



Code of Conduct



Forward™



Omni Logistics



**“Each of us
must strive to
conduct business
with honesty,
transparency,
and a sense of
responsibility.”**

Shawn Stewart

A Message from Shawn Stewart, President & CEO

As we continue to integrate and transform into one, unified company pushing toward a common goal, it is imperative that we bring to life our shared set of values – Commitment, Community, Collaboration and Culture. With the best employees in the industry, it is our duty to our customers, business partners, and each other to do things the right way, every day.

The Code of Conduct is the baseline for everything we do – it’s our DNA. The Code of Conduct is more than a simple set of rules; it reflects our values and drives our mission and purpose every day.

Each of us must strive to conduct business with honesty, transparency, and a sense of responsibility. We are all accountable for our actions and for upholding our Code of Conduct. If you ever face a situation where you are unsure about the right course of action to take, always speak up and seek guidance. Together, as a team, we can ensure our company operates with the highest level of integrity while positively impacting our communities worldwide.

Our Commitment

This Code of Conduct (the “Code”) embodies the commitment of Forward Air Corporation and each of its subsidiaries and affiliated companies, branch offices, and other Company controlled entities (collectively, the “Company” or “Forward Air”) to conduct its business in compliance with all applicable laws, with integrity and with high ethical and moral standards.

The Code outlines the responsibilities we have as individuals and sets out the standards that are expected of each of us as valued individuals working for or providing services to Forward Air. We are each accountable for our own behaviors and the way in which we go about performing our roles. Forward Air expects each of us to maintain the highest ethical standards, to act honestly and fairly and to behave respectfully and with the utmost integrity. In addition to the Code, you should be familiar with the policies which are referenced in the Code.

Taking responsibility

While the Code gives general guidance, it cannot cover every situation that you may be faced with when performing your roles. It does, however, tell you where to look for more information or guidance and how to report any concerns. Be sure to speak up and do not ignore any concerns. You must take responsibility for your own actions and for making sound judgments.



Think carefully about your decisions and actions. Ask yourself whether the decision or action feels right, whether it is consistent with the Code, the Company's policies and values and whether it would still feel right if others knew about it. Could you explain yourself to your colleagues and to senior management? If you have any doubts, seek guidance from your supervisor, a representative from Human Resources (“HR”) or Ethics & Compliance.

Who does the Code apply to?

The Code applies to all of Forward Air's directors, officers, employees (whether permanent, fixed term or temporary), as well as all consultants, contractors, agents, casual workers, volunteers and agency staff of the Company who work on behalf of the Company worldwide (which are referred to in the Code alternatively as “we” or “you” based on context). We hold ourselves to high standards and expect the third parties that we do business with to do the same.

What if I have supervisory responsibilities?

Employees who have supervisory authority over others are in a position of trust and influence and must lead by example to maintain an ethical work environment. You must actively demonstrate that doing the right things is important to you and that the Code standards are an essential part of your work life. You should do this by:

- Communicating the Company's policies and procedures and assisting team members to understand them.
- Maintaining open and honest communication.
- Creating an environment that encourages and prioritizes doing the right thing in all aspects of your work.
- Reporting any allegations of wrongdoing to Ethics & Compliance (Refer to "Reporting – How Do I Report?").
- Mandating that your team members comply with Company policies and procedures and applicable laws and regulations.
- Holding yourself and your team members accountable if you fail to adhere to the Code.
- Ensuring that your team members complete any mandatory training; and
- Taking action to protect members of your team from retaliation if they speak up about issues or concerns.

Ask yourself whether the decision or action feels right, whether it is consistent with the Code, the Company's policies and values and whether it would still feel right if others knew about it.



Together We Excel

We know that great service to our customers comes from the fantastic people working at Forward Air. Our people deserve to work in an environment that enables them to flourish, innovate and work as part of a team. Every individual is valued for their unique contribution to the success of the Company.

What does this mean for me?

Forward Air is an inclusive workplace

We celebrate the variety of backgrounds, experiences, and cultures within our organization and believe that they make us a better company. We expect colleagues to treat each other with courtesy and respect and to listen and value each other's input. We make employment decisions and provide equal opportunities without reference to race, religion, creed, color, national origin, ancestry, physical or mental disability, medical condition, marital status, sex, pregnancy, childbirth, sexual orientation, gender identity or expression, genetic information, veteran status, age or any other basis made unlawful under applicable law.

We do not tolerate any form of harassment

We want our colleagues to work in an environment which is free from violence or threatening, abusive, or intimidating behavior. We do not tolerate verbal or physical conduct that intimidates, endangers, or creates the perception of intent to harm persons or property or creates a hostile workplace. This includes offensive remarks, jokes, inappropriate electronic communications, unwanted sexual advances, harassing notes or emails or humiliating behavior.

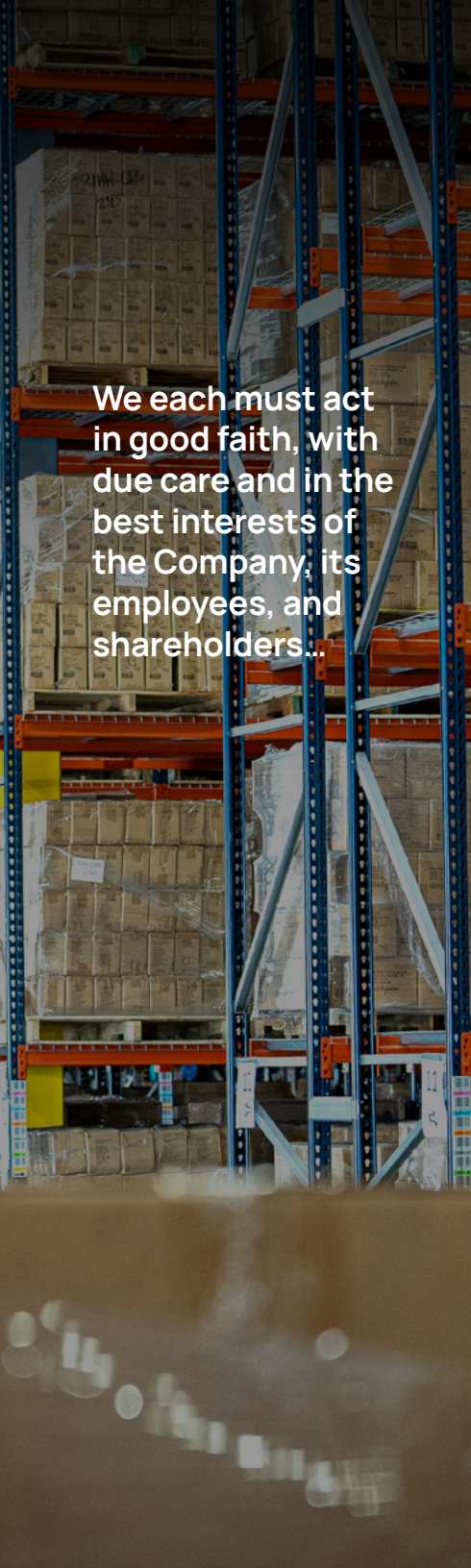
We provide a safe and healthy working environment

We have an individual and collective responsibility to ensure a safe and

healthy workplace. You must strictly comply with all regulations and Company health and safety policies and procedures and consider the impact of your own decisions on the safety of others. We aim to prevent accidents by understanding and mitigating the risks in our workplace. We all have a responsibility to identify areas where we can improve safety. You are required to immediately report any unsafe or hazardous condition or accident, - no matter how minor - to your supervisor.

Alcohol and drugs can be extremely disruptive and harmful to the workplace. They can adversely affect a colleague's work performance and can pose serious safety and health risks to the user and others which may have a negative impact on work efficiency.





We each must act in good faith, with due care and in the best interests of the Company, its employees, and shareholders...

You must not use, possess, distribute, or sell alcohol or any illegal drug while on the Company's premises, while on duty, or while operating vehicles or equipment owned or leased by the Company. You must not work under the influence of alcohol, illegal drugs, or any substance that could inhibit you from performing your job effectively, safely, and without disrupting colleagues.

You must avoid all conflicts of interest

We each must act in good faith, with due care and in the best interests of the Company, its employees, and shareholders and in accordance with the Conflict-of-Interest Policy. A "conflict of interest" arises when an individual's personal interests (including those of family members) conflict with or are inconsistent with the interests of the Company or those same personal interests impair the ability of the individual to make objective and unbiased decisions in the best interests of the

Company. You are expected to deal with customers, suppliers, vendors, and all others doing business with the Company based on what is in the best interest of the Company, without favor or preference based on personal considerations.

There are many situations in which a conflict of interest could develop, such as: working a second job, holding a financial interest in a competing business or a business providing services to the Company, hiring a relative, buying, selling or leasing any kind of property, facility equipment or service to or from the Company in your personal capacity, taking advantage for yourself or a friend or family member of corporate opportunities that are presented to you or discovered through your position and using Company property or information.

You must be alert to any conflicts of interest. As soon as a conflict of interest or potential conflict of interest arises you must notify Ethics & Compliance. This is the

case even if you think that an actual conflict has not occurred; even the appearance of a conflict of interest could cast doubt on our integrity or damage the Company's reputation.

Compliance with Laws and Regulations

We all must comply with applicable laws, rules and regulations. As a publicly traded corporation, the Company and its directors, officers and employees are subject to listing rules and regulations. When an individual has any questions concerning the application or interpretation of a law, rule or regulation, that individual should first seek the advice of his or her immediate supervisor or department head and thereafter the Company's Legal Department. Deliberate disregard of the law will not be tolerated, and ignorance of the law will not excuse an individual's failure to comply with any applicable law, rule or regulation.

Insider Trading

The Company and its directors, officers, employees and consultants must comply with applicable “insider trading laws,” which restrict transactions by persons with access to material non-public information. The Company has adopted an insider trading policy which is applicable to all directors, officers, employees and consultants. It is illegal and against Company policy for any person to directly or indirectly buy, sell or engage in certain other transactions in Company securities while in possession of material, non-public information (“inside information”).

These same restrictions apply to the securities of other companies if you come to possess inside information relating to such other company in the course of your work for the Company. It is also illegal and against Company policy to inform other persons about inside information relating to the Company or such other company or to recommend buying or selling any such securities based on such information. If you have any questions regarding the “insider trading laws” or the Company’s insider trading policy, you should contact the Company’s Chief Legal Officer.

Authorized Spokesperson

It is the Company’s policy to disclose material information concerning the Company to the public only in accordance with the applicable securities laws to avoid inappropriate publicity and to ensure that all such information is communicated in a way that is reasonably designed to provide broad, non-exclusionary distribution of information to the public. Only those individuals specifically designated by the Company to be its authorized speakers may disclose material information concerning the Company to analysts, investors, the press, and the public.



Where should I go for more detailed information?

- Conflict of Interest Policy
- Employee Handbook
- Insider Trading Policy

Our Place in the Community

Forward Air has a long history and values its place in the community. It is imperative therefore that we always conduct business in a way that we can be proud of and act with utmost honesty, integrity, professionalism, and in compliance with our policies and all applicable laws and regulations.

What does this mean for me?

We have zero tolerance for bribery and corruption

We do not tolerate bribery or corruption in any form whatsoever, whether from an individual working for or on behalf of the Company or any person we deal with. You must never offer, pay, give, or receive bribes whether directly or indirectly. Even the perception of bribery or corruption can be harmful to our business or to individuals. A bribe includes any direct or indirect payment, benefit, gift, kickback or anything of value offered given or received, with the purpose of improperly influencing a decision or outcome. Forward Air also strictly prohibits facilitation payments which are unofficial payments to government officials to expedite or ensure routine government actions are taken, such as the issuing



of permits or visas. These are prohibited even if they may be lawful in your country, except when there is a threat of death, bodily harm or injury or immediate incarceration and this is reported immediately to Ethics & Compliance.

Gifts and Entertainment

You must be careful in relation to the giving or receiving of gifts and entertainment to or from third parties. These can affect our objectivity and create the appearance of corruption. The Company is committed to promoting its services based on quality, price, responsiveness, and reputation for integrity in conducting its business. The Company's vendors should compete to supply goods and services needed by the Company on the same basis. Our Gifts,

Entertainment & Hospitality Policy provides details on thresholds and required approvals. You must not ever offer, give or accept any cash, loan, securities or cash equivalent as a gift regardless of the amount.

We follow anti-trust and competition laws

Forward Air is committed to competing for business in a fair and ethical manner and does not tolerate any anti-competitive activity. Breach of anti-trust and competition laws can have very serious consequences both for the Company and for individuals. You must not enter into any form of agreement, arrangement, or understanding which restricts or distorts competition. You must not agree with any competitor (directly or indirectly) to fix prices, set terms

and conditions, fix profit margins, divide markets, or collude with others to affect the outcome of any bids.

You must be careful when interacting with competitors – such as at industry events – not to seek or share any sensitive information. Even a casual conversation can create the appearance of a common understanding among competitors, creating potential risk. You must not ask any new hires coming from a competitor for sensitive information, and new hires must not provide, or bring to Forward Air or make available such information.

We comply with all applicable trade laws

A breach of trade laws and regulations can have very serious consequences, not just for the Company, but for individuals (including criminal prosecution). You must familiarize yourself with the Company's trade compliance policies and procedures and

strictly adhere to them. Regardless of where you are located, you must understand and follow all applicable export controls, trade embargoes, and economic sanctions imposed by the U.S. Government and governments of any country or territory applicable to the transaction. As a U.S. company, we do not participate in any trade boycotts which are not approved by the U.S. Government.

Money laundering occurs when illegally obtained money is concealed in legitimate business dealings. We must be alert to the possibility of the Company being exploited in this way. You must not knowingly engage in or facilitate any money laundering transactions. Make sure to carefully scrutinize business transactions on behalf of the Company and look out for any red flags such as unknown parties, unusual payment requests, or transfers of funds or cash payments. The Company does not tolerate unlawful tax evasion nor the criminal facilitation of tax evasion, nor any

fraudulent conduct from anyone working for or on the Company's behalf.

We respect human rights and the dignity of all people

We are committed to embedding respect for human rights in our business and maintaining the highest standards of ethical business practices and legal regulatory compliance. We do not engage in human trafficking, human slavery or use any form of forced, indentured or child labor. We do not tolerate any behavior that encourages or facilitates this. We have adopted a human rights policy with principles applicable to our business.

We comply with all applicable environmental laws in the conduct of our business

We ensure that all hazardous materials, waste, and pollutants

We are committed to embedding respect for human rights in our business...



handled, used, or disposed of as part of our business are dealt with properly. We are committed to exploring and implementing sustainable initiatives that will benefit our employees, customers, partners, and communities. We all have a responsibility to ensure that we use resources efficiently and minimize the environmental impact associated with our activities.

We do not engage in unfair dealings

Our reputation is a key asset. You must not engage in unfair practices or take unfair advantage of anyone. We are committed to upholding the highest ethical standards, and we expect the same from others.

Relationships with suppliers and other business partners

We expect our suppliers and business partners to uphold the same standards as Forward Air and

to be committed to adopting the same principles of doing business as Forward Air. You must be sure you know who you are doing business with by conducting appropriate due diligence as set out in the Third Party Management Policy and relevant onboarding procedures.

Political Contributions and Interaction with Government Officials

To avoid any impropriety or the appearance of impropriety, the Company has adopted a policy of discouraging entertainment of and gifts, gratuities, and favors to government employees, agents, or officials. Any potential provision of entertainment or gifts, gratuities, and favors to government officials must be carefully reviewed in advance and shall not be made unless made in compliance with Company policy and all necessary pre-approvals obtained. You must not make, directly or indirectly, any political contributions on behalf of

or in the name of the Company using Company funds or otherwise.

You are fully entitled to make your own decision as to the level and affiliation of your participation in politics. Since partisan political activity is highly personal, it must be done on your personal time and at your own expense. You must never represent or give the impression that you are representing the Company or expressing the views of the Company during any political activities or in campaign materials.

Community Participation

It is the Company's policy to encourage its employees, officers, and directors to participate in cultural and public service projects, charitable works, and community organizations. Each individual must make his or her own decisions as to the level and choices of such participation. However, your participation should not give the impression that your activities are

endorsed by the Company. You must not make any charitable donations on behalf of or in the name of the Company unless authorized to do so.

Where should I go for more information?

- Global Anti-Corruption Policy
- Gifts, Entertainment & Hospitality Policy
- Antitrust and Competition Law Policy
- Anti-Human Trafficking Policy
- Human Rights Policy
- Trade Compliance Policy
- Third Party Management Policy

Safeguarding Resources



We all need to respect and safeguard the Company's resources which includes third-party assets which we receive from other stakeholders. Our resources take many forms. They can be physical assets such as our facilities, our clients' goods, equipment ranging from computers to forklift trucks, and paper files. We also have non-tangible resources such as information (both belonging to the Company and to our stakeholders), know-how, details of processes, data, plans, budgets, and strategies.

What does this mean for me?

We safeguard our resources

We each have a responsibility to ensure that Company resources are treated with appropriate care and safeguarded from loss, disclosure, or misuse, and are used efficiently and for their intended purpose. You must never take part in any action that involves theft, fraud, embezzlement, extortion, or misappropriation of property. You must ensure that assets are used in accordance with any relevant instructions, safety standards, and guidelines, and that they are maintained appropriately. You must not loan, transfer, sell, or give away Company resources without proper authorization. If any Company resources are lost or stolen, you must report this immediately to your supervisor.

We only use Company resources for legitimate business purposes

Forward Air resources may only be used for legitimate business purposes for the benefit of Forward Air. You may not use or borrow Forward Air resources for personal purposes unless specifically permitted by written Company policy. If you leave the Company, you must return all company property and information and must not access or attempt to access any devices, systems, networks, or other equipment after your employment ceases. If you identify any misuse or misappropriation of Company resources, you must report this immediately.

We protect confidential and proprietary information

You must not disclose information about the Company's activities, its business, technical information, or information entrusted to the Company by others unless you are authorized to do so. All communications made to the public or the press on behalf of the Company must be cleared in advance with the Head of Investor Relations. We all handle information and communications in our work, and we need to be careful in how those are handled. Inappropriate communications or unauthorized disclosure of information could damage the Company's business or harm its reputation. You must take care to avoid any inadvertent disclosure of information, which

could include engaging in casual conversations about the Company's business in a public place or discussing Forward Air's activity on social media. It is important to remember that sharing information on the internet is the same thing as sharing information with the public. Additionally, when sharing information, if authorized to do so, make sure appropriate safeguards are in place and that information is only disclosed for the purpose for which it was intended.

The use of social media

If you are using social media, you must ensure that any postings you make are clearly expressed in your personal capacity and not on behalf of the Company, fellow employees, customers, suppliers, or anyone working on behalf of the Company, unless expressly authorized to do so. Consider carefully the use of any social media content. If your conduct is in violation of the Company's policies or adversely affects your job performance, the

performance of colleagues, or affects anyone associated with the Company, this may result in disciplinary action up to and including termination. You must not post any content that includes discriminatory remarks, harassment, threats of violence, or other inappropriate or unlawful conduct.

We keep accurate and complete books and records

Integrity, honesty, and fair dealing is key in the maintenance of our books and records. We must ensure that our books, records, and accounts accurately reflect the underlying transactions recorded and that they are complete. Fair, honest, and accurate reporting of information is essential to ensure the credibility of the Company, its governance, and its reputation. You must never make false entries; alter, falsify, or omit any information; seek to circumvent internal controls; evade taxes; nor must you delay or accelerate the recognition of revenues. It

is completely unacceptable to maintain undisclosed or unrecorded liabilities, funds, or off-the-record assets. All payments and transactions must be supported by appropriate documents properly describing such payments or transactions.

We take care of personal data

Many countries and some states have specific laws dealing with the protection of personal data. Personal data is any information

which directly or indirectly relates to an individual, including but not limited to dates of birth, email addresses, social security numbers, and bank account details. Such data – whether held in paper form or electronic form – must be treated with care and respect. You should only gather, use, and/or keep personal information if you have a legitimate business reason for doing so on behalf of the Company, and you must take care to only allow people with a legitimate business reason to access such information.

Where should I go for more information?

- Data Privacy Policy
- Information Security Policy
- Acceptable Use Policy
- Mobile Device Policy
- Social Media Policy
- Data Classification and Handling Standard

Reporting

If you would like any further information on the Code or you are not sure how to handle a situation, you are encouraged to speak to your supervisor, an HR representative, or Ethics & Compliance as well as reviewing the policies referred to in the Code.

If you know of or suspect a violation of the Code, then it is your duty to report it. Do not attempt to conduct an investigation on your own. Always report known or suspected violations of the Code as outlined below to ensure that the proper procedures are observed.

You must not knowingly make false accusations or make a report with the purpose of intending harm to an individual's reputation or as a way of taking retaliatory action. Our goal is to foster a culture of trust, integrity, and accountability where concerns can be reported in good faith and addressed appropriately.



Who can I report to?

- Ethics & Compliance at integrity@forwardair.com
- Your line manager or supervisor
- An HR representative
- By phone to the relevant hotline number or web. The phone lines are managed by a third party. You can report in your local language and anonymously (if your local laws permit this), although we encourage you to leave your details as this can help us with any investigation.

How do I report?

- Call the Forward Air National Hotline at 1-800 688-3085 or the relevant [Integrity Line](#) number for your country of residence, which is available 24 hours a day, 7 days a week.
- Make a report via the [web](#) using the Integrity Line reporting tool – you can report anonymously here too (subject to any local law restrictions).
- Or scan our QR code here





The Company takes all allegations of misconduct very seriously.

Investigations

The Company takes all allegations of misconduct very seriously. You may be asked to assist with any internal investigation, whether or not you are the reporter. You are required to provide your full cooperation and assistance to the investigation team and to disclose all relevant information in a complete and honest manner. Unless the investigation team instructs you otherwise, you must keep the details of the investigation, including any information provided and the fact that an investigation is ongoing, confidential. Any individual who seeks to interfere with an investigation or knowingly provides false information during an investigation will be subject to disciplinary action up to and including termination of employment or service.

No Retaliation

The Company does not tolerate retaliation against individuals who report alleged misconduct in good faith. "Good faith" does not mean an individual has to be right, but it does mean that such an individual believes the information provided is true. We encourage a culture where people can raise concerns and speak up without fear of retaliation. Retaliation includes unwarranted dismissal, demotion, threats, deliberate marginalization, and harassment. Any manager or director, officer, or employee found to have retaliated against someone who has raised a concern in good faith will face disciplinary action up to and including termination of employment or service.

Violations

The Company takes allegations seriously and promptly deals with reported incidents. Anyone

who is found to violate the spirit or letter of the Code or other Company policies may be subject to immediate disciplinary action up to and including termination of employment or service, impact to compensation or other appropriate action regardless of seniority. Violations of certain parts of this Code may also subject an individual and/or the Company to civil and/or criminal liability.

Waivers

No waivers of the provisions of this Code may be granted to employees without the review and approval of the CEO, and no waivers may be granted to directors, executive officers, or senior financial management of the Company without the review and approval of the Board. Waivers and the reasons for a waiver of this Code shall be disclosed as required by law, applicable listing rules, and other applicable regulations.

