

COVID-19 Response

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

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

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

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

At the same time, we reckoned with unprecedented demand to handle both vital pandemic-related



“Our employees worked on the frontlines to fulfill our obligations to customers and serve communities around the globe. We'll continue to prioritize the physical, mental and emotional well-being of every person on our team.”

— Brad Jacobs, Chairman and CEO

materials – from masks to vaccines – and essential items for home-bound consumers. To coordinate these efforts, we used a mix of creative adaptation and disciplined execution at every level. Among our front line essential workers, it meant pioneering quick fixes to protect safety and sharing what worked with others across our network.

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

At the management level, COVID-19 took center stage throughout the year. Meeting daily and then twice weekly, our business continuity response

teams orchestrated changes that kept XPO's positivity rate near or under the US average. We adhered to guidance from the US Centers for Disease Control (CDC) and the World Health Organization (WHO) and continually evaluated and updated our [COVID-19 protocols](#) to ensure we were following the recommendations to keep safe our 102,000 employees across 30 countries.

Employees First: Our Comprehensive Response to COVID-19

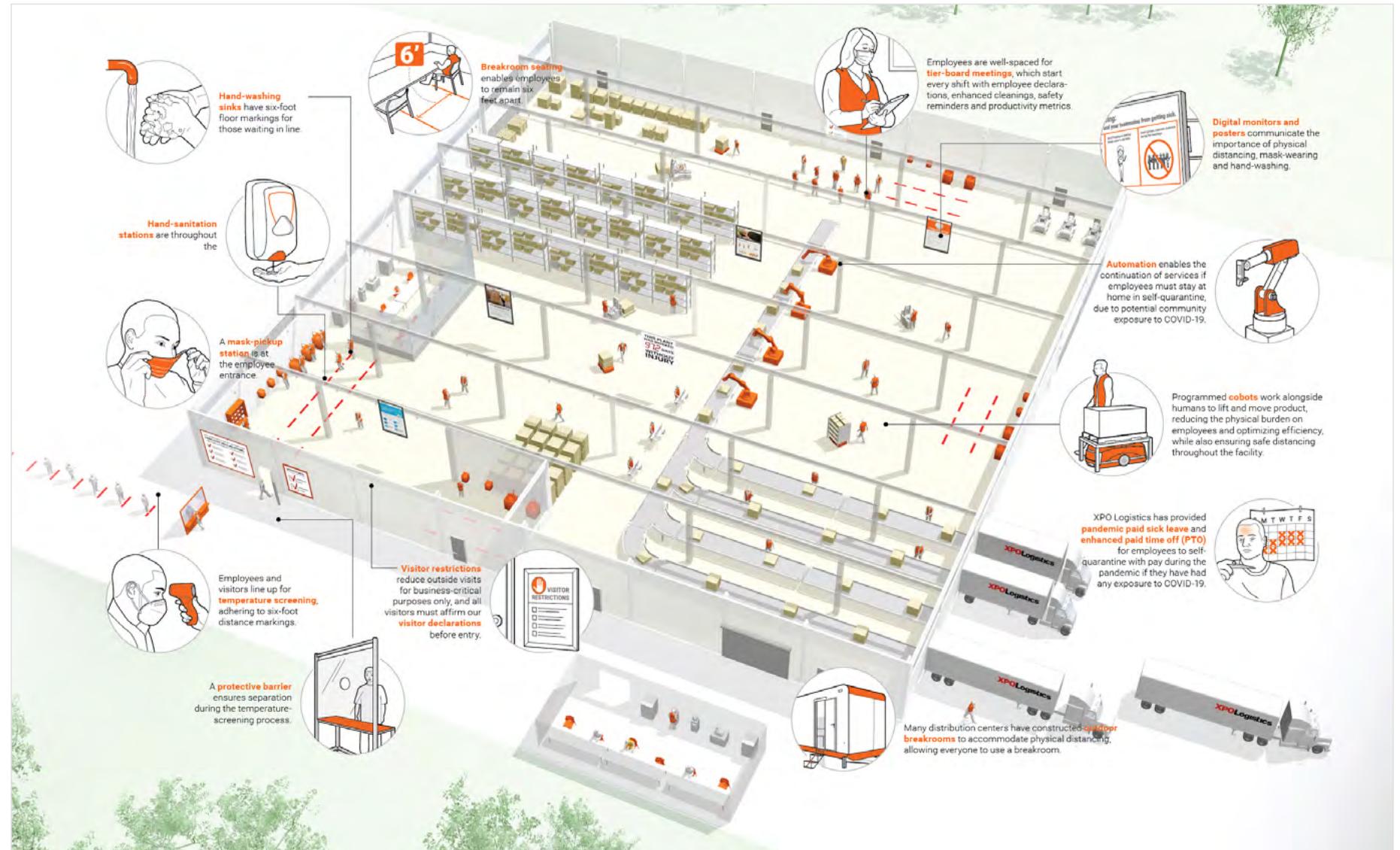
As the pandemic challenges evolved, we tracked government recommendations, industry best practices and listened to our employees and customers to guide key responses:

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

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

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



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

Sanitizing Supersized Sites

In [coping with COVID-19](#), scale proved to be just one challenge for XPO. Besides being large, many of our facilities handle a variety of freight, from individual pallets to truck-sized containers. Our



fleet is likewise comprised of a dizzying mix of sizes, from rigs to forklifts.

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

Throughout the year, these routine electrostatic disinfectant treatments were coupled with regular hand-wipe sterilization of high-touch areas.

Accelerating PPE Deployment

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

BOOSTING PAY TO SUPPORT FRONTLINE WORKERS

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

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

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Europe. In France, XPO joined [Project Resilience](#), an initiative to coordinate textile designers, manufacturers and related players to quickly manufacture millions of washable masks, and we committed teams to help deliver nearly 18 million masks. We also tapped into our purchasing expertise by aggregating orders for masks, wipes, gloves, face shields and related PPE from across our sites and operations. By combining buying

power, particularly in the face of industry-wide shortages, XPO Europe placed sufficiently large orders to secure volume deliveries of PPE for employees and customers.

North America. In the New York City metro region, all XPO sites continued to operate, even as the region became the early epicenter of the US outbreak. We partnered with New

York City's municipal [Emergency Management Department](#) to distribute life-sustaining medical gear and PPE, and our Expedite operation flew in shipments of masks. In fact, we handled 40% more shipments to New York City hospitals than we did prior to the crisis, shifting resources to deliver desperately needed PPE, ventilators and other medical supplies.

Delivering COVID-19 Vaccines

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

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

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



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

— Malcolm Wilson, Chief Executive Officer, Europe