



Corporate Responsibility Report

2021

U.S. XPRESS
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COMPANY INTRODUCTION

In 1986, U.S. Xpress began as a trucking company with 48 trucks. Since then we have experienced tremendous growth, evolving into a true digital transportation solutions provider. So, we're not just delivering essential goods across the nation, we're also focusing on innovation, safety, and technology that will keep us in a market leadership position for decades to come.

To best serve our diverse customer base, including many Fortune 500 companies that fall within a broad spectrum of geographies and end markets, U.S. Xpress operates two primary segments, truckload and brokerage. The truckload segment offers asset-based services, including the over-the-road ("OTR") and dedicated contract services consisting of approximately 6,500 tractors and 13,500 trailers. Our brokerage segment consists of a network of more than 25,000 carriers.

As one of the largest carriers in the business, we know our responsibility is to more than just our customers. We also have a responsibility to our environment, communities, and team members.



ENVIRONMENTAL

On the road as well as in our shops and offices, U.S. Xpress operates with a consciousness of environmental responsibility. Here, we spotlight a few of the steps we're taking to help minimize our environmental impact. This is a top priority for the company with an aggressive goal of reducing our carbon footprint 60% by 2035.

▼ **60%** Carbon footprint by 2035.

And we are already seeing results, as evidenced by our 15-year partnership and continued commitment to the U.S. Environmental Protection Agency's (EPA) SmartWay program. We consistently rank in the top 20% of SmartWay carriers, producing 16% less smog from 2017 to 2018, have been recognized with two SmartWay Excellence Awards for industry-leading efficiency and contributions to clean air, and have reduced our Carbon Dioxide Grams Per Mile footprint by 11%.

20% Consistently rank in the top 20% of Smartway Carriers.

-16% Less smog from 2017 to 2018, industry-leading efficiency to clean air.

-11% Reduced our Carbon Dioxide Grams Per Mile footprint.

OUR FLEET

We're testing and implementing a wide range of innovative solutions across our entire fleet including:

- Testing Climate Battery Powered Auxiliary Power Units (APU) in 600 of our new tractors, with expected improvements in reduced idle time, lower fuel consumption and higher efficiency meeting thermal demands of the cab environment.
- Applications include parking locators to reduce wasted miles driven locating open parking spaces, increasing efficiency of available driving hours.

- Telematics, geo-fencing, and global position tracking to route vehicles into service facilities.
- Predictive analytics to bring vehicles in for service before service failures occur over-the-road.
- Reduced maximum speeds of our tractors by two miles per hour, which lowers wind resistance and emissions output.

▼ **2 MPH** Maximum speed reduction.

- Field testing of new axle technology that disengages one of the two drive axles at highway speeds. This results in lower torque and power requirements, allowing the engine to burn less fuel.
- Performing oil testing and evaluation with an engine OEM and testing a 100% oil change interval extension has extended intervals by 25% (in addition to previously increasing oil change intervals by 20%). We also plan to leverage technology offered by a partner OEM that allows the engine ECM to analyze oil life data, transmit data over our existing telematics system, and extend oil change intervals even further based on each tractor's specific use data.

+25% 100% oil change interval extension change.

- New "Application Specific" tractor specification for Regional/Dedicated accounts in order to run more efficiently at lower speeds with reduced vehicle weight. This also lowers fuel burn rates.
- Implementation of powertrain ECM parameter file updates at every service, ensuring the most up-to-date software is in place so the powertrain can perform at its best settings.
- Collaboration with our existing tire manufacturer to use a new design that extends tread wear, increasing the life of the tires and reducing manufacturing related carbon greenhouse gases.
- Inclusion of Lane Keep Assist, drastically reducing the number of driver inputs required to keep the tractor and trailer centered in the lane.
- Testing and use of fuel probes, which provide more accurate fuel usage data and "real time" fuel consumption data, transmitting data over existing telematics. This data will help guide our future efforts in validating efficiency trials and vehicle specifications.





- Coasting functions within transmission programming that reduce fuel burn on downhill grades.
- Specification changes to lower engine RPM by changing transmission and drive axle ratios.
- Purchase and distribution of driving simulators as part of continuous driver training, so drivers get a simulation of a driving environment without creating pollution on the road.
- E-Learning modules through our DriverTech interface devices and our Xpress Mobile App to deliver required driver training materials to the driver while minimizing carbon footprint. This includes reducing fuel to drive to training location, paper printed, and amount of materials physically mailed.
- Streamlined driver orientation schedule and the implementation of virtual orientation, reducing the carbon footprint incurred when driving to and from orientation.
- Required map reading and trip planning training that allows drivers to maximize utility and make the best use of their HOS in conjunction with their fuel stop schedule. Ultimately, this contributes to less fuel consumption as the driver has less stops when using appropriate trip planning.
- Adaptive cruise control training that helps maximize efficiency.

As evidenced by our 2019 SmartWay Year-Over-Year Data report, these ongoing efforts have proven results:

- Carbon Dioxide Grams Per Mile dropped, contributing to an overall reduction of 11% to date.

-11% Overall reduction of
Carbon Dioxide Grams
Per Mile.

- Carbon Dioxide Grams Per-Ton Mile fell to 64, keep us in the top quintile of the industry.
- Nitrous Gas Grams Per Mile reduced to 2.264, with total Nitrous Gas emission remaining in the top quintile of the industry.
- 10 Micron Particulate Matter Grams Per Mile dropped below 0.020 and Grams Per Ton-Mile remained consistent, also placing our score in the top quintile of the industry.



OUR SHOPS

In our terminals throughout the country where trucks are serviced, we've implemented a range of environmental initiatives including:

- Extensive lighting upgrades throughout our terminal network replacing inefficient fixtures with a combination of new energy efficient lighting.
- Waste coolant and oil pickups by a certified company that protects our "cradle to grave" responsibility. The oil is then refined and sold as heating oil, fuel blend, or other solutions.
- Oil/Water separators that are routinely serviced by a certified company that properly disposes of waste material.
- Scrap metal sales to local companies that, in turn, sell to scrap metal factories.
- Factory-certified refrigerant machines that properly capture, clean, and store the refrigerant for reuse. All U.S. Xpress personnel that handle refrigerant or perform repairs on refrigerant equipment, are 60/609 certified.

OUR OFFICES

Approximately 2,000 office team members are based out of our company headquarters (approximately 155,000 square feet) in Chattanooga, TN. With the spread of the global pandemic, we moved 99% of them to remote work, significantly reducing our environmental footprint through reduced facilities use. As we begin to return employees to the office, we'll continue to measure and benchmark these numbers in addition to ongoing programs we have in place, including:

- A partnership with Iron Mountain to implement a complete paper recycling program. This program provides measurable data and outlines our carbon footprint reduction. In 2019, we recycled approximately 74 tons of paper, lowering CO2 emissions by 108,000 pounds, reducing landfill space by 372 cubic yards, and saving over 2 million gallons of water.

**74 TONS OF
PAPER**



- Lowered CO2 emissions by 108,000 pounds
- Reducing landfill space by 372 cubic yards
- Saving over 2 millions gallons of water

- Installation of Evaporcool systems, providing energy savings and a measurable cost reduction by reducing the incoming ambient air temperature used by the roof top air cooled units.
- Installation of a "white roof," saves energy related to the reflection of the sun and general cooling of the building shell.
- LED lighting upgrades and installations in areas such elevator cars, constant burn lights, and exterior landscape flood lights on monuments and signage. We are also actively involved in daylight harvesting in which photocells measure the quality of light and turn off unnecessary lamps when daylight is sufficient. All restroom light switches have also been replaced with motion sensors to power the lights off when restrooms are not occupied.
- Installation of Xlerator hand dryers to reduce paper product consumption.
- Installation of hands-free auto faucets and water closets for the reduction of water usage.
- Use of green certified cleaning products that fall under the requirements of the Green Seal standard for Commercial and Institutional Cleaning.
- Partnership with Evergreen Toner Cartridges, implementing their Toner Recycling Program for our desktop printers. Evergreen is ISO Certified to reduce harmful environmental effects of production activities and reduce landfill waste.





COMMUNITY

At U.S. Xpress, we know the importance and power of people. But we're not just talking about our team members. As one of the largest trucking companies in the country, we also have a commitment to their families, our customers, and everyone in our communities. So, it's a priority for us to serve and engage with our communities, particularly those pertaining to safety and wellbeing, military veterans programs, education and innovation, as well as families and health. By 2025, we're aiming to double our community engagement by identifying more organizations which fall within our focus areas, and increasing funding, in-kind work, and volunteer hours.

▲ **100%** Increase in community engagement by 2025.

SAFETY AND WELLBEING

With more than 6,500 U.S. Xpress trucks on the road, promoting road safety and safe driving practices is our top priority. To help keep our drivers and others on the road safe, we have implemented technology and participate in initiatives including:

- Life-saving technologies like roll stability, disc brakes and accident avoidance systems.
- Forward-facing event recorders and speed limiters in all our tractors, which improve fuel efficiency and reduce serious accidents.
- Higher than average liability insurance.
- Required hair drug testing for all drivers.
- National initiatives around the prevention of drunk driving and texting while driving.

MILITARY VETERANS PROGRAMS

With approximately 11% of our drivers and 5% of our office team having served in the military, we know the importance of supporting organizations that help U.S. Military Veterans. In fact, U.S. Xpress has been named a Military Friendly® employer by Viqtory for five consecutive years and Best for Vets Employer by the Military Times in 2020. DiversityComm also recognized us as a top Veteran-Friendly Company in 2019 and 2020. Some of the organization we're currently supporting include:



Hiring Our Heroes: Hiring Our Heroes is a nonprofit, nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities.



Warrior Freedom Service Dogs: We are a proud partner of Chattanooga based nonprofit Warrior Freedom Service Dogs. The organization provides combat veterans struggling with PTSD a service dog at no cost. We help provide Warrior Freedom Service Dogs with funding for service dog adoptions and training programs, as well as a variety of in-kind services which help support the organization's mission.



Post-9/11 GI Bill Apprenticeship Program for Drivers, Driver Managers, & Diesel Mechanics: One of the select few trucking companies offering the program to Post-9/11 veterans, U.S. Xpress' Veterans Administration-approved Apprenticeship/ OJT Program enables veterans to receive competitive pay, while gaining valuable work experience in a trade.



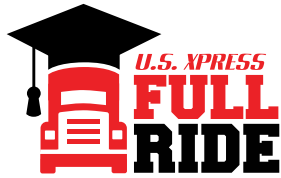
The National Medal of Honor Heritage Center: U.S. Xpress is a founding sponsor of the National Medal of Honor Heritage Center, opened in Chattanooga in 2020. The museum offers an experience that draws personal and emotional connections to Medal of Honor recipients and their stories, while shedding light on the wars in which they fought and the ideals that the Medal of Honor represents.



Wreaths Across America: We are honored to be an ongoing partner of Wreaths Across America. Throughout the 10-year tenure, volunteer employees from U.S. Xpress have laid tens of thousands of wreaths in Chattanooga to honor local armed forces, and the company has transported wreaths to cemeteries nationwide.

EDUCATION AND INNOVATION

We're constantly looking to improve our business through innovation and support organizations that are developing tomorrow's leaders in the trucking and logistics industries. We support educational initiatives through industry organizations like the American Trucking Associations, as well as through some of our own initiatives including,



Full Ride is our Tuition Assistance Program designed to foster professional growth by helping team members obtain skills, knowledge, and abilities that may increase efficiency and improve their opportunities for career advancement. The program offers all drivers, shop (mechanic) employees, and two dependents the chance to earn a 4-year online college degree at Ashford University free of charge.



A partnership with the Massachusetts Institute of Technology (MIT) in which two graduate students in the MIT Supply Chain Management master's program are using statistical modeling and artificial intelligence to study company data that will help develop a roadmap to improve driver efficiency.



Employee access to Cornerstone, an online learning management system that provides employee-specific content and coursework on a wide range of topics. Team members receive notifications of required and voluntary training regularly based on their role and job requirements.



The Leadership Excellence Training Program, a continuing education and leadership curriculum for current and future leaders within the organization.





FAMILIES AND HEALTH

We may be one of the nation's largest trucking companies, but we know our most valuable asset isn't our tractors and trailers. It's our people. So, we also place a focus on the wellbeing of our nearly 10,000 employees through targeted health initiatives, and support organizations that help to create healthy communities including:



Austin Hatcher Foundation: Austin Hatcher Foundation for Pediatric Cancer: An organization helping families impacted by the devastating effects of pediatric cancer.



Truckers Against Trafficking: Victims of human trafficking are often found in locations frequented by truck drivers, so we have partnered with Truckers Against Trafficking (TAT) to provide training for our drivers to recognize and report instances of human trafficking. Through the program, professional drivers have reported over 2,000 cases and freed over 1,000 people.



Salvation Army's Angel Tree: Every year, we "adopt" seniors and children in the Chattanooga area to make their holiday season a little brighter through the Salvation Army's Angel Tree program. In 2020, we provided support to nearly 500 families.



We're proud to call Chattanooga home and are committed to economic development and local charitable causes.



- President and CEO Eric Fuller heads the organization's CEO Roundtable, which brings together leaders from the region's top companies to support economic development and talent recruitment. We nurture tomorrow's leaders through the Chamber's
- Leadership Chattanooga program. This initiative prepares promising local professionals for prominent business, cultural and political roles through a 10-month leadership development program.
- Board leadership on the Chamber's Public Policy Committee which helps to serve as the voice of business and play a vital role in the policy arena, seeking to be a dynamic, constructive partner in the policy-making process.
- Protégé Chattanooga is a nine-month team-based mentoring program in which early and mid-career professionals build lifelong networks while learning from local executives and their peers.
- Chattanooga Talent Consortium focuses on improving the talent pipeline within the community through transparency of needs and skill gaps.
- Chattanooga Climbs is focused on creating more high-quality jobs, growing stronger businesses, developing skills for the new economy and increasing regional prosperity.



LEADERSHIP

To merit public trust and confidence, as well as for the well-being of all employees, we have set high standards for the actions of our Board of Directors, executive management, and all other team members.

EXECUTIVE MANAGEMENT



Max Fuller
Executive Chairman



Eric Fuller
President and Chief
Executive Officer



Eric Peterson
Chief Financial Officer
and Treasurer



Danna Bailey
Chief Brand Officer



Robert Pischke
Chief Information Officer



Amanda Thompson
Chief People Officer



Jake Lawson
Chief Commercial Officer



Nathan Harwell
EVP, Chief Legal Officer,
and Secretary



Justin Harness
President, Dedicated



Cameron Ramsdell
President, OTR Solo
and Variant



Joel Gard
President,
Digital Transformation

BOARD OF DIRECTORS

U.S. Xpress is overseen by an eight-person Board of Directors, whose mission is to maximize long-term stockholder value. The business and affairs of the Company are managed under the direction of the Board, which is the ultimate decision-making body of the Company, except with respect to those matters reserved to the Company's stockholders. The Board establishes overall corporate policies, selects and evaluates the Company's senior management team, which is charged with the conduct of the Company's business, and acts as an advisor and counselor to senior management. The Board also reviews the Company's business strategy, the performance of management in executing the Company's business strategy and managing the Company's day-to-day operations, and the major risks facing the Company and strategies to address these risks.

The U.S. Xpress Board of Directors includes:

- **Jon Beizer** - Director of the Company, Investment Partner at Western Technology Investments
- **Edward "Ned" Braman** - Director of the Company, Retired Audit Partner at Ernest & Young LLP
- **Jennifer G. Buckner** - Director of the Company, Deputy Chief Information Security Officer and Senior Vice President - Corporate Security Governance, Risk, and Compliance for Mastercard Incorporated
- **Michael Ducker** - Director of the Company, Former President & CEO, FedEx Freight
- **Eric Fuller** - President, Chief Executive Officer and Director of the Company
- **Max Fuller** - Executive Chairman and Director of the Company
- **Dennis Nash** - Director of the Company, Chief Executive Officer and Chairman of Kenan Advantage Group, Inc.
- **John C. Rickel** - Director of the Company, Former Senior Vice President and Chief Financial Officer of Group 1 Automotive, Inc.

More details about Directors and responsibilities of the Board can be found on the U.S. Xpress investor's site.

EMPLOYEE BENEFITS

We know the importance of keeping our team members and their families healthy and happy, so we provide the following benefits to our employees:

- **Health Benefits:** We offer a wide range of insurance benefits including medical, pharmacy, dental, vision, basic life, voluntary life and AD&D, disability, accident and critical illness insurance, as well as flexible spending accounts.
- **Paid Parental Leave:** Full time office employees are eligible for 2 weeks of paid parental leave upon the birth or adoption of a child.
- **Employee Assistance Program (EAP):** All employees have access to our EAP, which provides valuable services focusing on concerns, including elder and childcare, educational information about everyday topics, and ways to improve emotional health and wellness.
- **Retirement savings:** A diversified savings plan, Xpress Savings, is available to employees through a third-party financial management company, including an option to enroll in a 401(k).
- **Employee Stock Purchase Program:** After a year of employment, team members can purchase U.S. Xpress Enterprises, Inc. (NYSE: USX) common stock through payroll deduction at 15% off the market rate.
- **Xpress Cares:** Employees can support fellow team members experiencing hardship through a company-matching contribution. Full-time employees who have been employed for a minimum of 90 days are eligible to apply for assistance through the program. Employees may request a one-time donation of up to \$1,500 or sponsorship of a crowdfunding campaign.
- **Community Xpress:** All full-time office/shop employees who have been employed for at least 90 days are eligible for 1 day of paid time off which they can use to volunteer within the community.
- **Smoking Cessation:** We provide all of our team members access to a program to help them quit smoking.





DIVERSITY & INCLUSION

U.S. Xpress is made up of a diverse population of employees from different cultures, backgrounds and experiences. We value this diversity and place a focus on developing a culture of inclusiveness throughout the organization. By year end 2021, we're committed to establishing at least three employee resource groups to better support often-marginalized segments of our workforce.

We recently established a Diversity & Inclusion (D&I) Council, made up of 15 individuals from across various roles and levels of the organization, to serve as a critical driver in fostering real change in the company, establishing a dedicated focus on D&I priorities. The Council is focused on a few core areas to strengthen our D&I efforts. Top areas of focus include:

- **Messaging and metrics:** Ensure inclusive messaging practices as well as maintain and publish up-to-date employee demographic metrics and partner with Human Resources to goal-set on company-wide hiring efforts.
- **Attraction and recruitment:** Source diverse candidates from varied backgrounds and create fair hiring processes and goals that reduce bias and provide all candidates equal opportunity to demonstrate their capacity and abilities.
- **Inclusion and retention:** Raise awareness of identity in the workplace and cultivate an inclusive community through development of employee resource groups, awareness months, a speaker series, and ongoing training/workshops.
- **Community partnerships:** Identify and partner with organizations in the communities where we do business to strengthen connections with often under-represented populations.



CODE OF CONDUCT

Because U.S. Xpress is judged by the performance and public perception of its directors, officers, and employees, each employee and board member has a responsibility to always act in a manner that merits public trust and confidence consistent with the highest standards expected of directors, officers, and employees of a publicly traded corporation.

All directors, officers and employees should abide by these basic principles:

1. Be honest, fair, and trustworthy in all relationships in carrying out duties for the Company.
2. Avoid actual and apparent conflicts of interest between work and personal interests.
3. Obey all applicable laws, rules, and regulations governing the Company's business, wherever it is conducted, and do not take any action, either personally or on behalf of the Company, that violates any such law or any other significant law or regulation, the violation of which would reflect poorly on you or the Company. Do not take advantage of the Company, its employees, customers, vendors, suppliers, or any other third parties.
4. Be aware of and comply with antitrust laws.
5. Treat the Company's property and funds with the same care and respect you would treat your own property and funds. The Company's property and funds belong to its stockholders. Do not improperly charge rates or charges and do not fail to charge for services the Company renders.
6. Foster an atmosphere in which personal integrity and fair dealing is part and parcel of what you do.

7. Be honest and candid with regard to all reporting of financial results. Be timely and accurate in all your reporting tasks and activities. Do not change or alter numbers or facts to make yourself or someone else look better. Always express and report the truth.
8. Be loyal to the Company. Do not – deprive the Company of an opportunity; take for your own advantage an opportunity that belongs to the Company; or help others violate or, if they are in a position to divert a Company opportunity for their own benefit.
9. At all times comply with the terms of any confidentiality, non-disclosure, and/or restrictive covenants agreement or other similar contract between you and the Company, and keep all confidential information of the Company in strict confidence, and do not directly or indirectly disclose or transmit any such information to any person who is not employed or contractually engaged by the Company at the time of such disclosure, and then, only in the ordinary course of your duties for the Company.
10. Do not post anything online that may be construed as representing the Company.
11. Business gifts and entertainment are courtesies designed to build goodwill and sound working relationships among business partners. We do not, however, want to obtain business through improper means as to gain any special advantage in a relationship. Business gifts that compromise, or even appear to compromise, our ability to make objective and fair business decisions are inappropriate.
12. Treat all persons fairly, regardless of such factors as race, color, national origin, religion, gender, disability, marital or family status, sexual orientation, military status, age, or other factors unrelated to the Company's business. Adhere to fair employment practices. Extend courtesy to every employee, customer, vendor, and supplier of the Company.
13. Do not perform any acts of harassment or any acts that create the potential for harassment.
14. Be thoroughly familiar with, adhere to, and fully comply with all Company policies and procedures, including, without limitation, this Code, the Company's Insider Trading Policy, and other standards of conduct (if applicable to you).
15. Conduct business in a way that protects the health and safety of Company employees, other people, and the environment. Employees should act in a manner that ensures compliance with all applicable governmental and private health, safety, and environmental requirements, including contributing to an alcohol- and drug-free workplace.

16. Foster a safe working environment free of violence. Acts or threats of violence in any form will not be tolerated.
17. Invest the time necessary to learn your job thoroughly and learn from your colleagues who have more experience in the transportation business.
18. Promptly report to your supervisor, the Corporate General Counsel, or the Audit Committee any irregularities or apparent wrongdoing, including violations of the matters listed in this section and all facts surrounding any such incident.
19. Do not withhold, misrepresent, or misconstrue facts or information when reporting any matter to your supervisor or superior or reporting violations of this Code or any other standards of conduct to your supervisor, the Corporate General Counsel, or the Audit Committee.
20. Any Company employee who is in possession of material, non-public information may not trade in securities of the Company.

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