	49	55
Total Values Line Reports	#	1,485	1,260	1,271	1,238
Substantiated Values Line Cases	%	27	29	26	24**
Management Employees who Receive Formal Performance Reviews	%	99	99	99	99
Management Employees with Individual Development Plans	%	13	15	39	93
Reported Employee Volunteer Hours***	HOURS	9,309	6,532	4,028	3,821
Employees Involved in Employee Resource Groups	#	2,619	2,499	1,848	2,573

*Data prior to 2019 was collected differently.

**At the time of publication, a subset of the reported cases were still subject to investigation.

***Only reflects employee volunteer hours greater than 40 hours per employee.

TRAINING

	UNITS	2018	2019	2020	2021
Average Hours of Training per Employee*	HOURS	71	33	23	29
Average Hours of Training for Male Employees**	HOURS	73	34	23	30
Average Hours of Training for Female Employees**	HOURS	39	22	14	24
Average Hours of Training for Diverse Employees**	HOURS	92	36	24	33
Ethics Training Participation	%	21	20	17	98
Diversity & Inclusion Training Participation	%	21	20	81	98
Online Training Courses Completed	#	1,188,360	1,045,872	921,907	860,365
Average Amount Spent per Employee on Training and Development***	\$	2,205	1,362	696	959

*Reduced hours due to new hire training efficiencies and reduced skill enhancement training due to the pandemic.

**Reflects varying proportions of employees in craft and management positions.

***Reduced hours due to limited new hire training and travel.

Appendix

SUSTAINABILITY METRICS

STATE	CRAFT & MANAGEMENT EMPLOYEES FULL TIME EQUIVALENT*	GROSS WAGES (MILLIONS)	TRACK MILES**	CAPITAL INVESTMENT (MILLIONS)
Arizona	903	90	691	122
Arkansas	1,631	163	1,324	110
California	3,026	326	3,362	251
Colorado	645	70	1,504	55
Idaho	649	68	873	44
Illinois	2,833	272	2,311	161
Iowa	1,159	111	1,430	84
Kansas	829	91	2,199	135
Louisiana	797	90	1,140	81
Minnesota	320	32	644	36
Missouri	1,371	139	1,541	102
Montana	13	1	125	2
Nebraska	5,972	789	1,098	302
Nevada	417	52	1,193	48
New Mexico	399	40	618	60
Oklahoma	257	29	1,240	42
Oregon	958	100	1,073	54
Tennessee	43	4	17	0
Texas	5,361	510	6,438	679
Utah	963	96	1,267	98
Washington	243	20	540	7
Wisconsin	258	33	919	21
Wyoming	730	60	874	44

*Full Time Equivalents, or FTEs, are primarily calculated based on straight time hours, including vacation and holidays, versus the number of hours worked during a normalized 40 hour work week.

**Track miles refers to UP owned and operated main and branch line, as well as lines operated under lease and trackage rights.

Appendix



Employees and years of service captured as of Jan. 31, 2022.

UNION PACIFIC

2021 HUMAN CAPITAL REPORT



Appendix

Table of Contents	
I. INTRODUCING UNION PACIFIC'S INAUGURAL HUMAN CAPITAL REPORT	3
II. BUILDING AND SUSTAINING A RESILIENT AND DIVERSE WORKFORCE	4
III. HUMAN CAPITAL STRATEGY	5
IV. OUR PEOPLE	6
A. We Are Union Pacific	6
B. Our Award-winning Workforce	7
C. Our Award-winning Programs	8
V. OUR CULTURE	9
A. Cultivating a Safe Culture	9
B. High Ethical Standards	10
C. Perspectives Guiding Us Forward	11
VI. WE ARE ONE	12
A. Statement from the Chief Diversity Officer	12
B. Our Goals	13
C. Employee Resource Groups	14
D. Initiatives Driving Empathy and Understanding	16
VII. THE EMPLOYEE JOURNEY	17
A. Recruiting	19
B. Developing	21
C. Retaining	23
D. Creating Community	28
E. Retirement	30
VIII. APPENDIX	31
IX. THANK YOU TO OUR EMPLOYEES	37

Tanya Buck 16 years of service			
			Jan Yates 17 years of service
Kevin Wells 20 years of service			Trey Hilton 19 years of service
			Daniel Laudenschlager 15 years of service
Crystal Mayberry 5 years of service			
			Xavier Horn 23 years of service



CAUTIONARY INFORMATION

Our Human Capital Report provides additional explanatory information regarding Union Pacific that may not be available, included or directly derived from information in the company's Annual Report. Information included in this document, and any issues identified as important for purposes of this document, may not be considered material for SEC reporting purposes. Materiality and/or the term "material" in the context of this document is distinct from and should not be confused with, such terms as defined for SEC reporting purposes. This report includes statements and information regarding future expectations, outcomes or results of the company that are not historical facts. These statements and information are forward looking as defined by federal securities laws. Forward looking statements and information can be identified by use of forward-looking terminology (and derivations thereof), such as "believes," "expects," "may," "should," "will," "would," "intends," "plans," "estimates," "anticipates," "strives," "seeks," "aspires," "endeavors," "target," "projects" and other words or phrases of similar intent.

Forward-looking statements and information generally include the following: the company's expectations, goals, forecasts, targets, and aspirations with respect to sustainability and corporate responsibility matters, including related risks and opportunities; demand for the company's rail service; enhancing profitability; volume and revenue growth; efficiency improvements and increasing returns; the effectiveness or growth of new and newer services; management of network volumes; increasing shareholder value; total amount of capital investments; returns on capital investments; improvements regarding the sustainability, emissions, and safety of our operations and equipment; preserving the environment and communities where the company operates; and effectiveness of plans, programs and initiatives related to our workforce. Forward-looking statements and information should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times that, or by which, such performance, targets, goals, or results will be achieved. Forward-looking

statements and information are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in the statements. Forward-looking statements and information reflect the good faith consideration by management of currently available information and may be based on underlying assumptions believed to be reasonable under the circumstances. However, such information and assumptions (and, therefore, such forward-looking statements and information) are or may be subject to variables or unknown or unforeseeable events or circumstances over which management has little or no influence or control and may be derived from internal controls and processes that continue to evolve and standards are measuring progress that are still developing. Factors that could cause results or outcomes to differ, including the risk factors in Item 1A of the company's Annual Form 10-K, filed February 4, 2022, also could affect our future results and could cause those results or other outcomes to differ materially from those expressed or implied in the forward-looking statements and information. This report should be read in consideration of these risk factors. To the extent circumstances require or the company deems it otherwise necessary, the company will update or amend these risk factors in subsequent Annual Reports, periodic reports on Form 10-Q or current reports on Form 8-K.

Forward-looking statements speak only as of the date the statement was made. We assume no obligation to update forward-looking information to reflect actual results, changes in assumptions or changes in other factors affecting forward looking information, regardless of any past practice of doing so. If we do update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect thereto or with respect to other forward looking statements. Website references and/or hyperlinks have been provided for convenience only, and the contents therein are not incorporated into, nor do they constitute a part of, this document.



TO THE EMPLOYEES OF UNION PACIFIC
THANK YOU