

KEY PERFORMANCE DATA¹

	2018	2019	2020	2021
Grainger at a Glance				
Net Sales, \$ billion	11.2	11.5	11.8	13.0
Suppliers	5,000	5,000	4,500	5,000
Products Stocked, million	1.7	1.6	1.5	1.5
Active Customers ² , million	3.5	3.8	5.0	4.5
Ethics & Governance				
Business Ethics				
Team Members Trained on Business Conduct Guidelines, percent	100	100	100	100
Board Diversity				
Women Board Members, percent ³	18	27	31	33
Racially and Ethnically Diverse Board Members, percent ³	27	27	31	25
Sustainability & Stewardship				
North American Energy Consumption, million kilowatt hours	344	316	300	311
North American Facility CO ₂ e Emissions, million metric tons	0.10	0.10	0.09	0.09
GHG Intensity (MTCO ₂ e/Revenue)	10.9	10.4	9.1	7.9
North American Water Use, million cubic meters	0.51	0.47	0.41	0.39
Renewable Energy Produced, million	6.73	6.80	6.0	6.7
U.S. Distribution Center Network Recycling Rate, percent	91.0	90.5	93.0	91.8
LEED Certified Space, million square feet	6.7	8.1	8.1	7.0
Environmentally Preferable Products, percent revenue	5.3	5.9	6.0	6.7
People & Purpose				
Safety				
Lost Time Incident Rate ⁴	0.2	0.2	0.4	0.3
Total Recordable Incident Rate ⁵	1.1	1.0	1.2	1.2
Workforce Demographic				
Global Workforce (Total)	24,600	25,300	23,100	24,200
U.S. Workforce	17,000	17,400	17,300	18,000
U.S. Workforce (Total), percent women	38.0	38.1	38.5	38.8
U.S. Workforce (Leaders), percent women	31.0	32.7	34.1	34.2
U.S. Workforce (Total), percent racially and ethnically diverse	32.7	34.5	35.2	36.8
U.S. Workforce (Leaders), percent racially and ethnically diverse	20.3	21.6	23.3	24.4
Community Impact				
Matching Gifts Contributions, \$ million	2.0	2.0	2.1	2.1
Volunteer Corps, volunteer hours	8,500	8,000	8,750	10,400

¹ For further information on data boundary, scope and assurance, please see "Boundary" on page 48 and "Assurance & Data Validation" on page 49.

² The number of customers is an approximate.

³ The coverage is not for calendar year but as of the Proxy statement.

⁴ Per 100 employees; cases with one or more days away from work per 200,000 hours.

⁵ Per 100 employees.