

2020 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



DRIVING TOWARD A MORE SUSTAINABLE FUTURE

Helping The World
Keep Promises®



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Information in this 2020 ESG Report includes ESG initiatives for 2020, unless otherwise stated, and data from 2018 to 2020.





ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) HIGHLIGHTS



7-time Excellence Award recipient of the U.S. Environmental Protection Agency (U.S. EPA) SmartWay® Carrier Performance Ranking



12-time G75 Supply Chain Partner on the Inbound Logistics News editor's choice "Green 75" list in recognition of measurable green results, sustainability innovation, continuous improvement, and industry recognition



Named in Women in Trucking's 2020 & 2021 Top Companies for Women to Work for in Transportation



12-time recipient of the prestigious Mastio Quality Award for superior customer service and commitment to excellence



90%+ driver retention rate



ABOUT OLD DOMINION FREIGHT LINE, INC.

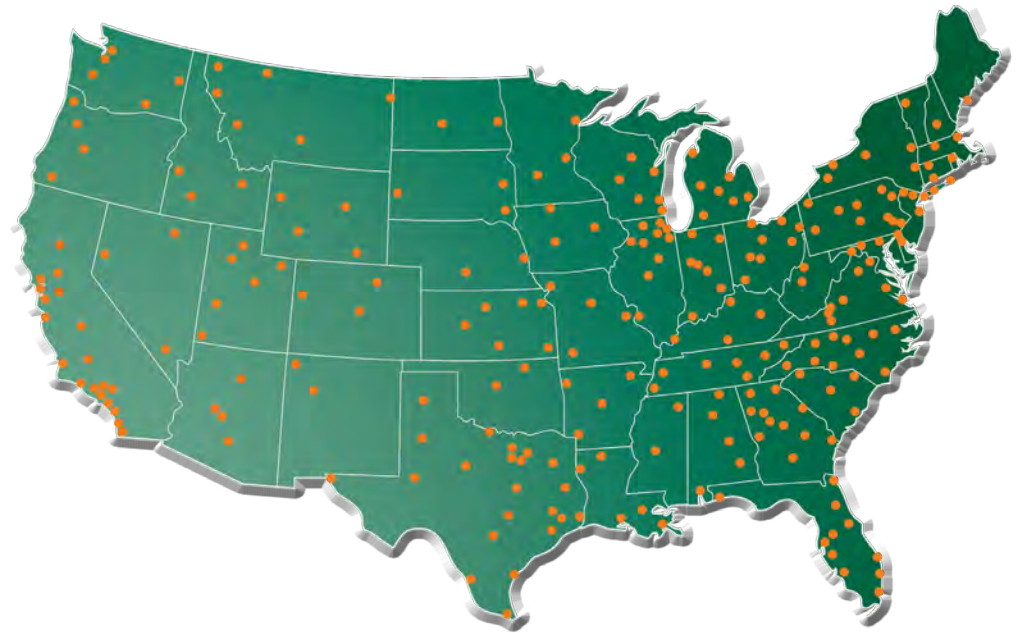
Helping the World Keep Promises®

Old Dominion Freight Line, Inc. (“OD”), headquartered in Thomasville, North Carolina, is a publicly-traded corporation founded in 1934. OD is one of the largest North American less-than-truckload (“LTL”) motor carriers and provides regional, inter-regional and national LTL services through a single integrated, union-free organization. Our service offerings, which include expedited transportation, are provided through an expansive network of service centers located throughout the continental United States.

OD also maintains strategic alliances with other carriers to provide LTL services throughout North America. In addition to its core LTL services, OD offers a range of value-added services including container drayage, truckload brokerage and supply chain consulting.

LTL motor carriers generally require an expansive network of local pickup and delivery (“P&D”) service centers, as well as larger breakbulk, or hub, facilities. Our service centers are responsible for the pickup and delivery of freight within their local service area. Each night, our service centers load outbound freight for transport to our other service centers for delivery. All inbound freight received by the service center in the evening or during the night is generally scheduled for local delivery the next business day unless a customer requires a different delivery schedule. Our management team reviews the productivity and service performance of each service center on a daily basis to help ensure quality service and efficient operations.

We employ a team of dispatchers to control the movement of freight between service centers through integrated freight movement systems (“linehaul”). We also utilize load-planning software to optimize efficiencies in these linehaul operations. Our management team monitors freight movements, transit times, load factors, and many other productivity measurements to help ensure that we maintain our high levels of service and efficiency.



The OD Nationwide Network of 251 Service Centers

- As of December 14, 2021, we operated 251 service centers across the United States.
- As of September 30, 2021, we employed National Institute for Automotive Service Excellence (ASE)-trained technicians in 43 fleet shop locations, maintaining the reliability of 10,089 tractors and 39,371 trailers.
- We operate one of the youngest, safest and most energy-efficient fleets in the LTL industry. The average age of our in-service tractors typically ranges between four to five years.
- Our full-time OD Family of employees was over 23,000 strong as of September 30, 2021.





FOUNDATION OF SUCCESS



Our Mission

Is to provide innovative solutions designed to exceed customer expectations, increase shareholder value, and ensure the continued success of the OD Company and our Family of employees.

Our Commitment

To safety and security is aligned with our sustainability initiatives. We regularly reinvest in our fleet and employee training to help improve operational efficiencies, minimize our environmental impact, and enhance driver safety.

Our Goal

Is to consistently deliver premier transportation solutions and provide innovative technologies that drive success for our customers and our OD Family of employees.

To this end, we created a **Foundation of Success Model** to illustrate how our People, Values, and Elements of Success are aligned to support our Vision and Mission. We define our success based on our customer focus, total involvement, measurement, systematic support, and continuous improvement. We operate in such a way that enables us to focus on our safety, market growth, financial stability, customer service, essential resources, and most importantly—taking care of our OD Family of employees.

The **OD Family Spirit** is our foundation for building strong relationships and keeping our promise to be Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive (P.R.O.M.I.S.E.S.).

TAKING ACTION FOR THE ENVIRONMENT

We invest in new technologies and processes that drive environmental stewardship.

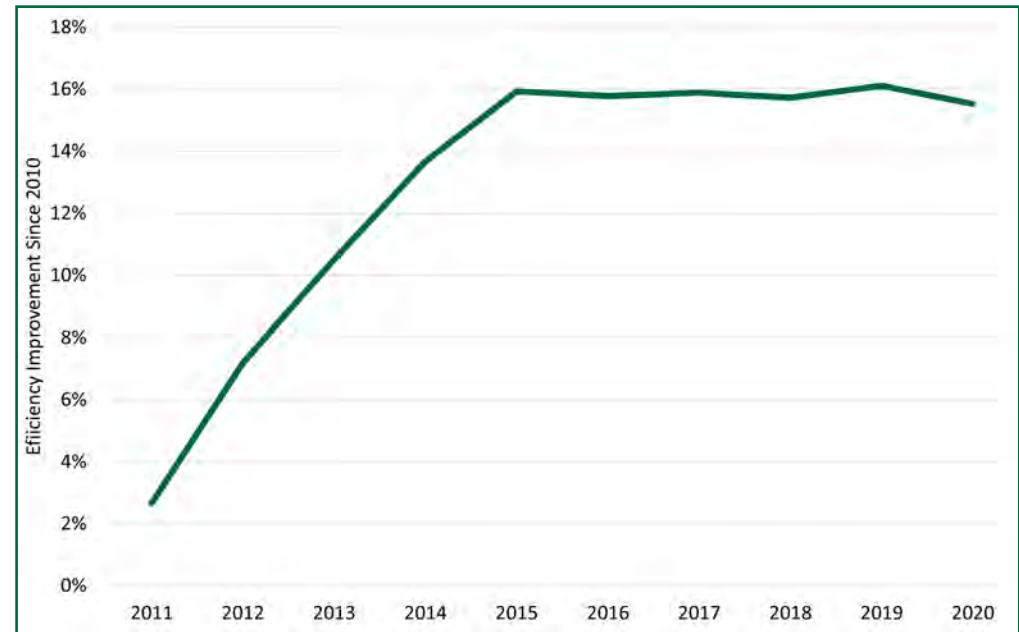
Operating a successful business provides OD opportunities to do the right thing—in the way we treat one another and our communities, and the way we invest in technologies and processes that help us support responsible environmental stewardship. Now, more than ever, our industry understands the importance of incorporating sustainability measures into the way we operate. OD is committed to continuing these investments.

As part of our ongoing investment in our fleet and service center network, we purchase new equipment, adopt new technologies, implement efficient process improvements, and make alterations to our facilities and fleet that improve our efficiency and reduce our environmental impact. We strive for continuous improvement through our capital investments and by assessing and managing our energy usage, waste levels, emissions, and carbon footprint.

Operating an Efficient and Well-Maintained Fleet

OD operates one of the youngest fleets in the LTL industry, with an average tractor age of 4.7 years as of September 30, 2021. By using a newer fleet of tractors, we benefit from the most up-to-date technology. We replace our tractors based on several criteria such as their type, application, years in service, usage, and cost of operation. We are committed to creating efficiencies through our equipment replacement cycle and anticipate replacing approximately 10% of our fleet per year over the next five years. We typically use our newest, most fuel-efficient tractors in linehaul operations where we accumulate most of our miles. Our tractors are serviced at least each quarter, regardless of mileage, by ASE-trained technicians so our tractors can be consistently operated at peak efficiency.

We have partnered with the U.S. EPA on its SmartWay® program for 11 years and were proud to receive the SmartWay® Excellence Award for the seventh consecutive year in 2021. The award recognizes OD as an industry leader in exceptional freight performance, freight efficiency, and contributions to cleaner air throughout supply chains and reflects our significant efforts to improve miles per gallon performance. Our miles per gallon performance improved by 15.5% since 2010 (see graph below).



Old Dominion Freight Line, Inc.
Miles Per Gallon Indexed to 2010

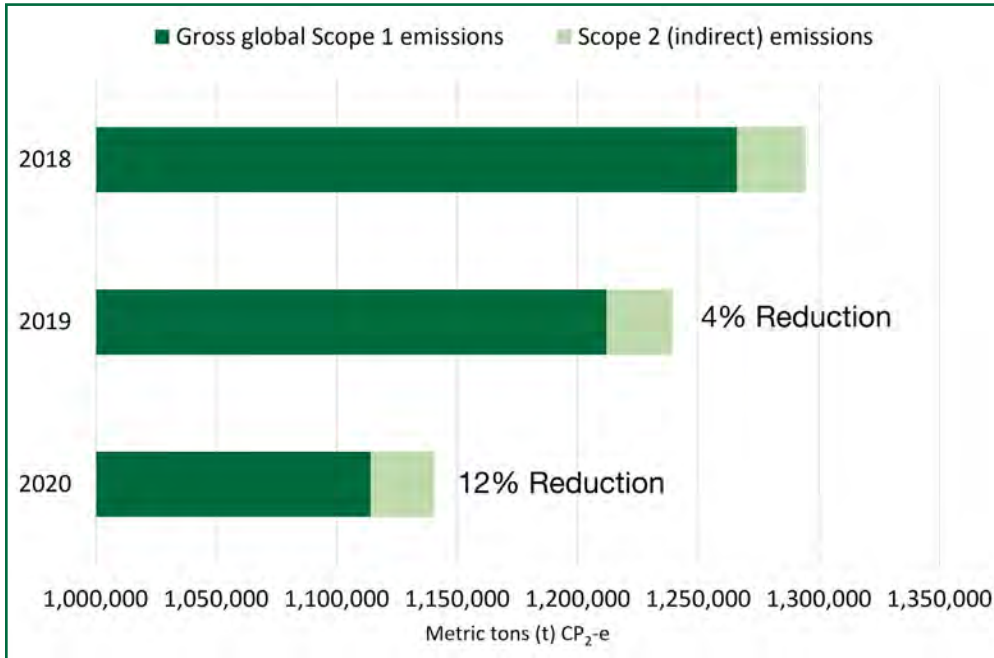
Vehicle Customizations for Sustainable Operations

Collaborating with manufacturers allows OD to customize our tractors so they are tailored to specifications for our particular usage profile and are chosen for their aerodynamic design. We also achieve enhanced fuel economy and reduced emissions by leveraging trailer skirts, air dams, and deflectors on our tractors and linehaul trailers, which further help minimize air resistance on highways (see [emissions reductions chart](#)). Speed limiters and our drivers' use of enhanced driving performance methods also help improve fuel efficiency. We have implemented various initiatives and protocols to support our efforts:

- Routes and schedules are strategically planned to optimize distance and load size and minimize the miles traveled.
- Trailer deck bars and racking systems are installed to maximize load size on linehaul lanes and reduce product damage, which reduces incremental miles for product return.
- Auto-inflating, low-rolling resistance SmartWay® program-endorsed tires are used for efficient fuel utilization and economy.
- Twin 28-foot trailers and long combination vehicles (triple 28-foot trailers and combinations of 48-foot and 28-foot trailers) are used where permitted to minimize the number of trucks on the road while also maximizing cargo load per mile.
- Drivers receive fuel-efficiency training focused on progressive shifting, maintaining consistent speeds, and how to reduce idling time.
- Tractor performance is measured by a telematics system that provides data to assess certain operating statistics, such as miles per gallon by tractor and driver.



OD's Scope 1 and Scope 2 emissions decreased by approximately 12% from 2018 to 2020, as detailed in the graph below.



Absolute Scope 1 and Scope 2 GHG Emissions Reductions (2018 base year)¹

Low Carbon Fuel Partnerships

Low carbon diesel accounts for approximately 20% of our total bulk fuel purchases and we are working closely with renewable and biofuel distributors to identify opportunities to expand our use of low carbon diesel. OD exclusively purchases renewable diesel fuel or a biofuel blend in the states of California and Oregon, while purchasing biofuel in Illinois, Iowa, Minnesota, and Pennsylvania.

¹ See page 26 for Linehaul revenue ton mile trend.

Pilot Testing Future Vehicle Efficiency

In May 2021, OD ordered our first electric tractor for our fleet in California. Once received, this Class 8 tractor will be tested in P&D operations within a metropolitan area, which generally has a lower mileage range requirement as compared to the average daily mileage requirement for our overall operations.



Minimizing Environmental Impacts Through the Efficiency of Our Nationwide Network

The efficient operation of our service center network is critical to achieving our business goals and minimizing our environmental impact. OD has a long-standing commitment to making decisions that help minimize energy, waste, and water usage in our service centers and maintenance shops including:

- Installing energy-efficient lighting, motion detectors, electric hand dryers, and high efficiency fans;
- Recycling truck wash water in our service centers in Memphis, Tennessee; Denver, Colorado; Fort Wayne, Indiana; and White Pine, Tennessee;
- Recovering and recycling coolant and engine oil through a fluids exchange partnership; and
- Focusing on waste reduction, including paperless technologies and recycling programs.

In 2021, OD purchased five electric forklifts and a terminal tractor (also known as a “yard tractor” or “switcher”) to evaluate operational performance, including run time, charging time, and maintenance costs of the units and the related charging equipment. The existing OD forklift fleet already operates solely on propane.



ON BEING SOCIAL

People are the most valuable asset of our organization.

Being ethical, reliable, respectful, responsive, and innovative are the values and behaviors we aim to demonstrate in honor of one another. Each member of our OD Family of employees is equal and celebrated for their individual and shared successes. We especially enjoy commemorating the birth of a child, career anniversary awards, and driver excellence by publishing these and other life events and achievements in our OD Family Newsline magazine. Whether on the road, on the dock, in the office, or at one of our many celebrations, the OD Family is known for its culture of sharing, caring, and smiling—a culture that unites us in helping the world keep promises.

The OD drive for professionalism began with the Congdon family, our company founders, who worked side by side with each team member. The OD Family Spirit tradition continues in how we interact transparently and openly by cultivating a safe, caring, inclusive, and welcoming culture for our OD Family of employees.

We make employee appreciation a priority at work, celebrating our OD Family of employees at regularly scheduled department and service center cookouts and annual employee appreciation events. Some examples include:

- **The John B. Yowell OD Family Spirit Award** was established in honor of the late John B. Yowell, our former Executive Vice President and Chief Operating Officer, who truly exemplified the OD Family Spirit in every aspect of his life. This annual award is presented to an employee whose behavior demonstrates OD values and Family Spirit and positively influences others at OD and in the community. In 2020, this award was presented to OD driver Harold Hyde (photo top right).
- **Safe Driving Awards** recognize drivers for both their number of years and total miles of safe driving. Over 18% of our drivers have achieved one million safe miles or more. In addition to these recognitions, we also provide the opportunity to earn an annual safety bonus.
- **Service 2.0D Recognition** represents the daily commitment and dedication each OD employee has to themselves, each other, and ultimately in delivering premium service to our customers. Members of our OD Family of employees are eligible to be nominated for this recognition and are also eligible to nominate colleagues for going above and beyond to deliver premium service.
- **Years of Service Recognition** celebrates employee tenure with OD.



Investing in Our OD Family of Employees

The OD culture of sharing and caring extends to opportunities we create to foster safety, excellence, and career advancement for our team. Together, our OD Family of employees is the reason OD leads our industry in superior service and financial performance. In turn, we invest in our people, offering continuous education through OD Truck Driver Training, Supervisor Training, and Management Training programs.

Our Truck Driver Training and qualification program, which is open to all active employees, has produced approximately 30% of our current drivers and helps us retain safe, qualified drivers. Our OD Truck Driver Training program empowers the career advancement of dock workers and other positions by offering hundreds of hours of driver training. In fact, two members of our senior management team started their careers with OD on the dock.

We are an ASE-Accredited Training Provider of Continuing Automotive Service, which allows us to offer in-house, ASE-accredited, instructor-led training programs that help advance the careers of our technicians.

Robust Supervisor Training and Management Training programs help develop future leaders in support of our strong focus on succession planning and promotion from within. Our OD Family of employees perfected new skills through over 26,000 hours of leadership-related training during 2020. We believe in recognizing the commitment of our employees and promoted over 800 people in 2020. A variety of training programs keep our team informed of the latest industry issues and prepared to lead, including:

Super Supervisor, Behavioral-Based Interviewing, Emergency Preparedness and Response, Coaching Others for Top Performance, Our Guiding Principles, A Better Leader, Harassment, Guiding Customer Conversations, One-on-One Conversations, Orientation Training, the Power of Promises, and New Supervisor Orientation, among others.

We also host annual meetings, when safe to do so, that bring together employees from across the company with senior management to explore distinct roles within the organization, create mentoring relationships, and share lessons learned.

96%

**OD employees
are full-time**

893

**internal promotions
were celebrated
in 2020**

90%+

**driver retention
rate**

8-YEAR

**service average
for drivers**

95%
**drivers return
home at the
end of each shift**

The American Trucking Associations (ATA) Heavy-Duty Technician Superstar Award recognizes technicians who exemplify excellence as a commercial vehicle technician. In 2020, ATA honored OD Technician Mike Neer with this award in recognition of his continual training on the latest automotive technologies. Technicians like Mike enable OD to operate one of the newest, safest, and most fuel-efficient fleets in the industry, and we deeply appreciate their contributions.



Prioritizing Balance

A healthy work-life balance is fundamental for a safe and sustainable work environment. Our dispatch schedules enable more than 95% of OD drivers to return home at the end of each shift. The remaining drivers have established schedules serving longer haul lanes. This daily work schedule in combination with factors like our industry-leading paid time off, health benefits, wellness programs, and excellent pay, contribute to our remarkably high driver retention rate of greater than 90%. These commitments to our OD Family of employees allow us to attract and retain exceptional talent. Our efforts have earned us recognition as a great place to work, including being named as one of the 2020 and 2021 Top Companies for Women to Work for in Transportation.

Compensating People Well

Our industry-competitive benefits package includes health care insurance (with a premium-free plan option for employee-only coverage), dental insurance, vision insurance, company-paid life insurance, paid time off, a birthday holiday, company-paid holidays, family medical leave, and a 401(k) plan with a guaranteed and discretionary match. In 2020, OD's discretionary match to our employees' 401(k) accounts totaled \$34.4 million. The 401(k) match is one of the ways we connect our employees directly to OD's financial success.

Our Employee Wellness program, managed by a dedicated health promotion specialist, provides annual medical screenings, health fairs, free/discounted gym memberships, free weight loss and smoking cessation programs, a healthy pregnancy program with incentives, and an employee assistance program. We encourage our employees to live a healthy lifestyle and our "Driving Your Health Forward" program is supported by over 30 employee wellness champions who lead work-life balance, healthy eating, and fitness initiatives in support of everyone's health.



“

Work-life balance is a priority for Old Dominion. As an OD driver, I am able to run a scheduled route that allows me to be home every day and be in our service center to meet with our supervisors and dispatch. This has allowed me to have a long, fulfilling career at OD.

Rhonda Hartman, OD driver

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Promoting Diversity, Equity, and Inclusion

OD is committed to recruiting, promoting, and retaining the best talent to support our mission of being the premier solutions provider in the transportation industry. This mission includes a commitment to source, hire, and develop candidates and employees from underrepresented groups and areas. In 2021, we partnered with the United Negro College Fund to offer trainee and internship programs, opportunities for professional development, and an introduction to careers in the LTL industry. We also host onsite and virtual job fairs at locations across the country, looking to recruit a diverse workforce from local high schools and colleges.

Our succession planning process also includes a focus on achieving diversity within all management levels. Employee careers are supported through tools and processes that help identify future managers from diverse backgrounds and monitor and track their development to positions of more responsibility.



Veterans are a Core Part of the OD Family

It is our honor to support veterans transitioning from military to civilian life, and OD enthusiastically welcomes them into our civilian truck operation program. We play a key role in their transition, providing opportunities for their careers and families.

“Veterans are a core part of the OD Family, and we’re proud we have the chance to honor our service members in such a unique way.”
Jim Raynor, Vice President of Maintenance and Equipment at OD.

We recently took delivery of a special Freightliner Cascadia “Ride of Pride” truck that pays homage to our nation’s veterans. Designed by employees of Freightliner in Cleveland, NC following the historic tragedy of 9/11, these trucks honor all five branches of the U.S. military and POWs/MIAs. Each year, Freightliner partners with select fleets by applying special graphics to one of their new tractors on order. OD became part of that group in 2021. These unique trucks are built with P. R. I. D. E.



Passion.
Driven to remember our freedom is not free.

Respect.
Honoring those who have served past, present, and future.

Integrity.
Holding high ethical standards built upon teamwork.

Discipline.
Focusing on the details.

Excellence.
Building a superior product to make a difference in Americans' lives.



Valuing Employee Diversity and Input

OD partners with the Women in Trucking Association to support our efforts to advance the careers of women and gender diversity. It is our goal to empower the professional development of all employees and to operate from a mindset of sharing, caring, inclusion, and equity. Our values reinforce this: We are committed to being professional, reliable, open, mindful, innovative, serving, ethical, and supportive (P.R.O.M.I.S.E.S.).

OD is continually looking for ways to attract and further advance diversity, equity, and inclusion in our workplace. We value employee input and conduct Employee Engagement Surveys to learn how we can further improve and support everyone equally. Our most recent survey in summer 2021 recorded a response rate close to 70%. The top 5 responses, ranked on a scale of 1 (lowest) to 10 (highest), are shown below.



Employee Ranking

9.34

Motivated to help be a premier transportation solutions provider and help the world keep P.R.O.M.I.S.E.S.

Employee Ranking

9.29

Proud to be part of the OD Family and planned to stay.

Employee Ranking

9.23

If I could do it over again, I would still work at OD.

Employee Ranking

9.15

OD does a good job of keeping its promises to customers.

Employee Ranking

9.10

OD provides a competitive salary and benefits package.





Maintaining Health, Safety, and Reliability During Uncertain Times

Providing safe and uninterrupted service during the public health crisis surrounding COVID-19 is a leading priority for our OD Family of employees. Given the critical transportation service we provide, our reliability is our contribution to community resilience during times of uncertainty. We help maintain the consistency of the supply chain across the country.

The COVID-19 public health crisis has required careful safety planning, training, and investment. We promptly equipped ourselves with personal protective equipment (PPE) and updated processes that enabled our drivers and customers to interact while maintaining safe social distance as advised by the Centers for Disease Control and Prevention (CDC). Our OD Family of employees has followed CDC COVID-19 guidelines and/or applicable guidance issued by national, state and local officials, and we continue to encourage everyone in the OD Family to become vaccinated (including offering a financial incentive to do so) and follow other safety measures as needed to keep themselves and their loved ones healthy and safe. It has been a team effort—one we all take seriously. We are proud of how our team has navigated the pandemic and continued to perform our critical role in the supply chain while maintaining industry-leading service levels to our customers.



Investing in Safety

An important OD goal is to foster a positive safety and sustainability culture that supports our OD Family of employees and the communities we serve. We support our commitment through capital investments in technology innovations and cleaner burning, more fuel-efficient tractors with enhanced safety features. We provide ongoing training and support for our family of drivers and the ability to earn safety bonuses for their excellence and reliability.

Workplace Injury Prevention Initiatives. Our behavior-based safety program, S.H.I.E.L.D. (Safety / Hazards / Injuries - Employees Leading the Defense), is focused on injury prevention initiatives. Our trained S.H.I.E.L.D. ambassadors, located in more than 100 service centers, are empowered to take prompt corrective action. We employ a team of regional safety managers across the country to help each service center follow proper safety practices. Technological advancements such as newer equipment for measuring cargo loads and improvements in forklifts with backup warning lights have helped improve our safety programs. Our ASE-trained mechanics service our tractors at least each quarter, reducing the risk of breakdowns or the likelihood of equipment failure.

Driver Safety Training Program. We emphasize our safety culture through ongoing training and support for our OD Family of employees.

The OD Truck Driver Training Program is considered by many of our drivers to be the best in the industry—providing hundreds of training hours with seasoned drivers who serve as instructors. This training and our dedication to driver health and safety are key to our low driver turnover rate. Additional safety training includes Truckers Against Trafficking, hazardous materials training, and new driver training and evaluation.

Driver Working Conditions and Enhanced Truck Safety Technologies. In addition to driver training, OD invests in technologies and support that can further enhance safety, including:

- Lane departure warning and electronic roll stability control systems – installed in all of our fleet;
- Collision mitigation technology including audible driver alerts for drivers for certain speeds/distances, adaptive cruise control and brake assist when needed – implementation in our fleet is underway;
- Forward-facing cameras – installed on all new tractor purchases, with installation in existing fleet underway; and
- Driver safety and assistance support provided by a country-wide team of approximately 60 safety employees who help service centers with safety practices and regional safety managers to provide driver assistance and support when needed.



“

Our commitment to the safety of OD’s drivers and our OD Family of employees helps us attract and retain talented team members. We provide excellent training opportunities to current CDL [Commercial Drivers License] drivers as well as offer our own internal OD Truck Driver Training Program that prepares the next generation of safe drivers for OD.

DeeDee Cox, Vice President - Human Resources

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Sharing and Supporting Community

OD is deeply rooted in the communities we serve, and we are committed to investing resources to improve quality of life. We have expanded our business to new communities, creating quality jobs and contributing to the local tax base.

We are proud to have the opportunity to give back. Over the past 10 years, we have raised millions of dollars in donations to 49 non-profit organizations. With an aim to support family, health, education, veterans and military service members, and safety causes, OD is currently partnered on initiatives with the American Red Cross, Salvation Army, Toys for Tots, and United Way.

In partnership with the Salvation Army, we sponsor annual holiday concerts in Greensboro and Winston-Salem, North Carolina in conjunction with major food drives that support several underserved communities. These canned food items become valuable meal supplementation in communities lacking access to nutritious food supplies and grocery stores.

We are especially proud to support the American Red Cross humanitarian mission through contributions to its Disaster Responder Program. The Red Cross responds whenever and wherever disasters occur, helping people through the recovery process and helping prepare for future emergencies. The OD Family of employees is honored to help fund the infrastructure, training, technology, and other critical resources necessary to empower the Red Cross to provide relief and support to those in crisis.



The OD Family has helped collect over 10.7 million canned food items for the Salvation Army. As a Two-Star corporate sponsor for Toys for Tots, we sponsor toy drives each year. In 2020 alone, we sponsored 100 toy drives and collected 321 boxes of toys (9,500+ toys) and 101 bicycles.



LEADING WITH OUR P.R.O.M.I.S.E.S.

How we will live tomorrow is in the way we care for each other today.

How do we operate one of the largest and most successful LTL fleets across America? The answer is in how we treat one another. The legacy of the OD Family of employees is to be Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive (P.R.O.M.I.S.E.S). We are focused on our commitment to reliability across the supply chain. We embrace opportunities to collaborate and review technologies that respond to the urgent need for environmental stewardship and innovation. We will continue to be respectful in how we interact and make decisions that affect people. This is how we operate.

Transparent Corporate Governance and Oversight

The OD Board of Directors is comprised of 11 members – including three members with gender, racial or ethnic diversity – who oversee decisions made by management to support our long-term growth and success. The Board operates three fully independent Committees (at right).

Governance and oversight of ESG matters extends beyond our Board of Directors and its Committees. In addition to the Board’s oversight of ESG, we have an ESG Steering Committee that brings together leaders from Operations, Fleet Maintenance, Real Estate, Marketing, Information Technology, Compliance, Human Resources, Safety, Legal, Accounting, and Investor Relations to enhance innovation and collaboration toward our sustainability objectives.

Audit Committee

Regularly reviews and considers our enterprise risks, including cybersecurity and data privacy, and mitigation efforts associated with these enterprise risks.

Governance and Nomination Committee

Regularly reviews and considers our diversity, equity and inclusion, as well as our environmental protection, sustainability, and corporate citizenship practices.

Compensation Committee

Regularly reviews and considers our efforts, plans, and programs designed to promote and strengthen our human capital investments and our commitment to our employees.





We are committed to sound, effective, and transparent corporate governance practices including:

- Regular executive sessions of independent Board members;
 - Investor outreach related to governance and compensation practices;
 - Board director orientation program and director education opportunities;
 - Board/management succession planning;
 - Board evaluation and self-assessment process;
 - Policy statement on the prevention of insider trading/trading window requirements;
 - Reporting/whistleblower policy (with anonymized component for reporting); and
 - Withhold vote policy.
-

Board Composition and Diversity

- 8 of the 11 Directors are independent
- Board Committees are fully independent
- Directors have an average tenure of 9 years as of May 2021
- 27% of our Directors have gender, racial or ethnic diversity





Greg Gantt, President and Chief Executive Officer

Living with Integrity

The **OD Code of Business Conduct** promotes and demonstrates principles of honesty, integrity, impartiality, compliance with regulatory guidelines, and good corporate citizenship. The code covers business matters such as conflicts of interest, insider trading, human rights, corruption and bribery, and data privacy protection. Each member of the OD Family of employees is expected to conduct business each day in a manner that is consistent with our Code of Business Conduct.

OD is committed to supporting industry-wide human rights initiatives, including efforts to identify and prevent human trafficking. In addition to signing the Transportation Leaders Against Human Trafficking (TLAHT) Pledge, our policies help us maintain our commitment. For example, each year our drivers are trained to recognize and report suspicious activity such as child labor, forced labor, exploitation, or trafficking. Together, the TLAHT network provides a committed and informed workforce that spans the entire nation.

Proactive Risk Management

The OD Board of Directors oversees the policies, procedures, and systems that manage our risk exposure. Greg Gantt, our President and Chief Executive Officer, and Adam Satterfield, our Senior Vice President-Finance and Chief Financial Officer, assess and manage risk and regularly report their findings to the Board and Audit Committee.

Our Risk Management Department identifies, assesses, and monitors risks that are inherent to our business and provides guidance to senior management and the Audit Committee regarding our enterprise risk management, insurance portfolio, business continuity programs, crisis management, claims management and governance, and record retention initiatives.

OD follows a robust risk management program. Every year we engage in a comprehensive process that includes an in-depth review of core risks, goal-setting, and evaluation of plans with risk owners. Our top risks are closely monitored on a regular basis.

We have a detailed set of enterprise-wide emergency plans to assist in the event of various crisis situations and conduct periodic crisis management training to prepare employees. These enterprise-wide plans include details for critical functions, communications, and recovery efforts in the event of an emergency. Also, each service center has its own location-specific emergency response plan. All plans are tested on at least an annual basis.

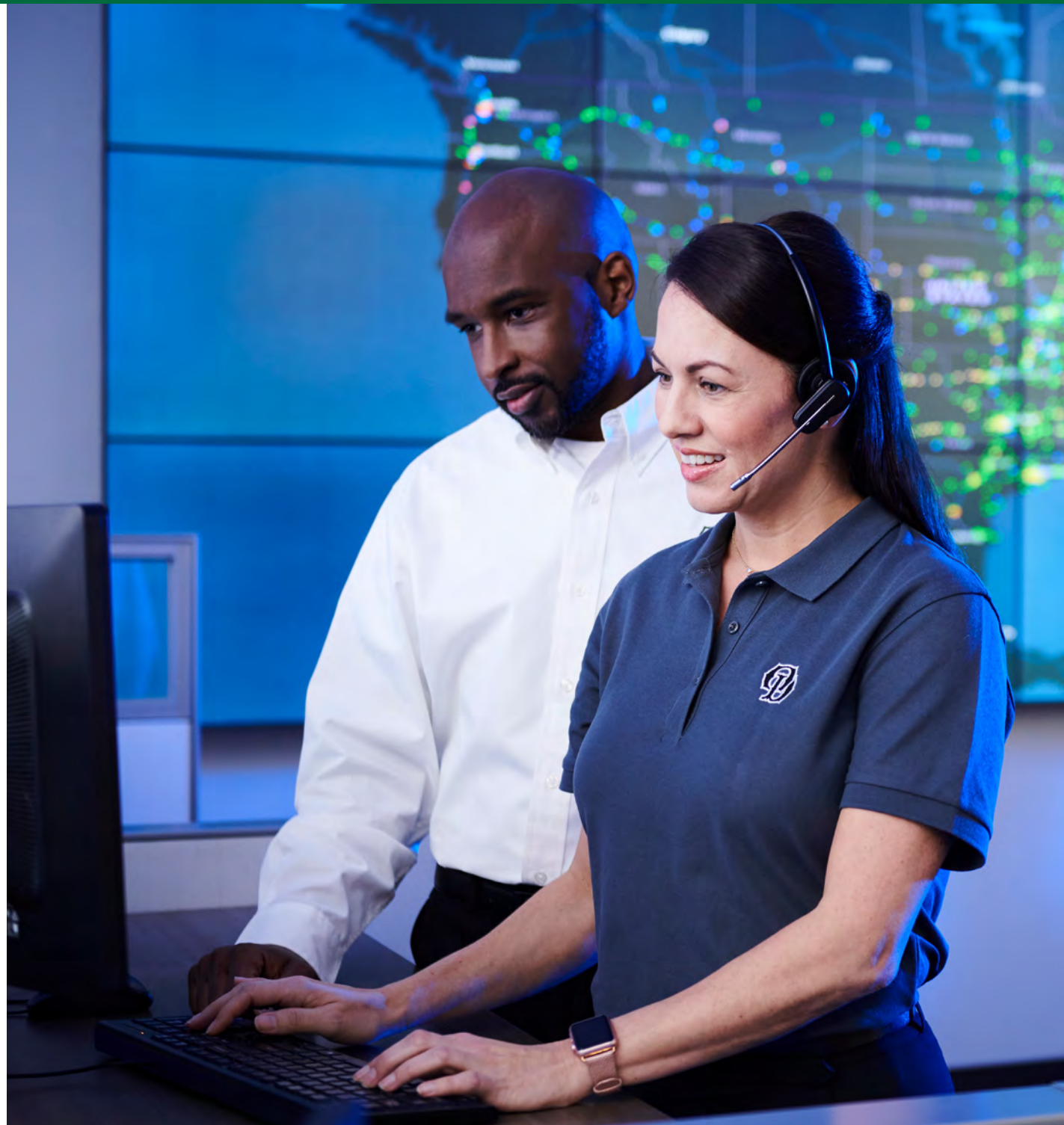


Security, Cybersecurity, and Data Privacy

We participate on committees with the Commercial Vehicle Safety Alliance (CVSA), which represents vehicle safety officials and industry professionals, to help us build local relationships and keep abreast of emerging trends. OD also participates in the Customs Trade Partnership Against Terrorism (CTPAT), a government-business initiative to build cooperative relationships that strengthen and improve the overall international supply chain and U.S. border security.

Our Technology Department monitors risks associated with our information technology systems and data privacy initiatives. We conduct and monitor cybersecurity audits as well as periodically engage third parties to perform cybersecurity assessments. We also use third parties to periodically benchmark and assess our cybersecurity and data privacy programs and to assess how any identified vulnerabilities in the industry might impact our company as well as the sufficiency of our response. The results generated from these activities are used to develop action plans that address opportunities for risk mitigation and overall improvement.

The OD Privacy Policy is updated on a regular basis and outlines our commitment to maintaining the privacy and security of personal data collected during the course of our operations. The policy outlines the types of information collected and the measures we take to safeguard personal information. Annual and ongoing training for both cybersecurity and privacy is provided to all employees.



RECENT AWARDS AND ACKNOWLEDGMENTS



Sustainability

U.S. EPA SmartWay Excellence Award (7th consecutive year in 2021). OD is recognized as one of 40 companies receiving this distinction, which represents freight supply chain environmental performance and energy efficiency.

Inbound Logistics News' Green 75 (G75) Supply Chain Partners List (12th consecutive year in 2021). OD was profiled in a G75 special edition featuring 75 leading companies who are committed to sustainability in the supply chain.

Heavy Duty Trucking's Top Green Fleets, 2020. Heavy Duty Trucking, an industry trade publication, recognized OD for the continuous commitment to sustainability in lowering greenhouse gas emissions through fuel efficiency and alternative fuels.



Customer Service

MASTIO Quality Award: No.1 National LTL Carrier (12th consecutive year in 2021). This significant accomplishment recognizes quality operations within most facets of our business and shows that our customers value us working hard to keep our promises.

Carrier of the Year Awards. Our customers have honored OD with various carrier of the year awards for our top performance in the LTL industry.



Industry

Women in Trucking's Top Companies for Women to Work for in Transportation (2nd consecutive year in 2021). Recognized for professional development, corporate culture inclusion, gender diversity, competitive compensation and benefits, flexible hours and work requirements, and career advancement opportunities, OD made the list of the top companies for women to work for in transportation. The Women in Trucking Association is an industry non-profit organization established to encourage the employment of women in the trucking industry.

SupplyChainBrain: 100 Great Supply Chain Partners (3rd consecutive year in 2021). Awarded to OD for our commitment to customer service and improvement to our supply chain performance.

Logistics Management's Quest for Quality Award. We were named the top multi-regional LTL carrier (12th consecutive year in 2021) and best expedited motor carrier (5th consecutive year in 2021). The Quest for Quality awards are selected by more than 4,500 logistics and supply chain decision-makers based on a variety of criteria including value, information technology, on-time performance, equipment, and operations.

Inbound Logistics News' Top 100 Trucker (7th consecutive year in 2021). Top 100 truckers are selected by experts in the industry in recognition of innovations introduced in the trucking industry.

ABOUT THIS REPORT

This document is Old Dominion Freight Line, Inc.'s 2020 ESG Report. We utilized the Sustainability Accounting Standards Board (SASB) Road Transportation Sustainability Accounting Standard to prepare the SASB Content Index on pages 25-26 of this ESG Report.

Information includes ESG initiatives for 2020, unless otherwise stated, and data from 2018 to 2020. Data about OD's financial performance is not included in this ESG Report, but may be found at www.odfl.com under the "Investors" tab 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., visit www.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 analysis 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.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

Sustainability Disclosure Topics & Activity Metrics

Topic	SASB Code	Activity Metric	Category	Unit of Measure	2020 Response	2019 Response	2018 Response
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions ¹	Quantitative	Metric tons (t) CO ₂ -e	1,114,046	1,211,887	1,265,939
		Emissions from the use of biofuels			48,829	9,430	9,367
		Scope 2 (indirect) emissions			26,595	27,680	28,310
		Scope 3 (other indirect) emissions ²			445,156	514,087	522,344
	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 “ Taking Action for the Environment ” section of this 2020 ESG report.	See the “ Taking Action for the Environment ” section of this 2020 ESG report.	See the “ Taking Action for the Environment ” section of this 2020 ESG report.
	TR-RO-110a.3	Total fuel consumed	Quantitative	Gigajoules (GJ), Percentage (%)	16,192,686	17,055,025	17,816,935
		Percentage natural gas			0.6% natural gas	0.7% natural gas	0.6% natural gas
Percentage renewable fuel		3.7% renewable			0.6% renewable	0.5% renewable	
Air Quality	TR-RA-120a.1	Air emissions of the following pollutants: NO _x (excluding N ₂ O)	Quantitative	Metric tons (t)	403	422	441
		Air emissions of the following pollutants: SO _x			10	11	11
		Air emissions of the following pollutants: particulate matter (PM ₁₀)			20	21	22

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

² Scope 3 includes emissions from employee business travel, employee commuting, well to tank from fuel, and downstream transportation and distribution.



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

Sustainability Disclosure Topics & Activity Metrics

Topic	SASB Code	Activity Metric	Category	Unit of Measure	2020 Response	2019 Response	2018 Response
Driver Working Conditions	TR-RO-320a.1	Total recordable incident rate (TRIR)	Quantitative	Rate	3.3 per 200,000 workhours	3.7 per 200,000 workhours	4.6 per 200,000 workhours
		Fatality rate for direct and contract employees ³			0.012	0.004	0.004
	TR-RO-320a.2	Voluntary turnover rate for all employees	Quantitative	Rate	8.25%	9.49%	10.91%
		Involuntary turnover rate for all employees			9.96%	8.39%	8.04%
	TR-RO-320a.3	Description of approach to managing short-term & long-term driver health risks	Discussion and Analysis	Description	See the "Investing in Safety" section of this 2020 ESG report.	See the "Investing in Safety" section of this 2020 ESG report.	See the "Investing in Safety" section of this 2020 ESG report.
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	308	380	373
	TR-RO-540a.2	Safety Measurement System BASIC percentiles for unsafe driving, hours of service compliance, driver fitness, controlled substance/alcohol, vehicle maintenance, and hazardous materials compliance ⁴	Quantitative	Percentile	Not Reported	Not Reported	Not Reported
	TR-RO-540a.3	Number of spills and releases to the environment ⁵	Quantitative	Number Cubic meters (m ³)	1	2	2
		Aggregate volume of spills and releases to the environment			0.04	1.14	0.15

Activity Metrics

SASB Code	Activity Metric	Category	Unit of Measure	2020 Response	2019 Response	2018 Response
TR-RO-000.A	Revenue ton miles (RTM) (linehaul only)	Quantitative	RTM	7,944,257,373	8,182,613,062	8,541,815,251
TR-RO-000.B	Load factor (linehaul only)	Quantitative	Percentile	84.60%	84.50%	85.30%
TR-RO-000.C	Number of full time employees	Quantitative	Number	19,779	20,105	21,279
	Number of truck drivers			10,114	10,523	11,207

³ OD does not use contracted drivers.

⁴ OD is not disclosing Behavior Analysis and Safety Improvement Categories (BASICS) data due to the ongoing reforms of the Safety Management System (SMS) by the Federal Motor Carrier Safety Administration (FMCSA). The SMS methodology and public availability of certain performance data remain under FMCSA review as required by Congress in the 2015 Fixing America's Surface Transportation Act (FAST Act). The review is 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.

⁵ Spill data is in accordance with PHMSA (Pipeline and Hazardous Materials Safety Administration) regulations.



