XPOLogistics



Let's Move The World Forward
2020 Sustainability Report

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To Our Stakeholders

Resiliency, tenacity, agility, pride — all of XPO's defining characteristics in 2020 were positive for our stakeholders. While focusing on protecting our team in the midst of COVID-19, we also kept supply chains moving through the economic trough. The pandemic tested XPO and the wider logistics industry like never before, highlighting the sometimes-hidden value of global supply chains, revealing the risks that arise when distribution links are disrupted and demonstrating how critical it is to keep inventories sustained. When our customers began to regain momentum mid-year, we were at their side, helping them respond to new opportunities. At the same time, we safeguarded our financial stability, while making growth investments in the business.

None of this would have been possible without our strong company culture and the commitment of our people, particularly the employees on the front lines in our logistics sites, transportation terminals and trucks. I'm proud of how our entire team pulled together to take care of each other and perform for our customers. And while safety was our priority, we were also determined to make progress on important sustainability initiatives that speak to our other core values: inclusive, innovative, entrepreneurial and respectful.

As a result, our 2020 Sustainability Report details measurable achievements that moved us forward as a purpose-driven company, including:

Diversity, Equity and Inclusion. In a year marked by global calls for social equality, we acted on our conviction by creating the new role of chief diversity officer and filling it through internal promotion. Our initiatives for diversity, equity and inclusion are led by a strong advocate and reinforced by open-door management, our internal social media community, XPO University training curriculum and diverse recruitment practices. We still have much work to do, but we're moving decisively in the right direction.

Pioneering Technology. We're a leading innovator in how our customers' supply chains move goods to the people who need them. Thousands of robots are deployed in our distribution centers, helping our employees work safely and efficiently. Our commitment to intelligent automation is delivering large productivity gains, both as standalone solutions and as collaborative robots that team with employees to provide support. In 2020, this additional support gave our logistics network the ability to manage the rapid increase in e-commerce volumes triggered by the pandemic.

Environmental Sustainability. The protection of the planet is a major priority for our company and, increasingly, for our stakeholders. We're installing LED lighting in our facilities, reusing pallets, right-sizing packaging and employing numerous other eco-friendly processes in our operations. Our expertise in circular economy practices continues to pay dividends, as well. We're cutting waste by reducing and reusing materials and recycling a growing share of waste. We've also developed software that optimizes our truck routes, which lowers congestion and reduces emissions, and we own a large fleet of alternative-fuel trucks in Europe. Last year, we expanded this fleet to include 225 tractors that run on liquified or compressed natural gas.

Finally, as you read our 2020 Sustainability Report, you'll get a sense of how comprehensively we define corporate sustainability in terms of operational excellence, innovation and a progressive employment environment. In fact, last year, we introduced a new Environmental, Social and Governance scorecard, which is linked to my annual compensation and that of other executives. The scorecard provides a progressive means of evaluating our management of ESG initiatives and incentivizing long-term, successive achievements. Our goal is to seek out new ways to deepen our impact — more long-tenured employees, lower emissions, groundbreaking innovations and countless other outcomes that make a difference, while also helping our customers achieve their ESG goals. We'll continue to track and report on our progress.

As part of our focus on continual improvement, we announced in early December that the optimal path to unlock XPO's overall equity value requires the division of XPO into two independent companies, one focused on transportation, the other on logistics. By uncoupling, we are pursuing an opportunity to create two high-performing, publicly traded companies each focused on serving the best interests of all our stakeholders in a sustainable way. We expect to complete the planned spin-off in the second half in 2021.

As we look ahead, our momentum is building as we manage the business responsibly toward our goals. Our customers, employees and shareholders know that we bring our best for them every day. I thank our team for standing behind that promise.



Brad Jacobs
Chairman and Chief Executive Officer
XPO Logistics

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Company Profile

XPO provides pivotal supply chain solutions to the world's most successful companies. Our highly integrated network of people, technology and assets helps our customers manage their goods more efficiently across their supply chains.

Global Operations
In 2020, we reported more than $16 billion of revenue, approximately 62% of which came from our transportation services. The other 38% came from our contract logistics services.

- We operate **730** locations in transportation services and **890** in contract logistics across **30** countries.
- We employ more than **102,000** people and service more than **50,000** customers across both businesses.
- Every year, in LTL, we're entrusted with the management of approximately **12.4 million** shipments for more than **20,000** customers.

$16 Billion
OF REVENUE IN 2020

62% TRANSPORTATION SERVICES	38% CONTRACT LOGISTICS

102,000	1,620	30	50,000
EMPLOYEES	LOCATIONS	COUNTRIES	CUSTOMERS



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COMPANY PROFILE

Transportation

We offer an unmatched variety of modes to optimize the movement of freight, whether using a single mode or a combination:

- Less-than-truckload (LTL)
- Full truckload via brokered, contracted and owned truck and trailer capacity
- Last mile delivery, assembly and installation of heavy goods via contracted capacity
- Intermodal rail



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COMPANY PROFILE

Logistics

We solve complex supply chain challenges for all types of goods, using a range of contract logistics and engineered solutions:

- Warehousing, fulfillment, distribution and inventory management
- Advanced automation, proprietary analytics and other XPO technology
- E-commerce and omnichannel specialization
- Returns management, also known as reverse logistics



COMPANY PROFILE

Range of Services

In building our global logistics services, we've developed an integrated range of world-class services.

- The largest last mile logistics provider for heavy goods in North America, completing more than 10 million deliveries and installations annually.
- The largest manager of expedited shipments in North America by ground, air and automated carrier procurement.
- The second-largest contract logistics provider worldwide, and the largest outsourced e-fulfillment provider in Europe.
- A top-three provider of LTL transportation in North America, and a leading LTL provider in Europe.
- The second-largest freight broker worldwide, with one of the largest owned road fleets in Europe.
- The third-largest intermodal provider in North America.
- A global provider of managed transportation.
- A global freight forwarder.



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Our Values, Our Culture

Our values best describe how we think about our business: we are safe, entrepreneurial, respectful, innovative and inclusive.

Safe. We put safety first – for each other, our communities and the environment. We do things the right way, the first time. Our workplaces are collaborative and supportive. We take care of each other and we constantly seek to improve the safety of our operations, from trucks and docks to distribution and data centers.

Entrepreneurial. We ask, “What if?” We’re boldly optimistic about reinventing industries and shaping the future of how business can meet customer needs. We embrace change. That’s how we discover original ways to solve challenges and create wins for our customers and their customers.

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Respectful. We listen. We're leaders in creating new markets, spotting unnoticed opportunities and discovering smart ways to tackle challenges because we listen to our employees, our partners and our customers. We pull together to reimagine how business gets done. Respect for each other's strengths drives this collaboration.

Innovative. We're curious. We push boundaries through game-changing ideas – the kind of advances no one else thinks are possible. We have the passion to invest in pioneering technologies that will help our customers come out on top.

Inclusive. We celebrate individuality. We take pride in making our workplaces inclusive. By welcoming everyone—regardless of gender or gender identity, race or ethnicity, national origin, religion, sexual orientation, veteran status, or disability—we create a diversity of talents and perspectives. We stand for integrity, celebrate individuality and know we can always learn more from each other, our customers and the communities we serve.

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Environmental, Social and Governance Priorities

XPO's culture of innovation promotes environmental, social and organizational sustainability, and we're continually working to improve our performance across these areas. In 2020, we developed a Board-level process to improve performance on key ESG factors, building on work started in 2018 to prioritize measures of sustainability.

Materiality

We believe sustainability makes good business sense. We listen carefully to the expectations of our stakeholders, and we embed purpose-led, sustainable thinking in our operations, governance and strategy. Together with our customers, suppliers and other stakeholders, we are fostering equitable workplaces for our employees, making a difference in our communities and promoting the transition to a low-carbon economy.

Materiality Analysis

In 2018, we conducted a global analysis to identify the key issues material to our business. We partnered with an independent firm, FrameworkESG, to undertake a comprehensive review of the environmental, social, governance and economic topics most relevant to XPO and our stakeholders by interviewing members of our executive leadership team, surveying internal subject matter experts, reviewing the input of external stakeholders, and analyzing opportunities and risks to the business.

The results of our analysis are represented in our materiality matrix, which reflect issues deemed of highest priority to our company and our stakeholders. The four highest rated material issues can be found in the upper right and ranked here beginning with highest priority: Talent and Culture; Workforce Health, Safety and Security; Corporate Governance; and Energy and Climate Change. We also recognize a second band of six issues that are important to our company and our stakeholders and define who we are as an organization: Ethical Conduct; Innovation; Customer Satisfaction; Diversity and Inclusion; Employee Relations and Network Optimization.

This materiality analysis guides our ESG efforts, as we evolve our sustainability strategy and disclosure priorities.

Expanding Board Oversight

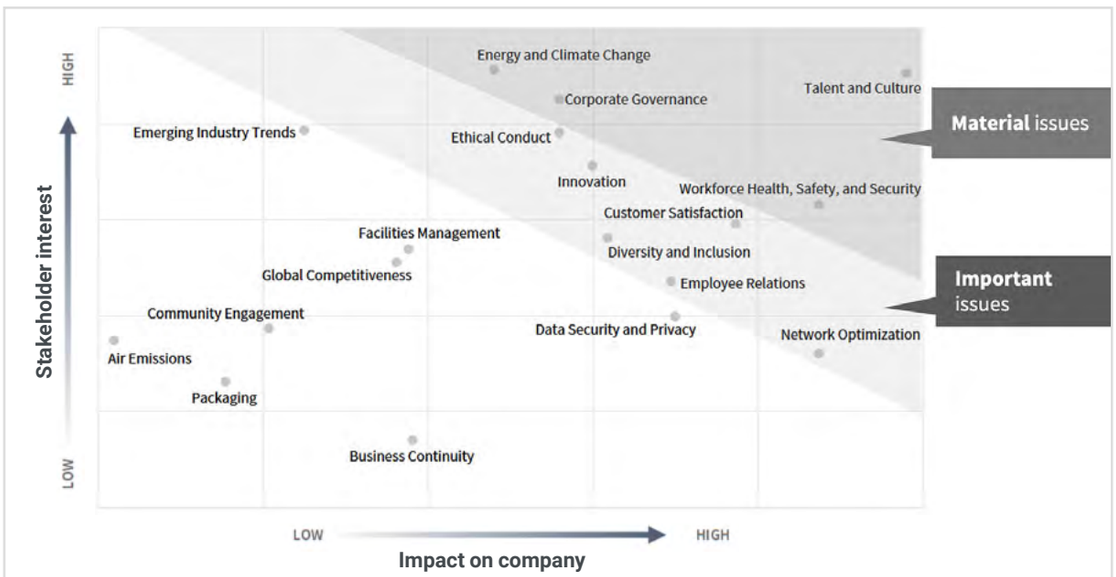
As a reflection of the importance of ESG to XPO, the Board of Directors elected to elevate sustainability oversight to a specific committee. Now, our Nominating, Corporate Governance and Sustainability Committee provides oversight of, and engagement with, management on our sustainability strategies, performance and external disclosures.

ESG Scorecard

In 2020, we developed an ESG scorecard to provide a progressive means of evaluating the management of ESG initiatives and incentivizing long-term, successive ESG achievements. The company commissioned a management consultant to conduct a gap analysis relative to our core peer group, so that we could better understand the optimal ESG tracking methods and disclosures. Using these insights, management identified the most relevant initiatives as the basis for measurable ESG improvements over four years, taking into account lead time requirements, category weighting and target variances. The XPO Board's Compensation Committee agreed with the inputs from management and incorporated these recommendations into the scorecard.

The resulting scorecard initiatives encompass material issues at the corporate and business unit levels, organized in six categories of our Sustainability Report materiality matrix: workforce and talent; employee and community safety; diversity, equity and inclusion; information security; environment and sustainability; and governance. The metrics are a combination of annual and multi-year goals that span the total performance cycle of the award, with many building to full achievement at the end of the four-year period. The Committee uses the scorecard to objectively assess performance, and the company uses it to monitor ESG progress.

Our ESG scorecard is organized into six categories, with an average of approximately 40 initiatives per year, and with each initiative weighted equally within the year.



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ESG Scorecard Summary

Performance Period

ESG CATEGORY	2020	2021	2022	2023
Weighting of ESG Category within Each Performance Period[1]				
Workforce and Talent	19%	22%	25%	26%
Employee and Community Safety	35%	27%	28%	16%
Diversity, Equity and Inclusion	12%	20%	15%	21%
Information Security	12%	11%	13%	13%
Environment and Sustainability	19%	16%	15%	16%
Governance	5%	4%	5%	8%
(A) Total	**100%**	**100%**	**100%**	**100%**
(B) *Total # of Initiatives*	**43**	**45**	**40**	**38**
# of Points Awarded Per Initiative (A/B)[1]	**2.3**	**2.2**	**2.5**	**2.6**

[1]May reflect rounded values

ACHIEVEMENT METHODOLOGY

- Achievement is certified by the Committee annually using a scale of 1 – 100 with each target worth a predefined number of points.
- Category weighting is dependent upon the total number of targets in the category and varies by performance period as some goals require a baseline or implementation time for achievement (i.e., expanding the hiring of women or underrepresented racial/ethnic groups).
- Achievement against targets is measured using a strict predetermined calculation for each target and incorporates industry-specific measurement standards as well as the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) standards.

PRINCIPLES

- Targets are rigorous and include a combination of annual and multi-year goals that span the total performance cycle of the award, with many targets building to full achievement at the end of the four-year period.
- Initiatives represent an overarching roadmap of deliverables for the company as a whole that align with the categories identified in the materiality matrix.
- The ESG scorecard is at the forefront of the growing trend to include ESG components in long-term incentive design.

ESG Scorecard Structure and Content Summary

The following tables use examples to provide a summary of our full ESG scorecard methodology. The targets do not reflect the full set of goals for each performance period.

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Workforce and Talent	2020: 19% 2021: 22% 2022: 25% 2023: 26%	Maintain employee job satisfaction Maintain a rewarding, high-performance culture	Maintain a high average job satisfaction score of at least 7 (out of 10) in companywide and hourly engagement surveys for each performance period Maintain an annualized voluntary turnover rate of less than or equal to 10% for LTL drivers (excluding retirees) for each performance period

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Employee and Community Safety	2020: 35% 2021: 27% 2022: 28% 2023: 16%	Provide employee health, safety and financial protection during COVID-19 pandemic Maintain a safe workplace Encourage accident and injury prevention	Improve DOT recordable preventable accident frequency in both Managed Transportation (MT) and LTL

2020	2021	2022	2023
0.65 (MT) / 0.68 (LTL) DOT-reportable preventable accidents per 1 million miles	3% (MT) / 2% (LTL) improvement over prior year	3% (MT) / 2% (LTL) improvement over prior year	–

Improve rate of lost workdays as a proportion of hours worked in LTL

2020	2021	2022	2023
99 lost workdays for every 200,000 hours worked	2% improvement over prior year	2% improvement over prior year	–

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ESG Scorecard Summary

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Diversity, Equity and Inclusion	2020: 12% 2021: 20% 2022: 15% 2023: 21%	Attract, retain and develop a diverse and inclusive workforce Build sustained diversity, equity and inclusion functions, with impactful programs and measurable actions Maintain diverse supplier spend	Increase the rate of women and underrepresented racial/ethnic groups promoted to managerial positions, with separate targets for each group 2020: – 2021: Growth of ≥ 5% from 2020 2022: Cumulative growth of ≥ 10% from 2020 2023: Cumulative growth of ≥ 15% from 2020 Maintain an annualized percentage of diverse hires (US employees) at ≥50% (2021 and 2022 performance periods) and ≥55% (2023 performance period) Increase percentage of purchases allocated to diverse suppliers in the North American logistics business by a minimum of 10% for each performance period

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Environment and Sustainability	2020: 19% 2021: 16% 2022: 15% 2023: 16%	Reduce fossil fuel dependency Reduce carbon emissions and carbon footprint Reduce nitrogen oxide emissions Reduce waste	Improvement in fuel efficiency in Managed Transportation 2020: Average at least 7 mpg by year end 2021: Average at least 7.5 mpg by year end 2022: Average 7.5 mpg or higher by year end 2023: Average 7.5 mpg or higher by year end Reduce carbon emissions through ≥2.0% load factor increase rate in LTL over prior year (2020 performance period) Reduce carbon emissions by 10% or more in North American logistics distribution centers by 2023 Establish a European Sustainability Steering Committee (2020 performance period) *

**The mandate of the European Sustainability Steering Committee includes carbon reduction targets to reduce overall greenhouse gas emissions by 25% and reduce vehicular emissions per tonne.km by 10% by 2030 using a 2019 baseline*

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Information Security	2020: 12% 2021: 11% 2022: 13% 2023: 13%	Safeguard confidential customer and employee information; protect against external threats	Target a mean time to resolve (MTTR) below industry average of 1.73 days (2020 performance period) Perform an annual, independent third-party information security health check and assess against benchmarks, maintaining rigorous information security at a level in the two top quartiles of the industry average for each performance period

CATEGORY	WEIGHT %	STRATEGIC OBJECTIVES	SAMPLE INITIATIVES AND TARGETS
Governance	2020: 5% 2021: 4% 2022: 5% 2023: 8%	Maintain proper compliance with federal, state and local laws	Completion rate of at least 85% for all mandatory and assigned compliance training courses (for each performance period)

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Safe

Safety is a fundamental value that guides XPO. Every day, our top priority is to ensure the safety of our employees and, by extension, our customers, the environment and the communities in which we work. Unlike any other year in our history, 2020 was defined by an unwavering commitment to and investment in the safety of our employees and our workplaces.

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COVID-19 Response

The global COVID-19 pandemic arrived suddenly in early 2020 and reinforced the importance of agility, resilience and preparedness. As infection rates rose, country after country locked down to slow the virus' spread. Work, travel and trade all but stopped in many industries.

Yet, the urgent need for transportation and logistics services across the world demanded that XPO rise to the occasion. Our capacity to adapt to fast-changing circumstances was tested in ways we never imagined. As other sectors shuttered, we worked with unprecedented intensity to adjust to a mix of rising risk and surging demand. We rapidly invested to safeguard our workforce, while maintaining the continuity of vital services so our customers could take care of their customers.

As we assess our 2020 performance, we're very proud of how we met the unprecedented challenges, simultaneously upgrading safety routines across our global operations while delivering a higher volume of goods than during any comparable period in the past.

First and foremost, we rapidly enhanced employee safety through a combination of steps, doing so even where hands-on job functions made such steps difficult, such as social distancing, mask protocols and modified customer interactions.

At the same time, we reckoned with unprecedented demand to handle both vital pandemic-related materials — from masks to vaccines — and essential items for home-bound consumers. To coordinate these efforts, we used a mix of creative adaptation and disciplined execution at every level. Among our front line essential workers, it meant pioneering quick fixes to protect safety and sharing what worked with others across our network.



Every day of the pandemic, XPO employees worked to fulfill our obligations to customers and responsibly serve communities around the globe. We'll continue to prioritize the physical, mental and emotional well-being of every person on our team.

— Brad Jacobs, Chairman and CEO

For example, our team in Kennesaw, Georgia quickly modified its workspace by designing protective barriers using plastic piping and replaceable plastic wrap, a solution that we replicated in other parts of the business. Many of our workplaces responded to the early shortage of hand sanitizer by working with contract manufacturers to produce and distribute thousands of gallons of sanitizer. We also partnered with customers to improvise responses to needs that might have otherwise gone unfulfilled. We collaborated with Burton Snowboards in Ohio to supply goggles to hospitals in Pennsylvania and New York. And, we partnered with our customers in the automotive industry (which, for a time, used much of their manufacturing capacity to produce masks) to ensure masks were delivered where the need was most critical. Communication and cooperation between colleagues, customers and locations was vital in the early days of the pandemic response.

At the management level, COVID-19 took center stage throughout the year. Meeting daily and then twice weekly, our business continuity response teams orchestrated changes that kept XPO's positivity rate near or under the US average. We adhered to guidance from the US Centers for Disease Control (CDC) and the World Health Organization (WHO) and continually evaluated and updated our COVID-19 protocols to ensure we were following the recommendations to keep safe our 102,000 employees across 30 countries.

Employees First: Our Comprehensive Response to COVID-19

As the pandemic challenges evolved, we tracked government recommendations, industry best practices and listened to our employees and customers to guide key responses:

- **Daily health affirmation.** Before coming to work or entering an XPO workplace, all employees were required to affirm health statements regarding their health, exposure to COVID-19 and recent travel.
- **Social distancing.** Following the guidance from the CDC and WHO, guidelines regarding physical distance from colleagues were put into effect at all XPO sites. Where possible, barriers were installed between workstations as well as distancing demarcations on floors.
- **Personal protective equipment.** We provided PPE and sanitization supplies to employees with procurement measures in place to ensure an ample supply for months to come.

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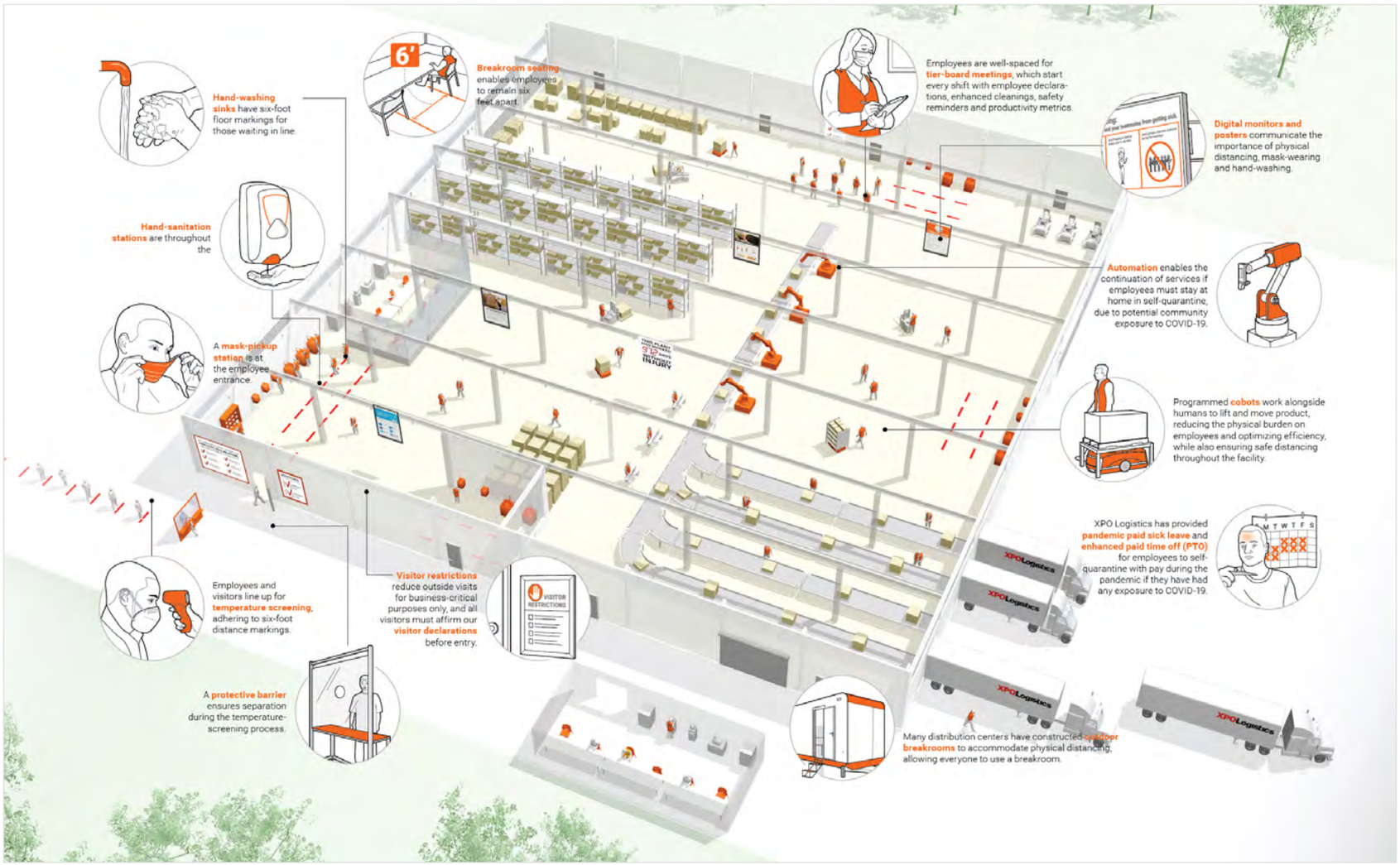
COVID-19 Response

- **No contact deliveries.** We modified our delivery processes to ensure no-contact deliveries for customers.
- **Remote work.** Employees whose job did not necessitate on-site work readjusted and worked remotely for the balance of 2020.
- **Visitor restrictions.** Visitors were limited from accessing our offices and field locations. When the visit was necessary, visitors were required to affirm statements regarding their health and exposure to COVID-19.
- **Enhanced cleaning.** Additional daily cleaning measures occurred inside our workplaces and, when necessary, we contracted with industrial commercial cleaning companies to deep clean our facilities.

Recognizing that the pandemic created innumerable stresses on our employees and their families, we invested heavily in employee benefits and programs to help ensure that an unfortunate time didn't create added financial hardships. We did not reduce salaries or wages – in fact, we provided annual merit increases to all hourly employees – nor did we freeze or reduce contributions to benefit programs, such as our 401(k) retirement savings program. Instead, we made available additional benefits and programs to assist employees during a challenging year:



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COVID-19 Response

- **Pandemic Paid Sick Leave.** In addition to employees' standard annual bank of paid time off hours, XPO offered eligible employees in the US up to two weeks (80 hours) of additional paid sick leave.
- **Free COVID-19 testing and vaccination.** In the US, XPO covers the cost of COVID-19 testing and the cost of the vaccine and provides access to free tele-medicine through a 24/7 nurse hotline.
- **Online portal for working parents.** Through our benefit partners, XPO offers childcare resources, learning materials and online classes, such as free courses for children pre-K through high school.
- **Employee assistance program.** XPO offers five free emotional counseling sessions per life event to all US employees and their dependents, regardless of whether they're covered by an XPO health plan.
- **Digital health & safety training.** Through our online learning platform, XPO University, we provide online COVID-19 safety programs in seven languages, which are mandatory for employees who work from an XPO office.

Sanitizing Supersized Sites

In coping with COVID-19, scale proved to be just one challenge for XPO. Besides being large, many of our facilities handle a variety of freight, from individual pallets to truck-sized containers. Our fleet is likewise comprised of a dizzying mix of sizes, from rigs to forklifts.



We frequently turned to electrostatic disinfectant to deep clean our workplaces. Using sprayers to cover 10,000 square feet per hour, teams of industrial cleaners tackled our workplaces and deep cleaned high-touch areas, such as machines, walls, door handles, steering wheels, faucets and keyboards. The medical-grade disinfectant solution used in XPO facilities was eco-friendly, carrying the EPA's highest rating for safety and non-toxicity. Throughout the year, these routine electrostatic disinfectant treatments were coupled with regular hand-wipe sterilization of high-touch areas.

Accelerating PPE Deployment

In the early days of the pandemic, the rush to secure PPE, such as masks, gloves and wipes, led to shortages worldwide. In both Europe and North America, XPO reacted quickly to ensure steady supplies for our own teams, while also helping to facilitate delivery of these vital supplies to hard-hit areas.

BOOSTING PAY TO SUPPORT FRONTLINE WORKERS

As COVID-19 hit, we responded by not only enhancing safety, but also boosting pay for nearly 40,000 employees in the US and Canada whose roles required them to work on the front lines. This effort recognized the contributions of those who could not work remotely due to the essential nature of our business.

Hourly employees in our supply chain distribution centers received $2 per hour on top of regular hourly wages. Salaried employees in these sites received a weekly lump-sum payment ranging from $100 to $250. In our LTL business, full-time drivers and dockworkers received a one-time bonus of $500, with $250 going to part-time employees.

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COVID-19 Response

Europe. In France, XPO joined Project Resilience, an initiative to coordinate textile designers, manufacturers and related players to quickly manufacture millions of washable masks, and we committed teams to help deliver nearly 18 million masks. We also tapped into our purchasing expertise by aggregating orders for masks, wipes, gloves, face shields and related PPE from across our sites and operations. By combining buying power, particularly in the face of industry-wide shortages, XPO Europe placed sufficiently large orders to secure volume deliveries of PPE for employees and customers.

North America. In the New York City metro region, all XPO sites continued to operate, even as the region became the early epicenter of the US outbreak. We partnered with New York City's municipal Emergency Management Department to distribute life-sustaining medical gear and PPE, and our Expedite operation flew in shipments of masks. In fact, we handled 40% more shipments to New York City hospitals than we did prior to the crisis, shifting resources to deliver desperately needed PPE, ventilators and other medical supplies.





"In addition to the vaccine, we're also moving large volumes of saline, syringes and gloves. When the world needed us, competitors became collaborators to complete these critical shipments."

— Malcolm Wilson, Chief Executive Officer, Europe

Delivering COVID-19 Vaccines

Throughout the pandemic, XPO transported products vital for treating COVID-19, including therapeutic drugs, over-the-counter medicines and PPE. Prior to the pandemic, XPO routinely transported vaccines for pharmaceutical customers and provided safe storage of temperature-controlled pharmaceuticals at ISO-certified cold-chain distribution centers. As vaccine approvals began late in the year, we quickly dedicated resources to deliver COVID-19 vaccines and related supplies to enable large-scale vaccination efforts across both North America and Europe.

In December 2020, we began moving Pfizer-BioNTech COVID-19 vaccine to US distribution points. We deployed state-of-the-art tractor-trailers in which temperature-mapped equipment is backed up by sensors that monitor heat levels inside the trailer and alert the driver to any variances.

Looking back on a year in which the pandemic defined so much of our work, we're incredibly proud of all that we accomplished and are deeply grateful for the heroic efforts of our employees, who took seriously their responsibility to stay safe, care for one another and keep vital supply chains running. We welcome the responsibility we carry as a designated provider of essential services, and we're grateful for the trust our customers placed in us to maintain the global supply chain and keep goods moving where they were needed most.

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Integrated Safety Infrastructure

The 2020 pandemic highlighted the essential role XPO and the wider transport and logistics sector play in keeping supply chains moving around the world. While employee safety has long been a priority for XPO, the pandemic amplified the factors related to physical and mental well-being and called for XPO to rapidly adapt our protocols and procedures to ensure the safety of our employees and customers.

A major pillar of our safety performance is our Road to Zero safety program, which aims to achieve zero occupational injuries and illnesses while also ensuring the emotional security of all XPO colleagues in our workplaces. We don't view safety strictly as a physical issue. We also seek to keep safe the social equity of our team members. We have zero tolerance of discrimination, harassment, retaliation, bullying and other unfair behaviors.

Our global Road to Safety initiative encompasses employee training, compliance measures and cultivating safety disciplines. These standards also extend to our relationships with carriers and independent contractors.

To succeed with our Road to Zero goal, XPO has woven these priorities into foundational corporate priorities and practices, including:

- **Employee training.** We invest in crash prevention and safety training that meets or exceeds regulatory requirements. We review and enhance training regularly to increase safety and better account for changing needs.

LTL SAFETY IMPROVEMENTS

XPO tracks the frequency of key safety incidents and works to achieve continuous improvement. By applying the principles of the Road to Zero program, XPO's US LTL business achieved a year-over-year decrease in the occurrence of seven key metrics:

METRIC	% DECREASE
Distracted driving	28%
Lost work days	19%
DOT crashes	20%
CMV crashes	11%
Dock departures	22%
Rollovers	12%
Dropped trailers	49%



- **Policies and procedures.** We endeavor to produce standard corporate policies and procedures that address the legislation of individual countries and drive consistent improvement throughout the business.
- **Technology**. We're continuously evaluating and deploying technologies to enhance safety and reduce physical labor.

Within our company, the tailwinds that drive Road to Zero range from grassroots efforts to global initiatives. The Road to Zero program is also about something less tangible, but equally important: changing the way we think about preventing injuries and illness. Road to Zero is a way to encourage team members to review familiar behaviors, reexamine long-standing mental habits about safety and reinvigorate the importance of these practices. In the process, we hope that Road to Zero deepens a culture of confidence so that our colleagues feel empowered to report anything – from physical risks to interpersonal issues — they believe is unsafe. By building a culture centered around safety, we hope to encourage a continual dialogue among employees about the importance of personal and workplace safety.

The safety team also works closely with other departments, like Learning and Development, to promote the Road to Zero program. For example, in the UK, the teams produced a new series of safety videos and a safety onboarding eLearning course. We also ran a Europe-wide safety communications

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Integrated Safety Infrastructure

campaign called “Our Health is in Our Hands” to reinforce the messages conveyed through the Road to Zero program and XPO’s COVID-19 protocols.

In 2019, we introduced Safety Care Cards, which improve on-site safety engagement by encouraging European colleagues to report any near-misses and potentially dangerous situations and to acknowledge positive safety actions. We have also successfully deployed a safety management system in the UK to record and manage safety incidents. The system was further deployed across Europe in 2020, starting in the BeNeGe region and is expected to be completed by the end of 2021.

As noted, we believe that safety extends beyond physical safety. In 2020, we rolled out a mental health awareness program that included training an additional 436 managers in the UK, bringing the total number of managers trained to 2,255. The program raises awareness of mental health issues across our manager population and gives them the skills to support colleagues and promote well-being at work. The UK team also added an eLearning module to XPO University to provide an overview and understanding of mental health issues and their importance to overall health and safety. The module will be further developed in 2021. In addition, XPO provides free, confidential and anonymous access to mental health support services for employees and their dependents, particularly during the pandemic.



2020 SAFETY ACHIEVEMENT AWARDS

Across our Supply Chain business, 136 sites received our 2020 Safety Achievement Award in recognition for achieving safety milestones, in accordance with our Road to Zero program. In 2020, XPO’s total recordable incident rate (RIR) for Supply Chain was 1.25, which is 75% lower than the OSHA-reported industry average.

Site Manager Dawn Pasquariello leads a team in Des Moines, Iowa that was recognized for their safety excellence in 2020.



Road to Zero bolsters our company’s safety initiatives, which include a range of global programs.

- Training for drivers.
- Training for dockworkers.
- Reducing cargo damage and improving cargo security.
- Basing safety professionals in all XPO operating regions.
- Real-time automated monitoring of carrier safety ratings, insurance qualifications and operating authorities.
- Tracking preventable road crashes and injuries in North America in accordance with requirements of the Occupational Safety and Health Administration (OSHA) and Federal Motor Carrier Safety Administration (FMCSA).
- Management system tracking of safety performance and regulatory compliance, such as OSHA recordable rates and FMCSA compliance.

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Industry-Leading Driver Safety Programs



XPO's main objective is to achieve zero job-related injuries and crashes. We use a mix of real-world training and advanced technology to continuously improve our ecosystem of safety practices. A network of safety professionals is positioned across our operating regions to maintain and extend these practices.

In North America, our network of internal driver training programs is a major factor in our superior safety performance on the road. Led by veteran XPO drivers, our driver training program not only prepares new drivers to earn a Class-A Commercial Driver's License (CDL-A), but also immerses them in our safety practices and culture of caution.

The program includes 150 hours behind the wheel, all while being supervised by a driver-instructor — well beyond the minimum recommended by the FMCSA. There's also an additional 140 hours of classroom study on federal and state highway laws, regulatory and safety rules, vehicle safety inspection techniques, and defensive driving skills.

In 2020, XPO offered several incentives to attract candidates, including tuition-free training (saving a student driver as much as $7,000) and the opportunity to earn income as an XPO dockworker while attending the driver training program.

In addition, we offer:

- Reimbursement of up to $5,000 for any approved external CDL-A training program.
- Fast track training for licensed independent drivers that are seeking full-time employment with XPO.
- Refresher program for drivers who need additional or supplemental training.

ROLLING UP MILLIONS OF SAFE MILES

In 2020, 14 XPO drivers passed the remarkable milestone of driving three million miles without a crash. Vincent Black, Ronald Boring, Craig Boyd, Joe Caliri, Marty Collier, Charles Dangerfield, Terry Dixon, Samuel Gleason, Roy Kirby, Melvin Krohn, James Pritchett, Lee Redfearn, Pierre Rousselle and Michael Stirewalt all transport freight for XPO's North American LTL unit.

To date, only 59 others have logged three million accident-free miles since XPO's LTL service began in 1983.

Others are following in their tire tracks: 31 drivers reached two million accident-free miles in 2020 and 184 others passed the one-million-mile mark.

"Congratulations to our three million mile drivers for their outstanding safety accomplishments. We're immensely proud of them — and all our drivers — for their vigilance on and off the road."

— Troy Cooper, President of XPO

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Safety Technologies



On-road safety technology is constantly evolving, and we never stop seeking new solutions to help minimize external risks, such as weather and road conditions, while also helping our team members improve their driving techniques. In our transportation operations, our tractors and trailers have onboard safety systems that feed real-time data to our fleet analytics software. By helping us understand our drivers' skillsets, we're able to coach and correct habits to minimize on-road risks.

Our trucks are getting smarter, too. All new tractors — currently about half of XPO's global fleet — are equipped with radar and on-board cameras tied to collision-mitigation and lane departure systems. Related systems also help keep our trucks cruising safely. Electronic stability controls can automatically tweak vehicle speed to prevent potential rollover incidents. Anti-lock braking, traction control, collision mitigation, adaptive cruise control and on-board data recorders further enhance our suite of rolling safety systems.

Safety-enhancing advanced technology is also multiplying off road. In our logistics facilities, collaborative robots or *cobots* retrieve, lift and carry goods, as well as shrink-wrap pallets. They're increasingly used to optimize goods sorting and deliver customized goods-to-person in ways that make our distribution centers safer for our employees.

In 2020, cobots were especially useful in helping XPO meet the rise of e-commerce, which demands speed and accuracy. Working in tandem with our employees, cobots helped improve our accuracy by up to 40% and allowed us to ship five times more units that were touched by cobots than in 2019.

In 2020, we also introduced cutting-edge stationary scanners, optimized for high-volume e-commerce applications, such as holiday surges. In pilot deployments for our retail customers, the systems

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Safety Technologies

sped up overall throughput by reducing the need for hand scanning, as well as improved workplace hygiene in a pandemic era.

As a result of our safety enhancements and commitments, XPO has applied to receive the National Safety Council's Green Cross Safety Excellence Award, which will be announced in 2021.

Keeping Contract Drivers Focused on Safety
At XPO, we recognize the importance of contractors, so we're committed to their safety, too. Much of our short-haul, or drayage, transportation is provided by independent owner-operators that contract with XPO.

These independent contractors use their own trucks to serve our customers, in coordination with XPO. They are vetted to ensure customers receive safe, reliable service. In fact, many have contracted with XPO — and know our safety culture and practices — for a decade or longer. XPO offers these drayage capabilities:

- National network of experienced, safety-conscious drivers.
- One of the industry's best performance records.
- 37 terminals serving all major US rail ramps and ports, capable of handling large volumes of import and export freight.
- ISO 14001- and TWIC-compliant terminals, with contractors trained for regulatory competency.
- Secure premises protected by electric fencing.
- GPS and satellite tracking, and EDI-compliance.
- Ocean drayage management services.
- Significant hazmat and tanker-endorsed capacity.
- SmartWay partner committed to environmental responsibility.



"On average, each time we replace a handheld scanner with a fixed-mount camera, we increase throughput by over 10%."

— Richard Cawston, Managing Director, Supply Chain, Europe



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Hazardous Materials

XPO has deep expertise in handling hazardous materials according to regulations and best practices. Across our operations, we embed hazardous material policies to protect people, goods, facilities and the environment. Everywhere we operate, a focus on risk prevention underpins our environmental policy: we follow protocols, update procedures and train regularly.

Logistics operations. XPO strives to prevent emergency situations via a two-part approach: first, by closely monitoring the compliance of our sites; and second, by training our employees to learn from environmental incidents to avoid any recurrence. By creating case studies whenever incidents occur, we strive to continuously improve environmental procedures.



Before putting any new procedure in place, we consider the physical facility, the nature of the goods and any impacts on other parties. Once codified, best practices are captured by environmental compliance managers in control documents which then guide future handling of hazardous goods, waste or other materials.

Transportation operations. In Europe, our LTL networks in France, Spain and the UK include vehicles equipped for carrying hazardous materials. The drivers of these vehicles are trained in hazardous materials transport practices in accordance with applicable regulations. In North America, our brokerage network provides access to specialized trucks and drivers supplied via independent carriers. In our LTL unit in North America, all our trucks are equipped for hazardous transport and HazMat endorsed drivers have additional training.

XPO relies on a network of hazardous materials experts to conduct regular risk assessments across operations to ensure our practices are up to date, training is sufficient and specialized equipment is deployed. Emergency protocols exist for spillages or accidents and are reviewed and updated regularly. Localized experts review safety data sheets to ensure that XPO practices, policies and people are meeting relevant local, state and federal standards.

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Inclusive

XPO celebrates individuality. We take pride in creating workplaces that are inclusive and welcoming to everyone, regardless of gender or gender identity, race or ethnicity, national origin, religion, sexual orientation, veteran status or disability. From our chief executive officer to our corps of employees, we champion integrity, celebrate individuality and cultivate a diversity of talents and perspectives. We also seek new understanding, knowing that we can always learn more, whether from our peers, our customers or the wider communities we serve.

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Workforce

By welcoming a diversity of talents and perspectives, we create a more dynamic, innovative and successful workplace.

In 2020, we continued our efforts to strengthen our workforce planning and data analytics systems. The improvements, which include the creation of a data warehouse, have led to aligned protocols, faster data processing, fewer human errors and greater data reliability. We also finalized a review of our Global Job Architecture, which has standardized our approach and, thereby, contributed to strengthening our work on workforce planning and data analytics.

The XPO team ended 2020 with nearly 102,000 outstanding colleagues worldwide. As of December 31, 2020, our North American workforce included 46,065 employees, not including temporary workers or agency staff. In Europe, our headcount tallied to nearly 54,000, not including agency staff. In both North America and Europe, our supply chain operations employ the most workers. Approximately 84% of XPO employees in Europe, and more than 97% of XPO's North American employees, work under permanent full-time employment contracts.

2020 Workforce by Region

REGION	TOTAL	WOMEN	MEN
Asia	1,735	556	1,179
Europe	53,774	14,627	39,147
North America	46,065	12,804	33,148
South and Central America, Other	307	86	221

[1]Total NA figure includes 113 employees whose gender is undisclosed



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Diversity, Equity and Inclusion

XPO takes enormous pride in creating workplaces where employees feel respected, acknowledged and understood. We're committed to fostering equality and inspiring authenticity to help each one of our nearly 102,000 employees thrive in their jobs and their lives.

In August 2020, XPO created a new Diversity, Equity and Inclusion office, helmed by a newly-appointed Chief Diversity Officer LaQuenta Jacobs, a progressive human resources executive with 23 years of experience leading organizational development initiatives for several global public companies. LaQuenta reports directly to the chief executive officer and is responsible for providing cultural leadership and strategic direction as an advocate of diversity, equity and inclusion at XPO.

Diversity, Inclusion and Belonging Committee

In her opening months as CDO, LaQuenta began leading the Diversity, Inclusion and Belonging Steering Committee, comprised of 29 leaders from across XPO's operations in North America and Europe who are charged with taking a more structured approach to building an ambitious diversity and inclusion agenda. The Committee's formal mission statement reads, "Our mission is to promote diversity, inclusion and respect across our organization, serving as role models and leaders while being a collective catalyst for understanding and valuing the uniqueness of all XPO employees."

The Committee has united around a vision statement that's both aspirational and inspirational: "To move the world forward by empowering an enterprise and local 'OneXPO' culture, where people aspire to work because we value individuals' diverse voices, talents, identities, backgrounds and experiences to drive our innovation into the future and deliver superior business results."

Since its founding, the Committee has developed an aggressive action plan with eight workstreams:



Meet LaQuenta Jacobs, XPO's First Chief Diversity Officer

In August 2020, XPO's employees got a new strong advocate for workplace diversity, equity and inclusion with the promotion of LaQuenta Jacobs to the newly created role of chief diversity officer, reporting directly to our CEO.

LaQuenta's initial priorities include:

- Assessing XPO's current workforce status and practices.
- Re-evaluating the talent pipeline and hiring practices to better judge when to hire from the outside or cultivate internal candidates.
- Emphasizing the internal development of women and people of color.
- Partnering with outside sources of talent and training to advance our initiatives.

- Communications
- Diversity Recruiting
- Employee Resource Groups
- External Partnerships and Community Engagement
- External Speaker Series
- Organizational and Culture Assessment
- Performance Management
- Supplier Diversity Program

These workstreams coalesce around a determination to drive accountability and measurable results and to serve as a valued partner in the broader community's quest to promote social justice.

Creating a Culture of Inclusion

Amid a summer of national reckoning about race relations and social justice, CEO Brad Jacobs recognized that employees needed a place to share their fears, experiences and perspectives. He convened a series of virtual roundtable discussions with employees across all levels, regions and races to have honest discussions about race relations in the US and within XPO. Based on the discussions and shared learnings, LaQuenta is shaping our Diversity, Equity and Inclusion office to focus on ways XPO employees can stand up for equality as the most fundamental of human rights.

In 2020, we launched eight Employee Resource Groups focused on Black employees, Hispanic and Latin origin employees, multicultural employees, LGBTQ+ employees, women, veterans, working parents and employees with disabilities. The ERGs provide provide a venue for employees to share perspectives and experiences and more firmly

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Diversity, Equity and Inclusion

HOW XPO HELPS VEJA PROMOTE WORKER INCLUSION

Log'ins, the pioneering joint-venture between XPO and non-profit Ares Groupe, has been selected by the sneaker brand VEJA as its logistics partner in France. Since 2005, VEJA has been creating sneakers differently, by combining social goals, economic justice and ecological materials.

XPO and Ares established Log'ins in 2011 to help marginalized individuals smoothly transition into traditional employment. The program trains participants in a mix of skills, such as forklift operation, order preparation and other logistics jobs, as well as interpersonal workplace skills. And through Ares, participants can receive practical and financial help to find housing.



establish a workplace culture of inclusion. Together with LaQuenta, the ERGs are working to fulfill our commitment to inclusion through:

- Recruitment, promotion and retention
- Inclusive workplace policies
- Professional development
- Equal benefits
- Diversity and inclusion training, including a focus on inclusive leadership, unconscious bias and allyship

Creating Opportunities for Women

XPO leads our industry relative to women in leadership roles, and we continue to focus our pipeline development on attracting more women to our organization as well as providing growth opportunities for women within our organization. Recent promotions metrics reflect our progress:

- Women accounted for 27.2% of total company headcount, an increase from 25% in 2019.
- Close to one-third of all new hires in 2020 were women.
- Of all global promotions in 2020, 38% were female.
- In the US, 27% of management promotions (director and above) in 2020 were earned by females.
- 47% of promotions among XPO's supervisors and managers were earned by females.
- In the US, nearly every XPO business unit increased its percentage of female promotions over 2019 percentages.

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Diversity, Equity and Inclusion

In addition to creating new opportunities for women, we also dedicate resources to building programs to encourage professional development among women. In the UK, we launched a mentoring program, SheIsXPO; in the US, we launched an employee resource group, #SheIsXPO, led by our Chief Human Resources Officer Josephine Berisha, to build engagement with women and allies across the organization; we formed a partnership with Fairygodboss to regularly promote XPO's outstanding female employees; and we sponsor and participate in conferences and events at key organizations, such as AWESOME (Achieving Women's Excellence in Supply Chain Operations, Management and Education), the industry's most prominent organization focused on advancing women in leadership.

Awarding XPO as a Top Diversity Employer
XPO's ongoing commitment to diversity has been recognized by DiversityJobs.com, a virtual network that connects employers with job seekers of different races, ethnicities, gender identities, ages, physical abilities and life experiences.

Each year, DiversityJobs.com evaluates employers in 22 industries for their commitment to a diverse workplace and culture, highlighting those that recruit from broadly diverse groups. In 2020, XPO was named a Top Diversity Employer in the field of transportation, logistics and supply chain.

Saluting XPO as a Military Friendly Employer
As the employer of more than 4,500 veterans and active military service members, XPO is proud to be designated as a bronze-level Military Friendly Employer by Viqtory, a veteran-owned business that connects military veterans with education and career opportunities in civilian life. Military Friendly Employers are determined by Viqtory annually based on a combination of public data and a comprehensive survey of organizational practices.

We're committed to remaining an employer of choice for military veterans, veterans with disabilities and active military personnel. Our commitment includes inclusive workplace policies, professional development for veterans, awareness training for those in the workplace on the benefits of military experience and a discussion series connecting veterans, spouses and employees. We also provide a dedicated recruitment site for veterans, with a tool that matches military experience to employment opportunities and an application process that encourages self-identifying as a veteran.

Increasing Opportunities for Disabled Colleagues
We're engaged in several initiatives to increase the number of disabled colleagues throughout our business in Europe:

- Our Supply Chain business in France has been a signatory to the Disabilities Agreement between the company and staff representatives, meaning we pledge to:

ADVANCING HIGHER EDUCATION FOR HISPANIC STUDENTS

XPO launched a partnership to support the Hispanic Association of Colleges and Universities. Announced at the ¡Adelante! Leadership Institute, XPO's financial support will advance HACU's efforts to improve access to higher education and career opportunities for Hispanic students.

"We thank XPO for supporting this year's Student Track event and applaud their commitment to diversifying their workforces," said Antonio R. Flores, president and chief executive of HACU.

With over 500 members committed to Hispanic higher education in the US, Puerto Rico, Latin America and Spain, HACU members in the US are home to two-thirds of all Hispanic college students.



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Diversity, Equity and Inclusion

- Increase recruitment and training of disabled individuals;
- Develop training courses and internships and increase the use of temporary disabled staff;
- Help employees obtain RQTH (Recognition of the Quality of a Disabled Worker) as certification and provide support to disabled staff at their workstations and in the company; and
- Strive to retain disabled people in employment.

The company employed 302 people who are RQTH-certified per French regulations.

- In France, we partner with Ares on a joint venture named Log'ins, which provides logistics training to disabled workers to assist them in gaining employment. Initially hosted in 2011 at our facility at Coudray-Montceaux (Essonne), Log'ins now has its own logistics facility at Villabé (Essonne) as well as several branches at other XPO locations in the Auvergne-Rhône-Alpes region. In 2020, in the Ile-de-France region, Log'ins more than doubled the number of people in its inclusion programs to 130 (from 60 in 2019), with the number of supervisors increasing to 27 (from 18 in 2019). The program also expanded in Auvergne-Rhône-Alpes where 64 (up from 53 in 2019) people now benefit from the support of nine supervisors.

Most recently, Log'ins was selected by the fair-trade sneaker brand, VEJA, as its logistics partner in France. An inclusive, 24-person logistics team trained by Log'ins will operate a 4,500 square meter warehouse in the Ile-de-France region, with an expected inflow of approximately 430,000 pairs of VEJA sneakers per year. Log'ins will be responsible for storage and distribution to retail stores in Paris and e-commerce customers worldwide, excluding the US market. Additionally, Log'ins will manage the reverse logistics of returned products, working with another ARES partner for recycling needs.

- In the UK, XPO supports a number of associations, including DSWorkFit, an organization that connects employers with individuals with Down's syndrome. Through DSWorkFit, XPO continued to employ ten young adults in 2020 and added a recruit to the newly opened East Midlands Gateway site. Once onboard, each colleague has at least two "buddies" within the team and a designated trainer assigned to them. The trainer will stay with them as long as is needed and works as part of the buddy team. The program benefits everyone involved and is a way for us to contribute in a meaningful way to creating a strong community. The British Association for Supported Employment (BASE) recognized XPO with the Best Employer Practice Award in 2019 for our collaboration with WorkFit.



RECOGNIZING VALOR AND SERVICE

In recognition of Veterans Day and in appreciation for their service, veterans working at XPO were presented with a note of gratitude from CEO Brad Jacobs and a custom XPO challenge coin, which was designed by an employee who's also a veteran. Common in the military, these medallions are presented to individuals to commemorate outstanding performance.

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Employee Engagement

Our management style is based on active listening. We actively solicit input from employees and encourage them to contribute ideas and give voice to concerns. Our open-door policy exists because we know that welcoming employees' diverse points of view offers the surest path to company-wide improvements.

To do so, we connect with team members via many different channels, such as quarterly employee surveys, roundtable discussions, employee engagement committees, a robust online community and town hall dialogues led by executives. Our CEO and executive leaders are active in communications throughout the year within our digital workplace community, through virtual town halls and in senior meetings with XPO's operations leaders.

We launched several engagement actions throughout the year to support the physical and mental health of our employees, including:

- Recognizing employees in Europe through a "Most Valuable Players" program in which nominated team members were thanked via our internal social network, top executives and onsite digital screens.
- Creating Employee Engagement Committees at locations across each business segment that are comprised of hourly employees, site leaders and HR representatives and that are responsible for identifying activities (e.g., volunteer projects, charitable drives, celebratory activities) to engage employees.



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Employee Engagement



- Launching a “Kindness campaign” on International Day of Friendship to motivate our teams to be kind, share uplifting messages and encourage positive exchanges.
- Opening dialogues among our French employees in which teams established weekly 15-minute sessions to talk about health dos and don’ts.
- Thanking our global team for their 2020 efforts by mailing cards to the homes of all employees and their families during the holiday season.
- Establishing support groups in the UK to talk about mental wellbeing and provide practical help by collecting and delivering food shopping and prescriptions to colleagues who self-isolated during the pandemic.
- Celebrating our employees in the UK and Ireland through the Our Difference program, which focuses on six core pillars: wellbeing, learning and development, health and safety, two-way communications, reward and recognition, and corporate social responsibility.

Capturing and Addressing Employee Sentiment

Companywide feedback contributes substantially to how XPO tailors benefit programs to best serve the needs of our employees and their families and has a real impact on company operations and strategy. Every quarter, our CEO conducts an engagement survey to track employee job satisfaction and gather feedback on what we’re doing well and where we can improve. Quarterly



FOURTEEN YEARS LATER, AN EMPLOYEE’S IDEA IS STILL DELIVERING RESULTS

Fourteen years ago, Frank Billie, a forklift operator at our contract logistics site in North Haven, Connecticut, suggested a better way to manage quality control of customer orders. He developed the “Traveler,” a tracker that accompanies every customer order, from the time it’s placed to when it’s shipped out the door. Frank and his co-workers use the Traveler to spot check their work, making sure they’re assembling customer kits and processing orders the right way, the first time.

“Frank saw a gap in our process and developed the Traveler as a solution to a problem,” said Site Director Jeff Hastings. “It’s stood the test of time and proven to be a simple, but effective way for us to work as a team to deliver consistent and reliable service for our customer.”

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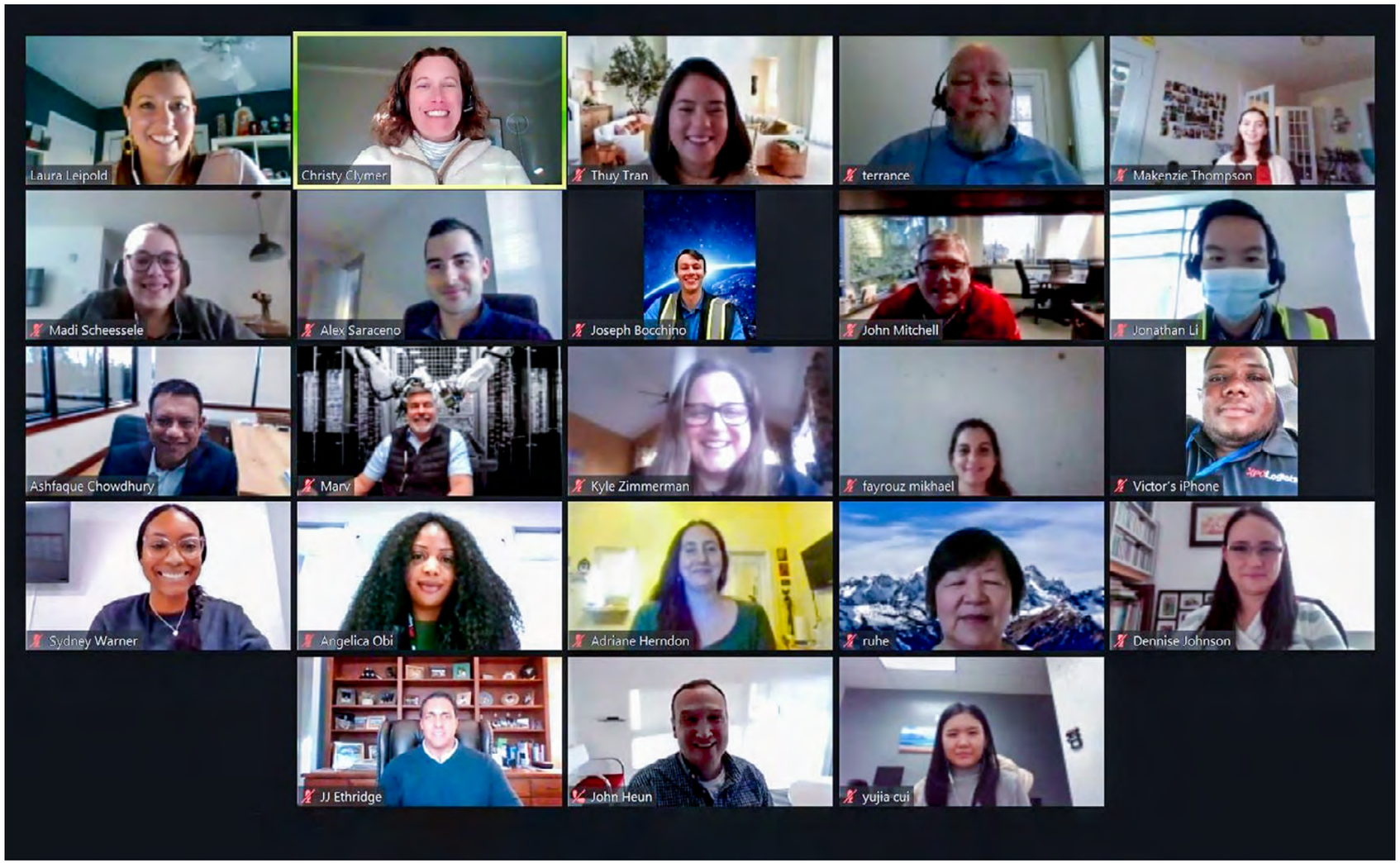
Employee Engagement



surveys of our wired population have led to the creation of XPO's tuition reimbursement program, employee stock purchase program, family bonding leave and other programs. In 2020, the quarterly surveys generated a total of nearly 46,000 responses, all of which were read by the executive leadership team and resulted in the creation of action plans to address employee feedback.

We also conduct surveys of our non-wired frontline employee population to better understand their level of satisfaction with and engagement at XPO and their perspectives on safety, work environment, customer satisfaction and more. In 2020, more than 85% of hourly employees in XPO's contract logistics business completed the engagement survey and reported an overall satisfaction rate of 7.6 out of 10.

In our LTL business, we conducted our first annual hourly employee survey, which garnered participation from nearly 7,200 employees, who reported an overall satisfaction score of 7.2 out of 10.

The findings from these hourly employee surveys also drive real decisions. Analysis of the results has yielded hundreds of action plans to address a wide range of issues, from compensation practices to physical safety suggestions. Based on employee feedback from our contract logistics employees in 2020, 520 local action plans were created to translate employee insights into improvements.

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US Employee Benefits

Comprehensive benefits are among the most important ways we support our employees and their families. Companywide feedback, particularly via our employee engagement surveys, plays a major role in determining how we tailor benefits to best serve the needs of our employees and their families. In the US, employees have access to important benefit programs, including:

- Comprehensive healthcare
- 401(k) retirement savings
- Employee stock purchase plan
- Employee assistance program with free mental health counseling
- Tuition reimbursement and academic partnerships
- Pregnancy Care Policy
- Family Bonding Leave
- Short and long-term disability
- Life Insurance
- Employee discount program
- Diabetes management and coaching
- Short-term, low-interest loans





HELPING KIDS — AND THEIR PARENTS — LEARN REMOTELY

Last year, COVID-19 presented additional challenges for many working parents, who also had to accommodate remote learning for their school-aged children. To help our working parents and their children, XPO partnered with Community Online Academy to deliver free courses for children and adults on topics ranging from health, wellness, nutrition and music.

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Learning and Development

We know that our workforce is the richest source of future talent and executive leaders. We pride ourselves on a commitment to nurturing talent from within to deliver rewarding, enduring careers. With an eye on diversity, we're building future managers and innovators from today's workforce by continuously helping employees be better prepared via a focus on mentoring, training and technology.

Our Learning and Development team creates and delivers education programs online, virtually and in-person. These curricula include onboarding, leadership training for frontline and executive managers, job skills development, mentoring and sales excellence. With this commitment to learning, our hope is that every employee has a clear development path, knows how to access training and information, and advances their career.

In 2020, our Learning and Development team led ground-breaking efforts focused on virtual instruction, returning our office employees to the workplace, leading and working remotely, and providing tips and tools for working parents, who were juggling work and children's learning needs from home.

Amid the pandemic, we expanded our online learning platform, XPO University, to reach employees globally with course offerings in up to 10 languages. We designed programs for performance management, talent reviews and mentoring, and we created professional development programs to enhance employees' career trajectory across the business.

Among the key resources overseen by our Learning and Development team are the following:

- **XPO University** is our learning portal where employees take courses to assess and advance their skills. With over 300 courses, the site caters to all levels, from certifications for sales, to dock and freight leadership positions, as well as executive level management training. XPO University is also home to our required training courses on business ethics, respect in the workplace and anti-harassment and discrimination policies.

- **Driver training** in the US is one of XPO's top educational priorities. We offer free tuition at XPO driver schools, along with pay during training and an opportunity to gain full-time employment after earning a CDL-A. XPO also offers incentives to recruit quality, career-minded drivers, such as reimbursement for up to $5,000 in tuition for any approved non-XPO driver training schools.

- **Tuition reimbursement** is available to every US XPO employee. Implemented in response to employee feedback, this development program provides up to $5,250 annually in reimbursement for eligible course work.

- **Academic partnerships** with the University of Maryland, University of Notre Dame, Villanova University, Learning Tree International and other academic entities enable employees and their dependents to take thousands of accredited courses, degrees and certifications at large discounts or for free. Hourly employees who qualify can couple XPO's $5,250 annual tuition reimbursement with an Academic Partners discount to earn tuition-free college degrees in over 80 fields of online study.



Additionally, the company's partnership with the Massachusetts Institute of Technology (MIT) Industrial Liaison Program gives employees access to short courses at MIT's Sloan Executive Education and Professional Education programs at a reduced cost.

We also view teaching about ESG matters to be key to improving our environmental performance. In 2020, we provided European employees with nearly 19,000 hours of training that were fully or partly devoted to environmental topics:

- 12,381 hours (vs 10,150 hours in 2019) of staff training covered waste sorting, energy saving, new technologies and environmental accident prevention. Training and awareness courses are given to all staff, including managers, support function employees and operating staff. Course content is geared towards general environmental awareness, regulatory compliance and site-specific issues, such as waste transportation, fire prevention and ISO 14001 compliance.

- 6,379 hours (vs 10,252 hours in 2019) of driver training included accident prevention and eco-friendly driving. This training is implemented through our driver management system known as the Safe Driving Plan, which involves training new drivers in eco-friendly driving during their induction period, at the six-month mark and every 18 months thereafter.

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Learning and Development



We also focused on improving employees' awareness of sustainability and environmental management. We launched the inaugural Make an Impact campaign to encourage employees in Europe to get involved in a series of sustainability challenges. In 2021, we'll launch an eLearning on XPO University about sustainability that will be geared toward all employees.

Cultivating Diversity with Grow at XPO

In 2020, we launched the professional development program Grow at XPO. Through coaching, education and related support, Grow at XPO gives employees a clear path to pursue new jobs within the company, earn higher compensation and take on increased responsibility.

Grow at XPO is designed to remove barriers to advancement — from lack of access to technology, to conflicting outside obligations or limited financial resources — so that aspiring team members can advance within our organization. The program also advances company-wide goals for greater diversity, equity and inclusion by focusing on improving the retention and advancement of those from minority and underrepresented communities.

Requirements to enroll in Grow at XPO are simple: successful completion of a new-hire probationary period plus a satisfactory performance record. Launched at select locations in Georgia, Illinois, Indiana, New Jersey, Pennsylvania, Texas and Wisconsin, hundreds of employees enlisted in the first wave of available sites, and it's our expectation that by the end of 2021, Grow at XPO will be available at nearly every company site.

Building UK Teams with an Award-Winning Apprenticeship Program

Finding and retaining talented employees with professional and vocational skills can be a tough challenge in any market. In the UK, we've made award-winning progress in targeting young candidates by providing an apprenticeship program that's attracted more than 2,000 colleagues who've benefited from work-based learning across a wide range of courses, including warehousing, driving, administrative support and leadership.

In 2020, our UK operation provided apprenticeships to 700 people, and we launched new apprenticeship programs for sales and project management, as well as a new masters' degree.

In October, our team was awarded **Apprenticeship Programme of the Year** by Motor Transport, a UK industry journal. The award was given based on our program's structured career path, influx of talent and commitment to strengthen the talent pipeline for the future. We were commended for 60% utilisation of the Apprenticeship Levy, well above the national standard and a clear positive return on investment.

PROFILE OF GROWTH: CHRISTLE ARREDONDO



On her first day at XPO in 2019, Christle Arredondo noticed a clerk working on a spreadsheet. After a moment, Arredondo suggested a tweak that instantly boosted her teammate's efficiency. Since then, the 32-year-old has continued to help herself, and others, thrive at an XPO distribution center in San Antonio, Texas.

"I had just finished working at one of our competitors and being in the XPO environment kind of gave me the passion to thrive at the XPO level," Arrendondo said.

She quickly progressed across eight teams in the distribution center, rising from an hourly temp role to team leader. Her fast advancement typifies the kind of impact we hope to see more of as a result of Grow at XPO.

"I was just driven by the environment and by my management," Arredondo said. "I found myself in a lead position, and I wanted to expand more into XPO."

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Community Engagement and Corporate Partnerships

We take great pride in contributing to our communities. In 2020, the XPO family was involved in hundreds of initiatives to benefit the communities where we live and operate, including:

- XPO renewed its partnership with Girls With Impact, the nation's only live, online entrepreneurship program for teenage girls. The program supports high schoolers develop skills that put them on the road to becoming business leaders. XPO funded a 10-week learning program that teaches students how to develop plans for new ventures, collaborate through technology and pursue college degrees.
- Inspired by our employees, XPO extended our partnership with Susan G. Komen, a non-profit dedicated to breast cancer prevention, health and research. In 2021, XPO will be the official transportation partner for all Susan G. Komen three-day fundraising walks, which to date have seen more than 500,000 participants nationwide. In support of the 60-mile walks, XPO will supply trucks and drivers and store related equipment, supplies and merchandise. Like last year, our trucks will display the iconic pink Susan G. Komen Running Ribbon.
- Sometimes a new pair of shoes can make all the difference. Through our relationship with Soles4Souls, a nonprofit organization dedicated to disrupting the cycle of poverty, XPO employees donated 3,000 pairs of new shoes to children in need, and we committed to transporting more than 100,000 pairs of new shoes around the globe, free of charge. XPO shipped the shoes in ocean containers from China to distribution hubs in the US, Canada and the Netherlands. Most recently, Chief Diversity Officer LaQuenta Jacobs was named to S4S's board of directors, where she'll serve as an independent voting director.





"Our truck brokerage team has taken the lead in helping Soles4Souls reach children living below the poverty line in the US. Soles4Souls is restoring dignity for the most vulnerable members of our society. The need is particularly great this year."

— LaQuenta Jacobs, Chief Diversity Officer

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Labor Philosophy



As a global leader in transportation and logistics, XPO operates in an industry where speed, flexibility and collaboration make the difference between success and failure. We must, additionally, deliver outstanding customer service. This requires a commitment from every employee, at every level, to work as a team.

In Europe, XPO maintains productive working relationships with its union partners. Approximately 76% of our European employees are covered by a collective bargaining (or similar) agreement. *A Comité d'entreprise européen* was established in 2019 to address topics that are relevant to our employees across Europe. The nominations for the *Comité d'entreprise européen* were finalized in 2020 and two meetings were held during the year. XPO met regularly with employee representatives to discuss the COVID-19 response.

Differences in collective bargaining coverage rates primarily arise from differences in labor relations practices between countries.

In 2020, our European representatives engaged in 341 contract negotiations, resulting in 281 signed agreements regarding mandatory annual negotiations, profit sharing or pre-electoral agreements.

In the US, we respect the right of every employee to choose or decline union membership. Our employees have largely declined union representation, believing that we can best achieve our shared goals by maintaining collaborative relationships.

In 2020, XPO received four petitions for union representation elections in our US LTL business. All four elections resulted in employees voting to decline union representation. As of December 31, 2020, XPO had 231 US union-represented employees, including 11 employees who voted in May to ratify a contract negotiated between XPO and the International Association of Machinists, and was engaged in good faith negotiations with union representatives at six other locations.

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Recruitment and Development



The practical definition of diversity depends on the demographics of the hiring jurisdiction, but typically includes gender and underrepresented groups. Yet, from an interpersonal perspective, diversity means much more: it means employees believe they can be themselves while at work. Whatever racial, ethnic, gender, socioeconomic or cultural background XPO employees identify with, we want them to know they belong.

We actively look to recruit individuals who are passionate about making a difference at every level. Our industry is in the midst of one of the most competitive hiring environments in recent history, which makes it even more important that we're seen as a company where people can be their best selves and enjoy rewarding careers. In 2020, we received more than 585,000 job applications. As we recruit, we drill down by market and job function to develop targeted recruitment strategies, always making sure that our compensation remains competitive, with a schedule of merit increases based on employee performance.

We proactively recruit through advertisements tailored for individual roles and use a range of sources and targeted programs to ensure we reach out to a diverse group of potential candidates, including women, LGBTQ+ individuals, African Americans, Hispanic Americans, people with disabilities and military veterans.

In recent years, XPO has redoubled its commitment to recruiting military veterans. This strategy is guided by our all-employee Veteran Recruitment Steering Committee and our Veteran Recruiting Community of Practice Group. Recruiters are trained in military culture and connect with veterans through XPO's LinkedIn Military Life page and targeted hiring events.

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INCLUSIVE

Supplier Diversity

To meet diverse needs, we must ensure the demographics of our suppliers reflect those of our customers. In fact, many of our supply chain customer contracts include specifications about the diversity of suppliers, particularly those who provide contract or temporary talent.

XPO provides competitive contracting and procurement opportunities to businesses owned by women, minorities, veterans and members of the LGBTQ+ community, as well as those owned by, or operated in support of, people with disabilities. This past year, 44% of our diverse suppliers were women-owned, 37% minority-owned and 11% veteran-owned.

In addition, we also support supplier initiatives that are important to their organizations and reflect our values. XPO ensures subcontracting opportunities are inclusive and reflect our commitment to diversity. We categorize our sourcing as either direct or indirect:

- **Direct:** Suppliers providing goods that are an integral part of our business operations, such as tractors, trailers, tires and fuel.
- **Indirect:** Suppliers providing products and services that keep our operations running, such as facilities maintenance, office supplies, janitorial services and MRO (maintenance, repair and operations) services.

While our procurement levels fluctuate, often according to customer needs, our largest supplier expenditures typically occur with items that are the lifeblood of our business, such as tractors and trailers in transportation and distribution center shelving and equipment for logistics contracts. We're seeing increasing opportunities to work with larger customers to thoroughly understand their diversity objectives, and we also have a diversity subcontracting plan specific to client requirements that has helped create growth in diversity spend and opportunities for suppliers to also increase their revenue.



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Helping Jack Lee Work: Enabling the Disabled
Jack Lee is a part-time college student who loves soccer, laughs infectiously and is popular with his colleagues in Manchester, UK. Jack also has Down syndrome. Yet neither Down syndrome, nor any of Jack's other abilities or interests define him.

Now 20, Jack was hired through DSWorkFit, an employment program run by the Down's Syndrome Association, a UK charity which helps people with Down syndrome live full lives. For Jack, a job at XPO is an opportunity to put his skills to work and earn a living. There's no asterisk associated with Jack's role. He works under the same employment terms as colleagues, took the same training, receives the same pay and is held to the same performance standards.

To be sure, some adjustments have been made. For example, training materials were adjusted into shorter, clearer formats. But tailoring roles and resources is part of XPO's regular course of business, whether that means safely accommodating a pregnant colleague or temporarily reassigning a peer returning from a sports injury.

As inspiring as it is, Jack's story isn't unique. Our Manchester site has recruited three other colleagues through DSWorkFit who work in recycling, returns processing and administrative positions. Across the UK, we've recruited more than 20 team members via DSWorkFit, with more expected to be onboarded in 2021.

For our commitment, XPO was recognized with a Best Employer Practice award from the British Association for Supported Employment in 2019. But more work must be done. In the UK, only 5.9% of adults with a learning disability have paid employment. With more than 260 sites in the UK, XPO hopes to do more in the coming years for UK employees, as well as launch a similar initiative in the US.



"Jack's just like thousands of others at XPO: dedicated, enthusiastic and eager to learn. He has the XPO work ethic."

— Neil Blackledge, Site Manager, UK

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Innovative

In 2020, the COVID-19 pandemic challenged our company, our customers and our industry to innovate more quickly than ever before. As measured by our safety record and historic volume of shipments, our culture of collaboration and problem solving defined our work in 2020 across the 30-plus countries in which we operate.

Transportation: Scale and Sustainability

XPO has a passion to invest in pioneering technologies to help our customers come out ahead. Our commitment to innovation sits at the core of our ability to create positive change and help solve pressing global challenges. Driven by innovation, we use our scale to extend the benefits of our sustainability investments to our customers, helping to shrink their carbon footprints while boosting their bottom lines.

A key yardstick of XPO's scale is our broad range of service offerings: LTL, full truckload (FTL), last mile, expedited, intermodal, drayage and global forwarding, as well as managed transportation services. This combination of modes gives customers of all sizes the ability to leverage our scale to lift their efficiencies and lower their costs.

XPO is a global leader in transportation and one of the largest providers in North America. Our commitment to damage-free, on-time LTL service in the US is backed by approximately 7,800 tractors, 25,000 trailers and 12,000 professional drivers operating out of 290 service centers. We're also a leader in Europe, where we provide consistent solutions for customers spanning the continent's multiple markets, and beyond.

Combined, our transport networks are unlike any other. Our advances in digital freight management automatically match loads to carriers for rapid freight movements. Our brokerage experts stand behind our service and understand the business inside and out. And, our expansive network is a reliable source of quality equipment and seasoned drivers, with some one million trucks accessible through 38,000 carriers, vetted rigorously to affirm safety, insurance qualifications and operating authorities.



Beyond physical assets, XPO's data expertise gives our customers a virtual edge in managing their supply chains. At the core of our transportation ecosystem is XPO Connect, a cloud-based digital freight marketplace that excels at visibility and control. The powerful engine underlying XPO Connect is Freight Optimizer, our proprietary transportation management system.

Freight Optimizer is always at work behind the scenes, using machine learning to transform torrents of data into actionable insights for shippers and helping carriers decrease empty miles. A high level of integration with shippers' Transportation Management Systems, from Electronic Data Interchanges to Application Programming Interfaces, allows XPO's data insights to be executed automatically between systems.

We leverage our scale and technology to reduce our carbon footprint, and we expect business partners to demonstrate a similarly high respect for environmental priorities.

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Fleet Efficiencies and Upgrades

As a top three provider of LTL freight service in North America and the owner of one of the largest road fleets in Europe, XPO has the responsibility to take an industry-leading role in innovation and sustainability. We continue to focus on reducing our carbon footprint as well as to improving the overall efficiency of all resources we consume.

With operations spanning North America and Europe, XPO has the scale to experiment locally, and expand industry-leading improvements continuously. Ongoing initiatives include modernizing and upgrading our tractors, trailers and facilities, deploying cleaner fuels such as premium diesel, natural gas, biogas and electricity, where practical, and deepening our use of data and software analytics to improve the efficiency of routing, loading and handling.

Indeed, as climate concerns continue to deepen among our partners, consumers and our communities, we see the imperative of investing in cleaner, more efficient solutions. We recognize that diesel will not be the industry's long-term solution, so we are continuing to explore alternatives, such as lighter vehicles, smaller-format vehicles and emerging zero-carbon fuel options.

As a small, but fast-growing share of the global vehicle market, electric vehicles offer opportunities. Near term, we're prepared to support our clients supply chains, ready to ship growing volumes of batteries and related components as carmakers ramp up production. We're also exploring the promise of electric vehicles in our own fleet, particularly as a zero-emission alternative to diesel for urban deliveries in areas where tailpipe exhaust rules are growing stricter. XPO's first electric truck is expected to enter service in 2021 in the US and represents a valuable pilot to advance our understanding of how and where to best use electric vehicles.

In the past year, XPO continued to roll out innovations guided by the understanding that decisions we take today will impact our business for years to come:

- **Europe.** In 2020, XPO's European fleet benefited from significant upgrades and investment, including the purchase of 85 natural gas trucks, bringing the total in the fleet to 225. 98% of our fleet is compliant with Euro V, EEV and Euro VI standards with an average truck age of about 3.5 years. These vehicles are more efficient and have significantly lower pollutant levels than older vehicles. We also work with our suppliers to improve the performance of our vehicles, for example by reducing aerodynamic drag on vehicles and rolling resistance on tires to lower fuel consumption and carbon emissions. As a result, we reduced fuel consumption in Europe by 10% between 2015 and 2020.

- **North America.** In 2021, XPO plans to invest over $60 million to buy 596 new tractors for



SWITCHING TO PREMIUM DIESEL

In 2021, XPO is switching to 100% premium diesel. Higher in cetane — analogous to octane in gasoline — premium diesel can burn cleaner, lubricate better and run more smoothly.

On the road, this translates into fuel savings in the range of 1.8% to 2.5%, with commensurate reductions in carbon emissions. Given that XPO buys some 80,000 cubic meters of diesel annually, fleetwide savings can add up. Cleaner fuel can deliver lower shop costs, too, with less maintenance needed.

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Fleet Efficiencies and Upgrades

SMARTER TIRES FOR BETTER SAFETY AND EFFICIENCY

Tires count as one the modest heroes of road freight. Day in and day out, they support tons of weight, while rolling thousands of miles at high speeds.

In 2020, XPO further advanced the capabilities of our tires. In Europe, XPO switched to an innovative offering from Goodyear that regularly monitors both tire pressure and tread depth as trucks enter an XPO site. Captured automatically, the data from this system can help us service tires more frequently, while freeing technicians from doing so manually. Smarter tires promise to lower costs, help the environment and improve safety.



our LTL network. The new models, with 15-liter engines and automatic transmission, should improve reliability and fuel economy, while lowering emissions and extending engine life. The new tractors also feature safety-enhancing systems like lane departure warning systems, adaptive cruise control and collision mitigation.

Our fleet's first electrically powered truck, a 19-ton rigid distribution vehicle, will deploy in 2021. XPO's diesel fleet will buy 100% premium fuel in 2021 to optimize fleet mileage and total cost of ownership. The fleet switched to Goodyear tires to take advantage of advances in automated tracking of tire pressure and tread depth, which can lower maintenance costs and improve both safety and mileage.

Longer Trucks for Lower Emissions

In the world of freight, significant savings can accrue by simply using fewer engines to pull more freight. In 2020, XPO's operations in Spain began to test the first duo-trailer. A duo-trailer is a combination of a single truck towing two standard trailers and is the largest road transport solution to be tested in Europe. It has the potential to reduce CO_2 emissions by an estimated 25% to 30% per trip compared with the same freight moved on traditional trucks. XPO's testing of the duo-trailer will be part of a collaborative research and development project between the company and other transport providers, industry manufacturers and the General State Administration of Spain. The test results will contribute to an

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Fleet Efficiencies and Upgrades

assessment of the suitability of duo-trailer use in Spain and appropriate regulations.

XPO is also tapping into these eco-advantages with the purchase of 10 new mega-trucks and 280 semi-trailers in Spain. Since each 25-metre twin-trailer rig can move up to 65% more freight, carbon emissions per unit can be up to 20% lower versus traditional trucks.

XPO will use its fleet of 25 mega-trucks to cover routes in its LTL network, expanding service on runs serving Valencia-Malaga, Barcelona-Madrid and Seville-Granada.

Turning to Natural Gas for Cleaner Skies

When used to replace traditional diesel fuel, natural gas is emerging as a cleaner alternative. It releases less climate-damaging carbon and fewer air and noise pollutants — a particular plus in urban settings with poor air quality, which are increasingly banning or limiting access to diesel engines.

XPO is an industry leader in deploying natural gas-powered vehicles in its transportation offering in Europe. We now operate 225 natural gas vehicles across the region, which have travelled a total of 40 million km since 2015 and significantly reduced NOx emissions, particulate matter and noise pollution.

For now, networks capable of handling the liquified and compressed natural gas fuels we need remain limited, with far fewer stations compared to conventional diesel. To advance our use of natural gas, XPO continues to cultivate distribution partners who can provide natural gas fueling services near select LTL facilities and at regular intervals along commonly traveled highway routes.



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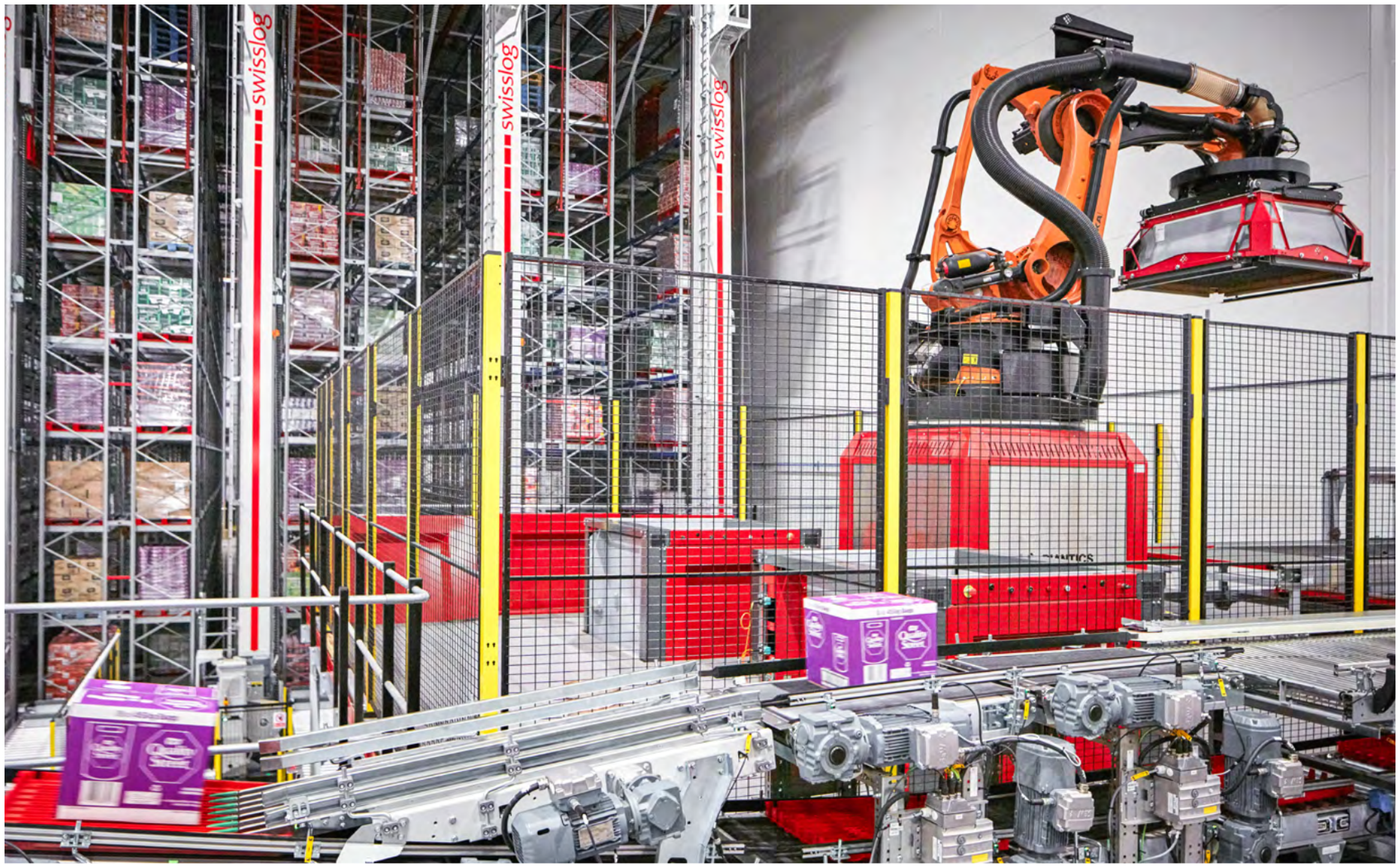
Continuous Innovation



XPO's focus on being a technology leader is essential to our culture and sets us apart from our industry peers. We are innovative and fast-moving, qualities we've shown to be instrumental in managing complex contract logistics implementations. We're also extremely adept at e-fulfilment and reverse logistics, two of the fastest-growing areas of contract logistics in today's on-demand economy.

Our commitment to continuous innovation benefitted XPO in 2020 as the company responded rapidly to the disruptions in global supply chains and workforce practices. The COVID-19 pandemic only amplified pre-existing trends towards acceleration in the pace of innovation across the industry. Rapid gains in computing power, rising environmental concerns and consumer expectations for speedier deliveries are all pushing XPO, and our customers, to speed up how we do business.

Pioneering Emerging Technologies

Nowhere is the urgency of innovation more pressing than in the evolution of logistics automation and eco-friendly freight transportation. In the realm of automation, XPO is determined to leave traditional thinking behind. We've been pioneers in tapping emerging technologies, such as drones that monitor inventory levels, cobots, goods-to-person systems and other technologies that make our distribution centers both safer and more efficient. Our rapid-fire development of logistics

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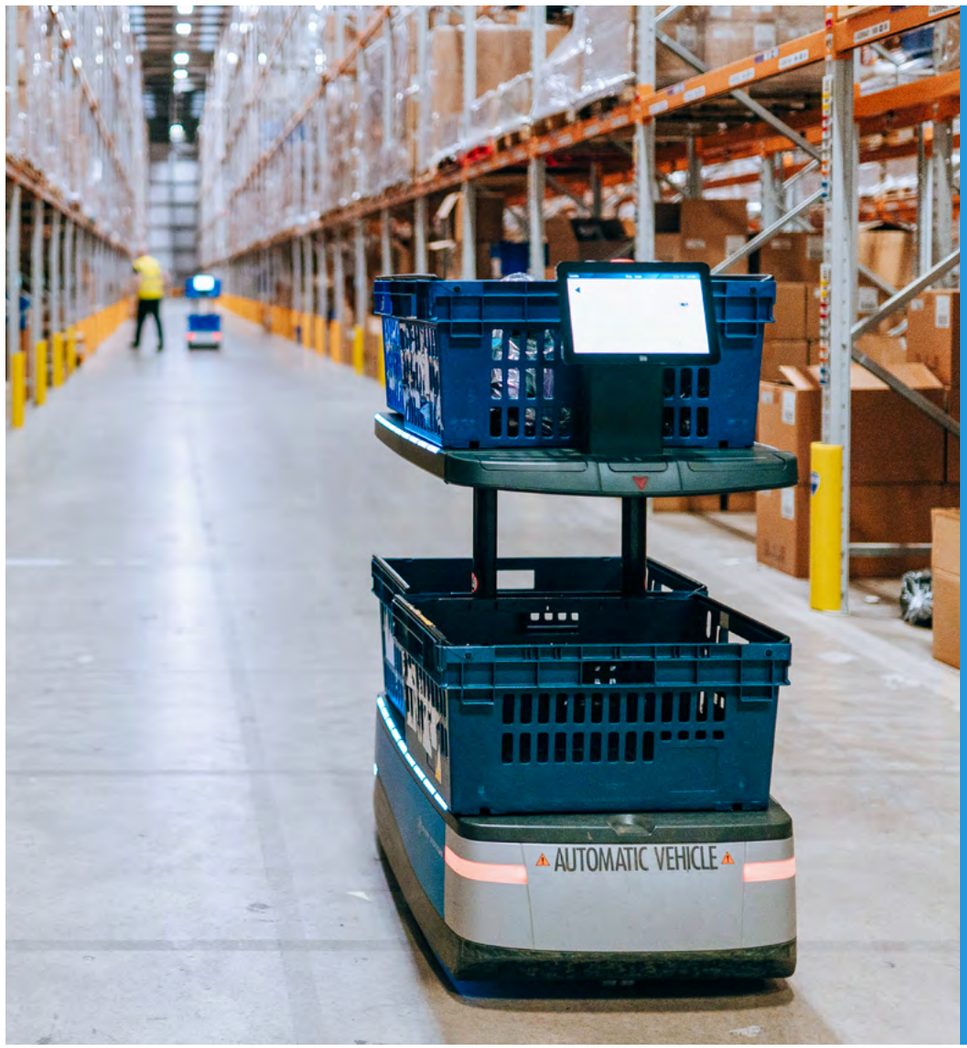
Continuous Innovation

innovations speeds the movement of goods, while enhancing workplace quality for our employees and reducing waste within our facilities.

Transport technology is also experiencing a rapid transformation, driven by the rise of low-carbon regulations worldwide and the related advancement of clean vehicle technologies. At the same time, vehicles are becoming smarter — more like robots — as trucks, cars, carts and other vehicles grow more autonomous. Existing fuels are going green, such as renewable biogas and green electricity. And new drive trains are emerging that could, in time, displace internal combustion engines, from battery powered electric trucks to, further out, hydrogen fuel cell electric drive trains.





ROBOTS ROLL TO MEET PANDEMIC SURGE

The COVID-19 pandemic dramatically accelerated the growth of e-commerce, creating a massive logistical challenge for distribution center operators. For XPO, and much of the wider logistics industry, the answer is more robots.

In XPO facilities, thousands of robots are already at work, complementing the work of our employees and helping them work more safely and efficiently. Cobots, or collaborative robots, work in distribution centers, moving shelving racks full of goods from which employees pick and pack.

In some job functions, adding robots has delivered productivity gains of up to four-fold. This big leap in output added some of the capacity XPO needs to handle booming pandemic related demand.

"What the pandemic has done is bring us to the e-commerce volumes of 2025 in 2020."

– Ashfaque Chowdhury, President, Supply Chain, Americas and Asia Pacific

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Entrepreneurial

At XPO, entrepreneurialism is inseparable from innovation. Each helps us achieve the other, to disrupt with a purpose. We believe great technology in the hands of highly engaged employees is the ultimate way to spur new growth, improve our services and impact both our customers and investors by delivering measurable value.

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Sustainability Through Data-Led Optimization

At XPO, we're committed to reducing the impact of operations on the environment, especially with respect to climate change and biodiversity, while helping our customers do the same.

Indeed, for many of XPO's customers, the transportation components of their supply chain account for a significant portion of their CO_2 footprint. To lower their emissions, we collaborate with customers to develop action plans through tactics such as route optimization and load consolidation. To ensure success, we regularly benchmark progress against goals.

Further, by securely sharing data between our clients, consumers and drivers, XPO delivers ongoing benefits, with deliveries that are greener, safer, more efficient and more cost-effective. Four broad priorities are driving this process:

- **Improved utilization.** "Empty miles" — when a truck travels with no freight — account for about a quarter of XPO's total mileage in Europe. With improved routing algorithms, we aim to keep our trucks fuller over more miles, thus moving goods more efficiently.
- **Enhancing driver performance.** Digitally tracking our drivers' habits can help us improve driving efficiency and safety.
- **Deepening status visibility.** Real-time visibility into where goods are and when they'll be delivered improves onward planning and increases satisfaction for end consumers.



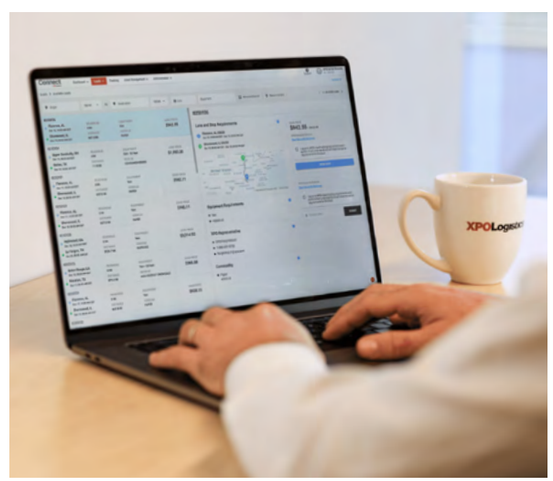
LOWERING FRANPRIX'S CARBON TOLL WITH TRAINS, BARGES AND TRUCKS

In 2012, Franprix, a French supermarket chain owned by Groupe Casino, commissioned XPO to implement a river-based delivery method in Paris. Today, XPO supplies some 200 Franprix grocery stores in central Paris via a mix of river barges and trucks, which helps reduce road congestion, accidents and traffic noise.

We're building on this progress by taking a leading role in ground-breaking urban logistics projects to deliver freight into Paris via rail. Eurorail operates shuttle trains to near the city's edge, and XPO handles last-mile deliveries into and around the city using clean-fuel vehicles. This award-winning rail program helps XPO to better serve customers reliably and efficiently, while advancing Paris' broad environmental goals.

- **Greening operations.** Big data can help to predict volumes and plan capacity. Algorithms that allocate the right resources to the right services likewise mean better vehicle-load matching and save fuel in the process.

Backed by an in-house team of 50-plus decision scientists — mathematicians, analysts and programmers — XPO's focus on data and digitalization continues to deepen in sophistication and impact. Now in its fourth generation, XPO's proprietary data analytics platform can optimize client solutions across multiple criteria including network routing, inventory levels and transportation modes. Together, these AI systems can help deliver high levels of service, with a reduced carbon footprint at a reduced cost.



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Sustainability Through Data-Led Optimization



GREENER WIN, WITH MORE SUSTAINABLE LOGISTICS

Wine is one of Europe's oldest industries. Given wine's intimacy with the conditions of the soil, water, sun and sky, it's no wonder the industry leads efforts to address climate change. In 2020, XPO was recognized by Familia Torres, a leading vintner in Spain, as a partner in sustainability.

Familia Torres recognized XPO's efforts with its annual Torres & Earth Award, which honors suppliers that show a commitment to the environment and climate change.

"The decarbonization of the wine sector and the overall economy is only possible with the involvement of all companies, public administrations and individuals," said Miguel A. Torres, President of the Familia Torres winery. "The Torres & Earth Awards are an opportunity to create visibility and distinguish those who are working hard to stop global warming."

In Spain, XPO's facilities run on 100% green power, and we continue to advance new standards in greener transport, from cleaner diesel to biofuels and electric vehicles.

For example, we developed sophisticated LTL digital models to optimize routes for the millions of miles we drive every day on behalf of customers. These tools help our dispatchers improve route density and lower the total number of miles driven to pick up and deliver freight. These proprietary models also help boost our load factor, or the amount of weight carried by a truck.

XPO Connect, a digital freight platform that automatically matches supply and demand, gives our customers sophisticated analytics to better contract and manage freight, including a real-time visibility of freight movements, available carrier capacity and market conditions, such as weather and traffic. It provides virtual access to our multimodal range of transportation services, using machine learning to analyze data and market conditions in seconds to promote more efficient and effective operations. Technologies, like XPO Connect, present real opportunities for sustainability through truckload optimization and digital monitoring of our drivers' behaviors, so we can correct and improve driving activity and optimize training, as well as using big data to predict volumes and needed capacity, along with algorithms that allocate the right resources to the required services. In 2020, XPO added a COVID-19 dashboard to this system, providing a central source of vital information on ways the pandemic was impacting freight movements, from closures, to congestion to lockdowns.

When appropriate, we also seek to reduce greenhouse gas emissions by recommending multimodal solutions or we may explore the use of alternative fuels. For instance, we work with major companies to analyze their businesses and design transportation solutions that shift non-urgent loads to reliable, lower-carbon options like rail. In 2020, XPO moved 210,000 rail shipments in the US, which reduced greenhouse gas emissions by over 525,000 metric tons.

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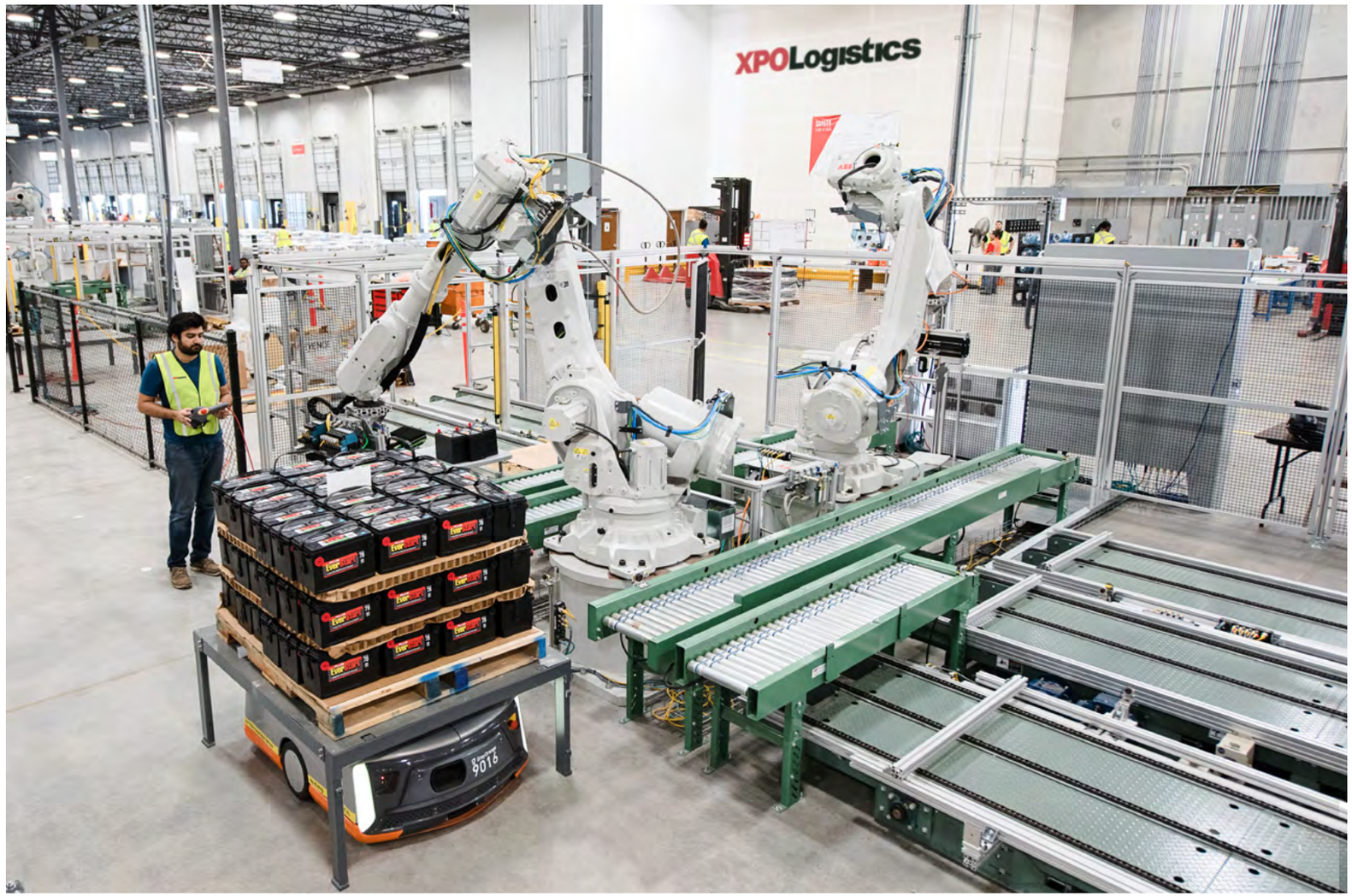
Efficiency and Excellence

When it comes to choosing a logistics partner, the most important criteria include industry-specific knowledge, advanced technology, necessary scale and scope of services. With decades of experience in managing the distribution of B2B and B2C goods, XPO excels by these measures.

Our e-commerce capabilities include the largest outsourced e-fulfilment platform in Europe, as well as disciplined processes for reverse logistics and experience in a wide range of verticals, including apparel, automotive parts, consumer packaged goods, cosmetics, electronics, food and beverages, luxury goods and more.

Smarter Simulations Cut Costs and Lower Carbon
Efficiency improvements of logistics is as much about software as it is about hardware. To better model changes to our supply chain, as well as those of our clients, XPO developed one of industry's most advanced analysis tools. Loaded with real world data culled from billions of units shipped and millions of ton-miles driven, the Solutions Network Analysis Tool can identify cost-effective changes — or rule out costly tweaks — long before significant investments are made in goods or operations.

XPO runs an annual analysis on client supply chains to assess how best to evolve. For 2021, we have added a module to this system that accurately models how changes affect the overall carbon footprint of their supply chain. For example, XPO's tool helped a fitness apparel retailer plan a more environmentally sustainable supply chain. Smaller carbon footprints translate into not only energy and cost savings, but also increased appeal to climate-concerned consumers.



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Efficiency and Excellence



THINKING OUTSIDE THE (CARDBOARD) BOX

When traveling to the XPO site in Barnsley (UK) from the train station, visitors now have a sustainable choice instead of relying on a public taxi: an electric taxi.

In 2020, XPO leased an electric taxi and staffed it with a full-time driver to transport visitors to our Barnsley site from public transit or between other XPO sites in the area. The electric taxi not only saves money, but also reduces CO_2 emissions by nearly 2,000 tons in a single year.

It's one of the ways that the XPO Barnsley site is preserving the environment and giving back to its local community.

"It's a statement in itself that we got it," said Ken Perritt, a Supply Chain account director. "The customer loves it. They think it's a great idea. Some of them are quite surprised that we leased it, but it pays for itself."

The Barnsley site has invested heavily in long-term energy savings with multiple lighting projects, including indoor and outdoor LEDs and motion sensors to activate lights when needed. The Barnsley site also replaced large cardboard boxes to move goods with reusable metal cages.

The boxes, which cost £3 each, were disposed of after goods reached their final destination, while the metal cages are returned to XPO after use.

The carboard boxes are a one-way asset, and we were spending thousands a year on this solution," said Ken. "We purchased metal cages and said, 'we'll make this a closed loop asset.'"

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ENTREPRENEURIAL

Partnering for a Sustainable Future

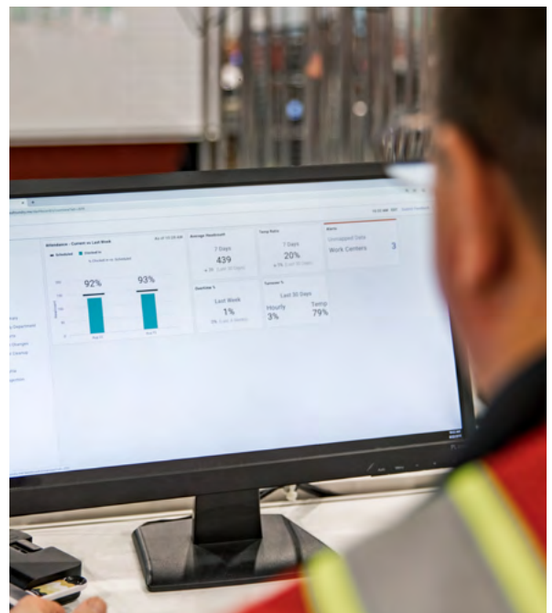
XPO's logistics customers include many of the world's most recognized brands and span a vast range of industries, including retail, food and beverage, technology, aerospace, wireless, manufacturing, chemical, agribusiness, life sciences and healthcare. We view each customer as a long-term strategic partner.

Toward a long-term goal of eliminating waste, our expertise in circular economy practices continues to grow. In 2020, we advanced initiatives to avoid trashing materials. Some of these efforts are simple, such as reusing packaging at our distribution centers. Others are more complex, like implementing complete reverse-logistics operations. In select European operations, we established programs to reuse wooden shipping pallets until end of life, when qualified partners then recycle the material.

In addition, advancing innovation across areas from robotics to e-commerce fulfillment, we're also diligent in ensuring environmental and regulatory compliance. This is evidenced by ISO 14001 certifications at 58% of our sites in Europe, as well as our framework of sustainable policies and procedures. Related efforts include:

- Evaluations of energy efficiency are performed prior to selecting distribution centers; energy efficient gear is purchased when feasible.
- Energy-reducing programs are in place at roughly 95% of our distribution centers.





"Technology, automation and data science are becoming essential in supply chains. Danone's commitment to more efficient, greener and safer operations puts them on the leading edge."

— Mauro Ungheretti, Managing Director, Belgium, the Netherlands and Germany

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Partnering for a Sustainable Future



RECOGNIZING RECYCLING

Sometimes recycling delivers rewards beyond the environment. For a project that recycled the equivalent of seven pallets of expanded polystyrene waste, XPO shared the Shared Value Creation prize at the Sustainable Industry Awards as part of a collaboration with Envie, a non-profit focused on returning vulnerable people to work. The award was granted by *L'Usine Nouvelle*, a 130-year-old French business publication.

- Reducing idle facilities and other resources, as our cloud-based warehouse management system integrates technology efficiently for contract start-ups.
- Millions of electronic components and batteries are recycled annually from reverse logistics operations.



- Ongoing employee training in environmental protection best practices, covering waste sorting, energy saving, new technologies and environmental accident prevention.

Greening Danone's Distribution in the Netherlands

By the end of 2021, XPO is on track to launch a new state-of-the-art global distribution center in the Netherlands in partnership with global food company, Danone. Designed for sustainability from the ground up, the site will move towards full CO_2 neutrality in the coming years.

Located next to Danone's factory in Haps, the 56,000-square-metre center will distribute early life and medical nutrition products. XPO will operate the facility using a range of efficiency enhancing technology, from automated guided vehicles, to picking robots and XPO's proprietary smart data management analytics.

In Iberia, Partnering with Primark to Boost Sustainability

XPO's sustainability expertise is also helping our partners to lower their carbon footprint. In Spain and Portugal, fashion retailer Primark selected XPO to run supply chain operations more sustainably.

XPO tailored a solution to grow Primark's logistics capacity across the region, the retailer's second largest European market. Centered around a 32,000-square-meter, renewably powered facility in Torija, Spain, the distribution center manages inbound palletized products, processes orders and distributes stock to Primark stores. XPO delivers via natural gas-powered trucks, which can cut carbon emissions by up to 15% compared with traditional diesel.

"Primark recognizes our responsibility to the environment, striving to minimize our impact wherever we can," said Jorge Paloma, Primark's head of logistics for mainland Europe. "We chose XPO as our logistics partner because they have the size and expertise to match the growing demand from our customers."

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Partnering for a Sustainable Future



WORKING TOWARD BEING THE GREENEST TRANSPORT COMPANY

In our most recent pledge to lower carbon emissions as part of ADEME's (the French Energy and Environment Management Agency) Objectif CO_2, XPO is off to a promising start.

In the opening portion of our 2019-21 pledge, our French transport team has hit three significant benchmarks as part of the agreement:

- A 10% reduction in overall fuel consumed
- Average tonnage optimized to 19 tons from 15 tons in 2018
- An 18% improvement in our environmental performance

This period is the fifth total pledge (dating back to 2007) that XPO has made to the CO_2 charter.

"It's something we wanted," said Pascal Aubaret, Quality Safety Environment Director for XPO in France, of the voluntary charter. "It's not imposed by the law. It's on our own."

Overall, the CO_2 reduction target is 2.6%. A cross-functional working group has developed a roadmap to bring XPO to this target based on improvements to vehicle, driver, load and fuel performance. During our participation in Objectif CO_2 over the past decade, we've reduced our CO_2 emissions by 12%.

An example of success in load optimization can be found in average tonnage: despite an increase from 15 tons to 19 tons (and a corresponding fuel consumption average increase), the overall volume of fuel consumed has fallen by 10%, which aided a positive improvement in environmental performance.

"My dream would be to work at the greenest-ever transport company," said Pascal. "I want to have in our DNA a passion for carrying goods to consumers with the lowest impact on the earth, people and the climate."

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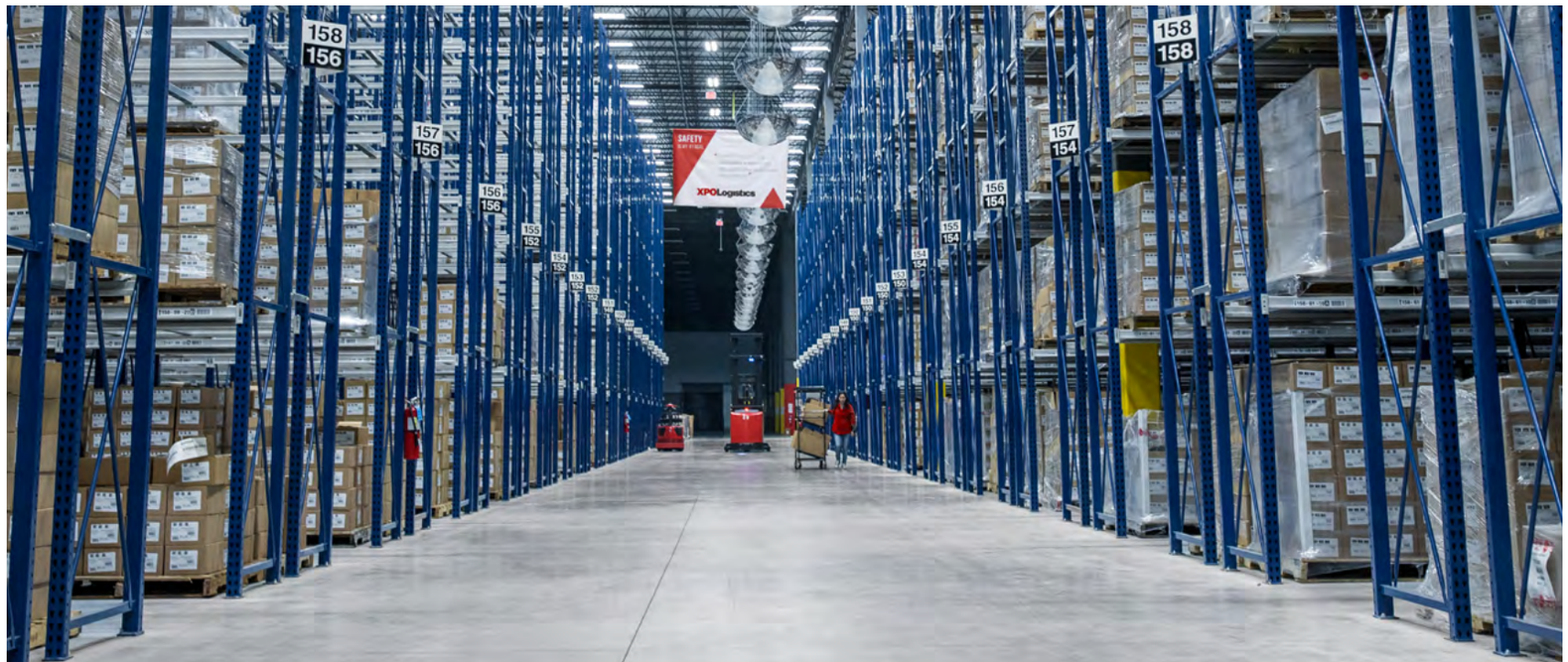
ENTREPRENEURIAL

Energy Optimization

Energy reduction in our facilities is a high priority. To do so, we're investing across a range of new technologies:

- **Greener lighting.** LED lights consume only a fraction of the power used by standard fixtures. To capture these savings, XPO is installing LEDs in existing facilities, where the payback on retrofits is quick, and in new construction. In 2020, we installed over seven million square feet of LED lighting, bringing greener lighting to approximately 57% of our US contract logistics facilities. In Europe, we aimed to install intelligent LED lighting in 75% of our facilities by the end of 2020, but the pandemic delayed our progress. We've already equipped close to 50% of our surface space in Europe, and we expect to retrofit an additional 250,000 square meters of surface space by the end of 2021. Approximately 2,500 tons of CO_2 equivalent have been saved through the LED lighting project to date. Where possible, we're also deploying more skylights to bring daylight into facilities, an effort that our employees appreciate.
- **Solar panels.** In 2021 and beyond, XPO is installing solar panels, starting with two sites in New Jersey. These two installations have the potential to reduce CO_2 emissions by 3,755 metric tons annually, enough to supply electricity to 636 homes for one year.
- **Smarter building.** o better manage how our buildings use energy, XPO is deploying smart building systems that actively manage energy-intense operations such as lighting, heating and cooling, and air flow. For example, lights can stay off unless activated by motion sensors; or if light-sensors determine daylight is bright enough, overhead lights can stay dimmed.



WINNING PLATINUM FOR SUSTAINABILITY

In 2020, XPO was awarded a coveted LEED Platinum medal for a distribution center in Italy. Platinum is the highest level recognized by the Leadership in Energy and Environmental Design consortium, an internationally recognized green building certification system.

The award is a first for XPO and the facility ranks among the most sustainable logistics operations in Europe. The team behind this project deserves additional accolades for bringing it online during the peak of COVID-19. XPO's designers, engineers and related staff delivered on time, while keeping all team members safe.

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ENTREPRENEURIAL

Packaging Initiatives

Our packaging improvements are helping to make our logistics operations more sustainable. For our paper, cardboard and related needs, XPO partners with national packaging providers certified by the Sustainable Forestry Initiative. We select vendors with a presence in or near markets where we operate, both to support local economies and lower the impact of transporting packaging materials over long distances.

To provide our customers with cost-effective and sustainable designs, XPO's packaging engineers incorporate state-of-the-art technologies and smart designs that both minimize material volume and reduce labor. For each product headed into our distribution operations, our packaging engineers ensure that the best carton size is selected. This cuts waste while fully protecting the product.

In addition, XPO partners with packaging manufacturers to design the best possible protection for awkward or hard-to-ship products, like countertops. Damage avoided in transit helps our sustainability goals by lowering the volume of returned product and related packaging, as well as the use of facilities, labor, vehicles and fuel.



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ENTREPRENEURIAL

Waste Management

Managing XPO's waste streams poses a two-fold challenge: ensuring waste is minimized and gets where it needs to be and doing so as safely as possible, for our employees and the world.

The majority of XPO's physical waste is generated by our logistics operations. Our distribution centers have environmental management practices in place to cut waste and encourage the use of recycled products. We sort and recycle waste at all our facilities. In 2020, 54% of the waste generated by XPO was recycled and our carbon emissions avoided equaled 63,093 metric tons.

XPO constantly seeks new ways to reduce overall material consumption, to reuse what we can and to cultivate new recycling channels. For instance, instead of discarding them after onetime use, we now reuse wood pallets where possible. We have also established links to sell wooden pallets to be reused and/or recycled.

With respect to safety, our US waste management program aims to achieve sustained regulatory compliance with local, state and federal waste regulations and laws. New regulations are monitored on a weekly basis and operations are continuously evaluated against requirements to assess if modifications are necessary.

Although 95% of XPO's sites generate minimal amounts of regulated waste, our training modules,



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Waste Management



corporate policies, job aids and written instructions provide the necessary framework to fulfill compliance obligations to identify, manage, store and dispose of regulated waste at all sites. Furthermore, we provide oversight to our waste vendors by ensuring waste profiles and shipping documents are accurate. Compliance assurance is accomplished through internal environmental audits, external third-party audits and sharing best management practices.

Making an Impact, Together

In 2020, teams across Europe participated in a series of clean-up challenges and worked together to discover savings and identify new ideas to keep progress going:

- **Digital clean-up.** Storing a single email for a year can generate a carbon footprint on par with making a plastic bag. We challenged our team to delete just 100 obsolete emails each. Employees deleted three million emails in response, leading to energy savings equal to leaving a lightbulb lit for 288 years.
- **Site pick-up.** Simple steps can have a big impact too. XPO challenged colleagues to pick up litter in and around their workplaces and the communities. In Russia, empty pallets were collected and recycled; two sites in France collected over 227 kg of trash around their workplace; and in the Netherlands, over 40 volunteers participated in a site clean-up.
- **Future green-up.** We solicited new suggestions from team members on how to make additional impacts. Suggestions ranged from identifying ways to reduce overpacking and partnering with suppliers committed to reducing emissions, to implementing workplace electric vehicle charging stations and introducing paperless operations in our transport business.

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Waste Management



PREVENTING PELLET SPILLS

Plastic is one of the world's most versatile materials — durable, affordable and multi-purpose. Yet its durability is a problem for the environment. In landfills, public byways and in our oceans, plastic waste takes years to break down.

Plastic pellets pose a particular challenge. Manufacturers heat and reshape huge volumes of these rice-grain-sized nurdles, or pellets, to make finished products. To cut the risk of accidental release of these pellets while XPO is transporting them, we partnered with the Plastics Industry Association and the American Chemistry Council Plastics Division to create a program of best management practices. As part of Operation Clean Sweep, XPO aims to achieve zero loss of these pellets by auditing and improving our training, procedures and facilities where necessary.



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Stormwater Management

In North America, XPO's stormwater policy is compliant with all local, state and national regulations and ordinances. Further, all sites are required to adhere to a Stormwater Pollution Prevention Plan that provides best management practices to prevent pollutants from impacting stormwater.

Over 96% of XPO's supply chain sites are eligible for the US Environmental Protection Agency's (EPA) Stormwater No Exposure Certification, demonstrating our commitment to maintaining pollutant-free stormwater. Our performance metrics and permit obligations are continuously tracked and communicated to XPO leadership.



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Sustainable Procurement

We place a high level of importance on serving our customers in a sustainable and responsible manner. The partnerships we build with our suppliers, sub-contractors and vendors are integral to our continued success in this area.

We introduced the XPO Supplier Code of Conduct to reinforce how we work together on business ethics, human rights and working conditions, health and safety and the environment. At a minimum, we expect our business partners to adhere to all applicable laws, regulations, codes and statutory requirements, and to respect our values.

We require our business partners to cooperate with XPO in all matters relating to ESG and strive to advance good practices in this area. To ensure adherence, we will distribute a supplier questionnaire in 2021 to better understand our supply chain risks. By doing so, we can create a more robust framework for gathering feedback from our suppliers, which in turn would support responsible and sustainable growth across our value chain.

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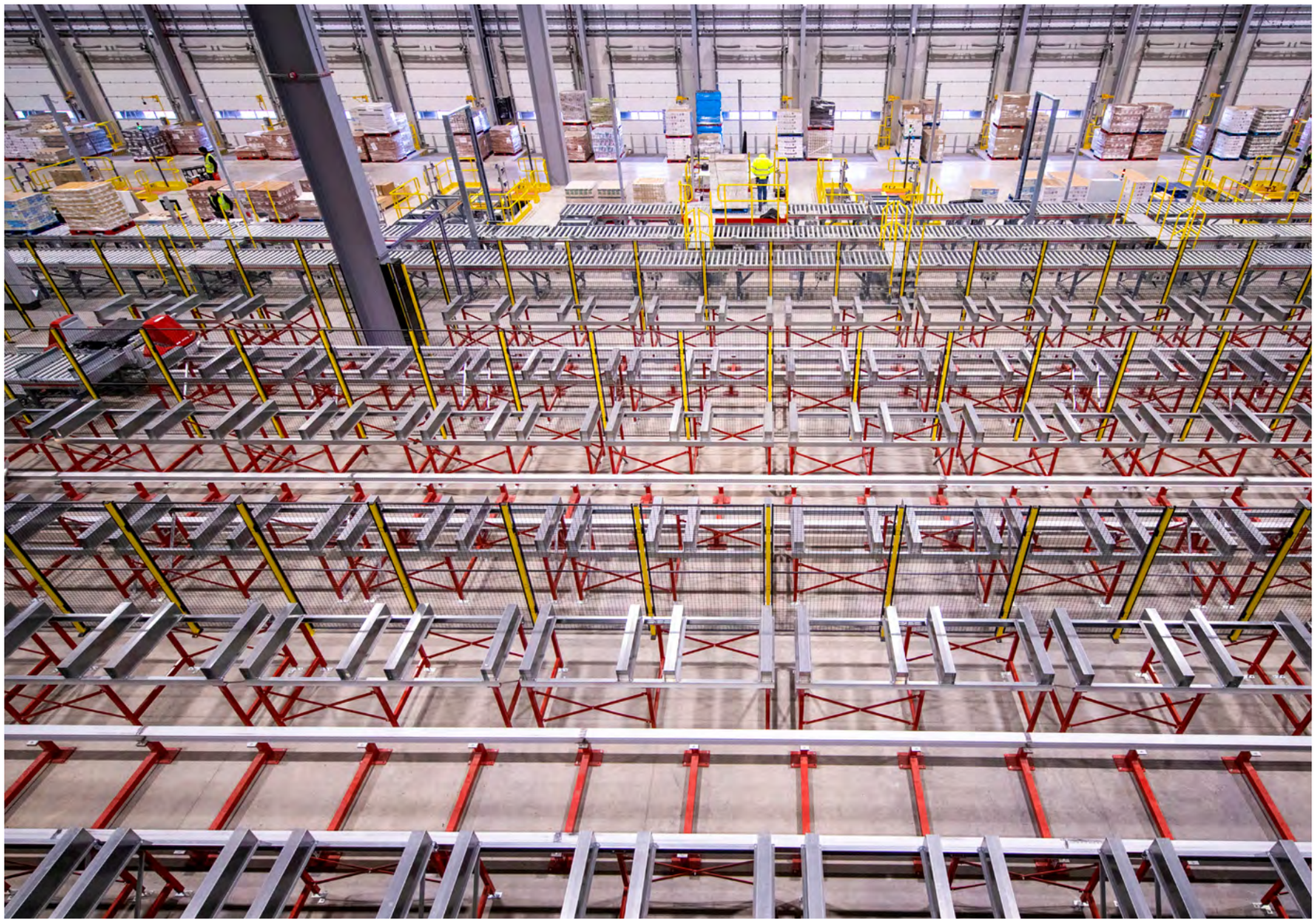
Construction and Decommissioning of Facilities

During the construction, renovation and decommissioning of XPO supply chain facilities, we consider environmental impacts, and we make every effort to:

- Install occupancy sensors on light fixtures to cut energy waste.
- Provide thermal insulation to reduce energy use and improve employee comfort.
- Encourage the use of recycled materials, such as crushed concrete for gravel bases.
- Reuse pallet racking and other equipment.
- Recycle select materials such as copper wire.

XPO unveiled large new expansions in both North America and Europe in 2020. In Southern California, we cut the ribbon on two “meg-hubs,” each with 1.2 million square feet of capacity and each dedicated to a single customer to support e-commerce and retail operations. The openings grow the tally of XPO’s distribution facilities in North America to 311.

In Europe, XPO recently completed the expansion of a built-to-suit (BTS) facility in the Netherlands’ Acht industrial area which doubles our distribution capacity in this prime location. Located near the A2 ring road, Eindhoven Airport and the Belgian border, the XPO distribution center can be used for local, regional and international clients from a variety of sectors.



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Respectful

XPO's success is built on respect, which we demonstrate by listening to our customers, to our business partners, to investors and, most of all, to one another. By listening, we've succeeded at creating new markets, spotting hidden opportunities and discovering smart ways to tackle tough problems. By performing to the highest standards of business conduct in every interaction — from multi-year, enterprise-wide partnerships to quick, coffee-break greetings — XPO's commitment to respect improves collaboration and speeds our shared success.

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Board of Directors

The only way for XPO to reach its goals is by doing business the ethical way. Our strong governance structure, including a diverse board of directors with independent committees, serves to reinforce our commitment to operating with integrity. This informs all aspects of our sustainability efforts, including our ability to sustain safe workplaces, serve our customers, foster the success of our employees, reduce environmental impacts and act as a good corporate citizen.

XPO's robust corporate governance structure enables our Board to strike the right balance between decisive leadership and rigorous independent oversight of management. Our independent eight-member Board is composed of five men and three women. Currently, seven out of XPO's eight directors are independent, three of whom have been added to the Board since 2016. The XPO Board of Directors is led by Brad Jacobs, who also serves as chairman and chief executive officer.

To encourage open discussion without management influence, XPO's Corporate Governance Guidelines require non-management directors to meet one or more times annually without the presence of management. These guidelines also provide for Board members' access to senior XPO officers and outside advisors.

Our Board aims to create a team of directors with diverse experiences and perspectives to provide our complex, global company with thoughtful and engaged board oversight. When selecting new directors, our Board considers, among other things, a nominee's:



- Breadth of experience
- Financial expertise
- Integrity
- Ability to make independent analytical inquiries
- Understanding of our company's business environment
- Experience in areas relevant to our company's businesses
- Willingness to devote adequate time to Board duties

Our Board also aims to actively seek out highly qualified women and individuals from underrepresented groups to include in the pool of prospective directors. In support of this effort, since 2015, we've required an annual election of all directors by majority shareholder vote. By adopting a one-year term, we ensure that the Board's composition evolves to reflect the larger and more diverse company we've become.

Committee Roles

XPO's Board of Directors has four standing committees:

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Board of Directors

- **Audit Committee.** Oversees the policies governing the company's risk assessment and risk management processes, among other duties.
- **Compensation Committee.** Assists the Board with compensation plans for executive officers, including oversight of plan administration, among other duties.
- **Nominating, Corporate Governance and Sustainability Committee.** In December 2020, as a reflection of the importance of this issue to XPO, the Board elected to elevate sustainability oversight to the previously-named Nominating and Corporate Governance Committee. Now, our Nominating, Corporate Governance and Sustainability Committee provides oversight of, and engagement with, management on our sustainability strategies, performance and external disclosures, including material ESG matters. In addition, the committee identifies qualified individuals for directorships or committee appointments and oversees corporate governance matters.
- **Acquisition Committee.** Reviews acquisition, divestiture and related transactions proposed by management, among other duties.

To complement the roles of the committees and their chairs in providing effective independent oversight, the Board established two leadership positions for independent directors: the lead independent director and a vice chairman. Since 2016, Michael Jesselson, an independent director of XPO with substantial public company Board experience, has served as the lead independent director. AnnaMaria DeSalva, an independent director of XPO since 2017, has served as vice chairman of the Board since February 2019.



INTRODUCING A SUSTAINABILITY STEERING COMMITTEE FOCUSED ON EUROPE

Sustainability is a top priority for XPO in every market. Yet rules, priorities and culture can vary by region. Goals related to diversity and inclusion are different in Europe, for example. Likewise, regulations around carbon, pollution and labor change across regions, too.

To refine our sustainability strategy and improve the execution of related practices, XPO is establishing a steering committee focused on sustainability in Europe. This cross functional team will draw experts from across XPO, from sales to operations and procurement.

With cascading links to XPO's global sustainability committee, the European team is responsible to track and report on progress toward overall corporate targets. Guided by these high-level goals, the committee will also provide insights and recommendations, with a near-term focus on enhancing transport fleet efficiency, boosting the performance of our facilities and reducing packaging-related waste.

Steering Sustainability

In 2020, the European Sustainability Steering Committee was created to provide strategic guidance and overall direction to the company's sustainability roadmap. Guided by the explicit target of meeting XPO's 2020 ESG targets contained in our ESG Scorecard, the committee will help deepen the company's long-term governance of environmental sustainability.

Operationally, the committee is tasked with developing actionable sustainability roadmaps and overseeing their implementation. This group is also responsible for:

- Supporting oversight of the company's purpose-driven sustainability and ESG-related strategies, performance and external disclosures, including the company's systems for evaluating material risks and opportunities related to these issues and the company's approach to shareholder and stakeholder engagement regarding sustainability and ESG matters.
- Discussing with management XPO's external disclosures regarding material sustainability and ESG matters, including the preparation and publication of the company's periodic sustainability report.

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Ethics and Compliance

XPO's mission is to deliver results. This requires us to perform to the highest standards of business conduct. We do not compromise our values to meet commercial objectives. As a global leader in our industry, we share a responsibility to:

- Act with integrity in all of our business dealings, large and small.
- Treat each other with dignity and respect.
- Comply with all applicable policies, laws and regulations.
- Uphold our commitment to our Code of Business Ethics.

XPO culture reinforces behavior that is fair, respectful, lawful and honest. We expect all individuals and companies affiliated with XPO to conduct business in the same manner. In addition, we take extensive measures to ensure we comply with local laws and regulations. With the involvement of the compliance department, XPO conducts site assessments to confirm that policies and procedures are being followed at our facilities.

We also review sites that we acquire to ensure that they, too, are fully compliant with our policies and procedures. To strengthen our culture, refresh our employees on our high standard of doing business and provide them with contacts in our compliance department, a regular email newsletter, *Compliance Matters,* covers the ins



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Ethics and Compliance

and outs of a range of compliance topics, from confidential information to economic sanctions and trade controls.

Our focus on diversity is evident in our values and our Code of Business Ethics, which specifically define XPO as being respectful and non-discriminatory. Our commitment, however, goes beyond just saying the right things. It is about doing the right things. Results will always matter to us, and they matter the most when they come from behavior that is fair, respectful, lawful and honest.

Management's Commitment

XPO's management is committed to leading by example in ways that reflect our company values. This includes responding in a timely manner to employee concerns, addressing compliance risks and providing reporting resources to ensure that potential violations of company policy or law are identified and addressed. Management — and the company overall — will not tolerate retaliation against anyone who has, in good faith, reported concerns or cooperated with ethics or compliance inquiries.

Code of Business Ethics

Our Code is a comprehensive blueprint of XPO's business standards as they apply to directors, employees, management, suppliers and business partners. The Code covers topics such as workplace safety, insider trading, conflicts of interest, discrimination, harassment, bullying, compliance and the reporting of concerns. All employees receive the Code when they join XPO and are trained during onboarding. They are required to acknowledge that they will abide by the Code.

Ethics and Compliance Training

XPO does not tolerate corruption, fraud or bribery. Our Compliance Committee ensures adherence through company-wide policies and mandatory training. To promote best practices across our teams, XPO conducts ongoing training, in-person and online, to instruct our employees about the Code, antibribery and anti-corruption practices, trade compliance, corporate governance and other aspects of employment at XPO. These training sessions ensure that our employees understand our values and know how to put them into practice.

Certain training programs are refreshed throughout an employee's tenure, and we expect to continue to expand the curriculum as our business evolves. Refresher programs for our Code are conducted through XPO University, in tandem with live training. For those who lack digital access, we arrange in-person and/or roundtable training at their workplace.

Reporting Misconduct

XPO's management is committed to leading by example in ways that reflect our company values. This includes responding in a timely manner to employee concerns, addressing compliance risks and providing reporting resources to ensure potential violations of company policy or law are identified and addressed.

Employee engagement is vital to maintaining strong, fair ethical standards. We foster a "speak-up" culture where employees can call for what is right without fear of reprisal. Our employees know that they can voice concerns to a supervisor, human resources representative or compliance officer.

HOW TO SHARE CONCERNS, IN PERSON OR REMOTELY

XPO employees have multiple ways to report concerns without fear of reprisal. Our Ethics Point System accommodates telephone and online input, as well as anonymous complaints. Employees can also speak with a human resources representative or any manager or supervisor or file concerns remotely:

- **Via phone:** Operated by an independent third party, EthicsPoint offers a toll-free contact, **800-638-1486**, to file reports, even anonymously, where allowed by local law.
- **Via the web:** At XPO.ethicspoint.com, staff can communicate concerns to an independent third party including via an anonymous option, where allowed by local law.
- **Via email:** A dedicated email address, complianceoffice@xpo.com, is monitored by XPO's Compliance Office.

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Risk Management

XPO prepares proactively for risk, both in our efforts to avoid disruptions through disciplined planning as well as our success in responding to disruptions on the rare occasions they occur. This requires strategies to identify potential risks and manage them in a disciplined manner using technology, contingency planning and other resiliency measures. Our organizational leaders and our Board of Directors pay rigorous attention to understanding risks from different perspectives, ensuring that all viewpoints are considered when crafting solutions.

Environment

XPO's growing commitment to sustainable business practices helps lower a variety of environmental risks. We aim to improve the efficiency of energy consumption, to reduce emissions of greenhouse gases and to improve the overall efficiency of our consumption of related resources, such as water, packaging and other materials.

As a leading operator of freight transportation services and logistics operations, we excel at a focus on the basics. In our facilities, for example, we aim to use high-efficiency LED lighting. Two-thirds of our sites are 14001 certified.

For over the road services, XPO emphasizes fuel-efficient routing and optimizes vehicle loading to minimize the carbon per unit of material transported. Our delivery vehicles rely on the latest available efficiency technologies, such as aerodynamics and tires designed to reduce



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Risk Management

rolling resistance. Driver training emphasizes eco-driving techniques and awareness of related environmental risks.

Looking ahead, we'll continue to improve our sustainability practices via a commitment to innovation. Special attention will be given to the ongoing introduction of alternative fuel vehicles, continued shifts toward multi-modal delivery solutions and the use of higher-capacity vehicles, where safe.

Environmental Laws

XPO conducts its business in a manner that complies with all applicable environmental laws. This includes ensuring that all hazardous materials, waste or pollutants are properly labeled, stored, handled, transported, used and disposed. Environmental rules are often complex and vary by location. XPO's Compliance Office is available if employees, suppliers, customers or other stakeholders have questions regarding environmental requirements.

Cybersecurity

Globally, cyber risks continue to multiply in number and worsen in severity. At XPO, the protection of our computer systems and data is a strategic priority and we invest accordingly. Our diligence extends to protecting the data of XPO employees, customers, suppliers, independent contractors and other affiliates.



CODE OF BUSINESS ETHICS ONBOARDING

In 2020, XPO hired 31,820 employees, all of whom received our Code of Business Ethics as part of their onboarding process.

We actively combat threats via multilayered security measures to protect our systems, networks and data. As part of our cyber vigilance, we also educate our employees about the critical role they play in maintaining email integrity, confidentiality and the privacy of personal information.

European Risk Committee

XPO's European Risk Committee is a group of business function and corporate senior leaders who meet quarterly to discuss and monitor potential risks in the European operating environment. The committee is chaired by the chief compliance officer and overseen by the chief executive officer in Europe.

This team's purpose is to oversee all current risk exposures, including financial, legal, compliance, regulatory, security, safety, environmental, human rights and reputational risks. The committee also explores topics such as potential regulatory changes, trading changes and macroeconomic trends. Given the positive impact of the European Risk Committee, the company expects to implement a similar working group within its US operations.

Human Rights

XPO is committed to maintaining a global standard of integrity in the 30-plus countries and territories in which we operate. Accordingly, we're committed to conducting business in a manner that respects the human rights and dignity of all people.

We believe in fair trade practices, in human rights, in sustainable business practices that mitigate potential damage to the environment and in doing business without corruption. We will not tolerate any conduct that contributes to, facilitates or encourages human trafficking, child labor, forced labor or compulsory labor. We support government policies in the US and other countries that combat human trafficking, and we expect our subcontractors and suppliers to respect human rights laws.

In 2020, we formed a new partnership with Truckers Against Trafficking to further the company's stance against human trafficking. Our strong stand against human rights violations is supported by our Human Trafficking Policy and the e-learning programs in our XPO University curriculum. In the UK, a Countering Modern Slavery module is available to all XPO employees and mandatory for managers. In North America, the company introduced training for LTL drivers and staff in 2020 and expects to make similar e-learning available to all employees in 2021.

Anti-Bribery and Anti-Corruption

XPO does not tolerate bribery or corruption in any form, directly or indirectly, whether doing business with a government entity, commercial enterprise or individual. Our team members cannot authorize, offer to pay or accept bribes, kickbacks or gratuities. This includes offering or making payments to third parties in situations where there is reason to believe that even a portion of the payment will be offered to someone else for an improper purpose.

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About XPO Logistics

XPO Logistics, Inc. (NYSE: XPO) is a top ten global logistics provider of cutting-edge supply chain solutions to the most successful companies in the world. The company operates as a highly integrated network of people, technology and physical assets in 30 countries, with more than 1,600 locations and approximately 102,000 employees.

XPO uses its network to help more than 50,000 customers manage their goods most efficiently throughout their supply chains. XPO's corporate headquarters are in Greenwich, Connecticut, USA, and our European headquarters are in Lyon, France.



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Recognitions

XPO is widely recognized for the strength of our values-driven culture and customer dedication. In 2020, we were:

Overall

- Named one of the World's Most Admired Companies by *Fortune* magazine for three straight years (2018, 2019 and 2020) and ranked number one in our category in 2019 and 2020
- Named one of the Most Socially Responsible Companies in France by Statista, an independent global data portal
- Received a Silver medal by EcoVadis, a globally recognized sustainability ratings organization
- Dubbed a Top 100 3PL by *Inbound Logistics* magazine for seven years in a row
- Designated a Top 100 trucker by *Inbound Logistics* magazine
- Named by Gartner as a Worldwide Leader in the Magic Quadrant for Worldwide Third-Party Logistics Providers in 2020
- Recognized in four categories for excellence in transportation and logistics by readers of *Logistics Management* magazine
- Named a Winning "W" Company for Gender Diversity of our board of directors by 2020 Women on Boards, Inc.

People

- Rated 85 out of 100 on the Human Rights Campaign Foundation's Corporate Equality Index, recognizing steps taken to ensure equality for LGBTQ employees and their families
- Named a 2020 Top Diversity Employer by DiversityJobs.com, a virtual network that connects employers with job seekers from diverse backgrounds



- Designated a bronze-level Military Friendly Employer by Viqtory, a veteran-owned business that connects veterans with education and career opportunities
- Lauded as one of Forbes magazine's 50 best companies to work for in Spain in 2019 and 2020

Technology

- Recognized with an SDCE 100 award for innovation for XPO Connect, our digital freight marketplace, from *Supply & Demand Chain Executive* (SDCE) magazine
- Named to the FreightTech 25 as one of the transportation industry's most technologically disruptive companies for the third consecutive year

Sustainability

- Named a Top 75 Green Supply Chain Partner by Inbound Logistics magazine for five consecutive years
- Honored by a 2020 Green Supply Chain Award for assisting our customers in achieving measurable progress with sustainability from *Supply & Demand Chain Executive* (SDCE) magazine

Partners

- Granted the Torres & Earth Award by Spain's Familia Torres for advancing sustainable business practices
- Recognized by Ford, GM, Owens Corning and Whirlpool for supplier excellence
- Affirmed by industry peers as a top 100 Great Supply Partner via SupplyChainBrain
- Celebrated our 40th anniversary as official transport partner of the *Tour de France*

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About the Report

The XPO Logistics 2020 Sustainability Report details the company's objectives and progress in the areas of environmental sustainability, social initiatives and governance performance.

Data about financial performance is not included in the report but may be found on xpo.com under the Investors tab and in XPO's public filings with the US Securities and Exchange Commission.

The information contained in this document reflects the global activities and initiatives undertaken by XPO during calendar year 2020. The company intends to continue issuing updated sustainability reports annually.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards: Core option, and in consideration of the Sustainability Accounting Standards Board (SASB) Sustainability Disclosure Topics and Accounting Metrics for the Transportation Sector: Air Freight and Logistics.



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Performance Tables

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Performance Tables

Global Operations ($ millions)			
	2020	2019	2018
Total revenue	16,252	16,648	17,279
Cost of transportation and services	7,852	8,303	9,013
Direct operating expense	5,837	5,679	5,725
SG&A expense	2,172	1,845	1,837
Operating income	391	821	704
Gross margin	2.4%	4.9%	4.1%
Income tax expense (benefit)	31	129	122
Net income	117	440	444
Total assets	16,169	14,128	12,270
Total stockholders' equity	2,849	2,896	3,970

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Performance Tables

Workforce Data	Total		Female		Male		Undisclosed	
	2020	2019	2020	2019	2020	2019	2020	2019
Total Employment								
Permanent employees	101,881	98,800	28,073	26,104	73,695	72,548	113	148
Temporary employees[1]	18,781	32,808	494	N/A	609	N/A	17,678	N/A
Employment Type[2]								
Full-time	44,828	44,901	12,6060	12,258	32,112	32,502	110	141
Part-time	1,237	1,345	198	219	1,036	1,119	3	7
Workforce by Region								
Asia	1,735	1,766	556	579	1,179	1,187	0	0
Europe	53,774	50,081	14,627	12,733	39,147	37,348	0	0
North America	46,065	46,246	12,804	12,477	33,148	33,621	113	148
South & Central America, Other	307	707	86	315	221	392	0	0
Employee Category								
Board of Directors	8	9	3	3	5	6	0	0
Executive	78	76	7	9	71	67	0	0
Vice President	193	188	37	30	156	158	0	0
Director/Sr. Director	696	712	145	146	551	565	0	1
Manager	9,281	8,433	2,158	1,903	7,111	6,516	12	14
Individual Contributor/Non-manager	91,633	89,391	25,726	24,016	65,806	65,242	101	133

[1]XPO does not ask temporary workers to self-identify gender when they are onboarded for their assignment at XPO. Their employer of record is a third-party staffing agency.
[2]Data is for US/Canada only.

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Performance Tables

Percentage of Women in Workforce - Europe									
	Supply Chain Segment			Transport Solutions Segment			Corporate Offices		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Drivers	1.0%	0.9%	0.9%	1.7%	1.6%	1.6%	N/A	N/A	N/A
Manual workers	31.0%	30.6%	30.3%	5.6%	18.5%	8.8%	14.3%	N/A	N/A
Employees	55.7%	58.5%	47.3%	59.2%	65.6%	51.1%	63.6%	57.1%	75.6%
Managers	22.8%	22.5%	28.0%	30.6%	27.7%	30.7%	46.6%	42.5%	47.9%

Headcount Breakdown by Age Range - Europe			
	2020	2019	2018
56 years and older	13.4%	13.3%	13.1%
46-55 years	25.4%	26.2%	26.5%
36-45 years	26.4%	26.5%	26.5%
26-35 years	25.8%	25.6%	25.4%
25 years and under	9.1%	8.4%	8.5%

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Performance Tables

Employee Training (Total Hours) - North America			
	2020	2019	2018
Hourly employees[3]	370,074	306,898	264,653
Salaried Employees[3]	312,361	181,644	123,510
Drivers	27,500	154,080	261,120
New Hires	1,193,360	1,150,160	1,644,320
Total	1,901,495	1,792,782	2,293,603

[3]Based on active users in XPO University in the United States and Canada

Employee Training (Average Hours) - Europe			
	2020	2019	2018
Drivers	22.7	13.8	20.6
Warehouse workers	16.3	14.5	15.7
Office workers	16.6	30.1	20.6
Managers[4,5]	12.7	123.5	56.89

[4]The rise in training hours for managers between 2018 and 2019 can be explained by the introduction of XPO University in France in 2019.
[5]The average training hours for managers decreased between 2018 and 2019 due to two factors: 1) Due to the COVID-19 pandemic, XPO Europe had to cancel many training programs, especially those aimed at managers, and 2) the proportion of employees who are managers has increased due to new global job architecture, impacting the average training hours per managers.

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Performance Tables

Safety Metrics - North America, Latin America, and Asia[6]

	Supply Chain			Less-Than-Truckload		
	2020	2019	2018	2020	2019	2018
Accident injury rate	1.3	1.2	1.3	6.5	6.4	6.6
Lost time injury rate	0.4	0.3	0.8	4.1	4.0	4.6
Lost day rate	12.3	8.2	8.8	81.6	97.0	103.9
Crash rate (per thousand miles)	0.0	0.0	0.0	4.1	4.4	4.8
Number of hours worked	53,471,356	65,500,000	68,078,471	38,796,626	41,632,439	40,023,468

Safety Metrics - North America, Latin America, and Asia[6]

	Transportation Segment											
	Last Mile			Expedite			Legacy Jacobson & Managed Transportation			Intermodal		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Accident injury rate	1.7	2.7	2.6	0.0	0.0	0.0	3.4	3.2	0.0	0.0	2.7	0.7
Lost time injury rate	1.4	1.9	N/A	0.0	0.0	0.0	3.1	-	0	0.0	0.0	0.0
Lost day rate	49.5	28.8	18.4	0.0	0.0	0.0	-	-	-	0.0	0.3	0.2
Crash rate (per thousand miles)	-	-	-	0.4	0.2	0.5	0.3	0.5	0.7	1.7	1.9	1.1
Number of hours worked	3,475,563	3,918,670	2,905,911	-	-	-	702,680	815,360	-	573,760	568,440	573,569

[6]Where appropriate, we incorporated safety metrics for contract workers into the metrics for direct employees. Blank cells denote where information was unavailable, or not tracked by the business unit.

Safety Metrics - Europe

	2020	2019	2018
Accident injury rate	6.5	7.5	7.4
Lost time injury rate	2.8	3.2	3.5
Lost day rate	83.5	133.4	115.0
Crash rate (per thousand miles)	2.5	3.1	3.0
Number of hours worked	123,751,196	132,061,842	134,128,960

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Performance Tables

Safety Measurement System BASIC Percentiles - United States[7]									
	Supply Chain			Less-Than-Truckload (LTL)			XPO WorldWide		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Unsafe driving	-	-	-	2%	4%	5%	-	-	-
Crash indicator	39%	59%	19%	44%	36%	33%	-	57%	-
Hours-of-service compliance	-	-	-	28%	29%	26%	-	-	-
Vehicle maintenance	-	-	-	62%	57%	47%	-	-	-
Controlled substances/alcohol	-	-	-	0%	0%	0%	-	-	-
Hazardous materials compliance	-	-	-	89%	86%	92%	-	-	-
Driver fitness	-	2%	-	62%	71%	47%	-	-	-

Safety Measurement System BASIC Percentiles - United States[7]									
	Transportation Segment								
	Last Mile			Expedite			Legacy Jacobson		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Unsafe driving	-	-	-	14%	27%	64%	10%	18%	19%
Crash indicator	-	-	-	18%	15%	66%	2%	20%	14%
Hours-of-service compliance	-	-	-	30%	32%	24%	33%	61%	59%
Vehicle maintenance	-	-	-	54%	55%	56%	58%	59%	60%
Controlled substances/alcohol	-	0%	0%	0%	4%	0%	-	-	-
Hazardous materials compliance	-	-	-	0%	0%	0%	-	-	-
Driver fitness	-	-	-	0%	0%	0%	-	-	60%

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Performance Tables

Safety Measurement System BASIC Percentiles - United States[7]									
	Transportation Segment								
	Intermodal - Drayage			Intermodal - Cartage			Intermodal - Port Services		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Unsafe driving	47%	36%	40%	1%	-	1%	-	-	-
Crash indicator	41%	56%	65%	10%	4%	11%	28%	-	-
Hours-of-service compliance	75%	78%	63%	18%	29%	33%	-	-	-
Vehicle maintenance	95%	93%	91%	55%	39%	29%	53%	23%	44%
Controlled substances/alcohol	-	-	-	-	-	-	-	-	-
Hazardous materials compliance	89%	90%	70%	-	-	-	-	-	-
Driver fitness	36%	36%	28%	-	-	-	-	-	-

[7] Blank cells denote instances where the Federal Motor Carrier Safety Administration (FMCSA) did not provide a BASIC percentile because they did not conduct adequate sampling to make the percentage meaningful.

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Performance Tables

Energy - North America, Latin America, and Asia[8]								
	Supply Chain Segment				Transportation Segment			
	2020	2019	2018	2017	2020[9]	2019	2018	2017
Energy Consumption within the Organization (mmBtu)								
Propane	111,129	250,195	146,132	25,618	551,852	625,876	666,462	634,973
Diesel	23,256	17,455	15,706	18,167	12,877,877	13,178,510	13,545,163	13,377,779
Biodiesel	-	-	-	-	-	5,030	26,669	36.014
Compressed natural gas	-	-	-	-	-	1,049	2,950	5,345
Natural gas	414,338	474,149	515,947	383,226	168,795	203,251	173,711	144,630
Gasoline[10]	21,410	1,309	1,078	1,720	38,114	64,398	61,006	14,232
Electricity	613,070	629,058	710,530	658,916	273,732	317,432	410,318	387,893
Ethanol	15	6	-	-	57	216	-	-
Methanol	-	-	-	-	357	278	-	-

Energy - North America, Latin America, and Asia[8]								
	XPO Corporate				Transportation Segment			
	2020	2019	2018	2017	2020[9]	2019	2018	2017
Energy Consumption Outside the Organization (mmBtu)								
Gasoline[11]	22,802	36,251	20,371	21,816	-	95,807	100,577	129,286
Diesel	-	-	-	-	-	3,291,618	2,631,422	2,687,664
Biodiesel	-	-	-	-	-	888	4,706	-

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Performance Tables

Greenhouse Gas Emissions - North America, Latin America, and Asia[8]												
	Supply Chain Segment				Transportation Segment				XPO Corporate			
	2020	2019	2018	2017	2020[9]	2019	2018	2017	2020	2019	2018	2017
Direct (Scope 1) GHG emissions (metric tons CO_2e)	35,108	45,445	42,173	23,466	1,083,668	1,109,507	1,064,010	1,047,311	-	-	-	-
Indirect (Scope 2) GHG emissions (metric tons CO_2e)	75,184	82,117	82,747	86,355	35,540	40,702	54,292	51,136	-	-	-	-
Indirect (Scope 3) GHG emissions (metric tons CO_2e)[12]	9,578	9,027	8,308	8,076	283,517	284,791	230,219	254,026	4,628	9,538	10,707	6,780

Pollutant Emissions - North America, Latin America, and Asia[8]								
	Supply Chain Segment				Transportation Segment			
	2020	2019	2018	2017	2020[9]	2019	2018	2017
NO_x (metric tons)								
Scope 1 emisions	-	-	-	-	-	1,438	1,980	2,094
Scope 2 emisions	44	48	65	61	23	27	40	38
Scope 3 emisions	-	-	-	-	-	14,988	15,904	13,969
SO_2 (metric tons)								
Scope 2 emisions	48	56	72	70	26	30	46	43
PM_{10} (metric tons)								
Scope 1 emisions	-	-	-	-	-	27	45	48
Scope 3 emisions	-	-	-	-	-	442	500	452
$PM_{2.5}$ (metric tons)								
Scope 1 emisions	-	-	-	-	-	25	42	44
Scope 3 emisions	-	-	-	-	-	436	495	447

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Performance Tables

Water Consumption - North America, Latin America, and Asia[8]

	Supply Chain Segment				Transportation Segment			
	2020	2019	2018	2017	2020[9]	2019	2018	2017
Total water use (gallons)	107,543,188	76,938,018	74,814,515	100,836,787	242,711,255	103,892,322	116,528,190	132,728,600

Waste - North America, Latin America, and Asia[8]

	Supply Chain Segment				Transportation Segment			
	2020	2019	2018	2017	2020	2019	2018	2017
Total waste generated (metric tons)	40,586	38,670	42,119	35,869	45,082	38,351	39,364	32,307
Total waste sent to landfill (metric tons)	28,349	22,923	21,173	21,105	39,098	32,744	31,166	25,712
Total materials recycled (metric tons)	12,192	15,685	20,344	14,720	5,685	5,259	7,823	6,330
Total hazardous waste (metric tons)	45	62	63	44	299	348	375	265

Freight Transport Metrics - North America, Latin America, and Asia[8]

	Transportation Segment			
	2020[9]	2019	2018	2017
Total freight transport - Own Operations (million metric ton-kilometers)	-	14,034	16,331	15,872
Total GHG footprint - Own Operations (metric ton CO_2e/million metric ton-kilometer)	-	68	61	63
Total freight transport - Contract Carriers (million metric ton-kilometers)	-	38,675	40,779	35,252
Total GHG footprint - Contract Carriers (metric ton CO_2e/million metric ton-kilometer)	-	71	68	68

[8] 2017-2019 data reflects North America only. 2020 data reflects North America, Latin America, and Asia.
[9] Some data tracked by our transportation partner lags by one year. Accordingly, some 2020 metrics are unavailable at the time of reporting, and some 2019 metrics have been updated to reflect newly available data. Because some data lags, XPO reports four years on environmental data (2017-2020) for North America, Latin America, and Asia to ensure at least three years' worth of data is made available for each metric.
[10] 2018 was the first year XPO's transportation segment began tracking gasoline consumption from company cars.
[11] Gasoline consumption for XPO Corporate is based on rental cars used for business travel.
[12] Scope 3 emissions for XPO's Supply Chain Segment are emissions associated with waste. Scope 3 emissions for XPO's Transportation segment include emissions from owner-operators and emissions associated with waste. Emissions from business travel are now tracked under XPO Corporate.

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Performance Tables

Electricity Consumption - Europe

	Supply Chain Segment			Transportation Segment		
	2020	2019	2018	2020	2019	2018
Electricity consumption (kWh)	281,298,104	333,705,982	348,938,633	20,896,272	23,851,547	26,922,226

Facilities Fuel Consumption - Europe

	2020	2019	2018
Natural gas (m^3)	7,771,925	7,827,811	6,602,174
Butane, propane (m^3)	50,096	64,970	-
Heating oil (liters)	641,435	728,247	785,400
Diesel (liters)	182,443,216	213,447,040	223,863,425

Greenhouse Gas Emissions - Europe

	Supply Chain Segment			Transportation Segment		
	2020	2019	2018	2020	2019	2018
Direct (Scope 1) GHG emissions (metric tons CO_2e)	173,046	221,586	152,976	397,231	432,165	483,959
Indirect (Scope 2) GHG emissions (metric tons CO_2e)	68,760	79,615	86,503	3,387	3,570	3,972
Indirect (Scope 3) GHG emissions (metric tons CO_2e)[12]	-	-	31,901	161,681	754,442	708,173

[13]Since 2018, we have reviewed how we account for Scope 3 emissions in Europe to improve the consistency of our data. As this is an ongoing process, we have reported on a reduced scope for the purposes of this report. In scope are the GHG emissions from third-party road transportation services in France, Poland, Romania and Italy. Emissions were calculated using emissions factors set by ADEME (French Environment and Energy Management Agency), average weight by activity and the theoretical distance of each trip.

Waste - Europe

	2020	2019	2018
Total waste generated (metric tons)	98,042	94,179	97,788
Total waste sent to landfill (metric tons)	9,283	7,754	14,522
Total materials recycled (metric tons)	80,534	77,856	76,614
Total hazardous waste (metric tons)	8,906	9,109	6,650

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SASB Reference Table

SASB Reference Table		
SASB Code	**Accounting Metric**	**Cross-Reference or Answer**
Greenhouse Gas Emissions		
SASB - TR-AF-110a.1	Gross global Scope 1 emissions (metric tons CO_2e)	Performance Tables, p. 83
SASB - TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Innovative, pp. 43 - 45 Performance Tables, pp. 83-85
SASB - TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	Performance Tables, p. 82
Air Quality		
SASB - TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N_2O), (2) SOx, and (3) particulate matter (PM_{10})	Performance Tables, p. 83
Labor Practices		
SASB TR-AF-310a.1	Percentage of drivers classified as independent contractors	North America: 16%
SASB TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	XPO will not disclose this figure, except to the extent material and required by SEC rules.
Employee Health and Safety		
SASB TR-AF-320.a1	(1) Total recordable injury rate and (2) fatality rate for (a) full-time employees and (b) contract employees	Performance Tables, p. 79
Supply Chain Management		
SASB - TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	This data is not available at this time.
SASB - TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	Performance Tables, p. 84

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SASB Reference Table

Accident & Safety Management		
SASB TR-AF-540a.1	Description of implementation and outcomes of Safety Management System	Safe, pp. 13-23
SASB TR-AF-540a.2	Number of aviation accidents	This disclosure is not applicable to XPO.
SASB TR-AF-540a.3	Number of road accidents and incidents	Performance Tables, p. 79
SASB TR-AF-540a.4	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	Performance Tables, pp. 80-81
Activity Metrics		
SASB - TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	US LTL: $.01136[1] US NAT: $0.145[1] Europe: 9,170,375,213
SASB - TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	US LTL: 24,138[2] Europe: 0.945
SASB - TR-AF-000.C	Number of employees, number of truck drivers	101,881 employees 23,342 truck drivers

[1] Calculated as revenue per ton-mile, based on ton-miles from the shipment perspective, not the vehicle perspective.
[2] Calculated based on miles that shipments travel and shipment weight.

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GRI Content Index

GRI 102: General Disclosures 2016*		
Disclosure	**Description**	**Cross-Reference or Answer**
Organizational Profile		
102-1	Name of the organization	XPO Logistics, Inc.
102-2	Activities, brands, products and services	Company Profile, pp. 4 - 7 2020 10-K, pp. 4-8
102-3	Location of headquarters	Greenwich, CT
102-4	Location of operations	About XPO Logistics, p. 71 2020 10-K, pp. 4-8, 31
102-5	Ownership and legal form	2020 10-K, p. 1
102-6	Markets served	Company Profile, p. 4 2020 10-K, pp. 4-8, 10-11
102-7	Scale of the organization	About XPO Logistics, p. 71 Company Profile, p. 4 2020 10-K, pp. 4, 31, 36-37
102-8	Information on employees and other workers	About XPO Logistics, p.71 Company Profile, p. 4 Inclusive, p. 25 Performance Tables, pp. 76-77 2020 10-K, pp. 4-5, 13
102-9	Supply chain	Innovative, p. 42 Inclusive, p. 39 Entrepreneurial, p. 62
102-10	Significant changes to the organization and its supply chain	Inclusive, p. 39 Entrepreneurial, p. 62
102-11	Precautionary Principle or approach	Respectful, p. 69

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GRI Content Index

102-12	External initiatives	▪ CDP ▪ Ecovadis ▪ Objectif CO_2 (France) ▪ FORS (UK) ▪ ISO14001 ▪ SmartWay ▪ LERS ▪ Operation Clean Sweep
102-13	Membership of associations	▪ Achieving Women's Excellence in Supply Chain Operations, Management and Education (AWESOME) ▪ American Benefits Council ▪ American Trucking Association ▪ Consumer Technology Association ▪ Council of Supply Chain Management Professionals (CSCMP) ▪ Retail Industry Leaders Association (RILA) ▪ SmartWay® Partner, US Environmental Protection Agency ▪ National Federation for Road Transport ▪ National Union for Refrigerated Warehouses ▪ National Union for Refrigerated Transport ▪ ASLOG (Supply Chain sector network) ▪ FEVAD (E-commerce Federation) ▪ British Frozen Food Federation ▪ Cold Chain Federation ▪ Royal Society for the Prevention of Accidents ▪ British Safety Council Chemical Business Association ▪ The Chartered Institute of Logistics & Transport ▪ Forklift Truck Association UK

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GRI Content Index

Ethics and Integrity		
102-16	Values, principles, standards and norms of behavior	Our Values XPO Code of Business Ethics Company Profile, pp. 8-9 Respectful, pp. 67-68
102-17	Mechanisms for advice and concerns about ethics	Respectful, p. 68 Reports or ethical concerns can be submitted directly to the Compliance Office at ComplianceOffice@xpo.com. Additionally, employees located in the United States or Canada may submit a report through XPO's Ethics Hotline at (800) 638-1486 or our Ethics website at www.XPO.ethicspoint.com. If employees are located outside the United States and Canada they can report through our Ethics website at www.XPO.ethicspoint.com or refer to the Code of Business Ethics for a local phone number. Concerns can be reported anonymously, unless otherwise prohibited by applicable local law. The Company's Code of Business Ethics contains additional information regarding reporting options. Additional information and guidance regarding this Policy can also be obtained from the Compliance Office at ComplianceOffice@xpo.com.
Governance		
102-18	Governance structure	Respectful, pp. 65-66 Environmental and social risks are considered, along with other material risks to the business, directly by the XPO board of directors.

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GRI Content Index

Stakeholder Engagement		
102-40	List of stakeholder groups	■ Community representatives ■ Customers ■ Employees ■ Government regulators and agencies ■ Industry competitors ■ Investors
102-41	Collective bargaining agreements	As of December 31, 2020, in the United States, XPO had one ratified contract with the International Association of Machinists and was negotiating collective bargaining agreements with the International Brotherhood of Teamsters at six locations covering approximately 230 employees. In the European Union, 76% of XPO Logistics employees were covered by a collective bargaining or similar agreement.
102-42	Identifying and selecting stakeholders	XPO considers stakeholder engagement to be a critical component of its success and ommitment to conduct business with honesty and integrity. We're a global leader in our industry; an employer of over 100,000 professionals across the world; a neighbor and partner in thousands of communities; and thousands of investors include XPO stock as part of their investment portfolio. As such, we believe it's essential to maintain open dialogue on issues ranging from workplace safety to technology investments with employees, customers, investors, elected officials, community leaders, and others.
102-43	Approach to stakeholder engagement	■ Quarterly engagement surveys ■ Stakeholder email groups ■ Roundtable discussions ■ Employee Engagement Committees ■ Industry conferences ■ In-person meetings ■ Town hall forums ■ Internal workplace virtual channel ■ Leadership meetings
102-44	Key topics and concerns raised	■ Application of new technologies ■ Compensation package, including employee benefit programs ■ Emerging industry trends ■ Health and safety programs ■ Investment strategy ■ Workplace culture

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GRI Content Index

Reporting Practice		
102-45	Entities included in the consolidated financial statements	2020 10-K, Exhibit 21
102-46	Defining report content and topic boundaries	XPO Logistics conducted its first materiality analysis in 2018. The disclosures reported align with our material issues.
102-47	List of material topics	▪ Anti-corruption ▪ Emissions ▪ Employment ▪ Energy ▪ Occupational health and safety ▪ Training and education
102-48	Restatements of information	For 2019, we have adjusted some energy and emissions data to reflect newly available data.
102-49	Changes in reporting	None.
102-50	Reporting period	January 1, 2020 - December 31, 2020
102-51	Date of most recent report	April 2020
102-52	Reporting cycle	Annual.
102-53	Contact point for questions regarding the report	Sarah Shelden, sarah.shelden@xpo.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core Option.
102-55	GRI content index	Performance Tables, p. 88
102-56	External assurance	2020 environmental and HR-related data for XPO's European operations have been validated by third-party accredited auditors. The rest of this report has not been externally assured.

*XPO Logistics' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

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GRI Content Index

GRI 103: Topics and Topic Boundaries 2016, 2018*		
Material Topic	**Cross-Reference or Answer**	**Relevant External Entities**
Economic		
GRI 205: Anti-Corruption 2016	Respectful, pp. 68, 70 XPO Code of Business Ethics	Customers, Government regulators
Enviromental		
GRI 302: Energy 2016	Innovative, pp. 43-45 Entrepreneurial, pp. 53-55	Community representatives, Customers, Government regulators and agencies, Investors
GRI 305: Emissions 2016	Innovative, pp. 43-45 Entrepreneurial, pp. 49-50, 52, 54-56	Community representatives, Customers, Government regulators and agencies, Investors
Social		
GRI 401: Employment 2016	Inclusive, pp. 25, 30-35 Entrepreneurial, p. 46 2020 10-K, p. 13	N/A
GRI 403: Occupational Health and Safety 2018	Company Profile, p. 8 Safe, pp. 13-23 Innovative, pp. 46-47	N/A
GRI 404: Training and Education 2016	Inclusive, pp. 34-35, 38 Safe, pp. 16, 18 Respectful, p. 68 2020 10-K, p. 13	N/A

* XPO Logistics' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, for the GRI standard 403, XPO Logistics applied the 2018 version.

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GRI Content Index

GRI 200-400: Topic-Specific Disclosures 2016, 2018*			
Topic	**Disclosure**	**Description**	**Cross-Reference or Answer**
Economic			
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Respectful, pp. 68, 70 XPO Code of Business Ethics
	205-3	Confirmed incidents of corruption and actions taken	There were six total confirmed cases: five resulted in terminations, and one resulted in a Final Written Warning.
Enviromental			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Performance Tables, pp. 82, 85
	302-2	Energy consumption outside of the organization	Performance Tables, pp. 82-83
	302-4	Reduction of energy consumption	Innovative, pp. 43-45 Entrepreneurial, pp. 53-56
GRI 302: Energy 2016	305-1	Direct (Scope 1) GHG emissions	Performance Tables, pp. 83, 85
	305-2	Energy Indirect (Scope 2) GHG emissions	Performance Tables, pp. 83, 85
	305-3	Other indirect (Scope 3) GHG emissions	Performance Tables, pp. 83, 85
	305-5	Reduction of GHG emissions	Innovative, pp. 43-45 Entrepreneurial, pp. 49-50, 52, 54-56
Social			
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Safe, p. 16 Inclusive, p. 33 Benefits provided: ▪ Medical ▪ Dental ▪ Vision ▪ Life Insurance ▪ Short Term Disability ▪ Long Term Disability ▪ Paid Parental Leave ▪ Family Bonding Leave ▪ Tuition Reimbursment
	401-3	Parental leave	Inclusive, p. 33

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GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Safe, p. 18-19 2020 10-K, p. 14
	403-2	Hazard identification, risk assesment, and incident investigation	Safe, p. 18-19, 23 Disciplined oversight is key to our safety performance and a foundation of all sustainability practices at XPO. Our operations perform safety audits and report regionally in North America and Europe. A dedicated department with local safety staff in each country of operation is responsible for quality, health, safety and environmental performance. Two important components of XPO's corporate safety structure are our Global Safety Committee, which is comprised of safety leaders who meet on a regular basis to share best practices, and our Global Safety Summit, which is dedicated to defining the n s improvement. Road to Zero is an example of a global program that is a direct result of the Global Safety Summit. XPO's Safety Care Cards improve on-site safety engagement by encouraging colleagues to report near misses and potentially dangerous situations, and to acknowledge positive safety actions. XPO has also implemented webcam meetings among leadership to review critical safety events and distill key lessons, which are shared with employees in pre-shift meetings and posters in our service centers and integrated our safety training.
	403-3	Occupational health services	Safe, p. 18-19
	403-4	Worker participation, consultation, and communication on occupational health and safety	Safe, p. 18-20 XPO has implemented webcam meetings among leadership to review critical safety events. We distil key lessons, which are shared with employees through pre-shift meetings, posters in our service centers and integrated into safety training.
	403-5	Worker training on occupational health and safety	Safe, p. 18-22 Our safety team is available to assist customers with programs that can reduce cargo damage, improve security and enhance worker safety. We also offer online safety training for owner-operators in our motor carrier networks.

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	403-6	Promotion of worker health	Safe, pp. 18-22 Our safety team is available to assist customers with programs that can reduce cargo damage, improve security and enhance worker safety. We also offer online safety training for owner-operators in our motor carrier networks.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safe, pp. 18-21 Our safety team is available to assist customers with programs that can reduce cargo damage, improve security and enhance worker safety. We also offer online safety training for owner-operators in our motor carrier networks.
	403-9	Work-related injuries	Performance Tables, p. 79
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Safe, p. 20 Inclusive, p. 34 Performance Tables, p. 78 Job/role specific training on the individual sites is not captured in the LMS and is two weeks or more per hourly employee. Drivers are required to take a mandatory 60 hours of training per year. No information is captured by gender.
	404-2	Programs for upgrading employee skills and transition assistance programs	Inclusive, pp. 34-45 Programs for upgrading employee skills and transitioning into the company are provided through corporate and some job-specific onboarding training and new hire orientation. We do not have programs for transitioning employees out of the company.
GRI 405: Diversity and Equal Opportunity 2016**	405-1	Diversity of governance bodies and employees	Inclusive, pp. 26-29 Performance Tables, p. 76
GRI 416: Customer Health and Safety 2016**	416-1	Assessment of the health and safety impacts of product and service categories	Safe, pp. 18-19

* XPO Logistics' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, for the GRI standard 403, XPO Logistics applied the 2018 version.
**Additional disclosures not related to material GRI topics.

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