

Inclusive

Our Commitment to Our People

Our workplace culture is centered on being safe, respectful, entrepreneurial, innovative and inclusive. We're committed to maintaining a rewarding work environment — grounded in a strong governance structure and [Code of Business Ethics](#) — that allows employees to experience new opportunities and build the careers they choose. Across the company, we encourage open communication, champion integrity, celebrate individuality and cultivate a diversity of talents and perspectives. This commitment to our people is one of the reasons why XPO has been recognized by many leading external ranking organizations as one of the most notable, respected and responsible companies in the world.

Workforce

We ended 2021 with a global team of more than 42,000 outstanding colleagues. As of Dec. 31, 2021, our North American workforce included 31,258 employees, not including temporary workers or agency staff. In Europe, our headcount was 15,635, not including agency staff. Approximately 94% of XPO employees in Europe and more than 97% of XPO's North American employees work under permanent full-time employment contracts.

We take pride in providing dynamic workplaces that are inclusive and welcoming, regardless of gender or gender identity, race or ethnicity, national origin, religion, sexual orientation, veteran status or disability.

We know that transparency promotes accountability and drives measurable change. This is why we track the representation of women and traditionally underrepresented communities within our workforce. As we continue to enhance our human capital management disclosures, we've published our most recent EEO-1 report on sustainability.xpo.com, recognizing that it's important to share where we are today and where we plan to focus our efforts in the future.

2021 Workforce by Region	Total	Women	Men
North America ¹	31,258	4,798	23,249
Europe	15,635	2,526	11,195
Asia	552	209	343
South & Central America, Other	212	62	150

¹ Total NA figure includes 3,211 employees whose gender is undisclosed





INCLUSIVE

Diversity, Equity and Inclusion

Our Approach to Diversity, Equity and Inclusion (DE&I)

XPO takes enormous pride in creating workplaces where employees feel respected, acknowledged and understood. We're committed to fostering equality and inspiring authenticity to help every employee thrive.

Our commitment is more than saying the right things. It's also doing the right things. Results will always matter to us, and they matter most when they come from behavior that's fair, respectful, lawful and honest. In 2021, we set three primary goals for our DE&I office:

1. Grow the pipeline of highly qualified and diverse candidates.
2. Develop internal talent.
3. Enhance our brand recognition as a diverse employer.

As of 2021:

- Approximately 40% of our employees are people of color, up from 37% in 2020.
- Approximately 53% of our new hires are people of color, maintaining our goal of an annualized percentage of diverse US employee hires at or above 50%.
- Nearly 52% of XPO Graduate Program global hires were diverse, exceeding our target of at least 50% diverse hires for this global program each year.
- 30% of total promotions were earned by women in the US – a 2% decline from 2020 – however, women who earned management promotions (manager or supervisor and above) represented 33% of the total, up 4% from 2020.
- 42% of our 2021 promotions were earned by people of color, up from 36% in 2020.

Creating a Culture of Inclusion

Diversity, Inclusion and Belonging Steering Committee

The Diversity, Inclusion and Belonging Steering Committee, led by Chief Diversity Officer LaQuenta Jacobs, aims to promote diversity, inclusion and respect across our organization. Its members serve as role models and leaders as well as a collective catalyst for understanding the uniqueness of every employee.

Since its founding, the committee has developed an ambitious action plan with eight workstreams:

- Communications
- Diversity recruiting
- Employee resource groups
- External partnerships and community engagement
- External speaker series
- Organizational and cultural assessment
- Performance management
- Supplier diversity program

Recruitment and Development

While the practical definition of diversity often centers on gender and underrepresented groups, we think it also encompasses creating a workplace that welcomes people of all racial, ethnic, gender, socioeconomic and cultural backgrounds. We actively seek to recruit individuals who are passionate about making a difference at every level, especially as our industry faces one of the most competitive hiring environments in recent history. Now more than ever, it's critical for XPO to be regarded as a company where people can be their best selves and know they belong.

As we recruit, we drill down by market and job function to develop targeted recruitment strategies, always making sure that our compensation remains competitive, with a schedule of merit increases based on employee performance. In 2021, we set a 5% growth target over 2020 to attract, retain and develop a diverse and inclusive workforce. This helped to increase our diverse workforce by nearly 8%.

We recruit through advertisements tailored for individual roles and use a range of sources and targeted programs to ensure we reach a diverse group of potential candidates, including women, LGBTQ+ individuals, Blacks and African Americans, Hispanic Americans, people with disabilities, military veterans and other underrepresented groups. For example, in the US, we regularly participate in career fairs in traditionally underrepresented communities, and we maintain partnerships with Monster, Diversity.jobs, Ripplematch and Military.com to help us reach a broader range of candidates. Throughout the year, we measure and track our progress.

In recent years, we've redoubled our commitment to recruiting military veterans. This work is guided by our all-employee Veteran Recruitment Steering Committee and our Veteran Recruiting Community of Practice group. Recruiters are trained in military culture and connect with veterans through [XPO's LinkedIn Military Life page](#) and via targeted hiring events.

In 2021, we received more than 291,000 job applications.



TRANSLATING PERSONAL PASSIONS INTO CAREER OPPORTUNITIES

Meet [Brian Stoudemire](#), our lead product analyst in our brokerage business, as he discusses how joining XPO has allowed him to build a career centered on his childhood fascination with planes, trains, road transport and rails. As he says, "Come to XPO and bring your personality, bring your talent...that's what makes XPO exciting!"