

2024 SUSTAINABILITY REPORT



DRIVING TOWARD A MORE SUSTAINABLE FUTURE

Helping The World
Keep Promises®



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ABOUT OLD DOMINION FREIGHT LINE, INC.

Helping The World Keep Promises®

In 1934, Earl and Lillian Congdon founded Old Dominion Freight Line, Inc. (OD) in Richmond, Virginia, with one truck and a steadfast commitment to keep their promises to customers. Since then, a great deal of work has gone into turning OD into a leader in the freight business. The philosophy of “helping the world keep promises” still guides us to this day as the entire OD Family carries on the tradition of helping our customers succeed. We are headquartered in Thomasville, North Carolina, and provide regional, inter-regional, and national less-than-truckload (LTL) services through a single integrated, union-free organization.

The Power of PROMISES

- **Vision Statement:** To be the premier transportation solutions company in domestic and global markets served.
- **Mission Statement:** To provide innovative solutions designed to exceed customer expectations, increase shareholder value, and ensure the continued success of OD and our family of employees.
- **Core Values:** “PROMISES” – Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, Supportive.
- **Elements of Success:** Customer focus, total involvement, measurement, systematic support, and continuous improvement.



ABOUT OLD DOMINION FREIGHT LINE, INC.

Company Highlights



Mastio & Company Quality Award: No. 1 National LTL Carrier for 15th Consecutive Year

For the 15th consecutive year, OD has been named the #1 National LTL Carrier for Quality by Mastio & Company ("Mastio"). Mastio conducts the LTL industry's most comprehensive third-party annual performance study. The 2024 study included detailed feedback from more than 1,600 logistics professionals, assessing carrier performance across 28 service attributes. OD ranked #1 in 23 of the 28 service attributes including:

- Shipments picked up and delivered when promised
- Shipments delivered with no damages or shortages
- Consistency in transit times
- Carrier trustworthiness
- Problem resolution



Newsweek's 2024 List of America's Greatest Workplaces for Diversity

OD is proud to be named to Newsweek's list of America's Greatest Workplaces for Diversity for 2024. The list features the top large and mid-size companies recognized by their employees for genuinely respecting and valuing individuals from diverse backgrounds.



2024 Extel (formerly, Institutional Investor) All-America Executive Team Survey

OD received recognition in the 2024 Institutional Investor All-America Executive Team Survey, receiving a total of nine awards across various categories. These awards underscore OD's unwavering commitment to operational excellence, financial discipline, and strong corporate governance.

Among the notable recognitions in the transportation industry, OD was named for having the "Best Sustainability" program.



Forbes' America's Best Large Employers List 2024

OD was recognized as one of Forbes' America's Best Large Employers in 2024, which is an independent survey of more than 45,000 U.S. employees working for companies that employ at least 5,000 people. The list identifies OD as a company that stands out in attracting and retaining top talent. This is the fifth time that OD has ranked among the top large employers in the United States, and the recognition came with an overall ranking of #50, the second highest in the "Transportation and Logistics" category.



USA Today's 2024 America's Customer Service Champions

America's Customer Service Champions 2024 list highlights companies that excel in delivering the best customer experience based on a broad set of metrics. USA Today and market research firm Plant-A Insights Group recognized OD with a four-star rating in the transportation industry.



SupplyChainBrain Magazine's 100 Great Supply Chain Partners of 2024

OD was named to the 2024 SupplyChainBrain 100 Great Supply Chain Partners list. This list recognizes logistics companies for making a significant impact on supply chain performance and providing outstanding customer service.



2024 Heavy Duty Trucking Top Green Fleet Award

OD was named as a recipient of Heavy Duty Trucking's Top Green Fleet award for 2024, a list of fleets that honors leaders in sustainability. The list of companies, chosen by Heavy Duty Trucking's editors, recognizes efforts and evaluates all sizes and types of fleets in areas such as fleet electrification, alternative and renewable fuels, cleaner burning engines, fuel efficiency, and green facilities.



Logistics Management 2024 Quest for Quality Award

For the 15th consecutive year, OD has been named a Quest for Quality award winner by Logistics Management. OD was awarded the top spot in the National LTL category. The Quest for Quality awards are selected by more than 4,500 logistics and supply chain decision-makers by ranking attributes such as on-time performance, customer service, information technology services, and overall value.



ABOUT OLD DOMINION FREIGHT LINE, INC.



Forbes' America's Best-in-State Employers List 2024

OD was recognized as one of Forbes' America's Best-in-State Employers in North Carolina for 2024 based on an independent survey of employees working for companies from all industry sectors employing more than 500 people within the United States. Forbes partnered with Statista and made the final calculation based on a total of more than 2 million employee recommendations. OD was recognized for the following: employees' willingness to recommend their employer to friends and family and for employers standing out within their state.



TIME World's Best Companies 2024

OD was recognized by TIME magazine as one of the World's Best Companies for 2024. The World's Best Companies 2024 ranking is the result of a comprehensive research study conducted to identify the top-performing companies across the globe. Companies were evaluated based on three primary categories: employee satisfaction, revenue growth, and sustainability initiatives.



Indeed 2024 Work Wellbeing 100

The companies on the Indeed Work Wellbeing 100 list were determined based on feedback shared by U.S. employees on Indeed across four key wellbeing indicators: happiness, purpose, satisfaction, and stress. To qualify, companies in the U.S. must

be publicly traded and have received at least 100 responses for work wellbeing indicators in the past year. The employers on Indeed's Work Wellbeing 100 list are setting an example and leading the way in creating thriving work environments.



Food Shippers of America Top Food Chain Providers 2024

Food Shippers of America, a trade organization for supply chain, transportation, logistics, and warehousing professionals in the food and beverage industry, has named OD to its list of the Top Food Chain Providers for 2024.

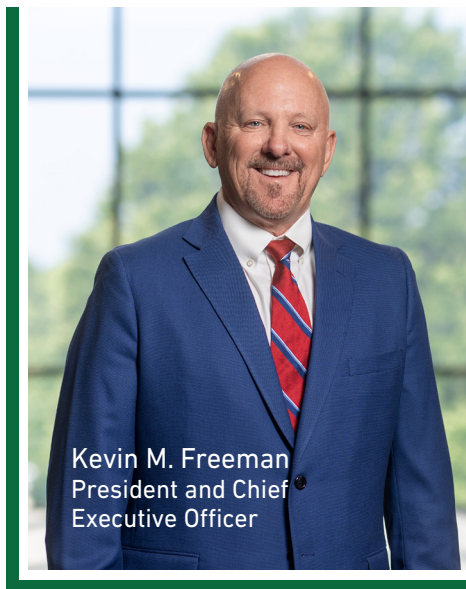


Women in Trucking 2024 Top Companies for Women to Work for in Transportation

OD was recognized by the Women in Trucking Association (WIT) for the fifth consecutive year as one of the top companies to work for in transportation. Companies on the list are recognized for professional development, corporate culture inclusion, gender diversity, competitive compensation and benefits, flexible hours and work requirements, and career advancement opportunities. WIT is an industry nonprofit organization established to encourage the employment of women in the trucking industry.



CEO MESSAGE



Kevin M. Freeman
President and Chief
Executive Officer

To our OD Family of Employees,
Customers, and Shareholders,

2024 marked another year of continued progress in our journey to help build a more sustainable company and supply chain despite an underlying economic environment that remained challenging for our business. We are proud of our efforts over the last two decades to become one of the most efficient LTL companies in North America, and we are committed to the idea that sustainable practices are important to long-term operational excellence.

The OD Family of employees and our unique culture built around providing superior customer service are truly what set Old Dominion apart from our peers. Our team's relentless focus on

delivering best-in-class service for our customers resulted in OD being named as the No. 1 national LTL carrier in 2024 by Mastio & Company for an unprecedented 15th consecutive year. The entire OD Family of employees takes tremendous pride in this incredible accomplishment.

Over the past decade, we have significantly expanded our market share and improved our operating ratio as our investments in our network, technology, and people have allowed us to grow with our customers and build network density. During this period, we have also remained diligent in our efforts to maximize our operating efficiencies. Many of these efforts are directly aligned with reducing fuel usage, which is one of our larger operating expenses and our most significant source of emissions.

To reduce our environmental impact, we continue to improve efficiency throughout our operations by investing in new equipment each year and retiring older, less efficient tractors from our fleet; adopting new technologies; and making fleet specification modifications. Although we have experienced challenges with Class 8 electric vehicle (EV) technology, we have invested in other EV equipment and will continue to monitor its development and evaluate its business case within our operations.

Third parties play a crucial role in modern business operations by offering specialized services and independent reviews to afford companies confidence in highly complex matters. I'd like to highlight two key areas where we engaged third parties to assist OD in continuing to achieve progress towards more sustainable operations. First, our 2024 data year was the first year we received independent assurance on our scope 1 and 2 greenhouse gas (GHG) emissions reporting. The goal of this reporting verification is to confirm that the GHG statements made by OD are materially correct. Furthermore, the verification confirms that OD is managing, keeping records of, and reporting GHG emissions data in accordance with ISO 14064 standards. Second, we are working with a third party to assess potential physical and transition risks associated with climate change (and accompanying policies and regulations) in the years ahead.

As we look forward, we believe that investing in our OD Family of employees, providing our customers with superior service, operating efficiently, and exhibiting environmental stewardship are central to our efforts to win market share and drive improved operational performance. Our team remains committed to building a more sustainable supply chain, and we will remain engaged with our customers and shareholders as we consider the needs of all stakeholders.

Sincerely,

A handwritten signature in black ink that reads "Kevin M. Freeman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kevin M. Freeman
President and Chief Executive Officer



OPERATIONAL EXCELLENCE

OD strategically enhances its operational processes through targeted investments and modernized initiatives. These efforts span equipment and technological innovation, operational efficiency, workplace safety, and sustainability practices.

Command Center

The ODFL Command Center serves as the central operations hub for OD, leveraging advanced technology to monitor and manage nationwide LTL freight operations in real time. Through multiple screens displaying live traffic maps, weather patterns, and the locations of active drivers, dispatchers can proactively manage logistics and help ensure on-time deliveries. The Command Center tracks all freight within the network, communicates with drivers about potential delays, and coordinates activity across OD's 261 service centers from a single location. This centralized approach enhances efficiency, supports customer commitments, and provides a strategic advantage by enabling data-driven adjustments that help maintain OD's premium service standards.

Equipment and Vehicle Innovation

OD continues to invest in electric forklifts and EV yard trucks, significantly boosting energy efficiency, reducing emissions and noise pollution, and improving worker safety. Electric trucks maximize energy efficiency through advanced regenerative braking technology and include ergonomic features, minimizing operator fatigue and enhancing workplace safety.

Routing and Facility Management

OD's inbound operations utilize the Enterprise Routing Management (ERM) system to optimize freight routing, minimize downtime, and enhance efficiency. Our operations teams collaborate with our real estate development and construction teams to configure efficient dock and yard layouts, significantly reducing forklift emissions and yard truck travel distances. OD follows the "Clean as We Go" approach to maintain cleanliness and safety, reduce forklift usage, and promote recycling and reuse of claims prevention equipment, effectively minimizing waste.

Linehaul Operations

OD's linehaul network connects our 261 service centers, maintaining precise scheduling and loading processes to help ensure high service standards. Drivers

perform pre-trip inspections, helping to prevent breakdowns and disruptions. Facilities, including maintenance shops and fueling stations, offer comprehensive on-site services and environmentally responsible disposal methods for tires and fluids. OD's dedicated 24/7 roadside assistance partner contributes to minimal downtime and enhanced safety, particularly during adverse weather conditions.

Technological Investments

OD invests heavily in technological solutions such as its pickup & delivery planner, city driver planning and management tools, and load/route optimization software. These technologies improve freight movements, reduce empty miles, and streamline workload scheduling, aligning workforce deployment with freight volume and arrival patterns.

Outbound Operations and Load Optimization

Outbound operations focus on structured, efficient dock layouts that enable fewer employees to process increased freight volumes, thereby reducing forklift emissions. Load planning strategically consolidates regional shipments, maximizing trailer capacity utilization, minimizing freight handling, and significantly reducing linehaul emissions per shipment. OD's custom-built trailers, featuring deck bars for secure stacking, enhance cargo safety and optimize load efficiency.

Damage Prevention and Waste Management

OD's cargo claims ratio was only 0.1% in 2024. OD's Overages, Shortages, and Damages Department helps ensure shipment integrity through rigorous training, effective handling, and securement practices. This approach significantly reduces shipment damage, waste, and environmental hazards. Eliminating freight damage reduces emissions related to returning, replacing, or discarding damaged items. Certified forklift operators further minimize pallet damage, reducing debris and waste. Any un-recoupable damaged goods are systematically returned for recycling or salvaged, further mitigating environmental impacts.

Through these comprehensive operational strategies, OD demonstrates an ongoing commitment to operational excellence, sustainability, employee safety, and community stewardship.



DRIVING TOWARD A MORE SUSTAINABLE FUTURE

OD is committed to being a responsible steward of the natural resources necessary for our business activities and to reducing the impacts our activities have on the environment.

Fleet Emissions Initiatives

OD continues to make operational adjustments and investments to minimize our carbon footprint and environmental impact. We continue to improve efficiency throughout our operations by investing in new tractors each year and retiring older, less efficient equipment from our fleet; adopting new technologies (including certain zero-emission equipment); and making fleet specification modifications. We have invested \$385.0 million and \$322.6 million in 2023 and 2024, respectively, to upgrade our fleet of tractors and trailers. Our equipment reinvestment program allows us to operate one of the newest fleets in the LTL industry, with an average tractor age of 4.3 years as of December 31, 2024. Our newer fleet provides greater fuel efficiency, lower emissions, and lower maintenance costs on a per-mile basis.

Nevertheless, even with our continued focus and commitment to operating efficiencies, to significantly reduce our GHG emissions, we need an economical replacement for our existing diesel Class 8 single-axle day cab tractors with a similar operating range. Based on our research, and testing, no such zero-emission tractor replacement currently exists in the market. Our zero-emission, EV Class 8 single-axle day cab tractor usage does not meet various operational requirements. Specifically, the range of the unit is less than one-fifth of our minimum targeted operational range of an equivalent diesel-powered tractor. However, we have continued our focus on zero-emission opportunities in other equipment, such as yard tractors, straight trucks, and forklifts. We are also investigating the use of natural gas tractors in certain areas of our operations, and continue to engage OEMs on Class 8 EV developments.

Fleet Efficiency

OD’s investment in on-site fueling is the foundation for a fleet-wide program to maximize fuel efficiency and service productivity. In May 2025, we celebrated the opening of our 100th fueling location site in Toledo, Ohio. By allowing drivers to top off their tanks before leaving a service center, OD eliminates detours for refueling, shortens turnaround times, and reduces idle time. Tighter control over fuel quality helps keep engines running at peak performance, while also extending equipment life and reducing maintenance costs. These fueling locations also maximize the consistent use of high-performance blends of renewable diesel and biodiesel wherever they are available and cost-effective.

Alternative Fuels and Advanced Vehicles

Today, 100% of the bulk fuel dispensed to OD tractors in California and Oregon is renewable diesel, which is a drop-in, low-carbon alternative produced from waste fats and oils that outperforms conventional diesel in energy yield. Biodiesel, which is sourced from vegetable oils, animal fats, and recycled cooking grease, is used in various markets outside of Oregon and California. As renewable diesel consumption across the United States surpasses 2 billion gallons annually, OD continues to expand on-site infrastructure, thereby positioning the fleet to capitalize on cleaner fuels, reduce travel-related emissions, and further advance our emissions reduction efforts. Since 2020, we have increased our use of renewable diesel and biodiesel by 49%.

Resource Management

To properly manage our waste and regularly seek opportunities to reduce hazardous and non-hazardous waste from our operations, we pursue partnerships and new technologies to directly reduce or manage our waste. We are transitioning to paperless communications, electronic waste (“e-waste”) management systems, and recycling programs across the organization to reduce waste and environmental impacts.

Waste Management Metrics

Recycled E-Waste	Used Oil Filters Recycled	Upcycled Freight	Recycled Steel	Recycled Aluminum	Recycled Antifreeze
21,916 pounds	501,770 pounds	3,180,133 pounds	2,392,872 pounds	2,967,614 pounds	15,770 gallons



OUR PEOPLE ARE THE DIFFERENCE

OD is truly an American success story. For more than 90 years, our company has been a part of the transportation industry and has emerged as one of the nation's leading transportation providers. Earl and Lillian Congdon, our founders, established the foundation for OD to become the premier transportation solutions provider. The Congdons embodied a family spirit that has been enjoyed over the years and embraced by our team members. Those same team members understand our mission is to continue to provide innovative solutions designed to exceed customer expectations, increase shareholder value, and help ensure the continued success of our OD Family of employees.

This shared culture, the OD Family Spirit, is the heart of our success. Our people are what separates OD from any other carrier. Our core values of being Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive – “PROMISES” – are instilled in our team members, who are focused on “helping the world keep promises.” We also live our values by investing in the communities where we reside and work.

As our business grows, we remain focused on providing additional opportunities for local community members. Over the last five years, OD has added 25 service centers and over 1,700 employees across the country, benefiting communities where our operations are located.

Our People: OD's Employee Profile

As of December 31, 2024, we employed over 21,000 active full-time employees. The OD Leadership Team communicates openly and directly with our OD Family of employees. Our Open Door Policy allows for healthy and effective communication at all levels of the organization without fear of harassment or reprisal. Our leadership remains committed to recruiting and hiring the best talent within our industry, which is reflected by the diversity of our workforce and leadership.

Leadership Positions	Unit of Measure	2024	2023	2022
Leadership Promotions Earned by Underrepresented Groups and Women	% of Leadership	42%	44%	40%
Leadership New Hires of Underrepresented Groups and Women	% of Leadership	48%	49%	56%
Leadership Positions Held by Underrepresented Groups and Women	% of Leadership	38%	38%	37%

New Hires	Unit of Measure	2024	2023	2022
New Hires of Underrepresented Groups and Women	% of New Hires	58%	60%	60%

Race Demographics — Total Employees	Unit of Measure	2024	2023	2022
Caucasian	% of Employees	58%	59%	59%
Hispanic or Latino	% of Employees	21%	20%	20%
Black or African American	% of Employees	16%	16%	16%
Asian	% of Employees	2%	2%	2%
Two or More Races	% of Employees	1%	1%	1%
Native Hawaiian or Other Pacific Islander	% of Employees	1%	1%	1%
American Indian or Alaska native	% of Employees	1%	1%	1%



OUR PEOPLE ARE THE DIFFERENCE

Workforce Development

Purpose and Mission

At OD, we are committed to recruiting, developing, and retaining the best, most qualified talent to be the premier solutions provider in the transportation industry. This commitment is supported by our Foundation of Success model, which reflects our dedication to our OD Family Spirit and our understanding that our people are the foundation for building strong customer relationships. We believe focusing on a comprehensive recruiting strategy and fostering an inclusive workforce improve employee morale and retention and offer perspectives to help OD continue to thrive in the business communities we serve. We also believe they are simply the right things to do.

Talent Recruitment

As part of our recruiting efforts, we are committed to implementing strategies that reach diverse groups. OD's recruiting and sourcing strategies include efforts to recruit at colleges and universities with exposure to underrepresented groups by participating in job fairs, virtual or in-person events, or events held by other groups and clubs associated with these colleges and universities. These strategies apply to all open positions and include our management trainee program.

We attend career days and provide tours of OD facilities for high school students, including underrepresented groups, and encourage attendees to apply for entry-level openings for which they meet all laws with respect to minimum age requirements and other job qualifications.

We partner with our Marketing Department to post our jobs in a strategic way to attract a diverse candidate pool. OD will continue to partner with and support

Women in Trucking Partnership — Encouraging the employment of women in the trucking industry.

2024 Accomplishments

- 5 Years — Silver Partner Sponsor
- 5 Years — Top Company for Women to Work/ Elite 30
- 3 OD Women with Awards



organizations (e.g., WIT) focused on the advancement and development of underrepresented groups in the transportation industry.

Talent Development

Both developing our employees already in management positions and identifying our high-potential future leaders are critical to our long-term success. Our Human Resources department, along with OD management, continue to foster an inclusive environment providing equal opportunity for learning, career development, and mentorship for professional growth for all employees at every level.

We leverage various initiatives, including our management trainee program, supervisor development program,

2024 Accomplishments

- 43,000 hours of instructor-led leadership training conducted
- 75 individuals in our development programs, totaling 69,000 hours
- 386,000 hours of overall training



OUR PEOPLE ARE THE DIFFERENCE

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succession planning process, and various leadership workshops, to facilitate job growth and advancement opportunities for all employees. In addition, we offer instructor-led and self-paced learning opportunities at all levels through our learning management system (LMS) to foster a continuous learning environment.

Talent Retention & The OD Family Spirit

Our talent retention program starts on day one with new employee orientation, where we educate newly hired employees on our Open-Door Policy, and how we treat each other as part of the OD Family of employees. Each team member is educated on OD's Core Values — Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive — and how they contribute to success in their daily job functions.

Furthermore, our leaders receive extensive training on how to foster the OD Family Spirit in their department or service center to provide a supportive and inclusive culture for all employees. We leverage our Open-Door Policy to help ensure issues or concerns are heard by members of OD management. OD's leadership team continues to host cookouts and family days, and produces the OD Family Newsline, along with many other events/opportunities to show our appreciation and gratitude. "Management by walking around" is a cornerstone practice expected of our leadership team, which allows them to get to know and stay connected with OD team members on a regular basis.



Helping The World
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OLD DOMINION FREIGHT LINE, INC. 2024 SUSTAINABILITY REPORT

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11

OUR PEOPLE ARE THE DIFFERENCE

Safety

Safety is at the core of our operations. We prioritize the well-being of our employees and the communities we serve by maintaining rigorous safety standards, investing in ongoing driver training, and utilizing advanced technologies to monitor and enhance fleet safety. Our commitment to safety supports not only operational excellence but also long-term sustainability by reducing accidents, emissions, and downtime.

Training Opportunities

We offer a wide selection of training programs to help our employees succeed and grow in their roles. Set forth below are some of our training options.

- Old Dominion Truck Driver Training (ODTDT) Program:** Our industry-leading driver training program offers qualified employees a paid, no-cost pathway to becoming licensed commercial motor vehicle drivers. Trainees receive comprehensive classroom instruction and extensive behind-the-wheel experience, all under the supervision of seasoned instructors. The program equips students with the knowledge and hands-on skills needed to obtain a Class A commercial driver's license, including endorsements for Hazmat, Doubles/Triples, and Tanker.
- Human Trafficking Training:** OD is committed to advancing human rights across the industry, including efforts to detect and prevent human trafficking. As a signatory of the U.S. Department of Transportation's Transportation Leaders Against Human Trafficking Pledge, OD actively supports collaborative efforts to combat this issue. In addition to Human Trafficking Training, OD drivers complete security awareness training and are responsible for reporting any suspicious activity to local law enforcement. OD also partners with the Department of Homeland Security in its Blue Campaign, a national initiative that provides training and raises awareness of human trafficking.

Old Dominion Truck Driver Training (ODTDT)	
340	Number of OD employees who completed our ODTDT in 2024
34%	Percentage of active drivers as of December 31, 2024 who completed ODTDT

Human Trafficking Training	
2,259	Employees who completed Human Trafficking Training in 2024

- CPR/AED:** Select OD leadership employees at every location are trained in the use of AED, CPR, and protection against bloodborne pathogens. For those who participate and receive this certification, recurrent training occurs every two years to maintain their certification.

CPR/AED Training	
169	Employees who completed CPR/AED training in 2024
1,597	Employees trained in CPR/AED since 2022

- Driver Coaching Program:** To carry out the driver coaching program, OD has road-facing cameras monitoring certain driving behaviors, such as lane departure, hard braking, roll stability, and following distance, as well as behavior at red lights and at stop signs. These automatically triggered events are monitored by our dashboard camera provider and our team then provides coaching on behavior related to the triggered event in an effort to reduce the risk of potential collisions.
- SHIELD (Safety Hazards Injuries Employees Leading the Defense) Program:** Every OD employee helps raise awareness of workplace hazards and promotes injury prevention.
 - Leaders at each location are responsible for organizing the local SHIELD team. The SHIELD team members use takeaways from SHIELD meetings to implement hazard awareness and injury prevention measures in local area safety meetings. SHIELD members are rotated periodically to maximize the impact of injury prevention awareness.
- Fuel Efficiency Training:** Drivers are educated in fuel efficiency techniques including proper tire inflation, transmission shifting, reduction in unnecessary idling, and effective route or trip planning for automatic transmission tractors.
- Hazmat Security Training:** Security awareness training equips employees with a thorough understanding of hazardous materials regulations and prepares them to accurately identify hazardous materials, respond effectively to emergencies, apply accident-avoidance techniques, and recognize potential security risks and threats. This training is provided within 90 days of the hire date with training updates every three years for all employees working with hazardous materials.



OUR PEOPLE ARE THE DIFFERENCE

Safety Measures

- Safety analyses of service centers and maintenance shops are conducted every 12 to 24 months by a Regional Safety Manager (RSM) who offers an in-depth perspective of both strengths and opportunities for improvement at the applicable location regarding matters of safety and compliance. The RSMs evaluate the general working conditions and compliance with Occupational Safety and Health Administration (OSHA) regulations, Federal Motor Carrier Safety Administration (FMCSA) regulations, state and local labor laws and regulations, and OD's internal safety standards. Our RSMs completed 333 analyses at our service centers and maintenance shops from 2023 through 2024. All improvements identified during the analyses were subsequently addressed with a 100% completion rate.
- OD utilizes the following safety devices and equipment:
 - **Lane Departure Warning Technology** – Detects lane positioning and emits an audible alert to simulate the sound of a rumble strip should a driver's vehicle depart from its proper lane positioning without a turn signal.
 - **Collision Mitigation System** – This technology is designed to emit a beeping sound if the driver is approaching a fixed object or advancing on another vehicle traveling at a slower rate. The brakes will apply if the system senses a dangerous proximity.
 - **Dashboard Cameras** – These forward-facing cameras monitor the vehicle for unsafe driving behaviors in real time. These behaviors are coached accordingly, based on the nature and severity of the observed event. The video obtained has also proven to be the most effective at exonerating drivers who are accused of being the at-fault party in an accident.

Safety Awards and Results

Old Dominion achieves measurable success in promoting our safety-first culture. Below, we detail some of our safety accomplishments.



National Truck Driving Championships

National Truck Driving Championships (NTDC) highlight the importance of driver safety and effectiveness in the trucking industry, inspiring tens of thousands of drivers nationwide to operate safely to earn the opportunity to compete.

This prestigious competition is the culmination of local, state, and regional championships, and spotlights the safest and most skilled drivers in the country. In 2024, 523 OD drivers competed in their state-level contests, and a record-breaking 41 OD drivers from 24 states qualified for the NTDC in Indianapolis, Indiana.

Each of these drivers earned their place by winning one of ten trucking categories in their state championship, underscoring our commitment to safety and excellence. This milestone reflects the high standards we uphold at OD and serves as a win not only for our company but also for our customers—demonstrating the reliability and exceptional performance that help define our service.



2024 Industry Awards & Recognition

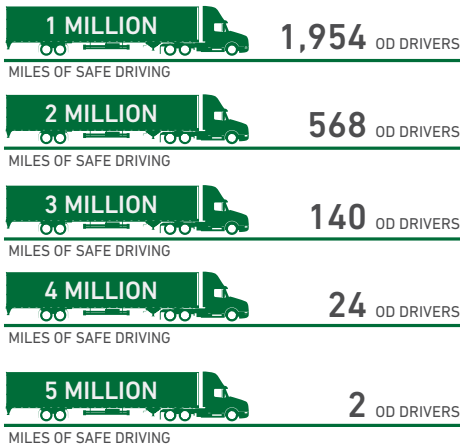
- Won 29 state trucking association awards for safe mileage, fleet safety, and overall safety
- American Trucking Associations – Second Place General Commodities LTL Local Division and Third Place General Commodities LTL Line-Haul Division
- Improvement Award – Alabama
- Grand Champion Fleet Safety Award – Kentucky
- President's Award for Best Overall Safety Program – Colorado, Pennsylvania, and Georgia
- Industrial Safety Award – First Place in Utah



Safe Driver Awards & Recognition

Safe Driving Awards honor drivers for their years of service and total miles driven without incident. More than 24% of our drivers have reached the milestone of 1 million or more safe miles. In addition to these accolades, drivers that do not have a preventable accident or incident during the full bonus year have the opportunity to earn an annual safety bonus. Our safety bonuses paid to drivers totaled \$5.8 million in 2024.

Million-Mile Drivers of 2024



OUR PEOPLE ARE THE DIFFERENCE

Community Engagement

In 2024, we concentrated our philanthropic efforts on key areas including health, education, and safety, recognizing these as critical to the well-being of the communities where we operate. Through a combination of financial donations and active partnerships, we contributed to a variety of national and regional 501(c)(3) nonprofit organizations. We prioritize funding organizations dedicated to improving access to healthcare services, enhancing safety standards within communities, providing educational opportunities, and assisting military families and first responders.

Our National Corporate Partnerships

American Red Cross Partnership and Hurricane Relief Efforts

OD continued its partnership with the American Red Cross, reaffirming our role as a committed disaster responder in the American Red Cross Disaster Responder Program. Financial donations support the organization's critical disaster relief services nationwide, facilitating rapid and effective assistance to communities affected by emergencies.

In 2024, North Carolina experienced significant devastation from Hurricane Helene. In response, OD increased its support to address the urgent needs of impacted communities with an additional donation specifically aimed at relief efforts in the hardest-hit areas. These funds have been instrumental in supporting a wide range of relief activities, including the establishment and maintenance of emergency shelters, procurement of essential supplies, distribution of food and gift cards to disaster victims, and general recovery operations.

Toys for Tots

In 2024, OD organized 65 toy collection drives across our network, engaging employees, partners, and local communities in a collective effort to support children and families in need. These drives resulted in the donation of more than 7,000 toys and 40 bicycles, providing gifts to thousands of children during the holiday season.

In addition to these in-kind contributions, OD facilitated a cash donation, allocated to support nonprofit organizations dedicated to assisting underserved youth and families.

United Service Organizations

Since 2022, OD has maintained a valued partnership with the United Service Organizations (USO), supporting active-duty service members, their families, and veterans transitioning from military to civilian careers. In 2024, this partnership was strengthened through both financial contributions and employee engagement initiatives. At our Memphis, Tennessee service center, team members volunteered to assemble care packages filled with personal care items, snacks, and other goods, which were shipped overseas to deployed troops. Additionally, in August 2024, OD supported a USO event at Fort Bragg, where we assisted in distributing essential nursery items to expecting military families.

Folds of Honor

We entered into a new partnership with Folds of Honor, a nonprofit organization dedicated to providing educational scholarships to families of fallen or disabled U.S. service members and first responders. OD's corporate donation supports scholarships for these students who are pursuing education in supply chain management, operations, and transportation, or pursuing commercial driver's licenses. This collaboration reinforces OD's commitment to honoring the sacrifices of our nation's heroes while fostering the development of future professionals in critical industries.



OUR PEOPLE ARE THE DIFFERENCE

Our Regional Corporate Partnerships

Salvation Army

Each year, we proudly sponsor a holiday concert series broadcast on a prominent local television station in our corporate headquarters market in North Carolina. These concerts are designed to raise awareness and encourage contributions to the Salvation Army's network of food pantries. This annual event serves as a critical platform to rally community support and mobilize resources during the holiday season.

From Thanksgiving through Christmas, the concert series is accompanied by a canned food drive, which significantly aids dozens of food pantries throughout our region. These pantries provide essential non-perishable food items to those facing hardship, especially during the winter months when demand is highest.

In 2024, OD's efforts resulted in the donation of 731,174 non-perishable food items, thanks to our employees and partners who contributed through this initiative. Beyond the food drive, OD also participates in the Salvation Army's annual Day of Giving Telethon, where we contribute financial support to further enhance the organization's ability to deliver vital services to those in need.

United Way

For over 40 years, OD has proudly conducted an employer-sponsored United Way campaign to support the United Way of Greater High Point (UWGHP). This enduring partnership reflects our deep commitment to strengthening the communities where our employees live and work.

Each year, our workforce participates in coordinated UWGHP fundraising campaigns in North Carolina at our corporate headquarters in Thomasville, as well as our Greensboro and Kernersville service centers. Through these efforts, contributions are strategically allocated to 25 partner agencies providing vital health and human services programs. These programs address critical community needs such as access to healthcare, housing assistance, food security, education, and emergency support services.

By sustaining this campaign for four decades, OD not only fosters a culture of employee engagement and philanthropy but also plays an active role in promoting social wellbeing and improving quality of life throughout the Greater High Point region.

Big Brothers Big Sisters

We are proud to support Big Brothers Big Sisters through an annual financial contribution, reinforcing our focus to fostering positive youth development and community resilience.

Our donation directly supports Big Brothers Big Sisters' comprehensive mentoring program, which facilitates meaningful "big-little" matches—pairing adult mentors ("Bigs") with young mentees ("Littles") to provide guidance, encouragement, and support. These relationships help empower youth to build confidence, improve academic performance, and develop critical life skills.

In addition to one-on-one mentoring, our funding aids career development initiatives designed to prepare young people for future success by exposing them to new opportunities, skills training, and professional pathways. We also support the organization's resource officers, who provide essential outreach, coordination, and support to help ensure program effectiveness and safety.

Communities in Schools

Each year, OD sponsors a donation to Communities in Schools (CIS) of Thomasville as part of our commitment to supporting the local community—specifically the school district near our headquarters, where three out of four schools are designated as low-performing by the State of North Carolina.

CIS of Thomasville plays an essential role in the lives of students by embedding full-time staff within local schools. These dedicated professionals build meaningful relationships with students and work to eliminate non-academic barriers to learning—whether by providing food and clothing, offering emotional support, or connecting students with counseling and mentoring services.

Through this hands-on, school-based approach, CIS mobilizes community resources and places caring adults where they are needed most. The result is a stronger support system that helps at-risk students remain in school and succeed academically and personally.

At the national level, CIS is the only organization proven to increase high school graduation rates, making our partnership with CIS a meaningful investment in both individual futures and the broader well-being of our community.



GOVERNANCE

Strong governance underlies all of our sustainability work at OD. We adhere to a rigorous Code of Business Conduct (Code) that helps ensure compliance with all applicable regulations while upholding our values. Our strong governance extends to the highest levels of the business, and our Board of Directors provides oversight with respect to our sustainability, risk management, and cybersecurity strategies and programs. By upholding strong governance practices, we help ensure that we deliver on our PROMISES values - being Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive - every day.

Compliance and Ethics

Code of Business Conduct

Our Code covers important rules, regulations, and expectations. We expect every OD employee to conduct themselves in a manner that is consistent with our Code. Upon receiving the employee handbook, each employee is required to acknowledge receipt of the Code.

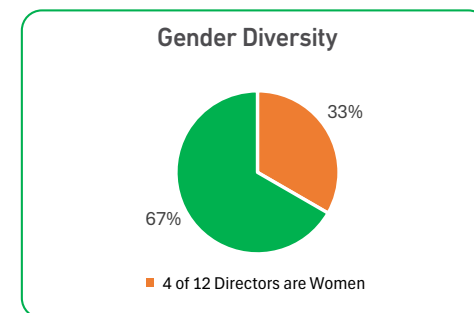
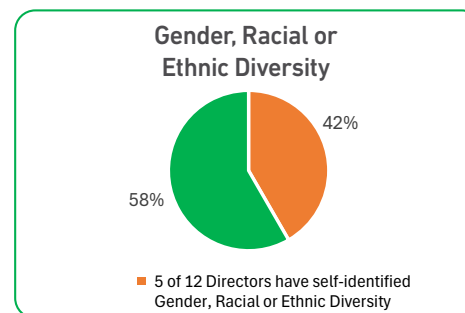
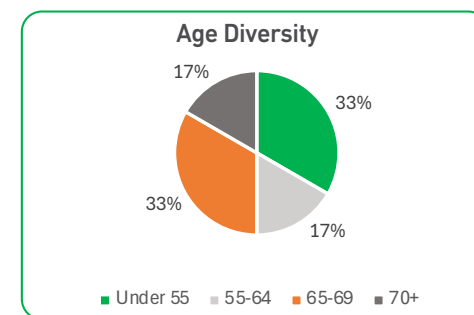
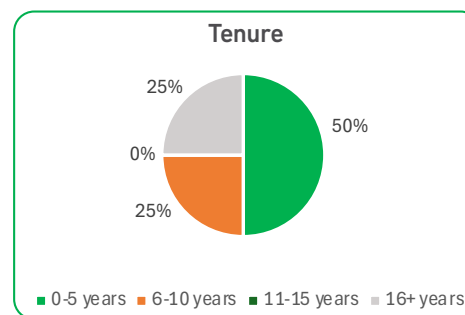
We are proud of our Code, which reflects our values. The topics listed below are covered within our Code (additional details can be found by accessing our Code on our Investor Relations [website](#)):

- Antitrust and Other Applicable Laws
- Environmental and Safety Laws
- Equal Employment Opportunity
- Sexual and Other Harassment
- Human Rights
- Insider Trading
- Confidential Information and Data Privacy Protection
- Conflicts of Interest and Gifts
- Corruption and Bribery, and Fair Dealing
- Company Assets, Transactions and Financial Reporting, and Money Laundering Prevention
- Corporate Opportunities and Political Contributions
- Information Systems

- Communications with Press, Investors, and Market Analysts
- Reporting, Investigation, and Enforcement
- No Retaliation

Board of Directors

OD's Board of Directors consists of 12 members, including five members of self-identified gender, racial, or ethnic diversity. Good governance starts with engaged and skilled directors who lead with ethics and respect.



GOVERNANCE

Our Board of Directors upholds the OD Family spirit and is responsible for the oversight of decisions made by our management team in support of OD's long-term growth and success. The Board operates four fully independent committees:

- **Audit Committee:** Regularly reviews and considers financial and accounting matters, including internal audit considerations.
- **Talent and Compensation Committee:** Regularly reviews efforts, plans, and programs that have been designed to promote and strengthen our human capital investments and the commitment to our employees, including our commitment to talent development and retention.
- **Governance and Nomination Committee:** Regularly reviews and considers corporate citizenship practices and policies, as well as director nomination criteria, director education, the self-evaluation process, and Board protocols and procedures.
- **Risk Committee:** Regularly reviews enterprise risk management programs, including cybersecurity, data privacy, and mitigation considerations (including OD's business continuity and insurance programs), as well as helping to ensure the effectiveness of our compliance and sustainability programs.

Board Governance and Sustainability Oversight

Our Board of Directors is aided by our Corporate Governance Guidelines, which set forth the roles and responsibilities of each member. The Board adopted these guidelines to help ensure effective governance of OD's business affairs by effectively monitoring the performance of management and providing advisory assistance as needed. These guidelines provide the Board with direction in selecting its directors, conducting meetings, and fulfilling its fiduciary responsibilities to the organization and its shareholders. For more information regarding the Corporate Governance Guidelines, please visit the Governance section on our website.

The day-to-day management of OD's sustainability program is overseen by an internal sustainability working group including leaders from Compliance, Finance, Legal, Human Resources, Safety, Real Estate, Operations, Equipment/Maintenance, and Information Technology. The working group is responsible for tracking, planning, reporting, and executing initiatives and programs that align with our business strategy.

Furthermore, the working group reports to our sustainability Steering Committee. This senior management committee includes our CEO, COO, and CFO, as well as officers

from Operations, Human Resources, Legal, Equipment/Maintenance, Real Estate, Marketing, and Information Technology. The committee is responsible for measuring, monitoring, and reporting progress; reviewing shareholder and stakeholder feedback and insights; and addressing any changes or enhancements to OD's sustainability initiatives as needed.

To foster transparency and accountability in our sustainability program, the leader of the working group also reports to the Risk Committee quarterly and to the full Board of Directors on an as-needed basis.

Industry Associations

Old Dominion actively engages with numerous industry and trucking associations to represent OD's interests. Among these groups, our largest memberships include the United States Chamber of Commerce and the American Trucking Associations. As of December 31, 2024, OD participated in more than 60 federal, state, and local associations. Maintaining involvement with these organizations allows us to stay connected within both the trucking industry and broader business community and to share our specialized industry expertise and strengthen community relationships.

Political Engagement

Old Dominion actively participates in the political process to safeguard and advance the company's economic prospects for shareholders and employees. In support of these objectives, OD refrains from using corporate funds or resources to (1) endorse or contribute to any federal, state, or local political candidates; (2) support or oppose ballot initiatives; or (3) engage in election-related communications directed at employees or external parties. We work closely with trade and business associations to educate government officials on policy matters important to our business interests and corporate values. Additionally, OD publishes a biannual Political Spending Report on our [website](#).



GOVERNANCE

Risk Management

Our Board of Directors, through the Risk Committee, oversees policies, procedures, and systems that govern OD's risk exposure. The Risk Management Department supports this oversight by identifying, assessing, and monitoring business risks and advising on enterprise risk management, insurance, business continuity, crisis response, claims, governance, and record retention.

As part of our enterprise-wide contingency planning, OD maintains the OD Situation Management & Response Program, which includes the Business Continuity Plan. This plan is designed to enable a swift and efficient recovery from catastrophic events—natural or man-made—at our corporate office, service centers, and maintenance shops. Each service center also has its own emergency plan.

Data Privacy and Cybersecurity

Data privacy and cybersecurity are cornerstones of our enterprise risk management framework, and the Risk Committee of the Board of Directors maintains oversight of the program. Working closely with the enterprise risk management function, information security leadership, and the Technology Department, the Committee receives formal cybersecurity updates at least quarterly and ad-hoc briefings whenever material issues arise. Policies and procedures map to the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) and to relevant regulatory regimes—such as Payment Card Industry Data Security Standard for payment-card data, Health Insurance Portability and Accountability Act where applicable, and state privacy statutes—to help ensure our controls remain synchronized with evolving legal requirements.

A disciplined schedule of risk assessments underpins our security posture. Each year (or whenever the environment changes significantly), we perform a cardholder data risk assessment to uncover threats and vulnerabilities that could endanger payment information. Internal security assessments—supported by penetration tests from independent experts—scan for configuration drift, unsupported software versions, excessive file-share permissions, and other potential weaknesses. Findings are prioritized, assigned to control owners, and tracked to closure, with progress reports delivered to senior management and the Board.

Layered technical and procedural controls provide day-to-day protection of our data and systems. Firewalls, intrusion-detection and prevention systems, endpoint

protection platforms, and encryption are used to safeguard information both in transit and at rest. Role-based access control enforces the principle of least privilege, which gives every user and system only the minimum access they need to perform their task, while privileged-access reviews help prevent unauthorized escalation. Continuous vulnerability scanning and patch management limit attackers' windows of opportunity, and secure configuration baselines guide both on-premises and cloud deployments.

Preparedness is reinforced by a Cyber Incident Response Plan that defines 24/7 escalation paths, communications protocols, and public-disclosure playbooks. The plan is stress-tested annually through tabletop and live-response exercises, and a real incident, if any, would be followed by a lessons-learned review to refine defenses. Business continuity procedures are likewise rehearsed to confirm that recovery time objectives remain achievable.

Because people are often the first line of defense, employees, and various contractors complete cybersecurity and data privacy training at onboarding and annually thereafter. Program content is refreshed frequently to address emerging threats and reinforced through phishing simulations and just-in-time micro-learning modules. Completion metrics and simulation results are reported to leadership to drive continuous improvement.

Vendor Management

OD is implementing an enterprise Vendor Management Program to enhance the management of vendor relationships to further mitigate risk and create more value for the business. OD created an internal Vendor Management Business Team (VMBT), consisting of representatives across several areas responsible for direct vendor relationships and is responsible for the establishment and maintenance of OD's Vendor Management Program Policy and Procedures. Additionally, OD formed a Senior Management Steering Committee to guide and approve the proposals of the VMBT and provide oversight of this ongoing initiative.



ABOUT THIS REPORT

This document is the 2024 Sustainability Report for Old Dominion Freight Line, Inc. (OD). OD operates as a single legal entity with no subsidiaries. We are reporting with reference to the Global Reporting Index (GRI) and the Sustainability Accounting Standards Board (SASB) Road Transportation Standard to prepare the GRI and SASB Content Indices in the data section of this Report. Data about OD's financial performance is not included in this Sustainability Report but may be found on OD's website at ir.odfl.com under the SEC Filings section and in OD's public filings with the U.S. Securities and Exchange Commission. We welcome your questions and feedback. Please contact us at investor.relations@odfl.com. For additional information about Old Dominion Freight Line, Inc., please visit www.odfl.com, and to view all Sustainability reports and data supplements, please visit the Corporate Responsibility section of our website at ir.odfl.com.

Forward-Looking Statements

This report may include "forward-looking statements" within the meaning of the U.S. Federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements represent our current judgment about possible future events and are often identified by words such as "anticipate," "appears," "approximately," "believe," "continue," "could," "designed," "effect," "estimate," "evaluate," "expect," "forecast," "goal," "initiative," "intend," "may,"



"objective," "outlook," "plan," "potential," "priorities," "project," "pursue," "seek," "should," "target," "when," "will," "would," or the negative of any of those words or similar expressions. In making these statements, we rely upon assumptions and analyses based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission. We caution the reader not to place undue reliance on our forward-looking statements as (i) these statements are neither a prediction nor a guarantee of future events or circumstances and (ii) the assumptions, beliefs, expectations, and projections about future events may differ materially from actual results. We undertake no obligation to publicly update any forward-looking statement to reflect developments occurring after the statement is made, except as otherwise required by law.

This report represents our current policies and intent and is not intended to create legal rights or obligations. The standards of measurement and performance contained in this report are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved. This report may contain or incorporate by reference public information not separately reviewed, approved, or endorsed by us, and we make no representation, warranty, or undertaking as to the accuracy, reasonableness, or completeness of such information. This report contains examples of savings and results achieved by us that may or may not be representative of what other companies could achieve in similar circumstances. Inclusion of information in this report is not an indication that the subject or information is material to our business or operating results. No part of this report or our website constitutes, or shall be taken to constitute, an invitation or inducement to invest in us or any other entity and shall not be relied upon in any way in connection with any investment decisions.

Limited Assurance

OD received limited assurance from an independent third party, TÜV SÜD America Inc., for scope 1 and 2 carbon data in accordance with GHG Protocol Corporate Standard. For more information, please review our 2024 GHG Inventory Verification Opinion.



ACTIVITY METRICS

Sustainability Accounting Standards Board (SASB) Content Index

Topic	SASB Code	Accounting Metric	Category	Unit of Measure	2024 Response	2023 Response	2022 Response
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions ¹	Quantitative	Metric tons (t) CO ₂ -e	1,158,559	1,198,591	1,318,785
		Emissions from the use of biofuels			73,139	72,016	71,353
		Scope 2 (indirect) emissions			25,232	26,690	28,949
		Scope 3 (other indirect) emissions ²			545,200	551,981	332,239
	TR-RO-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	Discussion and Analysis	Not applicable	See the "CEO Message" of the 2024 Sustainability Report.	CEO Letter; See the "Building a More Sustainable Supply Chain" section of the 2022 Sustainability Report.	See the "Building a More Sustainable Supply Chain" section of the 2022 Sustainability Report.
	TR-RO-110a.3	Total fuel consumed	Quantitative	Gigajoules (GJ), Percentage (%)	17,352,417	17,808,962	19,392,466
		Percentage natural gas			0.57%	0.60%	0.60%
		Percentage renewable fuel			5.41%	5.20%	4.60%

¹ Scope 1 emissions exclude emissions from the use of biofuels (reported on the line below).

² Scope 3 emissions consists of purchased goods and services, capital goods, fuel- and energy-related activity, waste generated, business travel, employee commuting, downstream transportation and distribution, and leased assets.



ACTIVITY METRICS

Sustainability Accounting Standards Board (SASB) Content Index (cont'd)

Topic	SASB Code	Accounting Metric	Category	Unit of Measure	2024 Response	2023 Response	2022 Response
Air Quality	TR-RA-120a.1 ³	Air emissions of the following pollutants: NO _x (excluding N ₂ O)	Quantitative	Metric tons (t)	424	435	476
		Air emissions of the following pollutants: SO _x			10	11	12
		Air emissions of the following pollutants: Particulate Matter (PM ₁₀)			21	22	24
Driver Working Conditions	TR-RO-320a.1	Total recordable incident rate (TRIR)	Quantitative	Rate	3.7 per 200,000 work hours	3.9 per 200,000 work hours	3.5 per 200,000 work hours
		Fatality rate for direct and contract employees ⁴			0.016 per 200,000 work hours	0.008 per 200,000 work hours	0.015 per 200,000 work hours
	TR-RO-320a.2	Voluntary turnover rate for all employees	Quantitative	Rate	8.10%	9.96%	12.31%
		Involuntary turnover rate for all employees			6.10%	6.75%	9.71%
	TR-RO-320a.3	Description of approach to managing short-term & long-term driver health risks	Discussion and Analysis	Description	See the "Safety Measures" section of the 2024 Sustainability Report.	See the "Driver Safety and Training" section of the 2022 ESG Report.	See the "Driver Safety and Training" section of the 2022 ESG Report.
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	308	342	385
	TR-RO-540a.2	Safety Measurement System (SMS) BASIC percentiles for unsafe driving, hours of service compliance, driver fitness, controlled substance/alcohol, vehicle maintenance, and hazardous materials compliance ⁵	Quantitative	Percentile	Not Reported	Not Reported	Not Reported
	TR-RO-540a.3	Number of spills and releases to the environment ⁶	Quantitative	Number Cubic meters (m ³)	0	0	2
		Aggregate volume of spills and releases to the environment			0.00	0.00	6.75

³ We calculate our air emissions from the operation of our heavy-duty highway vehicles and do not include jet fuel.

⁴ OD-employed drivers only.

⁵ OD is not disclosing Behavior Analysis and Safety Improvement Categories (BASICs) data due to forthcoming changes to the Safety Management System (SMS) by the Federal Motor Carrier Safety Administration (FMCSA). The agency published several changes to the existing SMS methodology in November 2024, but the updated SMS is not yet in effect and public availability of certain performance data remains restricted as required by Congress in the 2015 Fixing America's Surface Transportation Act (FAST Act). The published changes to the SMS are intended to address deficiencies identified by the National Academy of Sciences including the possibility of weak or negative correlation between the BASICs and vehicle crash risk.

⁶ Spill data is in accordance with 49 CFR 171.15.



ACTIVITY METRICS

Sustainability Accounting Standards Board (SASB) Content Index (cont'd)

Activity Metrics

SASB Code	Activity Metric	Category	Unit of Measure	2024 Response	2023 Response	2022 Response
TR-RO-000.A	Revenue ton miles (RTM)	Quantitative	RTM	9,110,761,337	9,477,722,342	10,546,184,228
TR-RO-000.B	Load factor (linehaul only)	Quantitative	Percentile	82.60%	83.10%	84.50%
TR-RO-000.C	Number of full-time employees	Quantitative	Number	21,895	22,902	23,471
	Number of truck drivers			10,941	11,364	12,080

Additional Metrics

Activity Metric	Category	Unit of Measure	2024 Response	2023 Response	2022 Response
Scope 1 metric tons (t) CO ₂ -e per RTM ^{7,8}	Quantitative	Rate	0.000127	0.000126	0.000125
Average Annual Miles per Gallon (MPG) On-road Tractors Only	Quantitative	Miles/Gallons of Diesel	7.34	7.31	7.09

⁷The greenhouse gas emission intensity information presented here reflects calculations that account for allocation of low emission transport activity to selected customers. The emission intensity presented here is therefore not appropriate for use in customer-specific greenhouse gas emission calculations. Customers are encouraged to contact us directly for information on the emission intensity appropriate for use in their greenhouse gas emission calculations for transportation activity associated with our organization.

⁸Excludes emissions related to biofuels.



ACTIVITY METRICS

Global Reporting Initiative (GRI) Content Index

Disclosure	Disclosure Title	2024 Response
GRI 2: General Disclosures 2021		
2-1	Organizational details	Annual Report Page 1
2-2	Entities included in the organization's sustainability reporting	2024 Sustainability Report Page 19
2-3	Reporting period, frequency and contact point	2024 Sustainability Report Page 19
2-5	External Assurance	2024 GHG Inventory Verification Opinion
2-6	Activities, value chain and other business relationships	Annual Report Pages 1-6
2-7	Employees	Annual Report Page 5; 2024 Sustainability Report Page 9
2-9	Governance structure and composition	Proxy Statement Pages 11-24; 2024 Sustainability Report Pages 16-17
2-10	Nomination and selection of the highest governance body	Proxy Statement Pages 18-21
2-11	Chair of the highest governance body	Proxy Statement Pages 14-15
2-12	Role of the highest governance body in overseeing the management of impacts	Proxy Statement Pages 14-24
2-13	Delegation of responsibility for managing impacts	Proxy Statement Pages 14-24
2-14	Role of the highest governance body in sustainability reporting	Proxy Statement Pages 20-22
2-15	Conflicts of interest	Proxy Statement Pages 17-18, 29-30, and 58-59, Code of Business Conduct, Corporate Governance Guidelines
2-16	Communication of critical concerns	Proxy Statement Pages 15-18 and Page 24, Code of Business Conduct
2-17	Collective knowledge of the highest governance body	Corporate Governance Guidelines
2-18	Evaluation of the performance of the highest governance body	Proxy Statement Pages 14-17, Corporate Governance Guidelines
2-19	Remuneration policies	Proxy Statement Pages 26-41
2-20	Process to determine remuneration	Proxy Statement Pages 26-41, Talent and Compensation Committee Charter
2-21	Annual total compensation ratio	Proxy Statement Page 50
2-23	Policy commitments	Code of Business Conduct
2-24	Embedding policy commitments	Code of Business Conduct
2-25	Processes to remediate negative impacts	Accounting and Auditing Complaint Policy, Code of Business Conduct



ACTIVITY METRICS

Global Reporting Initiative (GRI) Content Index (cont'd)

Disclosure	Disclosure Title	2024 Response
2-26	Mechanisms for seeking advice and raising concerns	Code of Business Conduct
2-27	Compliance with laws and regulations	Annual Report Page 19
2-28	Membership associations	2024 Sustainability Report Page 17
2-29	Approach to stakeholder engagement	2024 Sustainability Report Page 18
2-30	Collective bargaining agreements	Annual Report Page 5
GRI 3: Materiality Topics 2021		
3-1	Process to determine material topics	Proxy Statement Pages 21-22
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Annual Report Pages 31-34
201-2	Financial implications and other risks and opportunities due to climate change	Annual Report Pages 15-16
201-3	Defined benefit plan obligations and other retirement plans	Annual Report Pages 41-45
GRI 302- Energy 2016		
302-1	Energy consumption within the organization	SASB Index
302-2	Energy consumption outside of the organization	SASB Index
302-3	Energy intensity	SASB Index
302-4	Reduction of energy consumption	SASB Index
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	SASB Index
305-2	Energy indirect (Scope 2) GHG emissions	SASB Index
305-3	Other indirect (Scope 3) GHG emissions	SASB Index
305-4	GHG emissions intensity	SASB Index
305-5	Reduction of GHG emissions	SASB Index
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SASB Index



ACTIVITY METRICS

Global Reporting Initiative (GRI) Content Index (cont'd)

Disclosure	Disclosure Title	2024 Response
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	SASB Index
306-2	Management of significant waste-related impacts	2024 Sustainability Report Page 8
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	SASB Index
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2022 ESG Report Page 14
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	2024 Sustainability Report Pages 12-13
403-2	Hazard identification, risk assessment, and incident investigation	2024 Sustainability Report Page 13
403-3	Occupational health services	2024 Sustainability Report Pages 12-13
403-4	Worker participation, consultation, and communication on occupational health and safety	2024 Sustainability Report Pages 12-13
403-5	Worker training on occupational health and safety	2024 Sustainability Report Pages 12-13
403-6	Promotion of worker health	2024 Sustainability Report Pages 12-13
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2024 Sustainability Report Pages 12-13
403-8	Workers covered by an occupational health and safety management system	2024 Sustainability Report Pages 12-13
403-9	Work-related injuries	SASB Index
403-10	Work-related ill health	SASB Index
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	SASB Index
404-2	Programs for upgrading employee skills and transition assistance programs	2024 Sustainability Report Pages 10, 12
404-3	Percentage of employees receiving regular performance and career development reviews	2024 Sustainability Report Page 15



ACTIVITY METRICS

Global Reporting Initiative (GRI) Content Index (cont'd)

Disclosure	Disclosure Title	2024 Response
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2024 Sustainability Report Pages 9, 16
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	2024 Sustainability Report Pages 24-25
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2024 Sustainability Report Pages 24-25
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	2024 Sustainability Report Page 12
GRI 413: Local Communities 2016		
410-1	Security personnel trained in human rights policies or procedures	2024 Sustainability Report Page 12
GRI 416: Customer Health and Safety 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	2024 Sustainability Report Pages 14-15
GRI 416: Customer Health and Safety 2016		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Annual Report Page 19
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2024 Sustainability Report Page 18





Helping The World
Keep Promises

