



2025 IMPACT REPORT

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Optimized for digital viewing

To minimize environmental impact and paper wastage, this report has been optimized for digital viewing and incorporates interactive elements for both navigation and supplementary multimedia content. Our clickable function buttons enable you to quickly navigate your way through the report content. Examples are shown below:

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A letter from our Chief Executive Officer

When I joined GXO in August 2025, one thing was immediately clear: this is a company with exceptional people, real momentum, and a genuine opportunity to shape the future of logistics.

“Even more, even better” is more than a motto: it acknowledges GXO’s position as an industry leader while keeping our competitive fire burning, our innovative spirit sharp, and our standards of execution high. With more than two decades in this industry, I have been consistently impressed by the commitment, resilience, and performance I have seen across this business, and I am energized by what we can build together from here.

This same drive for even more, even better—extends to our approach to sustainability. For us, sustainability is inseparable from long-term value creation, it makes our operations more efficient and resilient, enables our customers to meet their own objectives and reflects our deep commitment to our people and the communities we operate in. In the pages ahead, Meagan Fitzsimmons, our Chief Compliance and ESG Officer, will share the specific commitments, progress and targets that bring this ambition to life.

Evolving our model

Our customers’ supply chains are growing more complex and more global, and they need a partner that can manage that complexity seamlessly across regions, sites and service lines. That is the opportunity in front of us, and

it is why building a truly integrated GXO is central to our growth strategy and a top priority for our leadership team.

By evolving from a regional model to operating as one global, connected enterprise, we will deliver consistent, high-quality service to customers wherever they operate in the world.

To support this effort, sites around the world will adopt the “GXO Way,” a unified set of processes and behaviors that guides the organization. The GXO Way is about one way of working as a global team to turn proven excellence into everyday performance, and uniformly drive continuous improvement. When we identify what works in one location, we’ll apply it to other similar locations, sharing best practices and raising the bar on what good looks like everywhere we operate.

Together, these initiatives will unite our people, our processes and our purpose, building a stronger, more resilient GXO that is positioned to deliver exceptional value for our customers and stakeholders worldwide.

Investing in talent and technology

Logistics is a people business, and GXO’s advantage will always come from the 150,000+ colleagues who drive our operations forward every day. Across the employment lifecycle—from how we recruit and onboard to how we develop and promote—we are building a company where colleagues are supported to grow, not simply placed

into roles. Robust learning and development programs, structured career pathing and proactive succession planning give our people clear routes to advance in the organization.

GXO is a place where individuals can build long, meaningful careers. Our leadership team is actively listening—through site visits, town halls and structured employee feedback channels—and acting on what we hear, so that every colleague, regardless of role or location, has a voice in how we run the company and a fair opportunity to grow within it.

Alongside our investment in people, we are committed to harnessing the power of technology as a key enabler of progress. Through the strategic deployment of advanced software, robotics and AI, we are driving efficiency and continuous improvement across our operations. We are equally focused on what this means for our people: investing in reskilling, designing safer and more rewarding roles alongside technology, and ensuring our colleagues grow with the business as it continually evolves.

Strengthening our leadership and governance

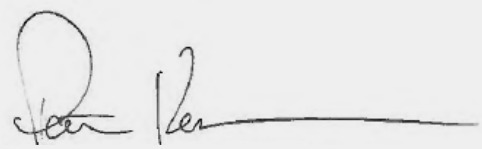
As the logistics industry undergoes a period of transformation, building the right leadership team and governance is a strategic imperative. In 2025, GXO welcomed seven new members to the Board of Directors. This talent brings the skills and capabilities the business demands today and in the years ahead, with real-world supply chain expertise that will be invaluable in turning strategic vision into reality.

We also strengthened our executive team with the appointment of a new Chief Operating Officer, Chief Financial Officer, Chief Commercial Officer and President of our Americas & Asia Pacific region. Together, this leadership team brings the operating depth and global perspective to realize our ambition through our day to day execution—improving productivity, enhancing the customer experience and safety, and accelerating the responsible deployment of AI across our global operations.

Looking forward

The opportunity ahead of us is significant, and I am confident that the actions we are taking today will position GXO as an industry leader for years to come—for our customers, our colleagues, our communities, and our shareholders.

Sincerely,



Patrick Kelleher
Chief Executive Officer





A letter from our Chief Compliance and ESG Officer



The past year marked a defining chapter in GXO's evolution. As we advanced our journey toward becoming a more unified, globally integrated company, we maintain our commitment to our own sustainability and that of our customers. We believe that doing well and doing good are not competing ambitions; they are complementary drivers of long-term resilience and value creation.

Data-driven resilience

This past year, we strengthened our climate governance, introducing greater rigor and accountability across the business. Our inaugural double materiality assessment anchored much of this work, spanning our value chain to identify the impacts, risks, and opportunities most material to our business and stakeholders. Complementing this, a comprehensive climate risk assessment reinforced our proactive approach to long-term resilience, sharpening our ability to make data-driven decisions in the interests of our people, our planet, and customers.

We also updated our Scope 1 and 2 greenhouse gas (GHG) emissions baseline, an important step in ensuring our progress is measured against a foundation that accurately reflects who we are today. Drawing on primary emissions data from acquired businesses including Clipper Logistics, PFS, and Wincanton, our baseline now begins with 2022, GXO's first full year as an independent company, and captures our Scope 1 and 2 footprint across global operations. The result is a more meaningful benchmark for tracking performance and driving accountability. We also began extending that view across our value chain,

identifying the Scope 3 categories most material to our operating model and the data needed to measure them.

Efficiency in action

We applied the same approach to our day-to-day operations—continuously improving and scaling what works, in line with the GXO Way. By combining innovative technology with industry best practices, we met and exceeded two of our 2025 targets: reaching 88% LED coverage across our owned and leased warehouses and 80% global landfill diversion rate. And with 22% of our electricity now sourced from renewable sources, we are making meaningful progress toward a cleaner, lower-carbon future. Sustainability is embedded in how we operate, not just what we report: in 2025, our absolute global Scope 1 and 2 emissions decreased by 21.5%, or approximately 123,600 metric tons of CO₂e, from our newly updated 2022 baseline year. We partner with several customers to reduce emissions in their operations as well, which we cannot fully quantify but whose stories we believe are important to share as GXO supports a transition to a greener economy.

Powered by our people

A resilient business is only as strong as its people—and at GXO, investing in our workforce is both a strategic priority and a source of genuine pride.

Technology plays a central role in how we support our people. Automation, robotics, and AI are reducing repetitive tasks, freeing our workforce to focus on

higher-value work and driving both efficiency and job satisfaction. Safety remains paramount as always: our global Road to Zero program embodies our commitment to accident-free workplaces and provides the resources and support our people need to thrive—physically and mentally, every day. The results speak for themselves: across our Americas, Asia-Pacific, and European operations, we continue to make significant strides in our safety metrics and are revisiting our 2027 targets as we have already eclipsed them.

We also continued to invest in the growth and development of our people. From recruitment to retirement, we empower employees to grow and flourish with us, and this year that commitment continued to translate into results. With over 1.7 million learning hours logged, our learning and development metrics exceeded annual targets once again, as more employees engaged with GXO University to build skills and shape meaningful careers across the business.

Underpinning all of this is the conviction that how we work matters just as much as what we achieve. Our culture is rooted in doing things together: building belonging, trust, and respect, and playing to win as a global enterprise. In 2025, that meant regional initiatives shaped around what matters most locally—from structured conversations about inclusion, to mental health partnerships, to unlocking employment pathways for veterans and populations facing barriers to employment. Our advantage is each other, and we remain committed to raising the bar.



Operating with integrity

At GXO, responsible governance is our foundation. In 2025, we deepened our approach to risk—building on our double materiality and climate risk assessments—by refreshing our Enterprise Risk Management process to identify and prioritize the issues that matter most across our global operations. We remain committed to doing business the right way, anchored by our Code of Business Ethics, for which we achieved a 97% on-time training completion rate among our employees worldwide.

Security is also critical to us. In 2025, we further strengthened our cybersecurity program, completing a company-wide assessment against the NIST Cybersecurity Framework. As technology and regulation continue to evolve, our investments in automation and innovation allow us to adapt and protect both GXO and our customers every step of the way.

The road ahead

The report that follows tells the full story of our 2025 progress, and points toward what comes next. As we continue to grow, sustainability will remain central to how we create value, serve our customers and build lasting resilience. That means staying ahead of an evolving regulatory landscape, making decisions grounded in consistent, high-quality data, and helping our customers advance their own sustainability ambitions alongside ours.

Sincerely,

A handwritten signature in black ink, appearing to read 'meagan'.

Meagan Fitzsimmons
Chief Compliance and ESG Officer

Who we are

Why did we choose the name GXO?

Because it reflects what we offer to our **investors, customers** and **colleagues**:

Game-Changing Opportunities

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Company profile

GXO Logistics (NYSE: GXO) is the largest pure-play contract logistics provider in the world. Our size and expertise position us to capitalize on the rapid growth of ecommerce, automation and outsourcing. In partnership with premier blue-chip companies around the globe, we apply technologically advanced supply chain and ecommerce solutions to complex logistics challenges, at scale, with speed.

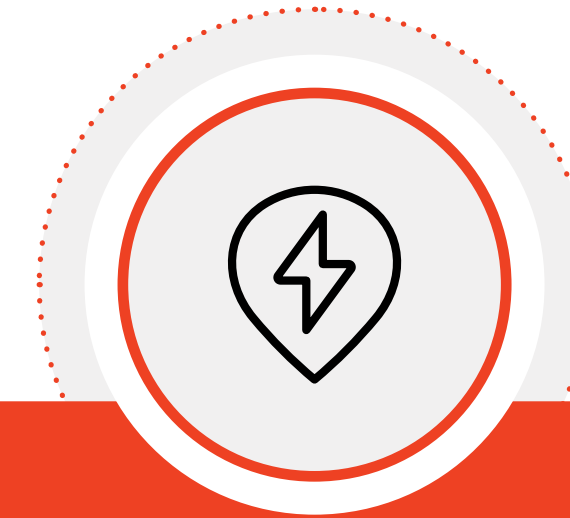
GXO aims to provide an inclusive, world-class workplace for over 150,000 team members across 1,000+ facilities in 27 countries. The data disclosed in this report for 2025, including financial, talent, and environmental-related data, incorporates GXO's acquisition of Wincanton plc.

GXO corporate headquarters is located in Greenwich, Connecticut.

2025 highlights



**Reduced 21.5%
of absolute
Scope 1 & 2
emissions
from updated
2022 baseline**



**Sourced 22%
of global
electricity from
renewable
sources**



**Delivered more
than 1.7 million
total learning
and development
hours to
employees**



**Conducted
CSRD-aligned
double
materiality
assessment**



What we do

We design and operate the world's leading logistics solutions, solving complex supply chain challenges for our global customers. Our operational expertise, integration of advanced automation and technology, and entrepreneurial culture empower our workforce to operate safely and efficiently each day. Uniquely positioned within the supply chain, we are able to create value for our customers while driving meaningful impact for our people, our partners, and our planet.

Across every link in the modern supply chain, our teams create and deliver value through “**The GXO Difference**”—an industry-leading blend of scale, innovation and expertise.



GXO: Logistics at full potential

GXO helps businesses move faster, smarter, and more efficiently by transforming how supply chains are designed and operated; from ecommerce fulfilment and flexible distribution to warehouse automation and reverse logistics.

We partner with the world’s largest and most advanced companies, designing custom solutions that integrate deeply into customer operations and drive long-term value. Our investment and leadership in technology allows us to leverage AI, data-driven processes, intelligent automation, and machine learning to help customers navigate increasingly complex global supply chains.

From inbound/outbound logistics fulfillment to ecommerce solutions to manufacturing support to reverse logistics, our ability to deliver technology-enabled solutions at scale sets us apart.

We help our customers win by making their supply chains a competitive advantage. By partnering with GXO, businesses are able to operate their supply chains with increased resiliency and agility, while also making meaningful progress towards their own operational, financial, and sustainability goals.

Numbers that matter

150,000+
team members

1,000+
warehouse locations

27
countries of operation

\$13.2 billion
in revenue in 2025

~30%
of Fortune 100
companies are customers

220 million+
square feet of
warehouse space



Aerospace
and defense



Agribusiness



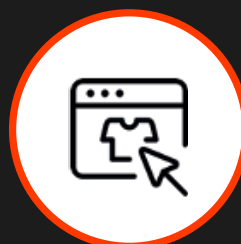
Automotive



Chemical
and energy



Consumer
packaged
goods



Ecommerce



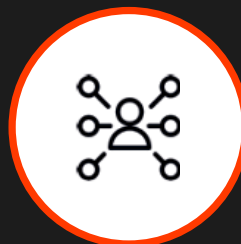
Food and
beverage



Healthcare



Industrial and
construction



Omnichannel
retail



Public
sector



Technology
and consumer
electronics

Innovation meets customization

Across 1,000+ fulfillment centers, GXO customers experience seamless, world-class service thanks to individually tailored logistics solutions.

We move goods with high efficiency through their supply chains—from the moment products arrive at our warehouses, through fulfillment and distribution, to the management of returned products.i We help customers meet rising consumer expectations for speed and reliability by optimizing inventory management and forecasting, while providing real-time visibility across the supply chain.

Our warehousing and fulfillment capabilities include pick-up and acceptance, automated sortation, reverse logistics, aftermarket support, commerce services, supply-chain optimization, manufacturing support and cross-border logistics, among many others. For goods entering and leaving our facilities, GXO offers dedicated and managed transportation solutions.

GXO’s value chain is complex, with many upstream and downstream activities occurring before our involvement. However, the formula behind our success remains simple: empower people—the engine of our organization—with tools that help them do their jobs safely, effectively and with greater

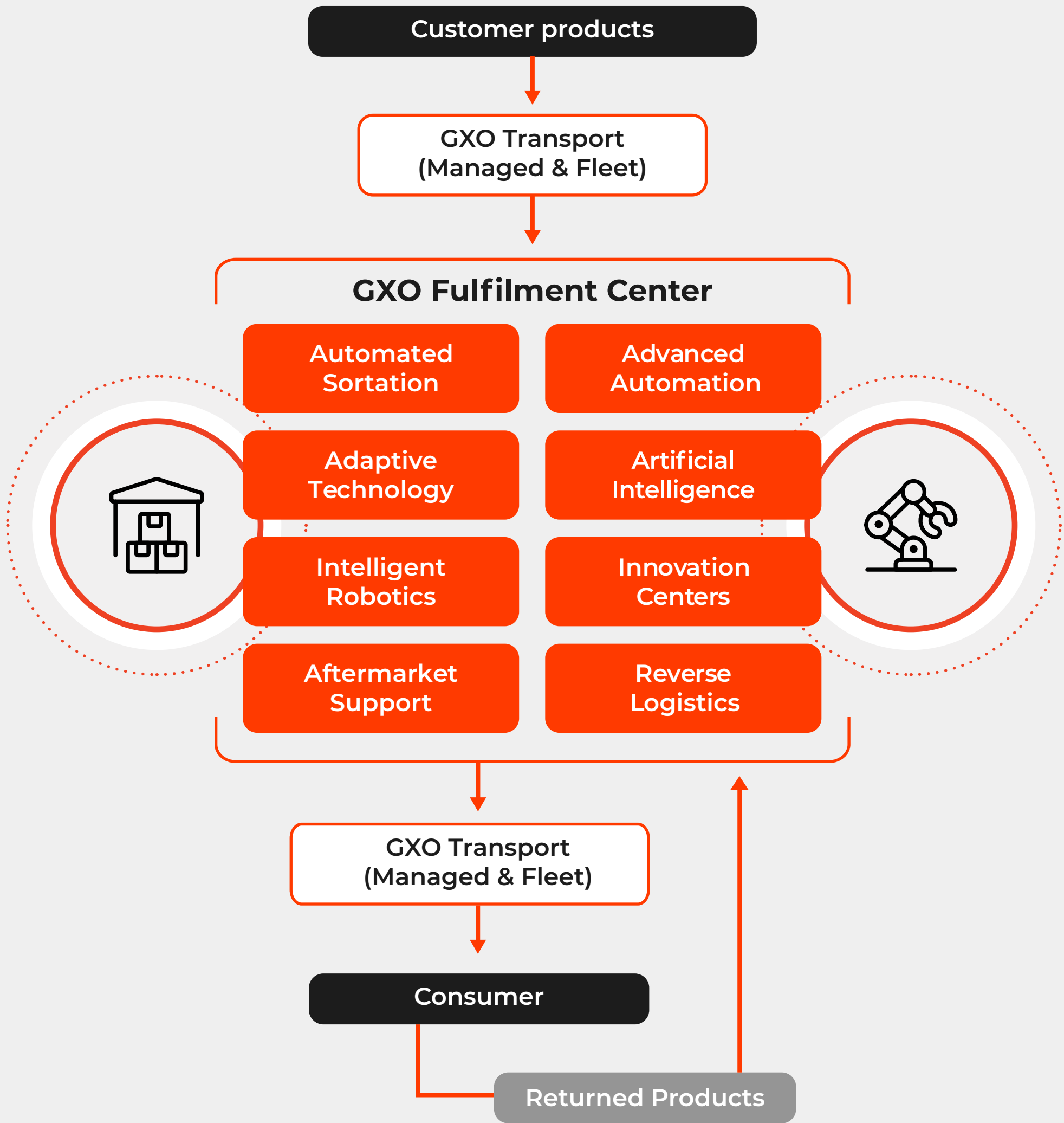
satisfaction. By leveraging our technological capabilities, our people are equipped with the necessary resources to increase efficiency and reduce error—creating more time to focus on strategic, high-value services for our customers.



At every point within the GXO ecosystem, our team members bring our strategy and processes to fruition. We support them with advanced technologies, such as AI, robotics and integrated automation—tools proven to drive productivity and efficiency gains. Vision technology, wearable scanners and collaborative robots, for example, minimize physical strain and improve output while keeping human judgment at the forefront.

We will continue to invest in emerging hardware and software options that strengthen our role as a leader in tech-enabled logistics for the good of our business, teams and customers.

We operate at the heart of the global supply chain



How we do it: The ESG difference

Our values

GXO enables smarter supply chains that help customers expand their businesses and adapt to changing markets. We develop bespoke solutions for their distinct challenges while applying a broad range of capabilities for every logistics need, from warehousing to distribution and beyond.

At our sites around the world, we develop environmentally sound warehouse solutions, create safe workplaces, foster a culture of belonging and conduct ourselves ethically and responsibly in all matters. Together, our ESG activities embody our company's core values:



Be safe

We put safety first. It's our responsibility to take care of each other. Together, we create safe, supportive workplaces where people can thrive and return home from work as healthy as they arrived.



Be inclusive

We value individuals' diverse voices, talents, identities, backgrounds and experiences to drive innovation and success. We build a culture of belonging that respects every team member and constantly finds ways to meet their diverse needs.



Make an impact

We strive to make a positive impact for our people, partners and planet. We do it by listening, doing business responsibly and ethically, and going above and beyond to deliver environmental, social and economic value.



Change the game

We never stop finding bold, original solutions to tough challenges. We continually raise the bar, powering game-changing solutions with advanced technology. We help our customers evolve to meet the needs of tomorrow, as well as today.



Deliver results

We're laser-focused on delivering the best results. Every day, we find ways to increase efficiency, speed and overall performance. We're passionate about producing outstanding outcomes for all our stakeholders.

Our approach

GXO views ESG as both a commitment and a competitive strength, which is why we integrate ESG across all areas of our operations. Ultimately, we help our customers realize their own objectives through novel, customized logistics solutions built around the three pillars of ESG:

Environmental: We collaborate with our customers to support their sustainability initiatives as we innovate to reduce our own environmental footprint.

Social: Being an employer of choice and creating a safe and inclusive workplace are critical to finding good people, keeping them and increasing productivity.

Governance: We embed our ESG principles in our governance framework, which benefits team members, shareholders, customers and partners worldwide.

Our approach to ESG governance combines top-down efficiency and oversight with

bottom-up adaptation, input and guidance. It ensures our strategy supports overall corporate aims while responding to the needs and expectations of our workforce and customers. We structure ESG governance topically and regionally, working with dedicated leads to oversee relevant functions in Europe, United Kingdom & Ireland and Americas & Asia Pacific. These leads are responsible for aligning our ESG initiatives with local regulations, market expectations and stakeholder priorities.

Regional strategies then flow down throughout the organization, with country- and site-level leads providing input from their local operations. Just as in other elements of the GXO value chain, our people are the driving force behind our ESG commitments. Each part of the GXO ecosystem depends on our ability to remain an employer of choice that invests in team members and maintains the highest standards for their health and safety. By integrating perspectives from all levels of the organization, we

foster collaborative buy-in for sustainability and social responsibility, embedding ESG considerations into everyday business operations and decision-making.



As we continued to evolve our ESG strategy in 2025, we conducted a double materiality assessment and a [climate risk assessment](#). These initiatives were paramount to keeping pace with the evolving regulatory landscape, ensuring that our business serves its people and communities as effectively as possible and gathering actionable data at a global scale. Together, they demonstrate our proactive approach to disclosure and compliance with regional regulations.

Identifying our material topics

Identifying the sustainability issues most relevant to GXO is a collaborative, enterprise-wide effort spanning our global operations. In 2025, we strengthened this work by enhancing our materiality assessment process, in partnership with external consultants, to better reflect evolving regulatory expectations and stakeholder priorities, incorporating a comprehensive double materiality approach.

This approach enables us to evaluate sustainability topics from two complementary perspectives: the potential impact of these issues on our business performance, and the effects our operations, services, and value chain may have on people and the environment. Our updated methodology aligns with the European Union's Corporate Sustainability Reporting Directive (CSRD) and follows the European Financial Reporting Advisory Group's (EFRAG) [Materiality Assessment Implementation Guidance](#). This exercise leveraged the European Sustainability Reporting Standard's (ESRS) AR 16 on sustainability matters, and AR 16 was also used to inform the sustainability factors evaluated in the double materiality assessment scoring tool.

Our double materiality process

Our approach considered GXO's full value chain, with a focus on identifying sustainability-related impacts, risks, and opportunities (IROs) aligned with the issues most relevant to our business. The identification of these relevant IROs was informed by comprehensive desk research and grounded in GXO's operations, services, and the activities directly connected to our value chain.

We conducted a series of workshops with GXO's executive leadership, functional leaders, and regional management to evaluate and prioritize IROs using a structured scoring framework. Participants were selected for their subject-matter expertise, operational involvement, and ability to provide meaningful perspectives on sustainability-related topics. This approach ensured a comprehensive, organization-wide view and enabled us to identify the issues most critical to long-term value creation.





Identification of impacts, risks and opportunities

The following inputs informed GXO’s assessment of actual and potential impacts on people and the environment, including human rights, as well as the financial risks and opportunities relevant to our business:

- Issues raised by stakeholders over the past year
- Topics central to GXO’s business strategy and purpose
- Current and emerging regulatory requirements
- Relevant reporting standards and frameworks
- Material topics identified by industry peers
- Key industry trends and developments

Impact materiality

Actual and potential positive and negative impacts were assessed through insights gathered from 11 interactive workshops with key subject matter experts. Impacts were evaluated using a structured scoring methodology based on severity—taking into account factors such as magnitude, extent, irremediability—as well as probability. In alignment with applicable regulatory and voluntary reporting frameworks, assessments of IROs related to human rights placed greater emphasis on the severity of impacts relative to their likelihood.

Financial materiality

Risks and opportunities were evaluated across GXO’s value chain using criteria such as probability and financial magnitude to assess the gross risk they presented to the business. The financial materiality methodology applied in the double materiality assessment is aligned with our broader enterprise risk management framework and reporting thresholds.

Results verification

The final list of material topics was reviewed and validated by GXO’s Global Risk Committee in collaboration with internal subject matter experts and executive leadership. We also intend to engage an independent third-party auditor to review and verify both our materiality assessment process and the resulting outcomes after we refresh the assessment pursuant to updates in legislation.



Material topics



Seven material topics were identified through the double materiality assessment, largely aligning with our previous impact materiality assessment.

ENVIRONMENT



Energy
Our use of energy in operations and its exposure to cost, supply, and transition risks, as well as opportunities to improve efficiency and adopt renewables.

ENVIRONMENT



Climate change
Our carbon emissions and exposure to regulatory, market, and physical risks related to climate change that may affect operations and assets.

SOCIAL



Employee engagement
Our approach to talent management, workplace culture, and belonging to support employee development, retention, well-being, and an inclusive working environment.

SOCIAL



Health and safety
Our management of safe working conditions across operations through compliance with health and safety regulations, effective safety governance and systems, and the provision of employee safety training.

GOVERNANCE



Cyber security
Our protection of information systems and data to safeguard employee and consumer personal information, prevent unauthorized access, and reduce the risk of data breaches, fraud, and misuse.

GOVERNANCE



Ethical business practices
Our approach to preventing corruption, ensuring transparent governance, protecting whistleblowers, and maintaining compliance with laws and regulations to uphold integrity and trust.

GOVERNANCE



Human rights and labor
Our provision of fair, safe, and compliant working conditions that respect labor rights and protect team members from abuse, insecurity, and exploitation.



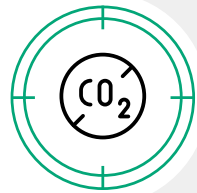
ESG scorecard

We rely on our ESG scorecard to focus our efforts and keep us on pace for achieving our sustainability commitments around our material topics. With its internal tracking and monitoring capabilities, the scorecard gives GXO leaders in all regions one shared location to disclose key progress metrics toward our top-line impact goals. We feel the existing scorecard still addresses the material topics, but are reviewing how to align to our most recent materiality assessment in the coming year.

2025 performance

We align our programs and policies with these goals, and we remain committed to measuring our progress.

Environmental goals: Reduce our environmental impact

TARGET	PROGRESS ¹
 80% global operations using LED lighting by 2025	ACHIEVED 88% global operations using LED lighting
 80% global landfill diversion rate by 2025	ACHIEVED 80% global landfill diversion rate
 30% GHG emissions (Scopes 1 & 2) reduction by 2030 vs. 2022 baseline	21.5% GHG absolute emissions reduction since 2022
 50% renewable electricity globally by 2030	22% renewable electricity used globally
 100% carbon neutral (Scopes 1 & 2) by 2040	32% emissions reduction by net revenue since 2022

Social goals: Be an employer of choice

TARGET	PROGRESS ¹
 In our Americas and Asia-Pacific operations, reduce total recordable incident rate (TRIR) by 15% by 2027 vs. 2022 baseline	ACHIEVED 47% reduction in TRIR in Americas and Asia-Pacific operations since 2022
 In our U.K. & Ireland and European operations, reduce the lost time incident rate (LTIR) by 15% by 2027 vs. 2022 baseline	ACHIEVED 29% reduction in LTIR in U.K. & Ireland and Europe operations since 2022
 Provide a clear and rewarding career path for all employees	Over 1.7 million total learning hours Provided an average of 19 learning hours per employee
 Build a culture of belonging	Expanded regional partnerships to enhance work opportunities for people with disabilities

Governance goals: Uphold ethical business practices

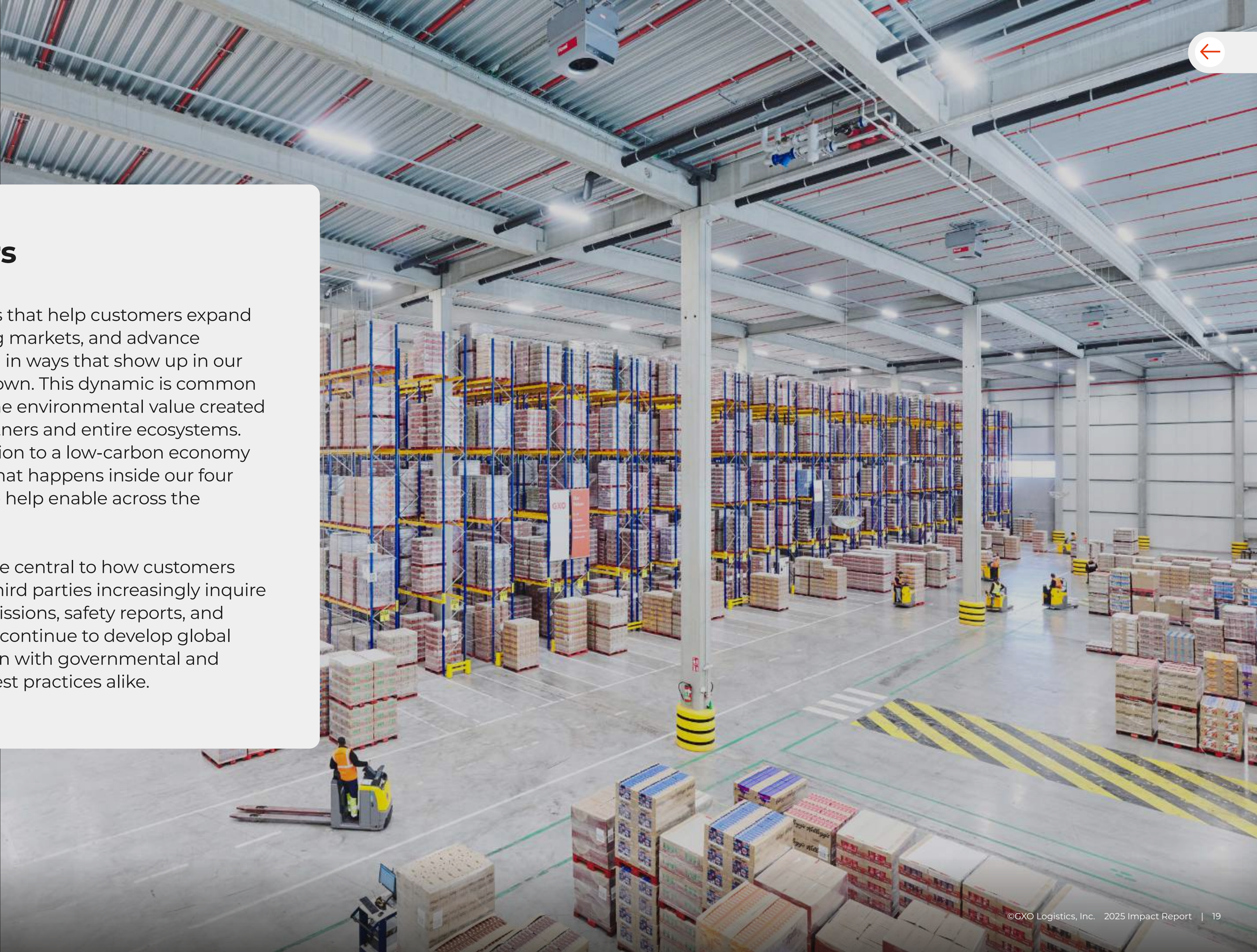
 Embed an ethics-driven culture	All employees receive annual training on Compliance topics including the Code of Business Ethics
 Maintain a best-in-class information security program	24/7 monitoring of all critical environments with a full incident response team and plan ready to react



For us and for others

GXO enables smarter supply chains that help customers expand their businesses, adapt to changing markets, and advance their own sustainability goals, often in ways that show up in our customers' results as much as our own. This dynamic is common across the logistics sector, where the environmental value created is inherently distributed across partners and entire ecosystems. We believe the industry's contribution to a low-carbon economy should be measured not only by what happens inside our four walls, but by the transformation we help enable across the networks we touch.

As ESG performance becomes more central to how customers and regulators evaluate partners, third parties increasingly inquire about metrics such as our GHG emissions, safety reports, and workforce representation data. We continue to develop global processes for data sharing that align with governmental and nongovernmental protocols and best practices alike.



ENVIRONMENT

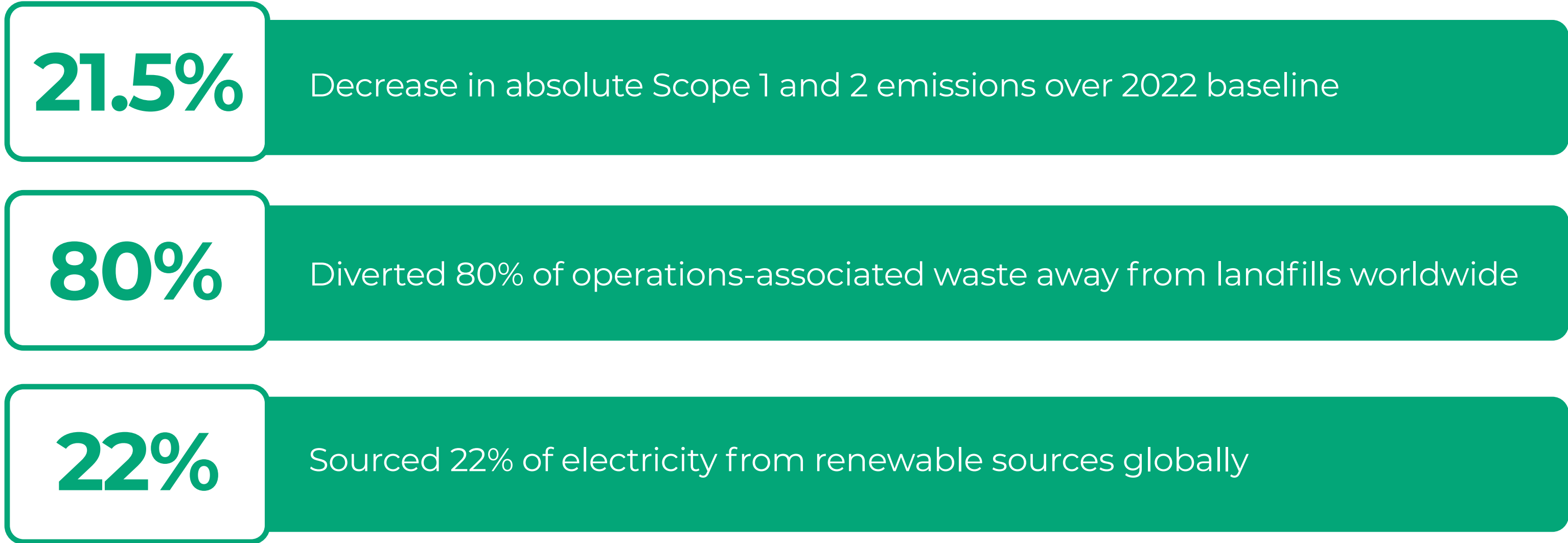
Changing the game
in sustainability by
redefining logistics

Changing the game in sustainability by redefining logistics

Two factors guide our commitment to sustainability: doing what is right and making sure our actions align with stakeholders’ expectations. We work closely with customers to make meaningful progress toward their sustainability goals while continually striving to reduce our own environmental footprint.

In 2025, we deepened our understanding of environmental sustainability by conducting a global climate risk assessment. This initiative helps us keep pace with the evolving regulatory landscape, ensure that our business serves both people and the planet, and enhance data-driven decision-making across our global operations.

Our efforts are illustrated in the highlights below:



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Creating impact through partnership

Our environmental goals align with the United Nations (UN) Sustainable Development Goals (SDGs). To view a detailed list of how our business operations align with the SDG target indicators, please see our UN SDG index.

[View the index](#)



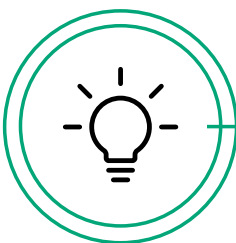
Reducing our operational footprint

Through our efforts to minimize GXO’s and our customers’ environmental footprints, we continue to deliver on our global targets.

Our sustainability efforts delivered strong results in 2025. We achieved an 80% global landfill diversion rate and approximately 88% of our leased and owned warehouse spaces were illuminated by LED. As we advance, we remain committed to embedding these environmental practices throughout our operations, creating operational efficiencies while responding to growing customer demand for sustainable business practices.

We have made significant progress in carbon footprint mapping this year, particularly by enhancing our understanding of our Scope 3 emissions. Our methodology remains aligned with applicable national and regional regulations.

Progress on our environmental targets



80% global operations using LED lighting by 2025



80% global landfill diversion rate by 2025



50% renewable electricity globally by 2030



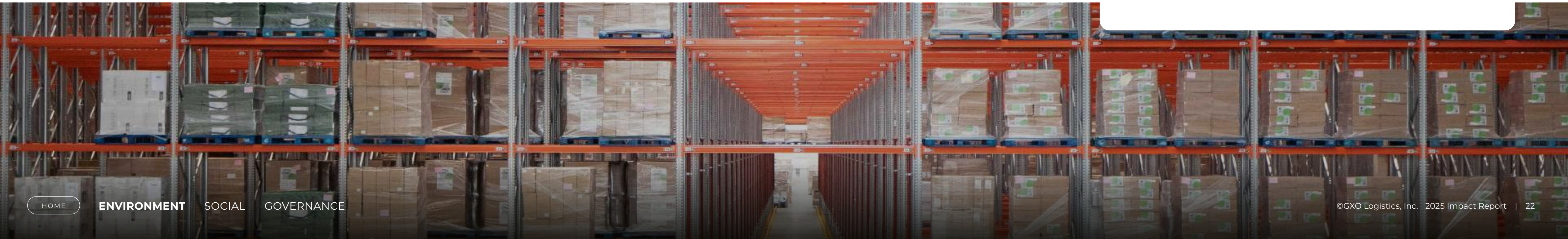
30% Scope 1 and 2 GHG emissions reduction by 2030



Carbon neutral (Scopes 1 and 2) by 2040

As part of our ongoing commitment to accurate, credible, and comparable emissions reporting, we have updated our Scope 1 and 2 baseline from 2019 to 2022—the latter being the first full year GXO operated as an independent company. This natural progression in our methodology reflects how proactively monitoring and managing our emissions requires a baseline that accurately reflects the current scope and structure of our business today. The revised baseline includes Scope 1 and 2 emissions across all of GXO from 2022 onward, incorporating data from the since-acquired companies Clipper Logistics, PFS and Wincanton. It provides an operationally grounded view of our global footprint.

We have also maintained our external assurance practices. Across all regions, our energy consumption, Scope 1 and 2 emissions, and total non-hazardous waste associated with operations received limited assurance from external auditors.





Scope 3 emissions inventory

In 2025, GXO identified the Scope 3 categories most relevant to our operating model and broader value chain, and we are working to better understand data availability for making these calculations. In total, the following ten categories were determined to be material:

- Purchased Goods and Services
- Capital goods
- Fuel and energy-related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Use of sold products and services
- End-of-life treatment of sold products
- Investments

GXO continues to advance its Scope 3 measurement journey, relying primarily on secondary data sources for categories beyond business travel, which has been reported since 2023. Updating and expanding this inventory strengthens our understanding of GXO’s full emissions profile, enhances transparency, and supports more informed decision-making as regulatory expectations and climate-related disclosure standards continue to evolve.

In 2026, GXO plans to incorporate Wincanton’s contribution into its Scope 3 footprint, further improving the completeness and accuracy of its emissions reporting. We look forward to increasing the categories of Scope 3 we disclose in the future.



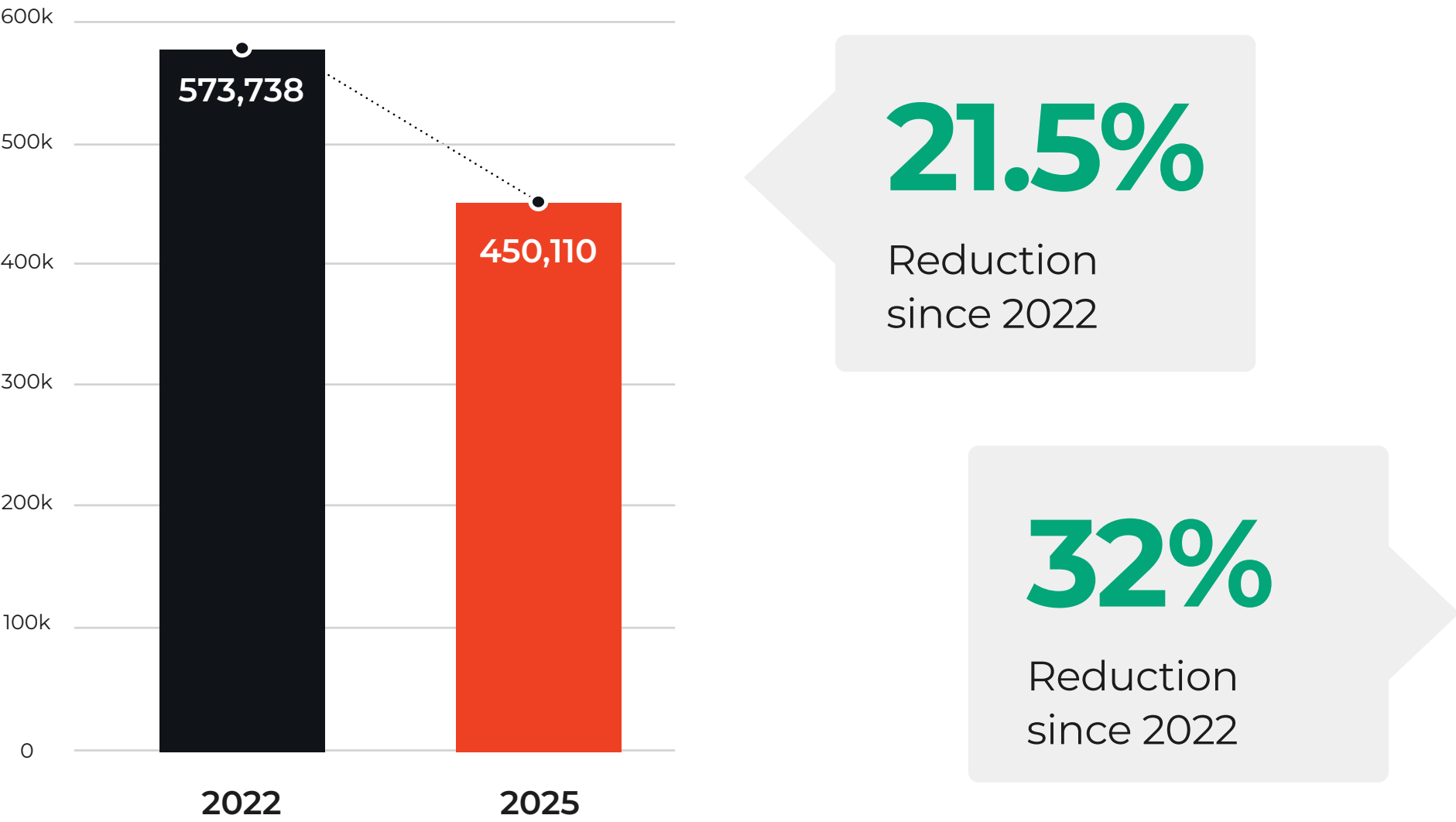
Our path to carbon reduction

As our operations expand, we continue working to lower our Scope 1 and 2 greenhouse gas (GHG) emissions through more efficient buildings, LED lighting, efficient and electrified powered industrial trucks (PITs), and other sustainable transportation alternatives. In 2025, emissions intensity by revenue decreased by over 32% compared to our newly updated 2022 baseline. Furthermore, our absolute global Scope 1 and 2 emissions decreased by 21.5%, or approximately 123,600 metric tons of CO2e, from our 2022 baseline year.

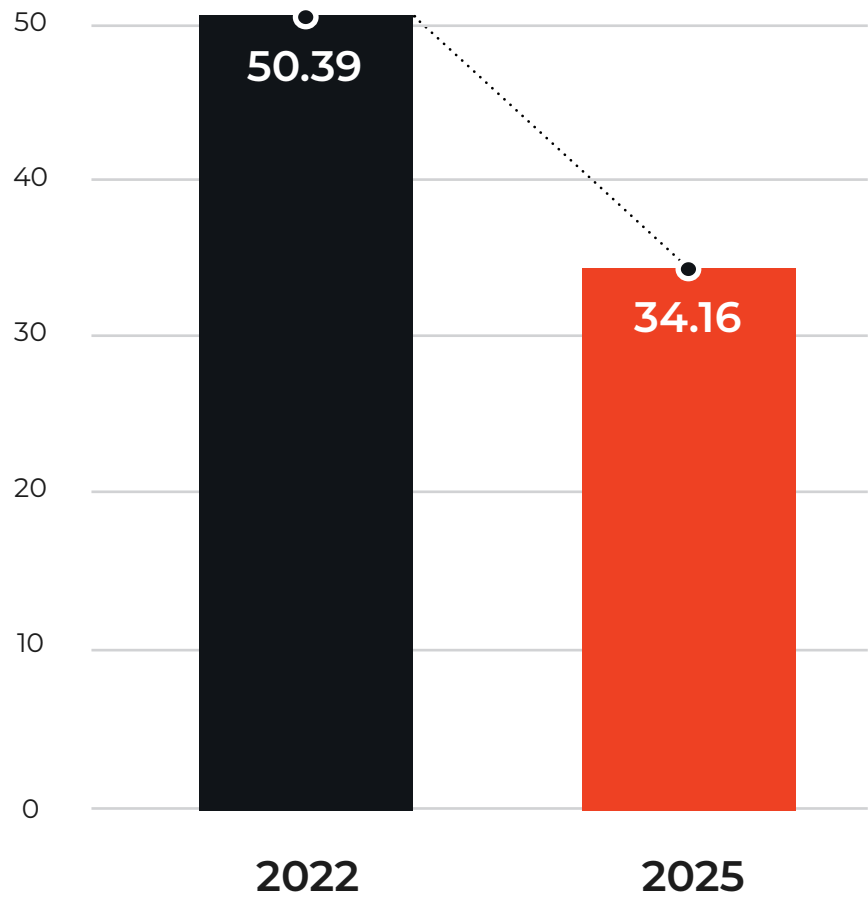
We remain committed to holding all employees and partners to the highest ethical standards in such areas. We continuously monitor new and evolving legislative requirements worldwide to preserve ongoing compliance and leadership in ethical business practices.

Global emissions performance over baseline

2022 and 2025 absolute Scope 1 and 2 emissions (metric tons CO2e)

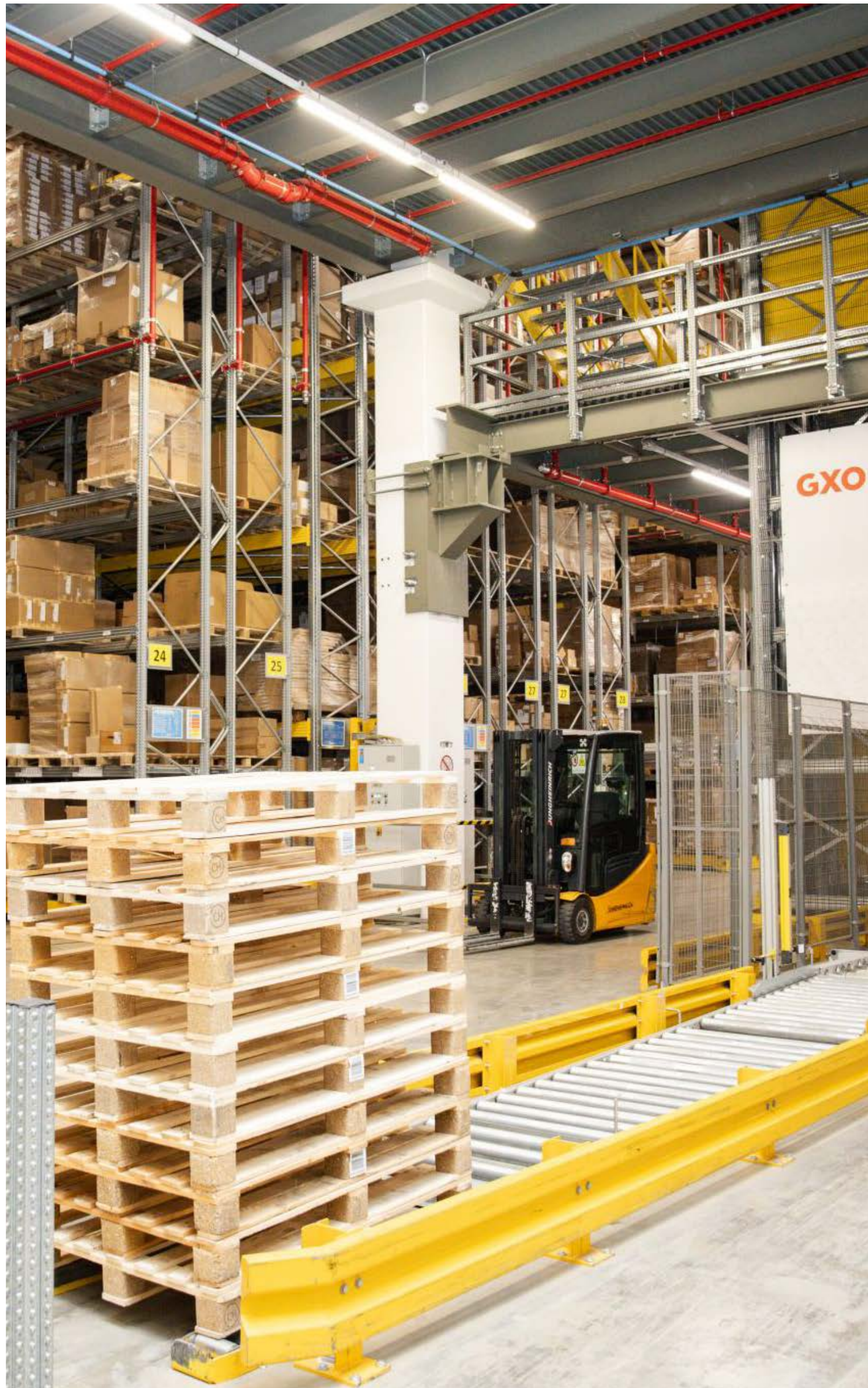


2022 and 2025 emissions by net revenue (metric tons Scope 1 & 2 CO2e per million USD revenue)



GXO revised its emissions calculation methodology in 2025. As a result, prior-year figures could not be fully restated on a comparable basis. For methodology details and prior-year comparisons under the former approach, refer to the [Performance data tables](#).





Sant'Antonino—Built for the future



In 2025, GXO opened its Sant'Antonino logistics facility in Switzerland, which we believe sets a new standard for what responsible growth looks like in practice. The 55,000-square-meter facility combines advanced automation with responsible operations and holds both LEED Platinum and ISO 14001 certifications. A rooftop solar PV system of 1.5 MW provides approximately 30% of the facility's energy consumption, with the remainder supplied by renewably sourced grid electricity. The site is also supported by systems that monitor energy use and waste, enabling more efficient and sustainable operations.

Automation technologies—including multi-shuttle systems, automated pallet handling, and high-density mobile racking—help improve productivity, optimize space utilization, and support safer workflows. Sustainability is embedded throughout daily operations, including the introduction of the “Genesis” right-sizing wrapping machine, which creates packaging tailored to each shipment to improve load efficiency and help reduce transport-related CO₂ emissions.

Together, these initiatives demonstrate how GXO is building smarter, more sustainable logistics infrastructure for the future.

Energy efficiency

We achieved one of our initial environmental sustainability targets by surpassing the level of LED coverage in our owned and leased warehouses in 2024 and 2025. Our accelerated timeline was made possible through a dual approach: prioritizing leased facilities already equipped with LED systems and systematically retrofitting our existing warehouse portfolio. GXO will continue its efforts to retrofit LEDs and to report on the LED coverage of our leased and owned operations, but we will not be setting any new targets at this time. LED lighting has become an integral part of how we do business.

Looking ahead, we will continue to pursue additional energy-efficient and low-carbon energy solutions across our global footprint. Heat pumps, voltage reduction technologies, water-efficient fixtures, and solar photovoltaic systems, among other tactics, combine to minimize our environmental impact.

To complement these efforts, we deploy energy-efficient, low-carbon equipment in our operations wherever possible. GXO forklifts and other PITs run on a variety of fuels, from liquid propane to electrified lead-acid and lithium-ion batteries. Moving from conventional chargers to fast chargers also helps reduce our energy consumption.

Renewable and energy-efficient systems create wins across the board, allowing for reduced costs and carbon emissions at our sites. In the buildings we own and lease, we promote environmental sustainability and energy efficiency through the following features:



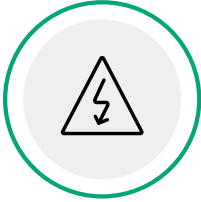
High-efficiency water fixtures that help reduce consumption and associated energy use. To further reduce freshwater use, some GXO sites collect rainwater.



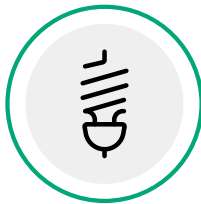
Reflective window films that help lower ambient temperatures and reduce the need for air conditioning.



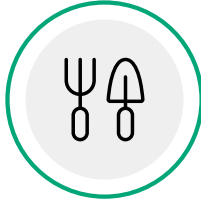
High-volume low-speed fans, which move air more efficiently than air conditioners.



Voltage reduction systems, which return unused power to the source and lower overall energy consumption.



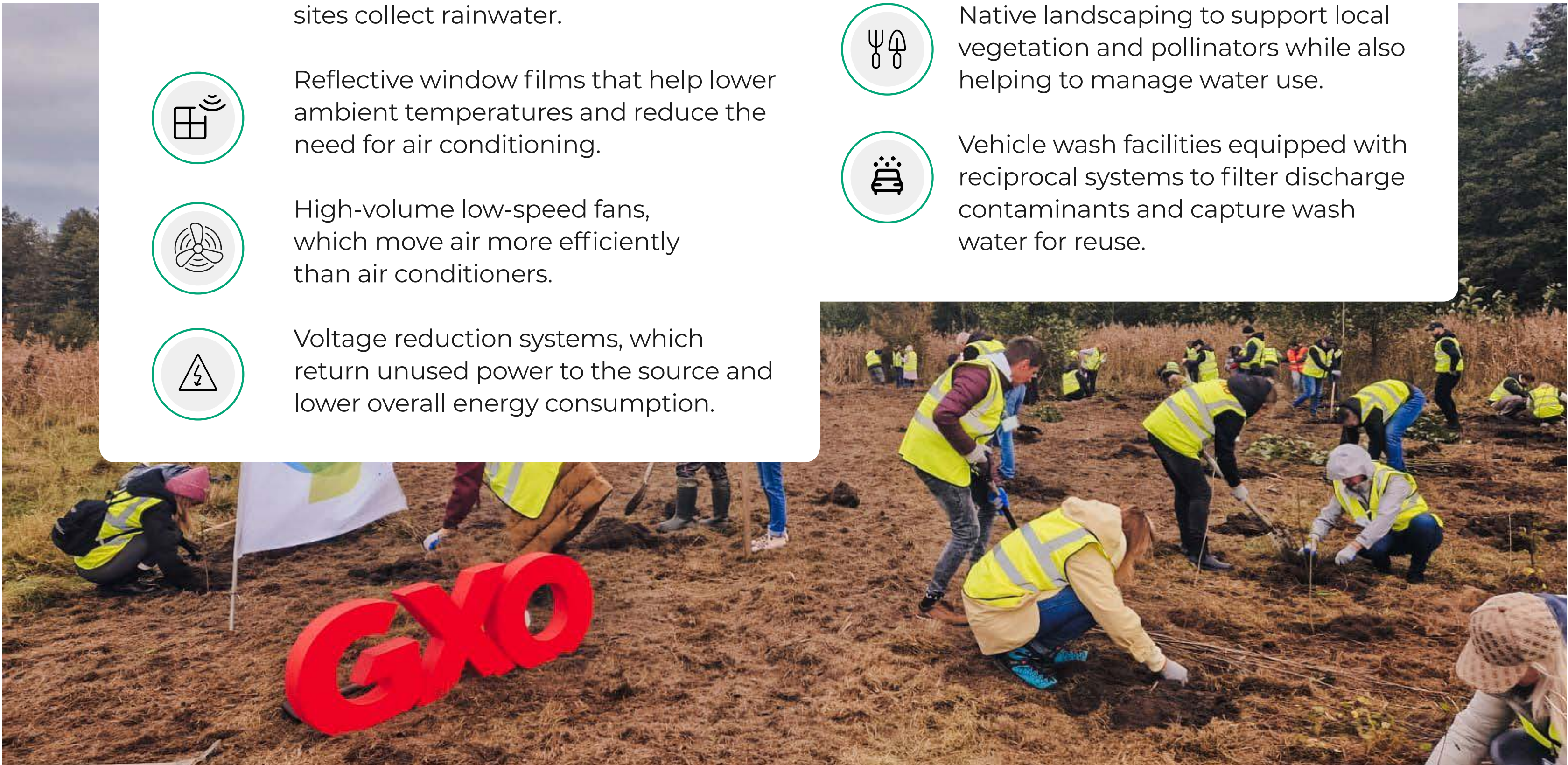
LED sensors that turn lights off in unoccupied areas or when natural lighting will suffice.



Native landscaping to support local vegetation and pollinators while also helping to manage water use.



Vehicle wash facilities equipped with reciprocal systems to filter discharge contaminants and capture wash water for reuse.



Driving energy-efficiency gains across our operations

GXO facilities worldwide are seeing positive results from a variety of energy-reduction tactics.

LED lighting retrofits in Asia

In August 2025, GXO completed the LED conversion at one of our Singapore sites. All GXO operations in this warehouse are now illuminated by LED, and the project has replaced over 200 fluorescent lighting fixtures with energy-efficient LED lighting equipped with motion sensors. The project is expected to reduce electricity consumption by nearly 150,000 kWh annually.

One month later, GXO initiated a lighting upgrade at one of its sites in Thailand. The site was already partially equipped with LED, and the first phase of the project focused on adding motion sensors to these, as well as replacing an additional 95 fluorescent fixtures with motion-sensor LEDs. This first intervention is expected to save ~30,000 kWh annually. In 2026, we will begin the final phase of LED conversion, equipping the entire building with these energy-saving features.

Reducing energy consumption in Texas

In 2021, the team at a GXO facility in San Antonio, Texas completed their LED lighting transition, resulting in an annual energy reduction of approximately 100,000 kWh. In 2025, they continued on their journey to reduce energy consumption.

Rather than relying on new infrastructure, the team focused on behavioral change. They coached colleagues to turn off computer monitors during lunch breaks and to switch off lights and fans in unused spaces.

To reinforce accountability, employees received frequent reminders. These simple but disciplined actions led to a greater than 14% reduction in electricity consumption, far exceeding the original target of 1%.

Renewables

We increasingly procure energy from renewable sources to support our global energy reduction efforts. In 2025, GXO obtained 22% of our global electricity from renewable sources. Our sites in Spain operate on 100% renewable electricity generated by on-site solar panels and renewable energy from the grid.



We collaborate closely with customers on opportunities to source renewable grid energy and select on-site generation solutions in partnership with landlords and other stakeholders. This approach benefits both GXO and our property owners as landlords see increased property values from solar photovoltaic (PV) panels installed on our warehouses, while the panels support our broader emissions reduction strategy and typically yield tangible energy and cost savings. Through these collaborative initiatives, we can further expand our use of renewable power and achieve greater control over our energy mix, which in turn contributes directly to our overarching goal of minimizing the environmental impact of our logistics operations.

🔍 SPOTLIGHT

Scaling solar across our operations

The Americas and Asia-Pacific

In June 2025, GXO activated a 1.5 MW solar PV system at one of our Singapore warehouses, delivering roughly 57% of the site’s electricity from this renewable source and generating surplus, which is sent back to the grid.

In the U.S., GXO continues to pursue solar PV in partnership with our landlords. Our most recent addition was a 2.15 MW array on a warehouse in Georgia, which became operational in February 2026.

Europe

In the summer of 2025, GXO activated solar PV systems at two sites in Italy. In Faenza, the system generated 410,000 kWh over the course of the remaining year, covering 23% of the site’s total electricity consumption. At Colleferro, the installation contributed 129,000 kWh, representing over 25% of the site’s total energy consumption. from a variety of energy-reduction tactics.

Managing environmental performance

We depend on high-performing environmental management systems to help us realize sustainability targets across our global facilities. By aligning all operational policies and procedures with ISO 14001 standards, we establish a unified strategy based on environmental regulations and evolving customer expectations.



Along with reducing our environmental impact, this drive for consistency improves environmental accountability and compliance across GXO sites. We conduct internal and external assessments to reinforce our adherence to these standards, as well as our own environmental stewardship benchmarks.

Many GXO sites are ISO 14001 certified, including 174 sites that held accreditation in 2025. Even at non-certified sites, the framework helps us uphold strong environmental management protocols.

🔍 SPOTLIGHT

WAIRE compliance in Southern California

Southern California’s Warehouse Actions and Investments to Reduce Emissions (WAIRE) program targets localized air pollution by assessing fees to warehouse operators based on truck traffic volume. Operators can offset these fees through approved decarbonization initiatives—such as electric yard hostlers, EV charging infrastructure, and alternative-fuel truck visits—that reduce emissions in surrounding communities.

In 2025, GXO operated 14 sites subject to WAIRE compliance. Through strategic decarbonization investments and cross-site point sharing, GXO’s Southern California network avoided over \$200,000 in WAIRE fees.

Our facility in Bloomington, California exemplifies this progress. The site features nine EV chargers for employee use and operates an electric yard hostler that delivers 400% greater energy efficiency than diesel alternatives. Over ten years, this single electric yard hostler will provide emissions reductions equivalent to removing nearly 100 passenger vehicles from California roads.

Fleet and transportation

GXO maintains trucking fleets in regions that allow us to complement storage with shipping. As these vehicles account for most of our Scope 1 GHG emissions, they present significant opportunities to reduce our environmental impact.

Our push to adopt solutions that promote decarbonization helps us comply with growing regulations in different regions. More than that, our green logistics practices help drive down costs, improve our efficiency, and strengthen our resilience.

The solutions we pursue depend largely on customer transport routes and their proximity to refueling stations and maintenance depots. We prioritize efficiency first—optimizing load capacity, mapping smarter routes using AI tools, enforcing anti-idling rules, and training drivers in fuel-efficient techniques. Purchasing more aerodynamic vehicles and reducing empty journeys further contribute to a leaner, lower-emission fleet.

We also continue to transition to alternative fuel sources. While our fleet still primarily consists of diesel vehicles, we are expanding the use of cleaner alternatives where infrastructure and operations allow. GXO additionally has over 5,500 company cars in its European and U.K. & Ireland operations: 70% of these are electric vehicles.

Electrifying our U.K. and Ireland fleet

Our largest fleet footprint is in the U.K. and Ireland—a presence that grew significantly with our acquisition of Wincanton. Through the U.K. government’s Zero-Emission Heavy Goods Vehicle (HGV) and Infrastructure Demonstrator (ZEHID) program, we are deploying 35 electric heavy goods vehicles across nine locations. Following a 2025 phase focused on station design, contract negotiations, and vehicle telematics analysis, the first electric HGVs entered service at customer sites in early 2026, with additional vehicles and charging infrastructure rolling out progressively throughout the year. We are also supporting Transport Scotland’s parallel zero-emissions program and expanding our use of lower-emission fuels—including biofuels—across the broader fleet as we work toward a cleaner, more sustainable operation.



Reducing and diverting waste

Our waste diversion programs continue to thrive across our global operations. In 2025, these programs diverted 80% of the total waste generated from landfills. In the U.K. & Ireland and Europe, we diverted nearly 88% of waste, while the Americas and Asia-Pacific region reached a diversion rate of approximately 59%. GXO will continue to report its annual waste diversion, and we are investigating what our next waste-related target should be.

80%
Globally

59%
Americas and
Asia-Pacific

88%
U.K. & Ireland
and Europe

Waste management practices vary by region due to differences in waste streams, operational scale, and available resources. To address these variations, waste service providers work with individual sites to create tailored segregation strategies that optimize recycling outcomes and maximize rebate potential. All GXO locations strive for a zero-waste future by adhering to the reduce, reuse, and recycle principles of the waste hierarchy.

SPOTLIGHT

Advancing circularity with the GXO Asset Marketplace

Circularity is increasingly embedded in how GXO manages its own operations. We focus on maximizing the lifespan of assets by reusing equipment wherever possible and reducing dependency on single-use plastics across sites. These practices help to cut waste at the source, improve efficiency in resource use, and support more sustainable day-to-day operations.

Available via a digital hub, the Asset Marketplace allows team members to easily find, request, or offer surplus GXO-owned equipment, both new and used. It helps to extend the lifecycle of valuable equipment, reduce waste and avoid unnecessary new purchases.

The marketplace also shortens procurement lead times and helps teams keep their projects on track and under budget. By providing visibility into available assets across the company, it enables more accurate data-driven decisions and improves resource planning.

GXO launched the Asset Marketplace in July 2024. By the end of 2025, 88 sites listed items, and team members placed 224 orders with a total net book value of \$578,000—achieving total cost savings of \$2.73 million.

Water, nature, and biodiversity

While biodiversity has not emerged as a material topic for GXO, our commitment to responsible business practices drives us to be good stewards of the natural world. We manage water use thoughtfully, drawing primarily from municipal sources for warehouse WASH (water, sanitation, and hygiene) services, and reduce our consumption through low-flow fixtures, water-saving equipment, and water-efficient landscaping.



We also take an active role in supporting local habitats and wildlife. At our facilities, we incorporate features such as insect hotels, green walls, birdhouses, and beehives to provide direct habitat for local species, and we use sheep for natural landscaping in place of power equipment. Beyond our sites, employees volunteer for beach cleanups and tree planting initiatives, and we employ invasive species management practices to support the health of surrounding ecosystems. Many of these efforts are furthered through partnerships with customers who share our commitment to promoting thriving, healthy communities.

Climate governance and risk management

Logistics is the backbone of the global economy, and its continuity depends on a deep understanding of evolving risk landscapes. GXO's commitment to operational excellence extends to how we forecast and manage the long-term impacts of a changing climate. By embedding sophisticated risk modeling into our core business functions, we transform uncertainty into an informed strategy—strengthening our internal resilience while enhancing our capacity to provide uninterrupted service for our customers in an increasingly complex world.

Risk assessment

GXO is proactively navigating the complexities of a changing climate by integrating data-driven risk analysis into our core business strategy. Our inaugural 2025 climate risk assessment utilized industry-leading frameworks, including Intergovernmental Panel on Climate Change (IPCC) and Network for Greening the Financial System (NGFS) scenarios, to quantify potential impacts across short-, medium-, and long-term horizons. This forward-looking approach allows us to leverage our asset-light business model to

mitigate physical risks while accelerating investments in the sustainable technologies and renewable energy sources that will define the future of logistics.

Governance

At GXO, we treat climate risk as a dynamic operational factor rather than a static compliance requirement. Our governance structure is designed to enable rapid response and strong strategic alignment. The Board's Nominating, Corporate Governance and Sustainability Committee (NCGSC) provides overarching guidance, while the Global Risk Committee (GRC)—comprising the full executive leadership team—meets quarterly to translate climate data into actionable business strategy. This is complemented by localized resilience, where regional teams maintain site-specific business continuity plans to address localized weather threats, ensuring operational readiness and the protection of customer inventory. Through structured surveys and stakeholder interviews, we have developed a quantifiable framework that embeds climate impacts directly into our Enterprise Risk Management (ERM) process.



Physical risks

GXO evaluates physical risks based on the potential for climate-related events to impact our global network of over 1,000 facilities. Our assessment covers **Acute Risks**—discrete, severe weather events—and **Chronic Risks**—long-term shifts in climate patterns.

While the overall physical risk to GXO is currently rated as **Low**, we maintain a rigorous focus on operational continuity and asset protection.

Risk Type	Risk Description	Time Horizon		
		Short	Medium	Long
Acute	Short-term climate events, such as hurricanes or flooding, can damage infrastructure, disrupt operations, and lead to unplanned repair and recovery expenses for GXO and its customers.	Low Risk 	Low Risk 	Low Risk 
Chronic	Long-term climate trends—such as rising average temperatures—can increase operating expenses through higher energy costs.	Low Risk 	Low Risk 	Low Risk 

Management approach: We proactively integrate resiliency measures into site selection and facility design. Our warehouse teams develop detailed contingency plans to maintain service reliability and fulfillment during severe weather events, protecting both GXO and customer assets. By focusing on site-level readiness and infrastructure resilience, GXO works to ensure that our global logistics network can withstand and quickly recover from the physical stresses of a changing climate.





Transition risks

As the global economy moves toward decarbonization, GXO monitors the legal, technological, and market shifts associated with this transition. We view these risks as catalysts for modernizing our operations and enhancing efficiency across our global footprint.

While transition risks are currently rated as **Low** in the short term, we anticipate they may rise to **Low-Medium** over the coming years as regulatory requirements and market expectations intensify.

Risk Type	Risk Description	Time Horizon		
		Short	Medium	Long
Policy and Legal	Evolving regulations (e.g., emissions disclosures, carbon pricing, retrofit of existing buildings) may drive up compliance costs and expose companies to penalties or litigation if misaligned.	Low Risk 	Low Risk 	Low Risk
Technology	The capital requirements and operational adjustments needed to transition fleet and warehouse equipment to low-carbon or electric alternatives are expected to increase.	Low Risk 	Low Risk 	Low-Medium Risk
Market	Increasing energy prices and rising customer expectations in the transition to a low-carbon economy can result in higher operating costs.	Low Risk 	Low-Medium Risk 	Low-Medium Risk
Reputation	Investor and public expectations are rising; misalignment or perceived greenwashing may damage credibility and reduce access to capital.	Low Risk 	Low-Medium Risk 	Low-Medium Risk

Management approach: We are future-proofing our operations by investing in fleet electrification, LED lighting, and advanced automation. By embedding these transition strategies into our core business model, GXO transforms potential regulatory and market risks into long-term competitive advantages.

Opportunities

We view the transition to a low-carbon economy as a significant driver of innovation and customer partnership.

Opportunity Type	Opportunity Description	Time Horizon		
		Short	Medium	Long
Low-emission transport	Shifting to low-emission vehicle fleets and utilizing optimized routing technology delivers both environmental benefits and cost efficiencies to our customers.	High Opportunity 	High Opportunity 	High Opportunity 
Circular economy	Our expertise in reverse logistics and waste reduction (recycling/packaging optimization) helps customers meet their own sustainability goals while reducing material costs.	High Opportunity 	High Opportunity 	High Opportunity 
Operational efficiency	By collaborating with landlords on onsite renewable energy projects, we decrease our exposure to fossil fuel price volatility and enhance the long-term resilience of our network.	Medium Opportunity 	Medium-High Opportunity 	Medium-High Opportunity 

GXO’s inaugural climate risk assessment demonstrates our commitment to embedding climate considerations into governance, risk management, and operations. Although our current exposure is measured as low, we are strengthening site resilience and accelerating investments in renewable energy, electrification, and efficiency to address evolving transition risks. By treating climate change as both a risk to manage and an opportunity to innovate, we are working to ensure that GXO remains a resilient and trusted partner for our customers in a low-carbon future.

For more information on our climate risk assessment process and results, please see the [Climate Related Financial Disclosure](#).



Creating impact through partnership

In partnership with our customers, we design innovative, sustainable logistics solutions that enhance their services to end consumers, support their environmental goals, and help lower costs. Our efforts often include identifying the most sustainable ways to fulfill orders and manage returns, so that returned goods are efficiently reintegrated into the supply chain. These advanced logistics processes reduce our customers' manufacturing costs and overall waste while maximizing resource efficiency.

Because these solutions are embedded directly into our customers' supply chains, much of the resulting environmental benefit, including lower emissions, reduced material waste, and more efficient resource use, is realized and reported within our customers' own sustainability metrics rather than GXO's. We see this as core to our role: an enabler of sustainability across the value chains we serve, not just within our own operations.

How we do it



Improved accuracy and careful treatment of products to minimize incorrect or damaged orders



Reduced resource use through sustainable packaging



Minimized needs for storing, staging, and shipping inventory



Returns handled with maximum efficiency



Products refurbished for redistribution



Waste and returns recycled to minimize environmental impact



Low-emission fuel sources and optimized delivery routes



Improved supply chain transparency and emissions data



Advanced recycling and waste management practices

Achieving more, together

In the shared pursuit of driving the low carbon economy and delivering on sustainability goals, longstanding collaborations between GXO and our customers continue to yield impressive results. GXO partners with customers to demonstrate how logistics can deliver measurable environmental and social benefits while supporting long-term value creation. The case studies that follow highlight some of these partnerships, though much of the underlying impact remains attributable to our customers rather than to GXO directly, a dynamic we welcome as a reflection of the reach we aim to have across the networks we operate in.

Greene King

Our partnership with Greene King—the U.K.’s leading pub company and brewer—started more than 13 years ago. In 2025, we announced a series of sustainability initiatives, including fleet decarbonization, waste reduction, recycling and community impact.

Through reverse logistics solutions and improved waste segregation, the partnership is saving 160,000 waste collection journeys annually. In 2025, 16,680 metric tons of waste were handled—more than 15,000 of which were recycled or repurposed, including materials such as packaging and used cooking oil, helping keep resources out of landfill. In addition, GXO managed the donation of over 33 metric tons of food to local charities and food distributors.



B&Q

Similarly, our decade-long partnership with B&Q—the U.K.’s premier home improvement and garden living retailer—is driving progress toward B&Q’s goal of achieving net-zero carbon emissions across logistics operations by 2040.

By transitioning to lower-carbon fuels such as liquefied natural gas and hydrotreated vegetable oil for B&Q’s fleet operations, GXO is reducing emissions while extending the life and value of existing fleet assets—supporting a shift away from linear “replace and discard” models. At the same time, advanced route optimization and backhaul strategies are minimizing empty miles and maximizing asset utilization, reducing both waste and resource intensity.



PepsiCo

In Romania, GXO is supporting PepsiCo’s ambition to decarbonize its value chain. As part of a ten-year logistics partnership, GXO introduced 10 electric vehicles into the distribution fleet in 2025, increasing the electrified portion of the GXO-operated fleet serving PepsiCo to approximately 25% of average active trucks. This transition is expected to reduce CO2 emissions by an estimated 180 metric tons annually compared with the previous diesel vehicles.

Similarly, in France, PepsiCo launched its first two electric trucks in partnership with GXO in the second half of 2024. Each of these zero-emission vehicles avoids an estimated 50 metric tons of CO2 annually.



Global Food and Beverage Customer

Across Southern California, GXO’s role with a global food and beverage brand extends well beyond keeping local cafes stocked. Every day, GXO drivers complete last-mile delivery of perishable food and beverage to more than 70 locations—and on each run, they collect unsold items from the day before, returning them to the warehouse for consolidation. From there, GXO delivers the recovered product directly to food banks selected by the customer, closing the loop on what would otherwise become waste.

Since the service launched in October 2025, the results have been significant. In its first three months alone, the program enabled over 200,000 pounds of food to be donated—the equivalent of more than 167,000 meals. Momentum has only grown: in the first quarter of 2026, a further 175,000 pounds were donated, putting the partnership on track to exceed last year’s impact.

European Pet Retailer

At one of GXO’s sites in the Czech Republic, teams are advancing responsible logistics practices by giving unsellable goods a second life, while also supporting organizations in need.

Since 2023, we’ve worked with a leading pet supplies company on redirecting unsold products that can no longer be offered for sale due to minor damage, packaging issues, or product changes. Instead of being discarded, items that remain safe and suitable are carefully selected, sorted, and prepared at our facility for donation on behalf of our customer. GXO manages the preparation process, packing donation boxes for local shelters and coordinating pick-ups from organizations supporting animals in need.



SOCIAL

Changing the game for our people and communities



Changing the game for our people and communities

We are dedicated to being an employer of choice for our network of over 150,000 colleagues at GXO. This commitment guides everything we do, whether it's our talent strategy, safety approach, expansive opportunities to cultivate belonging, or our engagement with the communities where we live and work.

With that in mind, we are continually refining our efforts.

We invest in partnerships, technologies, and programs that enable opportunities for career advancement, promote our safety-first culture, and extend goodwill to others. This, in turn, allows GXO to realize the full potential of its employees and deliver meaningful work to our customers.

Our efforts are illustrated in the highlights below:



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Putting safety first		Supporting and developing our people	
61	→	69	→
Building a culture of belonging		Creating impact through engagement	

We align our ESG efforts with the UN SDGs. See our UN SDG index for a detailed list of how our business operations correspond with the target indicators.

[View the index](#)



Putting safety first

At GXO, “Be safe” tops our list of company values for good reason: We want every team member to leave work as healthy as when they arrived.

Our commitment to safety includes prioritizing accident-free, physically secure workspaces along with each employee’s physical and mental well-being. In our quest to outperform industry benchmarks, we track numerous health and safety metrics. We report these metrics regionally to ensure accuracy because regulations and definitions of recordable injuries vary by jurisdiction.

Through our ESG Scorecard, we monitor progress toward region-specific targets to make sure our approach aligns with local standards and emphasizes continuous improvement. We have also prioritized the use of AI-powered analytics and other technologies to make our operations safer and more efficient, with the aim of enhancing safety protocols and optimizing performance.

Progress on our health and safety targets

GXO has successfully met its targets and continues to demonstrate consistent year-over-year improvements. In 2026, we will identify how to continue showing our ongoing Road to Zero progress despite meeting our target early. Additionally, we will continue to share our year-over-year improvement in reducing injuries and incidents across our global operations.



TARGET

In our Americas and Asia Pacific operations, reduce TRIR by 15% by 2027 vs. 2022 baseline

2025

0.85 Total Recordable Incident Rate
47% reduction from 2022

In 2025, Americas and Asia Pacific operations recorded **190 sites** as being **recordable incident-free**.



TARGET

In our U.K. & Ireland and European operations, reduce LTIR by 15% by 2027 vs. 2022 baseline

2025

1.74 Lost Time Incident Rate
29% reduction from 2022

In 2025, U.K. & Ireland and European operations recorded **254 sites** that were **lost-time incident-free**.

Across workplace policies, auditing, oversight and training, a commitment to continuous improvement shapes GXO's approach to health and safety. Dedicated health and safety leaders shape programs in their regions to ensure they abide by local regulations and address specific workplace needs. They receive support from robust reporting systems and GXO's culture of accountability, through which all team members uphold the highest safety standards.

We also rely heavily on data, including AI-powered analytics, to strengthen our governance processes and promote a safer workplace. Leaders review this data monthly in collaboration with health and safety teams to support more informed decision-making, proactively identify risks and refine safety protocols.



Q **SPOTLIGHT**

**Data-driven safety:
Enhancing visibility and prevention**

GXO has significantly improved how we leverage our safety data across our global operations. We have strengthened our data quality, simplified reporting, and increased the use of leading indicators to give operations staff clearer visibility into high-risk exposures and Potential Serious Injury or Fatality (PSIF)-related trends. These modifications allowed us to refine our risk-based decision making.



SPOTLIGHT

Site-level engagement to spur improvements

We took significant steps in 2025 to enhance our safety governance structure by expanding safety committees across GXO sites and implementing programs to improve safety performance. These initiatives reinforce the foundations of a mature safety culture that integrates strong governance with local empowerment to drive sustained, measurable improvements.

These committees bring ownership of safety closer to day-to-day operations and frontline teams, helping to sharpen our focus, improve the quality and relevance of our safety measures and increase local accountability. Each committee maintains responsibility for oversight and driving engagement. They are key forums for identifying risks, prioritizing interventions and reinforcing shared responsibility. These safety programs are critical enablers of this governance model. Tailored to the specific risk profiles of each site, they ensure that initiatives align with local operational realities.

Overall, GXO's localized approach makes safety strategies more effective by making them more practical, targeted and actionable for site teams. Aligning our governance structures with site-specific risk management strengthens our efforts to achieve both compliance and injury prevention.

Globally recognized standards inform GXO's health and safety policies. All our sites undergo regular audits by both internal and customer teams. At present, 100% of our sites are covered by an ISO 45001-aligned occupational health and safety management system.

As part of our commitment to continuous improvement, GXO's health and safety leaders work together on global and regional policies to ensure they align with company-wide objectives while meeting each site's specific needs.

A recognized safety leader

GXO has a long and proud history as a top performer across key safety metrics in the logistics industry. The external recognition we receive is a testament to our commitment to protecting every employee, but we never rest on past accomplishments. We remain relentless in our pursuit of better performance and a stronger safety culture across the company.

In 2025, 21 of our U.K. sites earned accreditation from the Royal Society for the Prevention of Accidents (RoSPA), one of the U.K.'s leading authorities on health and safety best practices. This recognition reflects the strength of our prevention-focused culture and our ongoing dedication to keeping our people safe. That same year, our GXO Europe site in Dormagen, Germany achieved EN9120:2018

certification, becoming the first site in the EU to attain this prestigious aerospace and defense quality standard. This milestone speaks to our commitment to the highest levels of precision, quality, and operational reliability, and reinforces our ability to serve even the most demanding industries.



GXO's Road to Zero initiative is our company-wide focus on achieving zero occupational injuries and illnesses through a safety-first mindset and culture. Grounded in continuous improvement, this program is regularly refined to strengthen effectiveness while reinforcing accurate reporting, compliance, and transparency across operations.

In 2025, the Americas and Asia-Pacific region leveraged the Safety Scorecard as a standardized, forward-looking tool to strengthen proactive safety performance. Built on leading indicators rather than lagging metrics, it focuses on activities and behaviors that promote safety within the direct control of site leadership. This reinforces local ownership and accountability by aligning day-to-day execution with GXO's broader Health and Safety objectives.

More than a measurement tool, it also acts as a cultural driver, signaling the importance of safety and increasing engagement in Health and Safety programs at the site level.

In parallel, GXO digitized all Road to Zero U.S. training materials, introduced Spanish translations to improve accessibility, and expanded compliance-focused training for leaders and supervisors, covering topics such as stormwater management, clean air, and hazardous waste.

In Europe and the U.K. & Ireland, we continued our Road to Zero journey, achieving a 63% reduction in lost-time injuries between 2016 and 2024.



In 2025, the program was further strengthened through locally based Safety Committees and site-specific safety initiatives, enabling a more tailored, risk-based approach to safety management that reflects local operational conditions. This was supported by targeted leadership training on safety governance, embedding risk-based

decision-making into day-to-day operations and enhancing leaders’ ability to coach, influence, and model safe behaviors.

Across Europe, standardized Safety Committees play a central role in proactively managing risk at both country and site levels, promoting consistent practices in risk management, incident prevention, safety performance, and regulatory compliance. These committees also support our broader environmental objectives through initiatives focused on recycling, waste reduction, and sustainable operations, helping to deliver safer, more responsible outcomes across our business.

This approach was reinforced by the continued use of the Preventability Panel across our European operations, which provides senior-level oversight of safety performance, supports consistent incident review and learning, and promotes alignment across country and site-level Safety Committees, strengthening accountability and the sharing of best practices across the region.

As a result of strengthened safety oversight, visible management commitment, and targeted actions, our U.K. operations achieved an LTIR of 0.65. This performance places the organization among the best-in-class performers in the U.K. logistics sector, significantly outperforming typical logistics industry benchmarks.



Measuring success

Road to Zero improvements and activities brought measurable improvements to GXO facilities around the world in 2025.

U.K. & Ireland and Europe highlights:

105 sites with more than 1,000 days since their most recent lost-time incident

Americas and Asia Pacific highlights:

133 sites with more than 1,000 days since their most recent recordable incident

Expanded leadership training in Europe

With the aim of improving our safety leadership training in 2025, we intensified our focus on taking ownership of safety performance and modeling the behaviors that drive a robust safety culture.

New training content and program improvements covered material such as:

- Clarifying leadership roles in the site-led governance structure, including how to run effective safety committees and lead risk reviews
- Embedding safety into operational decision-making through practical planning scenarios that reinforced integrating risk thinking into daily operations
- Delivering immersive hands-on training using scenario-based risk recognition, physical simulations and incident-management exercises to shift mindsets from compliance toward ownership

- Helping leaders understand how decisions, social pressure and system design influence safe or unsafe outcomes
- Using walk-the-floor coaching to enable leaders to engage teams effectively, ask better questions and strengthen safety behaviors in daily operations

In Europe, as a result of bringing safety responsibility closer to the workplace and more directly aligning site level leadership accountability, LTIR decreased by nearly 52% in 2025 compared to 2024.

In addition, lost workdays in 2025 were reduced by 40% year-over-year, reflecting a significant decline in work-related lost-time injuries, driven by enhanced awareness, stronger leadership engagement, and more effective preventive measures.





The growing role of robotics

Robotics are a foundational safety control within our strategy. By reducing exposure to high-risk tasks, improving process stability, and enabling data-driven insights, robotics are strengthening safety performance across our operations.



In 2025, pilot projects demonstrated clear safety benefits, particularly through:

- Robotic palletizing and depalletizing, eliminating heavy and repetitive lifting
- Reduced exposure to line-of-fire, crush, and overexertion risks
- Improved ergonomic conditions and a reduction in manual handling incidents

Looking ahead, GXO will further leverage robotics as a safety multiplier. The focus will be on technologies that enhance early risk detection and predictive safety capabilities, including:

- Movement data, congestion heatmaps, and interaction insights to support leading safety indicators
- Built-in safety controls such as geofencing, speed limits, and collision avoidance systems
- Real-time alerts from robotics and IoT/ AI platforms integrated into GXO's global safety systems

In 2026 and beyond, GXO plans to expand the use of AI-enabled robotics to proactively detect hazards and escalate safety risks. The development of a global safety IT system will support the consistent scaling of these capabilities across all regions.

Safety Basics: Standardizing practices across operations in Europe and the U.K.

From operating forklifts to using safety shoes correctly, GXO's Safety Basics program provides a consistent model for foundational safety practices across Europe and the U.K. & Ireland.

By standardizing everyday fundamentals, the Safety Basics program defines what good practice looks like. It fully engages site leaders and their safety committees to own, apply and continuously improve essential behaviors that prevent incidents while bolstering our Road to Zero culture.

The program bridges the gap between operations and risk teams and sets clear, understandable expectations for everyone involved. It also accelerates learning through the sharing of best practices among sites and countries.

Plans for 2026 include incorporating higher-quality risk assessments and automating the sharing of best practices. The program will adopt stronger incident management standards, such as clearer root cause analysis and more effective corrective actions.

Delivering results and safer outcomes

One of GXO's apparel sites in California delivered significant health and safety improvements through a focused, proactive approach that strengthened prevention, accelerated response, and reinforced leadership accountability. These efforts resulted in measurable reductions in incidents while further embedding a resilient and sustainable safety culture.

- **Stronger leadership ownership and capability:** Safety responsibilities were embedded across leadership roles and reinforced through bi-weekly Safety Blitz training, improving consistency in prevention and response.
- **Proactive care through iCare and onsite triage:** Daily injury check-ins and a dedicated Triage and Wellness Center enable early intervention, improved recovery outcomes, and reduced injury escalation.
- **Shift to preventive safety management:** Expanded use of safety observations, audits, and proactive engagement tools improved early risk identification and reduced reliance on reactive measures.

TRIR decreased by nearly 80% from 2022 to 2025, alongside a more than 66% year-over-year reduction in recordable injuries.

A new site for one of GXO's technology customers strengthened its health and safety performance by enhancing its leadership presence, increasing employee engagement, and formalizing a more structured and proactive safety approach.

- **Dedicated safety leadership:** A full-time, onsite Safety Manager strengthened oversight, accountability, and execution of safety initiatives across the site.
- **Greater employee engagement and ownership:** Expanded safety committees, interactive engagement activities, and first responder involvement embedded safety responsibility across all levels of the workforce.
- **Improved preparedness and proactive risk identification:** Emergency drills and increased inspection frequency strengthened readiness while improving the early identification and mitigation of hazards.

Fleet and transportation

GXO maintains driver and road safety programs across all regions, with training tailored to each area’s unique regulatory environment. In the U.S., drivers receive annual training from a Driver Compliance Manager covering operational processes and Department of Transportation (DOT) regulations. New drivers also complete a DOT orientation led by the on-site Fleet Manager or Driver Compliance Manager, which includes the driver handbook, Federal Motor Carrier Safety Administration (FMCSA) regulations, road tests, and online training modules.

Beyond the U.S., regional safety programs are continuously updated to reflect local regulatory requirements and evolving operational needs, ensuring that every driver is trained to the standard their region demands.

U.K. Driver Safety and Road Safety Programs

In 2025, we strengthened our driver safety and operational readiness in the U.K. in response to increased workforce inflow by enhancing onboarding and continuous training. Our approach combines structured capability development with advanced technologies, including simulators and in-vehicle safety systems, to improve risk awareness and driving behavior. This is reinforced through our “Be Safe” program, supporting a Road to Zero ambition.

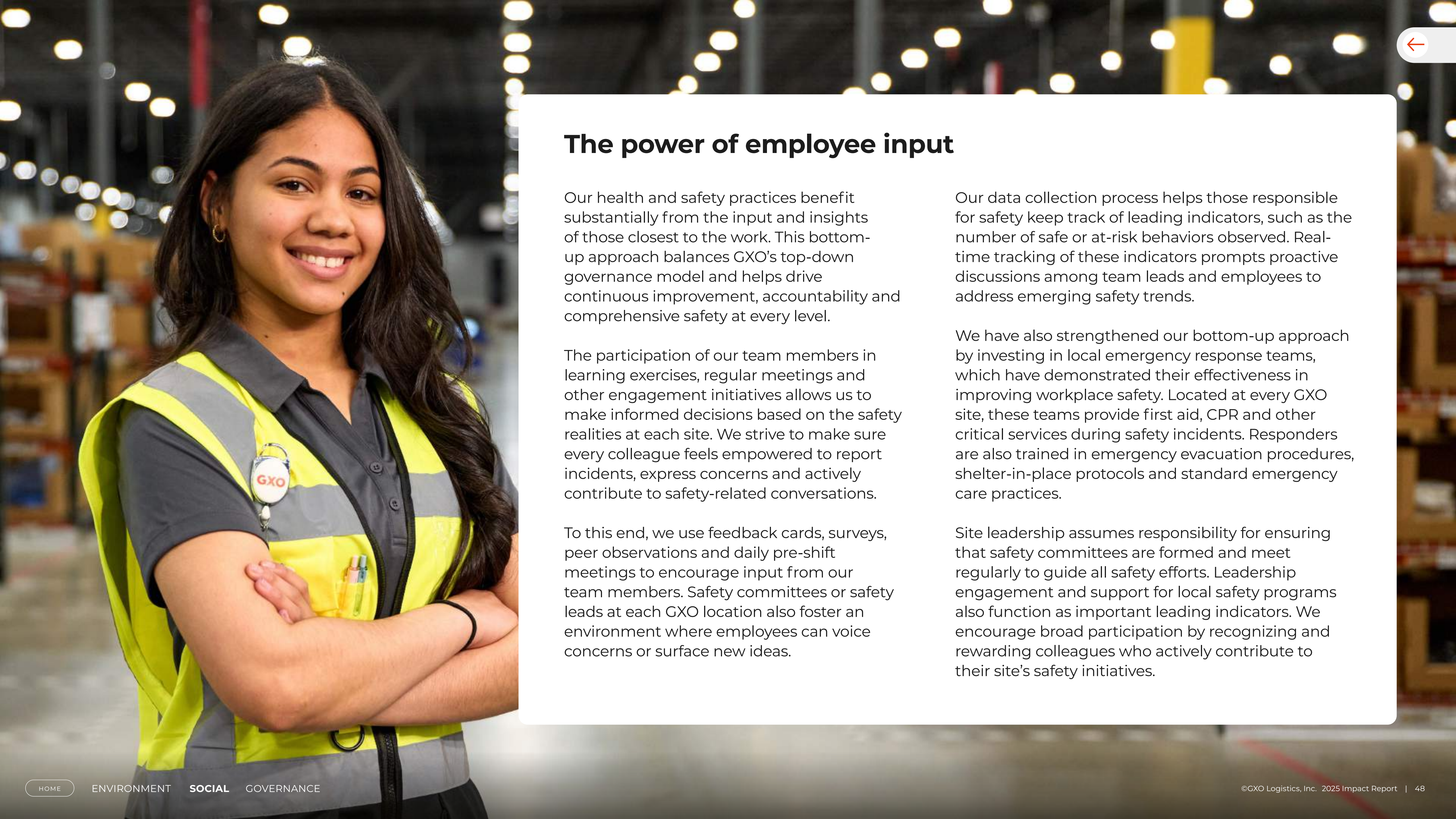
We further advanced road safety through targeted, prevention-led initiatives focused on risk mitigation, compliance, and driver performance. Key programs included the updated Bridge Strike Prevention Playbook, Driver Certificate of Professional

Competence (DCPC) safety modules covering critical risk scenarios, SAFE 2 Driver Development focused on driving behaviors, enhanced Digital Tachograph training, and the rollout of a Van Safety Program and toolkit.

We also prioritized driver welfare through mentoring and development pathways, recognizing its direct link to safety and operational performance.

Together, these actions strengthen driver capability, reduce risk exposure, and support safer, more resilient transport operations.





The power of employee input

Our health and safety practices benefit substantially from the input and insights of those closest to the work. This bottom-up approach balances GXO’s top-down governance model and helps drive continuous improvement, accountability and comprehensive safety at every level.

The participation of our team members in learning exercises, regular meetings and other engagement initiatives allows us to make informed decisions based on the safety realities at each site. We strive to make sure every colleague feels empowered to report incidents, express concerns and actively contribute to safety-related conversations.

To this end, we use feedback cards, surveys, peer observations and daily pre-shift meetings to encourage input from our team members. Safety committees or safety leads at each GXO location also foster an environment where employees can voice concerns or surface new ideas.

Our data collection process helps those responsible for safety keep track of leading indicators, such as the number of safe or at-risk behaviors observed. Real-time tracking of these indicators prompts proactive discussions among team leads and employees to address emerging safety trends.

We have also strengthened our bottom-up approach by investing in local emergency response teams, which have demonstrated their effectiveness in improving workplace safety. Located at every GXO site, these teams provide first aid, CPR and other critical services during safety incidents. Responders are also trained in emergency evacuation procedures, shelter-in-place protocols and standard emergency care practices.

Site leadership assumes responsibility for ensuring that safety committees are formed and meet regularly to guide all safety efforts. Leadership engagement and support for local safety programs also function as important leading indicators. We encourage broad participation by recognizing and rewarding colleagues who actively contribute to their site’s safety initiatives.

Engagement in action

In 2025, GXO strengthened its safety culture globally, through leadership-driven engagement, proactive risk identification and structured programs, resulting in measurable improvements in prevention-focused behaviors and regulatory compliance across our operations.

Europe and the U.K.:

Management and site engagement

In 2025, we strengthened our safety culture across Europe and the U.K through visible leadership, robust governance, and active engagement at all organizational levels.

Management teams maintained close connection to operations through regular site walks, direct frontline engagement, and active participation in Safety Committees and reviews. Employees were empowered to take ownership through “Safety Stops” (Take 5), hazard reporting, and continuous improvement initiatives, ensuring that preventive decisions are made at the point of risk.

We continued to shift our focus toward leading indicators—including near-miss reporting, safety observations, and behavioral interventions—while simplifying core processes to improve effectiveness on the shop floor. In parallel, we advanced digital and automated solutions to proactively identify and predict risks, strengthening prevention.



The Dirty Dozen

In 2025, we implemented the Dirty Dozen program across U.K. sites to address human error as a leading contributor to incidents. This program targets twelve key preconditions—such as fatigue, stress, and poor communication—that increase risk if not actively managed.

It reinforces leadership engagement, strengthens workforce awareness, and embeds proactive risk identification into daily operations, driving accountability and reducing preventable incidents.

As a result, proactive safety observations increased by 46% across our European and U.K. operations, reflecting stronger engagement and a more mature, prevention-focused safety culture. Together, these actions embed safety as the way we do business—led by management, owned by everyone, and continuously improving.

Americas and Asia Pacific:

Weekly learning calls

Each week, across our Americas and Asia Pacific region, a group of site managers and safety personnel meet to review safety events from the prior week, including incidents and significant near misses. During these conversations, participants raise ideas and share practical, replicable solutions that different sites are using to create safer working environments.

The forum breaks down operational silos to boost visibility around site-level performance and promote a unified safety culture. These regular weekly calls are critical to sustaining engagement, driving accountability and embedding best practices across the organization.



Permit Day

GXO launched Permit Day in 2025 as a proactive, systematic effort to enhance environmental compliance and operational risk management.

Involving over 44 sites in the U.S., this comprehensive review process covers multiple regulatory and operational areas, such as stormwater, wastewater, air and site-specific environmental requirements. Together, site managers and their teams review essential documents to ensure they are current, accurate and aligned with regulatory standards—including legacy requirements or changes in regulations that may impact operational compliance. The program also contributes to injury reduction through improved operational discipline and risk awareness.

Originally designed for our Americas and Asia Pacific chemical facilities operations group, Permit Day has expanded to become both a broad accountability mechanism and a capability-building exercise for local teams. We plan to scale the program in coming years to encompass additional regions and business units.

Supporting and developing our people

As a global logistics provider, our success depends on remaining an employer of choice by prioritizing the development and engagement of people at every level. We combine industry-leading benefits and compensation with forward-looking investments in learning, development, and digital innovation to equip colleagues with the knowledge, skills, and tools to succeed at GXO.

From day one, team members have access to opportunities designed to help them realize their potential. Internal mobility is a core principle of GXO University and a defining element of our approach to workforce development, delivered through technology-enabled learning experiences that are more personalized, accessible, and impactful. Our Talent and Learning team rigorously evaluates program effectiveness using data-driven insights, because our employees' success drives our own.

This approach reflects our long-term commitment to building capability from within. Rather than relying primarily on external hiring, we focus on preparing employees for future roles, so that we “recruit, retain, develop, and retire the best talent.”

As a result, employees are empowered to build new skills, advance their careers, and pursue growth opportunities across the organization.

Building on this, we evolved our annual performance review process in 2025 by introducing a streamlined development planning framework, supported by tools that enable more meaningful mid-year check-ins and greater clarity around performance expectations.

We also expanded our efforts to develop site leaders by introducing scalable, in-the-moment coaching supported by AI and other advanced technologies. These tools allow us to rapidly deliver targeted, high-impact learning resources, helping managers address real-time challenges and lead more effectively. Beyond coaching, we are piloting additional AI applications to enhance productivity and unlock capacity for higher-value work.

U.K. Apprenticeship and Graduate programs

GXO offers two entry pathways in the U.K. for new talent starting careers in logistics. Our Apprenticeship and Graduate Programs are central to building a skilled, future-ready workforce in the U.K., providing structured development and practical experience across the business.

Apprenticeship Academy

GXO's award-winning Apprenticeship Academy is ranked among the Top 10 apprenticeship programs in the U.K. by the U.K. Department of Education, reflecting our strong commitment to developing skills and creating long-term career paths.

With more than 1,800 apprentices currently enrolled, the program continues to grow in scale and impact. The U.K. Government and Higherin have ranked us #7 among Top 100 Apprenticeship Employers and we have received a Silver Award from the 5% Club, underscoring the strength of our "earn and learn" approach.

Graduate Program

Our Graduate Program develops the next generation of leaders across GXO's global logistics network, offering early career talent exposure in Operations, HR, IT, and Finance. Through structured rotations and hands-on experience, graduates build broad business knowledge and practical skills across multiple areas of the organization.

Since 1994, the program has welcomed more than 1,000 graduates, with 50 current participants. It continues to deliver strong outcomes, with alumni progressing into both corporate and operational leadership roles across GXO.



SPOTLIGHT

GXO colleagues embark on the U.K.'s first degree-level robotics engineering apprenticeship

GXO's robotics and automation practices place us at the forefront of efforts to transform logistics and supply chains globally. Applying these technologies to enhance productivity, safety and efficiency requires specialized training.

In 2025, two GXO colleagues joined the initial cohort of participants in the U.K.'s first-ever robotics degree-level apprenticeship. Offered through Milton Keynes University and developed in collaboration with leading robotics companies, the multi-year course equips participants with the knowledge and hands-on experience needed to excel in the era of automation and AI.

"This apprenticeship is a game changer for my career, and I am incredibly excited to have this opportunity. I look forward to deepening my expertise and applying what I learn to my day-to-day role at GXO."

Greg Matthews,
Automation Engineering Manager



SPOTLIGHT

AI coaching from Nadia

GXO has rolled out the Nadia AI coaching tool across multiple sites in continental Europe and the U.S. Designed to support managers and employees in their day-to-day roles, Nadia provides real-time, practical coaching to help navigate leadership challenges, strengthen decision-making, and improve team effectiveness.

Embedded directly into workflows, the tool enhances problem solving, supports skill development, and reinforces continuous learning across the organization. The rollout reflects GXO's commitment to embedding AI into the flow of work to drive smarter decisions and greater operational impact.

Q **SPOTLIGHT**

Talent Review sessions

Talent Review sessions remain a cornerstone of GXO's talent management strategy. These sessions are collaborative, bringing together HR professionals and organizational leaders to evaluate talent with purpose. They connect talent assessment with succession planning and future workforce needs, enabling leaders to discuss individual career progression and identify high-potential employees. This process ensures that talent development is proactive, aligns employee growth with organizational goals and prepares individuals for future leadership roles.

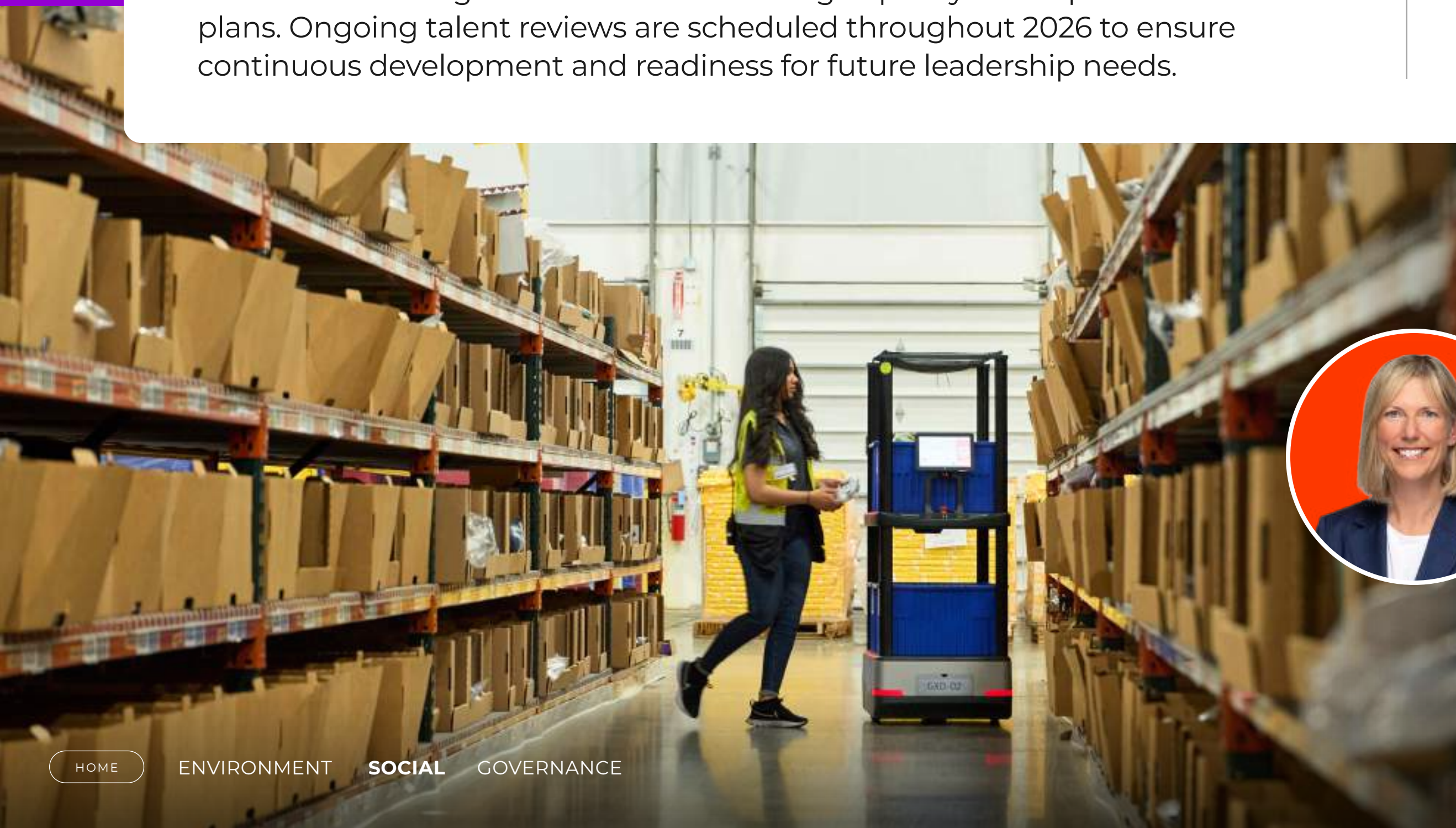
In 2025, GXO focused on development planning for employees nominated as successors to larger or more complex roles. A simplified GXO University experience and tools to support line managers and HR were provided to enable meaningful conversations and high-quality development plans. Ongoing talent reviews are scheduled throughout 2026 to ensure continuous development and readiness for future leadership needs.

Q **SPOTLIGHT**

More engagement for Careers Month

Careers Month was once again a success, with a 478% increase in engagement with our resources and templates. Over the month of February 2025, site-based activities took place, alongside our annual Career Hero competition and live global panel where leaders from across the organization shared their career journeys and advice.

Careers Month further strengthens our potential and succession management processes by encouraging employees to update their career profiles and preferences, supporting greater career mobility.



“At GXO, everything we achieve is powered by our people. From developing future leaders to embracing innovative tools like AI coaching, our focus is on enabling employees to grow, succeed, and make an impact. Investing in our talent isn’t just good business; it’s how we drive sustainable performance and shape the future of logistics.”

Corinna Refsgaard, Chief Human Resources Officer

GXO University reflects our commitment to strengthening employee performance and supporting long-term career growth. In 2025, colleagues across the business used the platform to build skills, develop capability, and plan meaningful career progression. GXO University's tools and content support employees throughout their careers and reinforce our focus on developing talent from within.

This approach underpins GXO's commitment to internal mobility and sustained investment in our people. We prioritize building capability internally, ensuring employees are prepared for future opportunities. Structured succession planning helps identify and prepare talent for critical roles across the organization.

As a result, employees are not just offered a role at GXO, but somewhere they can truly build a career. Through practical, hands-on learning across the transport and logistics sector, GXO University helps develop the next generation of logistics professionals. These investments strengthen our workforce today while also supporting long-term organizational resilience and leadership continuity.



Total learning hours

over
1.7 million



Average
learning hours
per employee

19 hours

GXO University features five distinct colleges aligned with different stages of the employee lifecycle.

Launch at GXO

Launch at GXO helps employees start strong by equipping them with the tools, resources, and support needed to succeed in new roles and processes. This program supports new hires, employees taking on expanded responsibilities, and colleagues joining through acquisitions.

In 2025, we upskilled more than 80 new light goods drivers through the GXO Driver Academy, achieving an industry-leading first-time pass rate of 76% (the U.K. average is 56%).

Across our Americas and Asia-Pacific operations, we supported the creation of two new programs: one focused on onboarding new commercial staff, tied to a dedicated Launchpad site, and the other an internal train-the-trainer initiative for powered industrial truck (PIT) drivers due to launch in 2026.



Succeed at GXO

Through the Succeed at GXO platform, employees can access training and tools to help them excel in their roles and comply with training requirements, including those set by our Annual Compliance Education program.

Our recently expanded online course catalog now contains over 65,000 offerings. In 2025, employees accessed courses through Succeed at GXO over 785,000 times, with 78% of those courses completed by year-end.

Empower at GXO

Empower at GXO is the cornerstone of our career development efforts, designed to help employees perform at their best and reach their full potential. This college supports key talent initiatives, including career development, succession planning, performance management, and employee engagement.

Through GXO University, we bring together our performance and potential processes, providing clear guidance for managers and employees on goal setting and performance reviews. It also gives managers the tools to assess their team’s potential, empowers employees to explore career opportunities, and supports both in building personalized development plans. The end-of-year review cycle enables managers to deliver actionable feedback and discuss development priorities, reinforcing GXO’s pay-for-performance philosophy through broad participation.

We have also enhanced our annual performance process with a simplified development plan template, stronger mid-year check-ins, and clearer performance levels. Ongoing surveys help refine the experience, with both employees and managers reporting an 80% satisfaction rate.

Grow at GXO

Full-time employees use Grow at GXO to evaluate their progress in developing the skills needed for career advancement, while also identifying opportunities to enhance their abilities and overall performance. Our on-demand training program, Grow Tracks, includes 15 training programs, such as Project Management, HR Essentials and several MS Office courses. On average, each program comprises 30 self-paced online training hours. Over 3,000 GXO colleagues across 21 countries participated in the program in 2025.



Other Grow at GXO programs include the global Graduate Academy and the Intern Academy, which maintains a high conversion rate for college interns transitioning into full-time employees. GXO also relaunched its European Graduate Academy in five European countries in 2025.

Together, these initiatives form the foundation of GXO’s long-term growth strategy. They are designed to empower a new generation of professionals to excel in their careers and to fuel our company’s continued success.

Lead at GXO

Lead at GXO comprises seven role-based academies for nurturing our leadership talent. Emerging leaders participate in these academies to build the hard and soft skills required for effective supervisors, managers and senior leaders.

We saw outstanding results in 2025 across the seven programs within Lead at GXO:

Operations Leader Academy

11 graduates
18% promotion rate

Site Leader Academy

24 graduates
17% promotion rate

Manager Academy

35 graduates
6% promotion rate

Director Academy

18 graduates
11% promotion rate

Female Development Program

71 graduates
48% promotion rate

Leading Through Connection

1,417 joined 10 workshops translated into all major languages

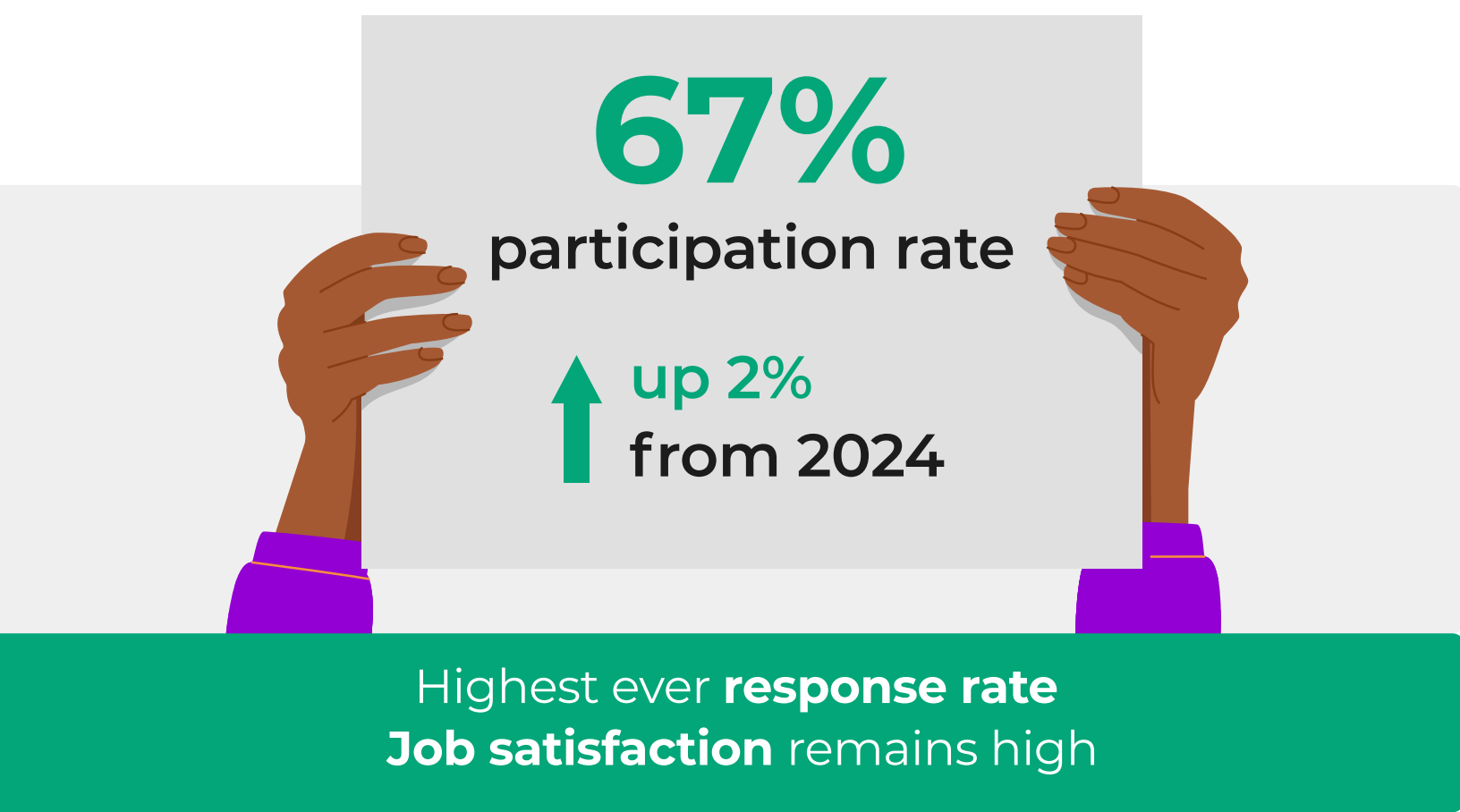
Leading the GXO Way

281 all-time high number of participants

Listening to employee feedback

Our colleagues factor heavily in GXO’s commitment to continuous improvement. We invite employees to participate in confidential surveys that gauge how well the company meets their needs and identify areas for improvement.

In 2025, the GXO Pulse survey, our annual engagement survey to wired employees, achieved a record 67% participation rate, up 2% from 2024, with job satisfaction remaining high and continuing to improve year over year. Employees highlighted belonging as a key strength, driven by strong teamwork, positive relationships, and an inclusive culture. Opportunities for career growth and meaningful work, along with a strong commitment to safety, were also identified as areas where we excel.

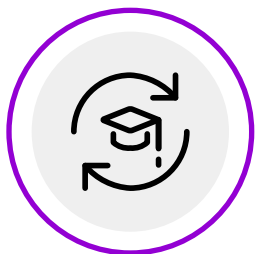


Employees think we excel at:



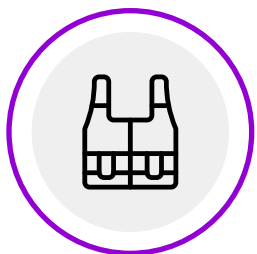
Belonging:

I benefit from the strong teamwork and positive relationships with colleagues.



Careers:

I’m energized by the opportunities for growth and challenging and meaningful work.



Safety:

I value the strong commitment to safety.

Human Resources staff and GXO business leaders use this data to devise action plans that swiftly address possible issues and keep team members engaged. GXO also gathers employee feedback via roundtables, regional surveys and site-based idea boards, among other channels. These methods allow us to pinpoint areas for rapid remediation.

We are delivering a global survey to all employees in 2026. We persist in our belief that employee feedback is critical for creating better working conditions and enhancing the GXO employee experience.



Compensation and benefits

GXO's approach to Total Rewards is based on guiding principles that support our business strategy, talent goals and financial sustainability, helping us attract and retain outstanding talent while reinforcing our position as an industry employer of choice. Our compensation philosophy is to provide market-competitive, fair and transparent pay that rewards performance, supports internal equity and aligns employee outcomes with the company's long-term business and shareholder objectives.

Our global benefits philosophy is simple: we take care of our employees the same way they take care of our customers safely, reliably, and with unwavering commitment.

To deliver on that promise, we offer a comprehensive suite of benefits to all employees, typically including:

- Comprehensive healthcare and disability insurance
- Supplemental insurance
- Employee assistance programs

- Profit sharing
- Retirement plans
- Tuition reimbursement

We tailor our benefits to meet the unique needs of local markets. By collaborating with key partners and providers, we ensure that employees around the world receive quality care and support.

In response to employee feedback, we now offer the following benefits in the U.S.:

- Pregnancy care
- Family bonding
- Diabetes management
- Supplemental insurance
- Emergency savings and short-term loans

On a global scale, all full-time GXO employees have access to family-related leave through a combination of statutory programs, collective bargaining agreements and company policies. These programs generally include maternity, paternity, parental and caregiving leave, in alignment with local legal

requirements and market practices. Part-time or temporary employees in certain jurisdictions may have different entitlements based on legal provisions or employment terms.

To promote the full breadth of benefits available to employees, our teams delivered a range of engagement campaigns to increase awareness and uptake of the support on offer in the U.S. and U.K. & Ireland in 2025. This approach gave employees direct access to benefit experts for hands-on support, while HR teams were equipped to answer questions and provide personalized guidance.

Earlier in the year, we expanded access to comprehensive preventative care for U.S. employees. Offered through EHE Health, this program emphasizes early detection, personalized screenings and evidence based prevention to support healthier outcomes. Additionally, U.S. employees unable to visit a doctor can now request biometric home kits.

A focus on total well-being

Safety is a core value at GXO, and our commitment to our workforce extends beyond it. The physical and mental well-being and financial security of our people are not just priorities in their own right; they are fundamental to the success of our business.



Acknowledging this, in 2025 we made strides to expand beyond locally driven wellness activities to a more enterprise-aligned approach with dedicated ownership and a structured annual strategy. A key element of this new approach: incorporating a well-being and employee support lens into the reviews of our global benefits offerings. In select markets, we piloted several initiatives to test engagement models, gather feedback and inform our future direction.

In many regions, Employee Assistance Programs give GXO team members and their families access to an array of mental health, legal and financial counseling services. Regions also host wellness-themed events. In 2025, GXO sites across the globe participated in a variety of step competitions to raise awareness about health conditions throughout the year. Healthy foods are also promoted at sites, with some warehouses even installing healthy food vending machines.

SPOTLIGHT

Mental health first aid

At GXO sites in the U.K. and Ireland, team members can volunteer to help their colleagues by becoming qualified Mental Health First Aiders.

Delivered by experienced facilitators, the Mental Health First Aid training course gives participants the knowledge and confidence to detect early signs of mental health struggles. Participants learn to assess risks and hold supportive conversations with their colleagues, all within the boundaries of their role.

Upon completion of the training, participants receive a Continuing Professional Development-accredited certificate of attendance which is a formally issued document confirming successful completion of a quality assured training activity.

SPOTLIGHT

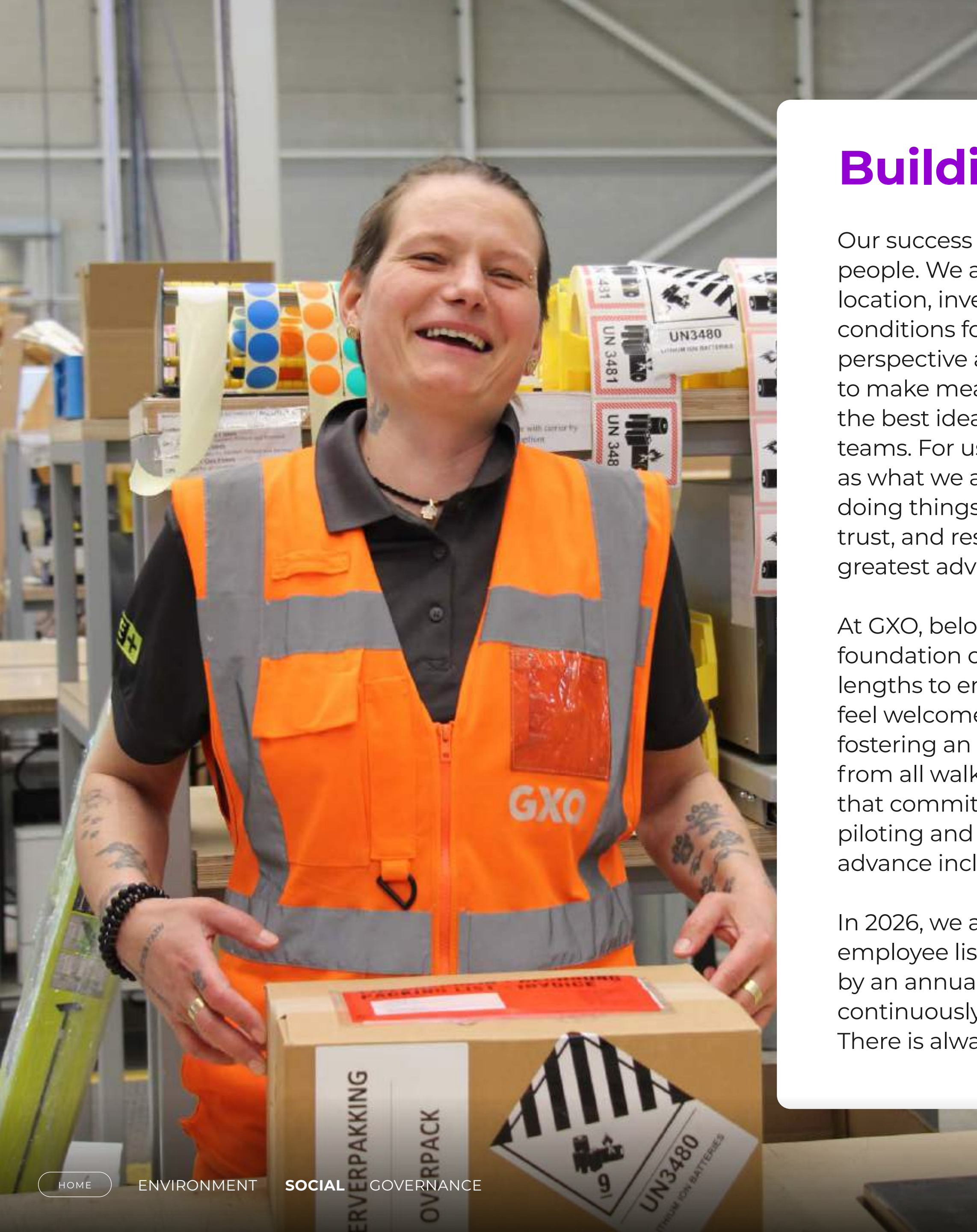
Financial well-being in action

To support financial well being, we offer an emergency savings program in the U.S. that encourages GXO employees to build dedicated savings accounts and strengthen their saving habits. In 2025, the program helped more than 640 employees to collectively save over \$760,000.

In the U.K., GXO supports financial well-being through a dedicated provider, giving colleagues 24/7 access to free money management tools such as budget planners, benefit checkers and confidential advice lines. In 2025, more than 19,000 colleagues accessed the financial well-being platform. GXO also offers a payrolled savings scheme, with colleagues saving around £10,000 each month across a range of individual savings accounts, plus free access to exclusive discounts to help save on everyday spending.

Consistent with our focus on safety and well-being, we provide an International SOS benefit, comprehensive support to our drivers in need of medical and recovery assistance during personal travel or travel on behalf of GXO. In 2025, these efforts expanded to include employees in all of Continental Europe. The service offers counseling and support for safety, financial, and mental health matters, travel security awareness, and incident resolution through 27 assistance centers globally with counselors speaking multiple languages.

For information on how we keep our drivers on the road safe, please see [Putting safety first](#).



Building a culture of belonging

Our success as innovators begins with our people. We attract top talent across every location, invest in their growth, and create conditions for them to thrive. We value every perspective and empower every individual to make meaningful contributions—because the best ideas come from the most diverse teams. For us, how we work matters as much as what we achieve. Our culture is built on doing things together—fostering belonging, trust, and respect, and competing to win. Our greatest advantage is each other.

At GXO, belonging isn't a program, it's the foundation of our culture. We go to great lengths to ensure that all team members feel welcome and supported from day one, fostering an environment where people from all walks of life can thrive. We back that commitment with action, continuously piloting and expanding initiatives that advance inclusion across the organization.

In 2026, we are introducing our first global employee listening approach, anchored by an annual survey to listen, learn, and continuously improve how we work. There is always more work to be done,

and we embrace that. Our ambition is to lead on belonging through the everyday actions and decisions that make GXO a place where everyone can do their best work.

How GXO defines belonging

At GXO, belonging means embracing our differences and giving every voice the chance to be heard. We value all team members' distinct talents, identities, backgrounds and experiences as essential to our innovation and success.

We are dedicated to fostering a workplace where everyone feels safe, supported and valued. Our approach to belonging reflects the diverse makeup of our workforce and guides us in building an organizational culture that respects every team member, enabling them to contribute meaningfully to GXO and grow in their individual careers.





Building belonging

At GXO, we are committed to fostering a sense of belonging for every employee. The positive feedback we receive from our team members confirms that these efforts are creating a meaningful impact across our organization.

In 2025, we facilitated regional belonging activities to reflect the topics most relevant to our local team members.

Across our operations in the Americas and Asia Pacific, we launched “Belonging Moments”, structured conversations during large group meetings where leaders use curated templates to facilitate meaningful discussions about inclusion. These sessions create dedicated time for teams to reflect on and actively strengthen our culture of belonging.

Additionally, GXO sites across the Americas and Asia Pacific implemented Health Talk presentations specifically addressing men’s mental health, emphasizing early

intervention and awareness. In the U.S., our belonging initiatives also enhanced recruitment efforts targeting military veterans.

In the U.K. & Ireland, we advanced social impact through partnerships with the Refugee Employment Network, creating safe pathways for refugees to enter logistics careers, and Andy’s Man Club, which provides men with peer-to-peer mental health support groups.

Further embedding our culture of respect, we launched the RESPECT campaign in Europe, a series of dedicated activities to support workplaces where employees feel emboldened to speak up.

These diverse initiatives share a common purpose: fostering awareness and appreciation of our commonalities and differences to build stronger team cohesion and deepen belonging across our entire workforce.



Q SPOTLIGHT

Belonging Moments spark meaningful conversations

In October 2025, our Americas and Asia Pacific region launched Belonging Moments, an initiative designed to help leaders build deeper connections within their teams through structured conversations. Rather than treating inclusion as a standalone event, Belonging Moments embeds meaningful dialogue into the daily meetings of everyday working life.

Using curated templates, leaders facilitate open conversations during regular team meetings, creating a consistent, safe space for employees to reflect, share perspectives and engage with topics that matter to them. These discussions are designed to surface different team needs, build self-awareness and foster genuine understanding across diverse groups.

While Belonging Moments can take place at any point in the year, they are especially powerful when anchored to moments of broader cultural significance.

Empowering women to lead

At GXO, developing female talent is a global priority. What began as a regional initiative in the U.K. & Ireland has grown into a global commitment.

In the U.K. & Ireland, the Female Development Program offers a six-month curriculum designed to build the skills, confidence and professional networks women need to advance their careers. Participants gain access to inspiring role models and a peer community that extends well beyond the program itself. In 2025, 110 women took part.

Building on this foundation, GXO expanded the model into Europe, tailoring it to the needs of a diverse, multi-country region. This program creates a supportive environment for personal and professional growth, with a focus on self-awareness, cross-border networking and gaining fresh perspectives.

Across the Americas and Asia Pacific, GXO continues to conduct dedicated talent reviews for women, ensuring that female team members are visible, valued and considered for growth opportunities at every level.

Together, these efforts reflect GXO’s belief that a truly inclusive workplace is one where women have the tools, support and opportunity to reach their full potential.



GXO leaders receive Women in Supply Chain award

GXO is proud to share that Carmen Gil in Spain and Joanne Mawditt in the U.K. received the 2025 Women in Supply Chain award from Supply & Demand Chain Executive magazine.

The award honors female supply chain leaders whose accomplishments and mentorship set a foundation for women at all levels of a company’s supply chain network.

GXO launches the RESPECT campaign in Europe

Last year, GXO launched the RESPECT campaign across Europe to foster workplaces where every employee feels safe, valued, and empowered to speak up.

Comprehensive leadership training

In 2025, the RESPECT campaign delivered measurable impact through 127 workshop sessions that engaged 1,341 leaders in exploring practical applications of respect. Participants also completed targeted e-learning modules addressing inclusive leadership behaviors.



Visible reinforcement

To embed these principles into daily operations, GXO sites prominently displayed posters and digital messaging featuring “Give respect to get respect,” reinforcing behavioral expectations for all employees in their everyday interactions.



The RESPECT campaign represents GXO’s strategic approach to building a workplace culture founded on safety, value, and empowerment. By combining interactive training, e-learning, and visible reinforcement, this initiative is transforming workplaces and ensuring respect is a core part of how we engage with one another.

Supporting men’s mental health

In November 2025, GXO recognized Movember as an opportunity to prioritize men’s mental health across the organization.

To facilitate open discussions on this topic, the company created a Movember Health Talk presentation that was broadly shared and utilized at sites worldwide, empowering leaders to have meaningful conversations about a range of issues while emphasizing the critical role of awareness and early intervention.



Complementing this internal education, GXO’s U.K. & Ireland operations formed a partnership with Andy’s Man Club, a suicide prevention charity that offers free peer-to-peer support groups for men, both in-person and online, expanding access to vital mental health resources for our employees.

Through comprehensive training and strategic community collaborations, GXO has demonstrated its commitment to supporting the holistic well-being of all team members.

SPOTLIGHT

Continuing a tradition of supporting LGBTQ+ communities

Pride is a longstanding part of GXO's employee engagement efforts. Whether through the Pride Action Group, our internal Employee Action Group in the U.K. & Ireland, or any number of our regular events, we are proud to continue celebrating differences and making space for GXO employees to celebrate Pride.

Building allyship

GXO celebrated LGBTQ+ inclusion through regional and site-level activities, including sharing toolkits on the history of the Pride movement and an A-Z glossary of terms to support allyship.

Educating to fight stigma

Spearheaded by our U.K. & Ireland team members, GXO kicked off Pride month with a webinar open to all team members welcoming guest speakers from the Terrance Higgins Trust, an organization dedicated to ending new cases of HIV in Scotland by 2030. Guests from the organization shared personal stories and detailed the stigma and myths around HIV.

Celebrating Northampton Pride

Additionally, in celebration of the LGBTQ+ community, GXO sponsored the Northampton Pride parade once again.



Expanding our workforce

GXO proactively cultivates a robust and diverse talent pipeline through strategic partnerships with organizations that share our commitment to inclusive hiring practices. By collaborating with these external groups, we gain access to qualified candidates from a wide range of backgrounds and experiences including veterans, individuals with disabilities, and other underrepresented populations who often face systemic barriers to employment.

This intentional approach to talent acquisition enables us to build a workforce that is truly reflective of the communities we serve. Moreover, it reinforces our overarching goal of creating equitable opportunities for all, ultimately strengthening our organization’s competitiveness and resilience.

Career support for veterans

Each region operates and manages local initiatives to support and create pathways to logistics careers for veterans.

In **the U.S.**, GXO conducts targeted recruiting to help armed forces veterans find new job opportunities in the logistics field.

For the past three years in **the U.K.**, GXO has been recognized as a Top 50 Employer for Veterans by the Ex-Forces in Business Awards. We have built strong relationships with three key partners to support this achievement:

- Career Transition Partnership (CTP)
- Defense Relationship Management (DRM)
- Veterans Into Logistics

GXO takes a practical, experience led approach to recruiting from the Armed Forces community, focused on removing barriers to transition and supporting informed career decisions.

This includes:

- Monthly “Introduction to Logistics and GXO” sessions delivered in partnership with the Career Transition Partnership (CTP)
- Advertising our vacancies on the Veterans Jobs Board UK, Forces Employment Charity and CTP job boards.
- Structured civilian work attachments and site based insight opportunities for service leavers
- Mock interviews, CV support and one to one employability guidance delivered by GXO colleagues
- Targeted engagement with cadet forces, reservists and transitioning personnel
- Ongoing advocacy and education for hiring managers to recognize transferable military skills

“From day one, I felt like a valued member of the team, even though I was only on site temporarily. The openness, professionalism and genuine interest in my development exceeded my expectations.”

Armed Forces civilian work attachment participant

“After 20 years in the RAF, this was one of the few transition events that felt genuinely useful - straight talking, practical, and clearly backed by people who care. GXO’s approach felt real, not just policy.”

RAF service leaver

Notable efforts to expand our workforce:

Building careers in France

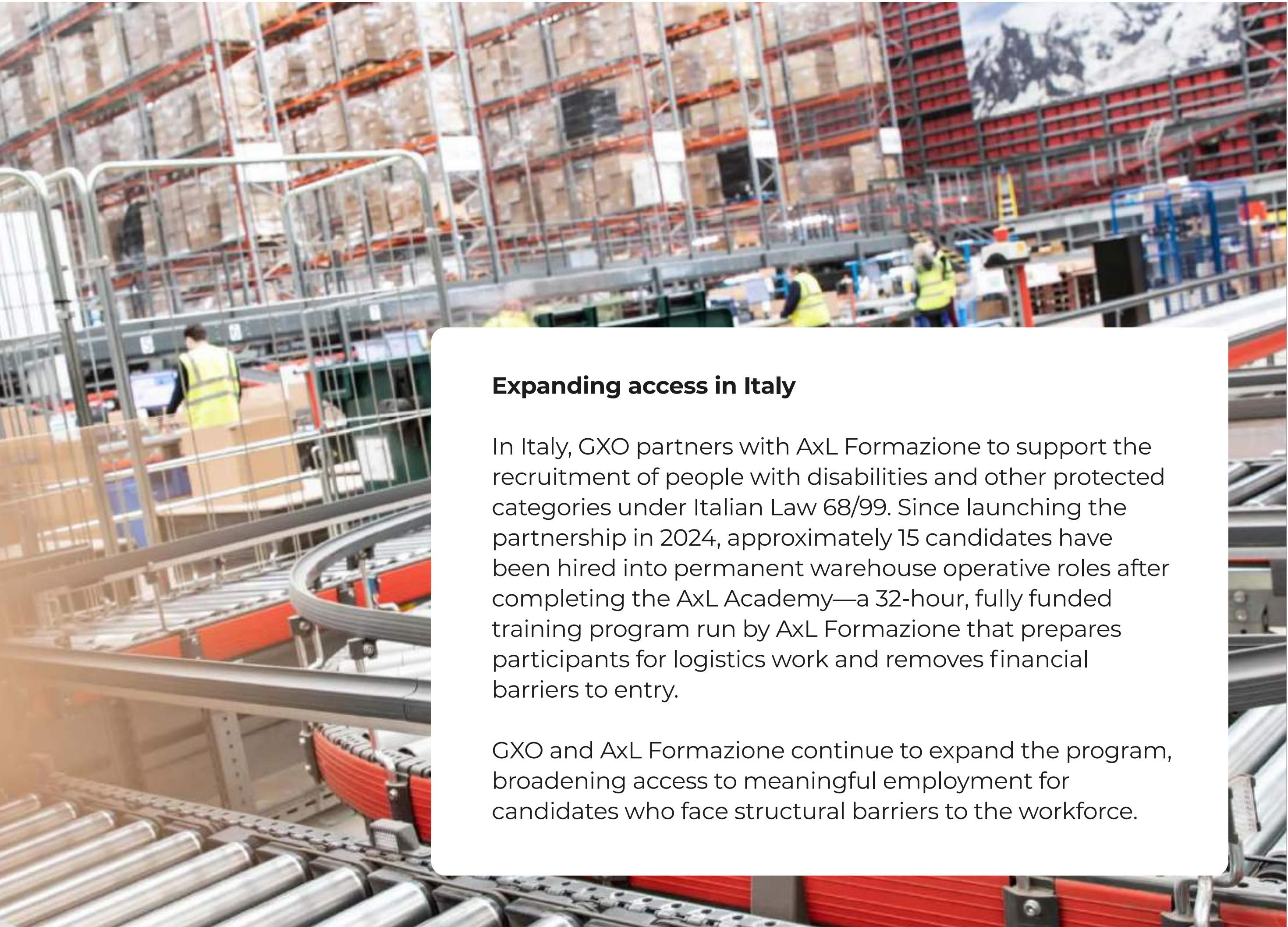
At GXO, building a culture of belonging means going beyond the walls of our own operations and extends to creating opportunities for those who face the greatest barriers to employment. Since 2011, GXO has worked closely with ARES to offer job training and a potential path to employment for people with disabilities.

The results speak for themselves. Over the past five years, Log'ins has supported more than 500 individuals, with 70% going on to secure employment or enroll in a qualifying training program.

“Every story illustrates the impact of Log'ins: pathways to employment, regained autonomy, and renewed confidence for people often excluded due to disability.”

Guillaume Hérissou, Co-Managing Director, ARES

Log'ins combines GXO's logistics expertise with ARES's individualized social support methodology to help people with disabilities and those facing social exclusion build real, sustainable careers. Participants receive hands-on training in practical logistics skills—forklift operation, order preparation and more—while ARES provides personalized support to help each person address personal challenges and develop a solid professional pathway.



Expanding access in Italy

In Italy, GXO partners with AxL Formazione to support the recruitment of people with disabilities and other protected categories under Italian Law 68/99. Since launching the partnership in 2024, approximately 15 candidates have been hired into permanent warehouse operative roles after completing the AxL Academy—a 32-hour, fully funded training program run by AxL Formazione that prepares participants for logistics work and removes financial barriers to entry.

GXO and AxL Formazione continue to expand the program, broadening access to meaningful employment for candidates who face structural barriers to the workforce.

Q **SPOTLIGHT**

Actioning inclusion in Germany

Woven into the fabric of our operations is our commitment to creating an inclusive environment across our sites.

Since May 2025, GXO in Dorsten, Germany has had the pleasure of working with Recklinghäuser Werkstätten (RW), a nonprofit that provides employment and vocational integration for people with disabilities.

New team members through the program begin their time with GXO with an orientation followed by an internship. With the ongoing support of qualified staff and social-pedagogical services, they are well integrated into the GXO team and encouraged to develop individually.

The partnership extends well beyond day-to-day operations. GXO and RW maintain a strong and collaborative relationship, regularly engaging with RW's management team to drive continuous improvements. In addition to employee placements, the two organizations collaborate on a range of meaningful initiatives, including commissioning outdoor furniture produced in RW's workshops.

As of May 2026, we have welcomed ten individuals and one intern through this initiative.

Partnering for inclusion in the U.S.

GXO has partnered with The Arc of Greater Indianapolis for several years, placing between 5 and 7 employees through this partnership at one of our apparel sites. The Arc screens candidates against the established job requirements, while GXO conducts interviews and ensures appropriate accommodations are provided to support an inclusive candidate experience.

GXO remains committed to expanding this partnership and is actively exploring opportunities to place candidates in additional roles and departments across the organization.

In addition to partnerships with various organizations, we equip managers with ongoing support to build the capabilities needed to foster inclusive workplaces. For example, we provided Disability Confident training in the U.K., in alignment with the voluntary government scheme, encouraging employers to recruit, retain, and develop disabled people.

Q **SPOTLIGHT**

Celebrating seven years of partnership with WorkFit

On World Down Syndrome Day, GXO marked a proud milestone: becoming one of the U.K.'s largest employers of people with Down's syndrome. This year's theme—**support**—sits at the heart of GXO's long-running partnership with the Down's Syndrome Association's WorkFit program, which since 2018 has helped place 52 colleagues with Down's syndrome into roles across GXO's sites in the U.K..

In a country where just 5% of adults with a learning disability are in paid employment, GXO is proving that the right support changes lives and businesses.



"Our partnership with WorkFit is about employing truly capable people and providing them with a positive start into employment."

Mark Simmons, Senior Vice President of HR U.K. & Ireland, GXO

Creating impact through engagement

Employee engagement

Our success starts with our people. We invest in their well-being and motivation through programs focused on health and safety, inclusion, and community impact.

By supporting both personal well-being and professional growth, we enable our team members to build meaningful careers while making a positive difference in their local communities.

Many of our sites also have employee engagement leads, committees, and volunteers who organize events and activities that strengthen connection and collaboration among team members. Building on our commitment to support personal well-being, these efforts help create a more connected and inclusive workplace experience. From site recognition programs and regional competitions to family cookouts, these groups create meaningful and enjoyable ways to celebrate our people and recognize their contributions.



A few examples of how we engage and celebrate GXO team members include:

- Monthly newsletters
- Barbeques, family picnics and food trucks
- Raffles
- Holiday-themed activities
- Regional webinars highlighting site-wide and individual accomplishments
- Awards and recognition ceremonies for outstanding achievement
- Employee listening and action planning based on feedback



GXO's People Awards celebrate colleagues

GXO PEOPLE AWARDS 2025

Originally launched in the U.K. & Ireland, GXO's People Awards expanded globally in 2025 to include the Americas and Asia Pacific region. This expansion generated significant engagement, with colleagues across both regions actively nominating their peers in recognition of exceptional talent and dedication. We expect to extend this to Europe in the coming years.

U.K. & Ireland People Awards

- Employees submitted 1,200 nominations
- A live event celebrated 67 individuals and teams

Award categories included:

- Individual of the Year
- Driver of the Year
- Diversity, Inclusion and Belonging
- Apprentice of the Year

Americas and Asia Pacific People Awards

- Employees submitted over 2,700 nominations across the semi-annual awards
- Virtual events celebrated winning individuals and teams
- Individual winners received monetary prizes ranging from \$1,500 to \$2,000
- GXO also selected three Biggest Mover and three Top Performer sites, all of which received lunch, a banner and a plaque

Award categories included:

- Top Game Changer
- Innovation
- Personal Development
- Belonging

A key element of GXO's culture of belonging involves celebrating the outstanding contributions of our team members. Recognizing employees for a job well done supports their high performance and reinforces GXO's view that they are integral to our success.



SPOTLIGHT

GXO in Bloom: Cultivating sustainability, creativity and well-being

For the second consecutive year, our U.K. & Ireland region hosted the GXO in Bloom competition, an annual initiative that highlights our commitment to building a sustainable and responsible business while recognizing the important role the working environment plays in employee well-being. Open to all sites in the region, the program provides an opportunity for GXO team members to showcase their creativity and commitment by delivering projects that support both people and the planet.

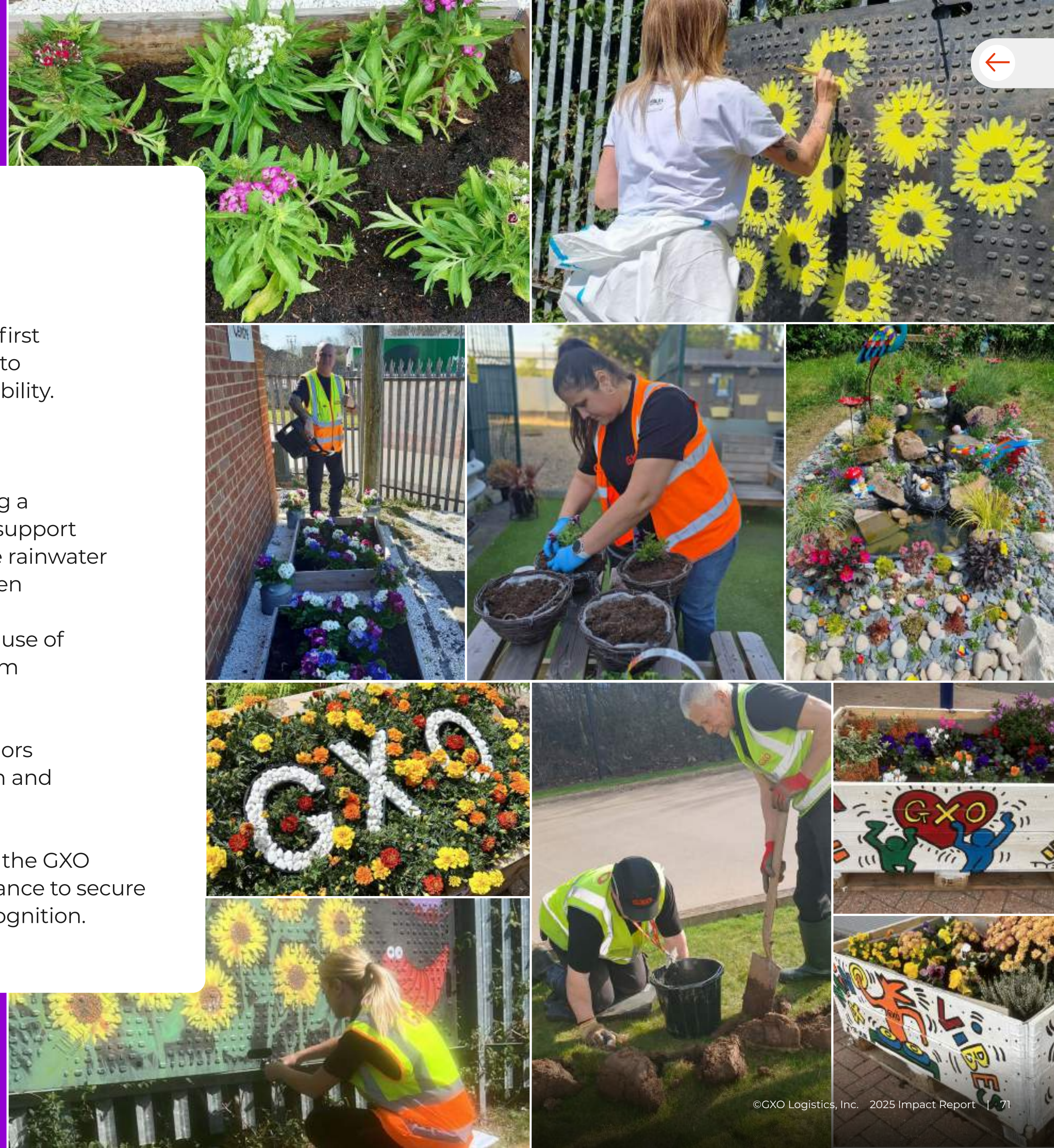
Participants are encouraged to create an indoor or outdoor space, including at local community locations, inspired by a chosen annual theme. The 2025 theme, “The Butterfly Effect: Small Changes, Big Impact”, highlighted how even small improvements can create meaningful and far-reaching positive outcomes.

Our site at Wynyard Park secured first place with a thoughtful approach to colleague well-being and sustainability.

Highlights included:

- A well-planned layout featuring a custom-built waste station to support lunchtime recycling, alongside rainwater harvesting to sustain the garden
- A wildflower meadow and the use of recycled materials sourced from customers and site colleagues
- A strong local identity, with colors inspired by the coastal location and regional heritage

The top three sites were invited to the GXO People Awards 2026, earning a chance to secure the award for Impact: Special Recognition.



Community impact

Throughout the year, GXO’s teams lead initiatives to strengthen community connections and drive lasting local impact. Across our global network of sites, we bring together employees and customers to turn shared values into action, supporting the causes that matter most to them.

Around the world, our team members have participated in countless initiatives dedicated to making meaningful impacts in their communities. These are just a few examples of how our team members make a difference across our markets:

Helping local schools

GXO teams demonstrated our company’s commitment to education and youth development by reading to students, assisting with school beautification projects and organizing back-to-school supply drives.

- **U.S.:** For over five years, GXO employees at one of our California sites have participated in the Back-to-School Drive to provide school supplies and donations to local students and families. In 2025, the team raised \$1,400 and donated 47 fully stocked backpacks.

Addressing food and housing insecurity

Our sites partnered with local organizations to host food and supply drives that kept community food pantry shelves stocked and local shelters supported throughout the year.

- **U.S.:** Employees at GXO sites in Indiana rallied to donate more than 7,500 pounds of food—valued at over \$14,500—through a partnership with the Caring Center, which provides people with food, clothing and other essential items.
- **U.K.:** GXO employees raised funds for the Hope Centre’s initiative on homelessness and participated in the Big Sleep Out. Team members also raised funds via 5km fun runs and hosted personal care and food drives throughout the year.





Fundraising and team building

By joining together in fundraising walks and runs for various causes, employees increased charitable giving while strengthening team camaraderie.

- **Europe and the U.K.:** GXO hosted football (soccer) tournaments that brought teams together and built closer workplace connections. The event continues to grow and include more countries and sites.
- **Global:** Around the world, team members supported breast cancer awareness month by wearing pink and participating in local fundraising walks.

Enhancing green spaces

Team members improved outdoor recreational spaces by planting trees, removing litter, and restoring natural areas.

- **Global:** Sites around the world marked Earth Day and World Environment Day by organizing park cleanups and taking part in initiatives that promote environmental sustainability and greener communities.
- **U.K.:** Team members in Thurnscoe painted benches for their local Bowling Club, enhancing the quality of spaces and instilling community pride.

Partnering with customers

Many of our community initiatives are made possible through close collaboration with our customers. Across our global sites, we partner with customers to donate products for local programs, raise funds for nonprofit organizations and support marginalized communities. More examples of these programs can be found in the [‘Creating impact through partnership’](#) section of this report.

Brightening the holidays

During the end-of-year holiday season, GXO team members once again collected and donated funds, food items, toys and other gifts to make a memorable impact and support those experiencing homelessness.



GOVERNANCE

Doing business
the right way

Doing business the right way

Across our global network of more than 1,000 facilities, ESG principles shape how we make decisions. Embedding these commitments into our governance framework enables us to deliver sustainable value to team members, customers, shareholders, and partners worldwide.

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Leading responsibly

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Making the right decisions every day

Our efforts are illustrated in the highlights below:



Expanded our Enterprise Risk Management approach by conducting our **inaugural climate risk assessment** and **CSRD-aligned double materiality assessment**



Achieved a **97% on-time completion rate for Code of Business Ethics training** among all “wired” employees globally



Completed a **company-wide assessment** aligned with the NIST Cybersecurity Framework



We align our ESG efforts with the UN SDGs. See our UN SDG index for a detailed list of how our business operations correspond with the target indicators.

[View the index](#)



Leading responsibly

We take seriously our responsibility to lead the industry by example. We rely on our values and our focus on doing business the right way to guide decisions across all facets of our company, from our corporate strategy to our daily global warehouse operations.

Our Board

GXO’s executive leaders and Board of Directors (the Board) strive to sustain an ethical culture that emphasizes safety and belonging, advances innovation, and delivers on our commitments to our stakeholders.

When formed in 2021, the Board adopted the Corporate Governance Guidelines, which direct us in how we serve clients and employees. This framework conveys the responsibilities and roles of the Board, lead independent director, and management. The guidelines also direct our Board’s leadership structure, membership criteria, and management evaluation process.

We support the Board with a combination of external expertise and internal education to build knowledge across a range of emerging and priority topics, including mergers and acquisitions, evolving technologies, and other key strategic areas.



As part of its forward-looking evolution in 2025, GXO welcomed seven new members to the Board, bringing the total to ten (nine of whom are independent). Collectively, these new appointments bring a revitalizing energy, fresh perspectives, and the hands-on operational leadership necessary to oversee GXO’s complex value chain and next

phase of growth. The depth of their expertise and practical, real-world insight will prove instrumental to our business.

In addition, GXO welcomed Patrick Kelleher as Chief Executive Officer in June 2025. Kelleher holds a distinguished track record of operational excellence, with a metrics-driven leadership style rooted in execution and innovation. Following this transition, Brad Jacobs stepped down as non-executive Board chairman, having fulfilled his commitment to the role and overseeing a period of significant transformation at GXO. He was succeeded by Patrick Byrne.

In all that we do, our Board members and executive leaders endeavor to create value by building and sustaining a culture that prioritizes safety and belonging, pursues innovation, and fulfills our commitments to stakeholders.

Read more about our Board in our [2026 proxy statement](#).



Learn more about what we do

- [Corporate Governance Guidelines](#)
- [Nominating, Corporate Governance and Sustainability Committee Charter](#)
- [Audit Committee Charter](#)
- [Compensation Committee Charter](#)
- [Board Members](#)
- [Operational Excellence Committee Charter](#)

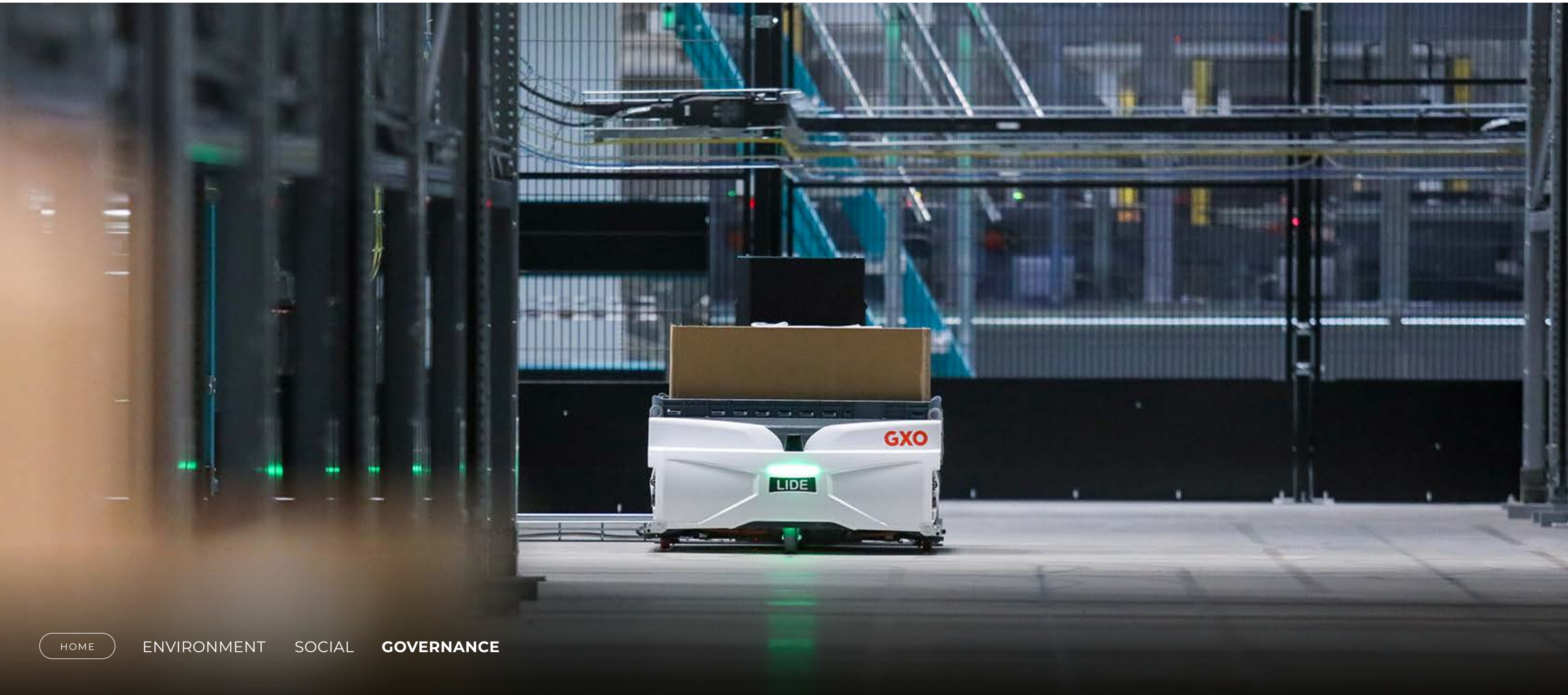
A complete list of GXO’s Corporate Governance Policies can be found online [here](#).

Board oversight of ESG issues and strategy

To review ESG initiatives and strengthen governance practices, the Nominating, Corporate Governance and Sustainability Committee (NCGSC) works closely with the GXO Board of Directors. Importantly, the NCGSC supports the Board in assessing ESG-related risks, directing performance and external disclosures, and evaluating stakeholder and shareholder alignment on ESG matters.

The NCGSC receives regular updates on emerging trends and developments from GXO’s Chief Compliance and ESG Officer, helping to make sure our business strategy remains responsive and forward-looking.

In 2025, the NCGSC met four times, and it convenes frequently with management to assess progress around ESG goals. The Board also receives regular briefings on ESG-related opportunities and risks so board members can proactively address potential issues and develop informed strategic plans.



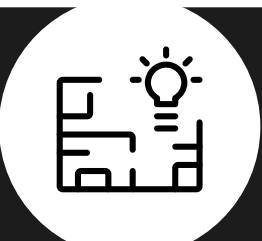
Align

Senior Management
Key Stakeholders



Oversee

Global Risk Committee
Nominating, Corporate Governance
and Sustainability Committee



Strategize

Chief Compliance & ESG Officer
ESG Strategic Leaders
ESG Working Groups



Communicate
and execute

Onsite Impact Ambassadors
Functional Leaders
Site Leaders

Risk management

GXO's Chief Compliance and ESG Officer oversees our Global Risk Committee (GRC), comprising the executive leadership team and senior functional leaders from across the business. The GRC plays a significant role in successfully implementing our risk management strategy. It met regularly in 2025 to focus on top global issues impacting the company, such as the following:

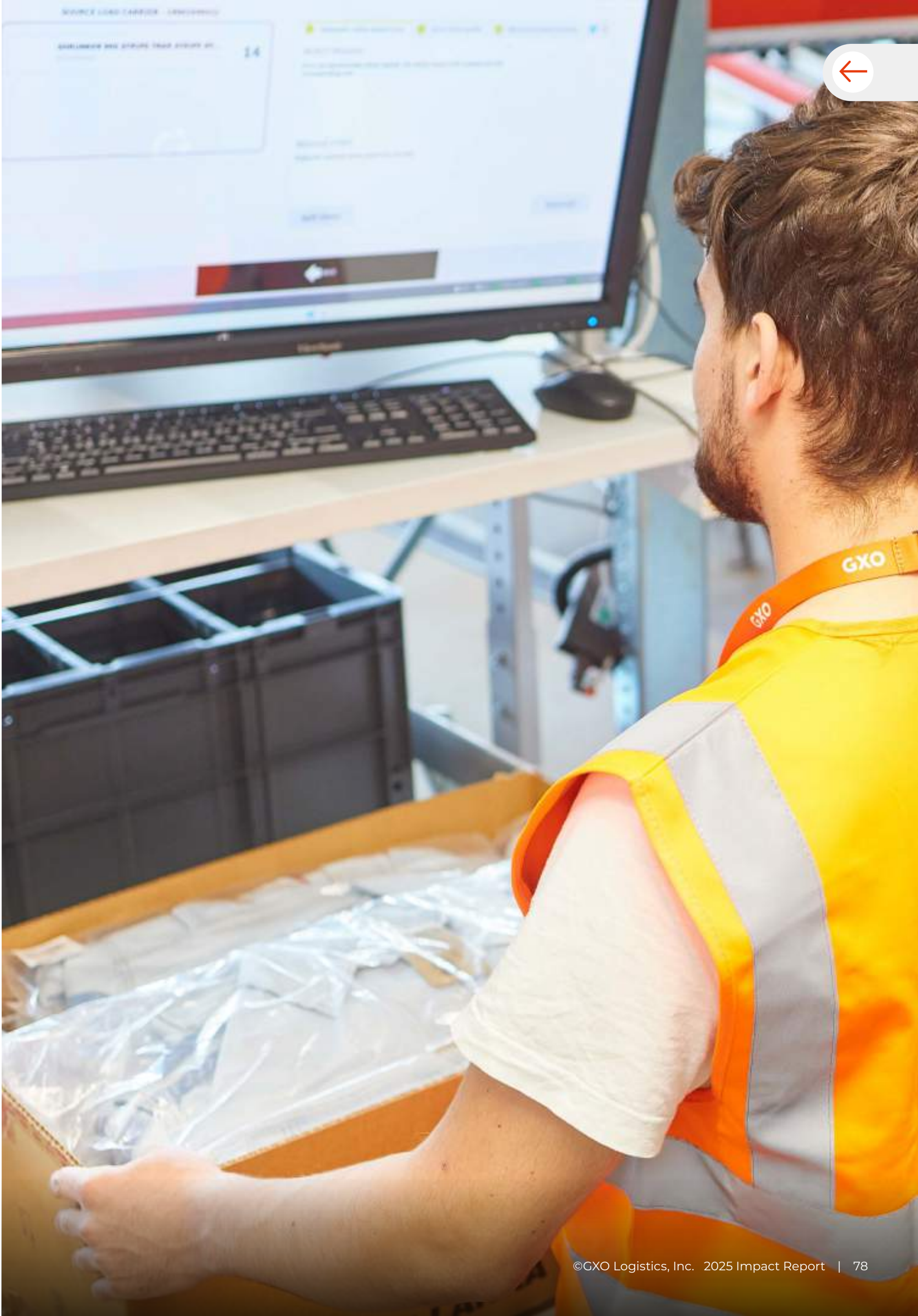
- Workforce health and safety
- Cybersecurity
- ESG reporting regulations
- Trade compliance
- Insurance
- Risk assessment results (including updated ERM results, climate-related financial risk assessment, and DMA)

Each year, our ERM process and related risk assessments enable GXO leadership and risk owners to formally address both current and emerging risks. These efforts surface qualitative and quantitative feedback across key categories, such as human resources (HR), operational, financial, strategic, information, security, and legal and compliance. The GRC further evaluates key risk areas identified during this process and reports the results to the GXO Audit Committee.

In 2025, GXO refreshed its ERM exercise by conducting surveys and in-depth interviews with company leaders and risk owners to identify top risks company-wide. Risks were assessed based on likelihood and potential business impact. All inherent and residual risks identified by our ERM are shared with the GRC. This process will be refreshed and repeated annually.

Also in 2025, GXO conducted a CSRD-aligned DMA, along with an inaugural climate risk assessment and scenario analysis, both supported by third-party consultants (see the [Identifying our material topics](#) and [Climate governance and risk management](#) sections for more information). We applied consistent risk thresholds across all risk identification exercises to maintain standardization and comparability.

Meanwhile, our business continuity planning process identifies possible threats to our facilities. Warehouse teams develop resilience plans that address several ESG-related risks, such as operational disruptions and property damage caused by severe weather events linked to climate change.



Making the right decisions every day

At GXO, so much of our success stems from our strong corporate culture. We achieve outstanding results due largely to strong relationships built around teamwork. Our commitment to honesty, fairness, and respect for others, both inside and outside of GXO, guides us.

Our high ethical standards serve as a North Star for our choices and actions, and we expect every team member to exemplify our values, which include:

- Acting with integrity in all business dealings
- Treating others with dignity and respect
- Maintaining compliance with all laws and regulations
- Embracing our [Code of Business Ethics \(COBE\)](#)

Our COBE articulates our responsibilities to each other and to our customers, investors, and the communities we serve. Every GXO employee receives and signs the COBE.



Ethical business practices

Our COBE contains comprehensive requirements and guidance around how we conduct business in the areas of workplace safety, anti-discrimination, human rights issues, and issues related to bribery and corruption. In addition, we follow clear policies related to combating anti-competitiveness, potential conflicts of interest, information security, and the protection of company intellectual property, assets, and personal data.

GXO's Internal Investigations Team plays a vital role in identifying and addressing potential ethics violations. Under the leadership of GXO's Chief Compliance and ESG Officer, the team directs investigations related to the COBE and ensures that concerns are properly addressed in line with relevant functions, including HR, internal audit, and security. As appropriate, the Chief Compliance and ESG Officer reports directly to management and the Board on ethics developments and related matters.

All GXO workplaces post notices explaining how to report potential violations, which encourages consistent unbiased use of the ethics reporting hotline. Instructions in multiple

languages detail how individuals can speak up. We also integrate policy updates and COBE changes into annual training plans and share them with affected staff. Emerging risks, ethics line calls, investigation outcomes, and employee input are all factors in determining training topics.



Learn more about how we do what we do:

[Ethics at GXO](#)

[Code of Business Ethics](#)

[Corporate Governance Policies](#)

Ethics and compliance training

GXO's Ethics and Compliance Team actively champions the COBE across the organization as part of our commitment to furthering an ethics-driven culture. Our HR Team supports these efforts by helping employees understand what the COBE entails. During onboarding, all GXO staff receive training on the COBE and their right to speak up and report any concerns.

Existing employees complete COBE training annually or bi-annually, depending on their job type. After each refresher course, employees must certify that they understand and will follow the COBE.

All employees also participate in GXO's Annual Compliance Education (ACE) program. We designed the ACE program to protect both our workforce and the company from potential risks, bolstering GXO's high ethical standards. The program is customized to each employee's role and location, ensuring targeted and effective risk mitigation.

GXO employees complete approximately five hours of ethics and compliance coursework throughout the year.

Topics include:

- Our COBE
- Trade compliance
- Quarterly information security refreshers
- Building a respectful workforce
- Data privacy
- Modern slavery

SPOTLIGHT

Enhancing accessibility and training efficiency

In 2025, we streamlined our global ACE program to reduce the time investment required by employees, making the training more efficient and accessible while maintaining its effectiveness. The overhaul has minimized the time and costs associated with program completion and increased engagement by ensuring the content provided is relevant for the learner.

97%

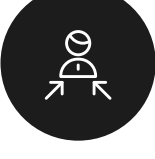
Code of Business Ethics training across GXO's global operations achieved a 97% on-time completion rate for all "wired" employees.

Speak Up culture and responding to concerns

As we advance our ethics-driven culture at GXO, we view incident reporting and thorough follow-up as essential. We maintain a structured internal compliance framework to investigate suspected violations of our policies, the COBE, and applicable regulatory requirements. Each case is reviewed methodically, and appropriate corrective actions are taken, which may include updates to policies, processes, or controls, as well as disciplinary measures up to and including termination. The Audit Committee regularly reviews reports on policy compliance and related actions.

GXO empowers all employees, contractors, and third-party stakeholders to raise concerns or ask questions freely and safely, reinforcing a culture of trust and openness. Our COBE strictly prohibits retaliation against anyone who reports legitimate ethics concerns, and we encourage individuals to speak with their supervisor, HR, or the Ethics and Compliance Team at any time and in the language they are most comfortable with.

We allow and protect anonymous reporting wherever the law permits. Employees and other stakeholders can leverage several channels for this purpose, such as the following:

-  A website available 24/7 and administered by a third party
-  A toll-free, third-party telephone service available at all times in every country in which we operate
-  A special email account monitored by GXO's Ethics and Compliance Team
-  Reports sent directly to the GXO Ethics and Compliance Team, HR, and business leaders

Once a concern is raised through any channel, we initiate a rigorous and fair review process. Our investigative process is designed to both prevent and address misconduct,

supported by our dedicated Ethics and Compliance Team and a global network of colleagues, ensuring consistent enforcement across regions. Our investigations drive informed outcomes and appropriate follow-up actions, and we expect full cooperation from employees and stakeholders throughout the process.

Our reporting and review mechanisms are regularly assessed to ensure compliance with applicable laws and best practices. In 2025, we further enhanced our global "Speak Up" program to ensure alignment with evolving regulatory requirements, including European whistleblower protection standards.

Human rights and labor

Our people are the foundation of GXO’s operations and success, and we are committed to putting them first in everything we do. We foster a culture of respect supported by robust codes of conduct, employment contracts, and policies that protect human rights and uphold human dignity.

Across all jurisdictions in which we operate, we proactively comply with applicable fair employment and labor laws, including those relating to collective bargaining and freedom of association. We maintain a strict prohibition on child labor, forced labor in any form, human trafficking, and all other human rights violations.

More than a risk area, we see human and labor rights as a strategic opportunity to strengthen operations and workforce engagement. Our current human rights framework revolves around three core pillars: internal assessments, employee training programs, and a confidential hotline for reporting concerns. We integrate this framework into GXO’s broader strategy and consider it essential to our business, reflecting our large global workforce and robust people-first philosophy. In addition, GXO regularly undergoes customer-led audits across its worksites to ensure compliance

and transparency for human rights and labor issues.

GXO codifies in company policy our dedication to workplaces free from harassment and discrimination. We enforce a no-exceptions ban on the unlawful treatment of current or prospective employees, interns, and applicants by any GXO employee, customer, or outside partner. Any employee found to be violating these policies faces disciplinary action up to and including termination.

Another area of focus for GXO’s approach to fair labor policy revolves around third-party contracts, as described in our Business Partner Code of Conduct. We require our third-party vendors to comply with laws prohibiting human trafficking, forced labor, modern slavery, and other labor law violations. Specific regulatory requirements include those established by the Uyghur Forced Labor Prevention Act (UFLPA), the UK Modern Slavery Act, and French Law No. 2017-399 2017. In addition, we maintain an evolving third-party due diligence policy that includes reviewing the practices of our labor agencies and contingent workforce providers. In 2025, we continued to improve our third-party due diligence policy, rolling this out to encompass acquired businesses.

We remain committed to holding all employees and partners to the highest ethical standards in such areas. We continuously monitor new and evolving legislative requirements worldwide to preserve ongoing compliance and leadership in ethical business practices.



Human rights and labor policies

- [Code of Business Ethics](#)
- [Human Trafficking Policy](#)
- [Zero Tolerance Discrimination, Harassment and Retaliation Policy](#)
- [Third-Party Due Diligence Policy](#)
- [Business Partner Code of Conduct](#)



Supply chain management

GXO holds all suppliers and partners to the same high standards that we follow for ethical business practices. Launched in 2022, our [Business Partner Code of Conduct](#) articulates our values and defines demanding requirements on issues such as human rights, working conditions, health and safety, trade compliance, and environmental impact.

This code applies to all internal operations and partnerships worldwide. It governs all new contracts as well as some existing suppliers. In collaboration with colleagues in the Ethics and Compliance Team, GXO Procurement Teams make sure that partners, contractors, and suppliers conform to our expectations.

We also apply a detailed, third-party due diligence process to identify and prevent potential risks across our supply chain. Our Chief Compliance and ESG Officer manages the process, with added oversight from Board committees such as Audit and Global Risk. At the same time, our Ethics and Compliance and Internal Audit teams monitor compliance.

Our due diligence program serves as the foundation for our relationships with contractors, consultants, vendors, suppliers, agents, and customers. We built this program on two core pillars: internal risk assessments and compliance with external regulatory

requirements. We apportion resources purposefully, prioritizing our efforts based on risk factors such as geographic region, industry sector, and country-specific concerns.

We conduct due diligence before commencing any engagement with external partners. Comprehensive risk assessments inform this process, drawing on the capabilities of numerous teams. While the Ethics and Compliance Team manages the due diligence framework, various functions across the organization carry out other due diligence processes tailored to the type and degree of risk involved.

GXO also trains employees to help manage risks related to third-party suppliers. The training touches on roles and responsibilities and outlines our framework for risk assessment and mitigation.

100%

100% of our suppliers are subject to third-party due diligence

Tax and transparency

In every jurisdiction, GXO aims to fulfill our tax obligations with complete accuracy and reliability. As part of this process, we submit correct payments to the proper authorities by established deadlines with all required documentation.

We employ and work with credentialed, experienced tax experts to support our tax compliance efforts, and we hire additional tax advisors as needed. GXO prohibits tax evasion in all forms. We prioritize timeliness and transparency in our interactions with all tax authorities.

Our total tax burden, which is varied and substantial, incorporates standard corporate income taxes, employment taxes, stamp and customs duties, excise taxes, and other financial obligations in many jurisdictions. We also manage employee and indirect taxes, such as property taxes, fleet taxes, and value-added taxes.

Across our operations, we are dedicated to full compliance with all applicable tax laws and regulations. Our approach ensures that we conduct all tax-related business activities—including commercial transactions such as divestments and acquisitions—responsibly and that they are appropriately

taxed in accordance with the tax laws and regulations in the relevant jurisdictions.

The foundation of our internal tax control framework is grounded in these forms of compliance. While formal tax responsibility varies by jurisdiction, we centralize responsibility with our Senior Vice President of Global Tax and Risk Management and the Chief Financial Officer.



Learn more about what we do

[UK Tax Strategy](#)

[Polish Tax Strategy](#)



Protecting privacy and information security

Given our extensive use of technology, automation, and AI-driven functions, we continue to treat data privacy and information security as critical business priorities. Our rigorous privacy and security initiatives safeguard confidential and proprietary information, company strategies, and business plans, as well as the interests of our employees, customers, suppliers, and partners.

In 2025, we further strengthened our cybersecurity program through enhanced risk management practices aligned with ISO 27005, including the following:

- Introducing a formal AI policy and embedding AI review considerations into vendor security, project, and data privacy impact assessment processes
- Streamlining identity and access controls across the organization
- Expanding network and cloud security capabilities.
- Conducting a company-wide assessment against the NIST Cybersecurity Framework to guide ongoing improvements

Cybersecurity risk management

GXO conducts a comprehensive process that conforms to ISO 27005 and is embedded into the governance structure of our leadership and broader ERM practices. The Chief Information Security Officer (CISO) and Chief Technology Officer (CTO) work closely with regional leaders, provide regular updates to the Board, and contribute to the GRC to oversee enterprise-wide risks. Our dedicated Cybersecurity Committee meets with technology leadership monthly to assess changes in risk levels and ensure our controls remain commensurate with the threat environment. We integrate identified risks into our ERM platform to inform strategy and program development.



Our collective risk management advancements have contributed to a measurable improvement in GXO’s overall security posture, as reflected in stronger independent third-party security ratings.

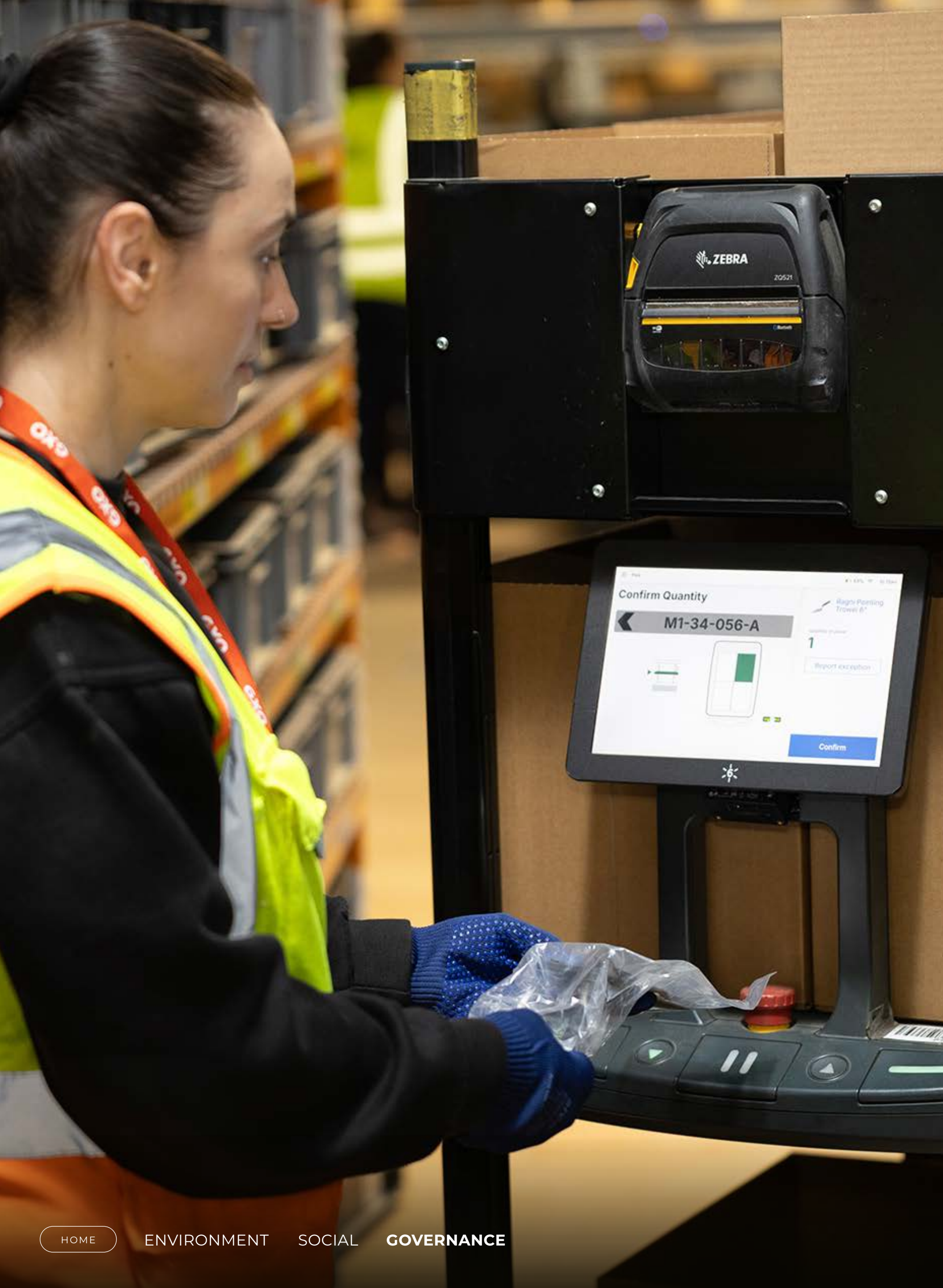
Privacy and compliance

Keeping pace with a changing legal landscape is a core part of how we manage cybersecurity. We continuously monitor legislative developments to maintain contract compliance, and we have expanded our intra-company data-sharing agreement to new entities.

Data protection policy at GXO is built through close collaboration between our Privacy Team and country-level coordinators, who together ensure employees receive regular training and communications aligned with local legal requirements. We hold our vendors, suppliers, and contractors to the same standards, requiring compliance with privacy regulations and continuously monitoring their security maturity through dedicated tools and third-party services to ensure ongoing adherence.

We apply the same rigor internally, auditing our own data management procedures on a regular basis and maintaining consistent incident logging across all levels of the business. As both technology and regulation evolve, we remain committed to integrating emerging best practices and using our automation and innovation capabilities to continuously strengthen our information security posture.

In 2026, GXO will prioritize the standardization of our compliance environment, striving to achieve global ISO 27001 certification for corporate operations by 2027.



Our approach to security

Under the direction of the CISO, GXO's Information Security Team operates a comprehensive, multi-layered security program built on industry-leading technologies and best-practice processes designed to protect both the company and our customers.

Our approach spans people, technology, and governance by:

- Proactively tracking and adapting to evolving AI and cybersecurity threats and regulations, including compliance with the new UK Data (Use and Access) Act
- Conducting mandatory annual training, quarterly refresher programs, phishing simulations, and targeted awareness campaigns to equip all employees to understand and fulfill their security responsibilities
- Implementing multiple layers of technical controls protecting the full estate, spanning devices, networks, applications, automation, and cloud environments
- Around-the-clock monitoring of all critical environments, supported by a dedicated incident response team and a tested response plan

- Conducting annual tabletop exercises and independent audits to validate controls and response readiness
- Ongoing identification and management of security risks and associated issues

We also maintain a strong compliance foundation:

- Certifications and conformance across multiple industry frameworks and standards, including ISO 27001, NIST, FISMA, CMMC, PCI/DSS, SOC 1 and SOC 2, Cyber Essentials Plus, and NIS2
- Integration of the EU's General Data Protection Regulation (GDPR) and other applicable laws into our policies and practices
- A structured escalation path engaging senior leaders and legal partners to ensure a coordinated and effective response when incidents occur

GXO reports material data privacy and information security breaches in our [Annual Report Form 10-K](#). In 2025, there were no such incidents.

Transparency and accountability

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Performance data tables

About this report

The GXO 2025 Impact Report details the company's objectives and progress in the areas of environmental sustainability, social initiatives and governance performance. Data about financial performance is not included in the report, but may be found on gxo.com under the "Investors" tab and in GXO's public filings with the U.S. Securities and Exchange Commission.

The information contained in this document reflects the global activities and initiatives undertaken by GXO from January 1, 2025 - December 31, 2025, unless otherwise noted. The company intends to continue issuing updated Impact Reports annually.

This report has been prepared in accordance with the Global Reporting Initiative (GRI), using the latest Universal Standards released in October 2021. We also provide disclosures under the Sustainability Accounting Standards Board's (SASB) guidelines for Professional and Commercial Services and an index outlining our impact and alignment with the UN Sustainable Development Goals (UN SDGs). As our reporting becomes increasingly robust, we will seek to expand the detail on our disclosures, including aligning with additional standards and frameworks. For questions about this report, please contact the GXO ESG Team at esg@gxo.com.

Appendix 1. GRI content index in accordance	
Statement of use	GXO Logistics, Inc. has reported in accordance with the GRI standards for the period starting January 1, 2025 and ending December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-1	Organizational details	Who we are, pp. 7-8 What we do, pp. 9-19 2025 Form 10-K, pp. cover, 1, 19			
	2-2	Entities included in the organization's sustainability reporting	GXO's 2025 Impact Report addresses all of the entities included in its consolidated financial reporting, including Wincanton plc, which GXO acquired in 2024 and which was fully approved by U.K. authorities in June 2025. GHG emissions and other ESG performance data related to Wincanton plc have been incorporated into GXO's reported 2025 performance results.			
	2-3	Reporting period, frequency and contact point	Sustainability reporting for GXO is in line with its financial reporting period. This report was published on August, 6, 2026. For any questions, please contact esg@gxo.com . About this Report, p. 88			
	2-4	Restatements of information	GXO restated its 2024 waste, electricity, natural gas, and diesel data, along with associated emissions data, to include full-year figures from Wincanton. Additional detail on these restatements is noted in the footnotes accompanying the relevant data.			
	2-5	External assurance	Energy consumption, total waste generated, and Scope 1 and Scope 2 emissions data for GXO's operations globally were audited on a sample basis by external auditor Grant Thornton using a cross-section of data from contributing countries to limited assurance in line with the ISAE 3000 standard. GXO's Chief Compliance & ESG Officer reviewed the third-party assurance report. GXO Logistics Environmental Metrics Limited Assurance Report 2025			
	2-6	Activities, value chain and other business relationships	What we do, pp. 9-19 2025 Form 10-K, pp.1-4			

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-7	Employees	Our employee base does not adjust during seasonal fluctuations or reporting periods. Workforce performance data, p.107 2025 Form 10-K, pp.1-4			
	2-8	Workers who are not employees	We address seasonal fluctuations in demand through hiring contractors and/or contingent workers to support our warehouse operations. Workforce performance data, p.107 2025 Form 10-K, pp.1-4			
	2-9	Governance structure and composition	Leading responsibly, pp. 76-78 2026 Proxy Statement, pp. 5-6, 14-23 GXO Leadership			
	2-10	Nomination and selection of the highest governance body	2026 Proxy Statement, pp. 26 Nominating, Corporate Governance and Sustainability Committee Charter Corporate Governance Guideline			
	2-11	Chair of the highest governance body	2026 Proxy Statement, p. 15, 21			
	2-12	Role of the highest governance body in overseeing the management of impacts	How we do it: The ESG difference, pp. 12-19 Leading responsibly, pp. 76-78 2026 Proxy Statement, pp. 26-28 Nominating, Corporate Governance and Sustainability Committee Charter			
	2-13	Delegation of responsibility for managing impacts	How we do it: The ESG difference, pp. 12-19 Leading responsibly, pp. 76-78 2026 Proxy Statement, pp. 26-28 Nominating, Corporate Governance and Sustainability Committee Charter			
	2-14	Role of the highest governance body in sustainability reporting	GXO's Board of Directors holds ultimate oversight responsibility for the company's sustainability strategy and reporting. Members of the Board review the contents of the Impact Report and provide feedback to the company. In addition, the Nominating, Corporate Governance and Sustainability Committee meets with GXO's Chief Compliance and ESG Officer to review and approve the Impact Report prior to publication. Material topics are identified through a formal double materiality assessment process, with the final determination of material topics made by GXO's Global Risk Committee. The outcomes of this process are reported to the Nominating, Corporate Governance and Sustainability Committee for oversight. 2026 Proxy Statement, pp. 26-28			
	2-15	Conflicts of interest	The Board requires conflicts of interest to be disclosed. 2026 Proxy Statement, p. 25 Conflicts of Interest Policy Corporate Governance Guidelines Related Party Transaction Policy Insider Trading Policy			
	2-16	Communication of critical concerns	Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86 2026 Proxy Statement, pp. 21-22 Code of Business Ethics p. 24	2-16-b	Confidentiality constraints (specify)	The number and nature of critical concerns communicated to the Board is confidential, as disclosure could compromise legal privilege, ongoing investigations, or contractual confidentiality obligations.

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Leading responsibly, pp. 76-78 2026 Proxy Statement, pp. 5-6, 14-23			
	2-18	Evaluation of the performance of the highest governance body	GXO’s Board of Directors is committed to ensuring that its composition includes a range of expertise aligned with our company’s business as well as fresh perspectives on strategy. One of the ways the Board acts on this commitment is through the thoughtful refreshment of directors when appropriate. GXO’s Board of Directors also conducts an annual self evaluation to assess the effectiveness of the Board as a whole, its committees, and individual directors. The process is led by the Nominating, Corporate Governance, and Sustainability Committee, which sets the evaluation criteria and ensures a thorough and constructive approach. In 2025, the Committee oversaw this evaluation, which included both qualitative and quantitative feedback gathered through structured self-assessments and discussion. The results confirmed that the Board and its committees continue to operate effectively, and no corrective actions were deemed necessary during the reporting period. Leading responsibly, pp. 76-78 2026 Proxy Statement, pp. 22-26 Corporate Governance Guideline			
	2-19	Remuneration policies	2026 Proxy Statement, pp. 34-61 Compensation Committee Charter			
	2-20	Process to determine remuneration	GXO continues to asses the appropriate incorporation of ESG-related topics into our executive compensation strategy. 2026 Proxy Statement, pp. 34-39 Compensation Committee Charter			
	2-21	Annual total compensation ratio	2026 Proxy Statement, pp. 53-54			
	2-22	Statement on sustainable development strategy	A letter from our Chief Executive Officer, pp. 3-4 A letter from our Chief Compliance and ESG Officer, pp. 5-6			
	2-23	Policy commitments	Making the right decisions everyday, pp. 79-86 Business Partner Code of Conduct Code of Business Ethics Human Trafficking Policy Third-Party Due Diligence Global Ethics and Compliance policies Regional Ethics and Compliance policies Corporate Governance policies			
	2-24	Embedding policy commitments	Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86			
	2-25	Processes to remediate negative impacts	Reducing our operational footprint, pp. 22-30 Climate governance and risk management, pp. 31-34 Creating impact through partnership, pp. 35-37 Putting safety first, pp. 40-50 Building a culture of belonging, pp. 61-68 Supporting and developing our people, pp. 51-60 Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86 Business Partner Code of Conduct Code of Business Ethics Global Ethics and Compliance policies Regional Ethics and Compliance policies Corporate Governance policies			

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Putting safety first, pp. 40-50 Supporting and developing our people, pp. 51-60 Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86 Business Partner Code of Conduct Code of Business Ethics Global Ethics and Compliance policies Regional Ethics and Compliance policies Corporate Governance policies			
	2-27	Compliance with laws and regulations	Significant instances of non-compliance with laws and regulations would be listed in our 10-K, as required by the SEC. 2025 Form 10-K			
	2-28	Membership associations	Corporate Eco-Forum, Chartered Institute of Logistics and Transport in the UK, France Supply Chain, Polish Supply Management Leader, AECOC, Asociacion UNO, CEMS			
	2-29	Approach to stakeholder engagement	Identifying our material topics, pp. 14-17 Supporting and developing our people, pp. 51-60 2026 Proxy Statement, p. 36			
	2-30	Collective bargaining agreements	2025 Form 10-K, p.4	2-30-b	Confidentiality constraints (specify)	Employee agreements are confidential.
Material Topics						
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Identifying our material topics, pp. 14-17			
	3-2	List of material topics	Identifying our material topics, pp. 14-17			
Ethical business practices						
GRI 3: Material Topics 2021	3-3	Management of material topics	Our approach, p.13 Identifying our material topics, pp. 14-15 Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86 Code of Business Ethics Business Partner Code of Conduct Zero Tolerance Discrimination, Harassment and Retaliation Policy Global Ethics and Compliance policies Regional Ethics and Compliance policies Corporate Governance policies			
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	GXO conducts anti-corruption training and communication across its operations in line with its Code of Business Ethics and compliance program, with 100% of employees required to complete this training. However, GXO does not currently track or report a quantitative breakdown of training recipients by employee category, region, or governance body as required under GRI 205-2. Making the right decisions everyday, pp. 79-86			

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
Energy						
GRI 3: Material Topic 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Reducing our operational footprint, pp. 22-30			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106	302-1-d	Not applicable	GXO does not sell electricity, heating, cooling, or steam. As a contract logistics provider, GXO operates warehouse and distribution facilities solely for the purposes of its own business activities and does not generate or supply energy to third parties.
	302-3	Energy intensity	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106			
	302-4	Reduction of energy consumption	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106			
Climate Change						
GRI 3: Material Topics 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Reducing our operational footprint, pp. 22-30 Climate governance and risk management, pp. 31-34 Climate-related Financial Disclosure			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106			
	305-2	Energy indirect (Scope 2) GHG emissions	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106	305-2-b	Information unavailable or incomplete (specify which, why, steps being taken and timeline)	Information unavailable or incomplete: GXO does not track market-based emissions.
	305-3	Other indirect (Scope 3) GHG emissions	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106	305-3-c	Information unavailable or incomplete (specify which, why, steps being taken and timeline)	Information unavailable or incomplete: GXO does not yet track biogenic Scope 3 emissions.
	305-4	GHG emissions intensity	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106			
	305-5	Reduction of GHG emissions	Reducing our operational footprint, pp. 22-30 Environmental performance data, pp. 105-106			

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
Human rights and labor						
GRI 3: Material Topic 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Putting safety first, pp. 40-50 Making the right decisions every day, pp. 79-86 Code of Business Ethics Business Partner Code of Conduct Human Trafficking Policy UK Modern Slavery Act Statement Zero Tolerance Discrimination, Harassment and Retaliation Policy Global Ethics and Compliance policies Regional Ethics and Compliance policies			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Workforce performance data, p. 107			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	All full-time employees, regardless of their employment location, are offered the full range of GXO employment benefits. Supporting and developing our people, pp. 51-60			
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	GXO aims to notify all impacted team members of operational changes as soon as practical as part of our commitment to comply with all required notice periods set forth in local, state and country-specific laws, including requirements and mandatory (minimum) notice periods in several jurisdictions. We aim to implement operational changes where work councils or employee representatives are present only after appropriate engagement with those works councils and employee representatives.			
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	GXO does not tolerate any form of forced or compulsory labor in our operations or supply chain. Our exposure to this risk is managed through our Code of Business Ethics, Business Partner Code of Conduct, and annual UK Modern Slavery Act statement, which sets out the steps we take to identify, assess, and mitigate risk. We have not identified any operations or suppliers presenting significant risk of forced or compulsory labor during the reporting period. Putting safety first, pp. 40-50 Leading responsibly, pp. 76-78 Making the right decisions everyday, pp. 79-86 UK Modern Slavery Act Statement			

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
Health and safety						
GRI 3: Material Topic 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Putting safety first, pp. 40-50			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Putting safety first, pp. 40-50			
	403-2	Hazard identification, risk assessment, and incident investigation	Putting safety first, pp. 40-50 Making the right decisions everyday, pp. 79-86			
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Putting safety first, pp. 40-50 Making the right decisions everyday, pp. 79-86			
	403-4	Health and safety topics covered in formal agreements with trade unions	Putting safety first, pp. 40-50 Making the right decisions everyday, pp. 79-86			
	403-5	Worker training on occupational health and safety	Putting safety first, pp. 40-50			
	403-6	Promotion of worker health	Putting safety first, pp. 40-50 Supporting and developing our people, pp. 51-60			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Putting safety first, pp. 40-50 Supporting and developing our people, pp. 51-60			
	403-9	Work-related injuries	2025 ESG performance, p. 18 Putting safety first, pp. 40-50 Making the right decisions everyday, pp. 79-86 Workforce performance data, p. 107	403-9-b	Not applicable	GXO does not track or report the global total recordable incident rate or fatality rate for workers who are not employees.

GRI Standard	Disclosure		Location/response/comment	Omission		
				Requirement(s) omitted	Reason	Explanation
Employee Engagement						
GRI 3: Material Topic 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Supporting and developing our people, pp. 51-60 Building a culture of belonging, pp. 61-68 Creating impact through engagement, pp. 69-73			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Supporting and developing our people, pp. 51-60 Workforce performance data, p. 107			
	404-2	Programs for upgrading employee skills and transition assistance programs	Supporting and developing our people, pp. 51-60			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Workforce performance data, p. 107 2026 Proxy Statement, pp. 5-6, 19-23 Board of Directors			
	405-2	Ratio of basic salary and remuneration of women to men	Regional gender pay gap reports			
Cyber Security						
GRI 3: Material Topic 2021	3-3	Management of material topics	Our approach, p. 13 Identifying our material topics, pp. 14-15 Making the right decisions everyday, pp. 79-86			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Making the right decisions everyday, pp. 79-86 GXO reports material data privacy and information security breaches in our annual 10-K report . In 2025, there were no such incidents.			

SASB Reference Table

SASB Code	Accounting Metric	2025 Cross-Reference or Answer
Professional & Commercial Services		
Data security		
SASB - SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Protecting privacy and information security, p. 85
SASB - SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Protecting privacy and information security, p. 85
SASB - SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Except as required by law, GXO does not report this information. For more information on how GXO manages and mitigates against potential cybersecurity threats, please see Protecting privacy and information security, p. 85
Workforce Diversity & Engagement		
SASB - SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Workforce performance data, p. 107 2026 Proxy Statement, p. 5
SASB - SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Workforce performance data, p. 107
SASB - SV-PS-330a.3	Employee engagement as a percentage	Supporting and developing our people, pp. 51-60
Professional Integrity		
SASB SV-PS-510a.1	Description of approach to ensuring professional integrity	Making the right decisions everyday, pp. 79-86 Code of Business Ethics Corporate Governance Highlights
SASB SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	GXO did not incur any material monetary losses during 2025 as a result of legal proceedings associated with professional integrity. More information on legal proceedings are disclosed in Part 1, Item 3 Legal Proceedings of our 2025 Form 10-K .
Activity Metrics		
SASB SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Workforce performance data, p. 107
SASB SV-PS-000.B	Employee hours worked, percentage billable	This metric is not applicable to GXO's employment practices.



Pillar	Standard	Label	2025 Response
Governance			
Disclose the organization's governance around climate-related risks and opportunities.	a.	Describe the Board's oversight of climate-related risks and opportunities	How we do it: The ESG difference, pp. 12-19 Climate governance and risk management, pp. 31-34 Climate-related Financial Disclosure
	b.	Describe management's role in assessing and managing climate-related risks and opportunities	
Strategy			
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a.	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate governance and risk management, pp. 31-34 Climate-related Financial Disclosure
	b.	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
	c.	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Professional Integrity			
Disclose how the organization identifies, assesses, and manages climate-related risks.	a.	Describe the organization's processes for identifying and assessing climate-related risks.	Climate governance and risk management, pp. 31-34 Leading responsibility, pp. 76-78 Climate-related Financial Disclosure
	b.	Describe the organization's processes for managing climate-related risks.	Reducing our operational footprint, pp. 22-30 Climate governance and risk management, pp. 31-34 Climate-related Financial Disclosure
	c.	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate governance and risk management, pp. 31-34 Leading responsibility, pp. 76-78 Climate-related Financial Disclosure
Metrics and Targets			
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. SASB SV-PS-000.B	a.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Performance Tables, pp. 105-108 Climate-related Financial Disclosure
	b.	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Performance Tables, pp. 105-108 Climate-related Financial Disclosure
	c.	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	How we do it: The ESG difference, pp. 12-19 Performance Tables, pp. 105-108 Climate-related Financial Disclosure

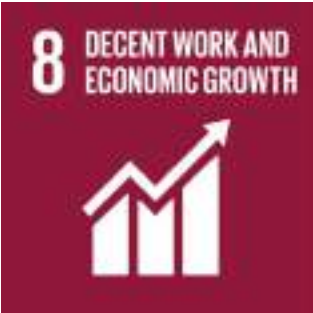
UN SDG index

GXO is committed to the United Nations Sustainable Development Goals (SDGs), a global call to action to end poverty, improve health and education, reduce inequalities, spur economic growth and tackle climate change. In this index, we summarize some of the ways GXO contributes to specific SDGs and their targets, and provide links to learn more about our efforts.



UN SDG Goal	Target	Target Description	2025 GXO Activity, Initiative, or Goal	Reference
 SDG 3: Good Health and Well-Being Ensure healthy lives and promote well-being for all at all ages	3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	GXO recognizes that employee well-being is fundamental to a healthy, productive workforce. We are committed to promoting mental health and overall wellness across our organization, supporting the physical, mental, and financial well-being of our employees and recognizing the direct link between workforce wellness and organizational success. Mental health is a key priority at GXO. We provide employees with access to well-being resources throughout the year and reinforce awareness through regular communications and engagement initiatives. We also promote mental health awareness across our sites, including dedicated activations during Mental Health Awareness Month and Mental Health Awareness Day, helping to foster an open and supportive environment. In addition, we invest in capability-building by training Mental Health First Aid practitioners through our Succeed at GXO program. This strengthens our ability to identify, support, and respond to mental health needs across the business.	Supporting and developing our people, pp. 51-60
	3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents	GXO actively works to reduce road traffic incidents through a sustained commitment to driver safety, regulatory compliance, and continuous improvement across its transport operations. Safety is a foundational priority throughout our logistics network, underpinned by regional training frameworks tailored to local regulatory requirements. In the United States, drivers complete structured onboarding and annual training covering operational processes and DOT regulations, while programs across all other regions are regularly reviewed to reflect evolving local requirements and operational needs. In the U.K. GXO has significantly strengthened its approach to driver safety through enhanced onboarding, ongoing training, and the integration of advanced technologies including driving simulators and in-vehicle safety systems. These measures are supported by a range of targeted initiatives and a structured mentoring framework, all aligned under the “Be Safe” program and Road to Zero ambition, reinforcing a culture of safe and responsible driving across the workforce.	Putting safety first, pp. 40-50
	3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	GXO promotes access to quality, affordable healthcare and essential health services for its workforce through a comprehensive suite of employee benefits. These typically include healthcare and disability insurance, supplemental insurance, employee assistance programs, profit sharing, retirement plans, and tuition reimbursement, tailored to local market needs to help employees worldwide access care and financial protection against health-related risks. In 2025, GXO expanded access to preventative care for U.S. employees through EHE Health, with a focus on early detection, personalized screenings, and evidence-based prevention. Employees unable to attend in-person appointments were offered biometric home kits to support participation. Through these programs and partnerships with trusted healthcare providers, GXO helps improve access to essential health services and supports the overall health and wellbeing of its employees.	Supporting and developing our people, pp. 51-60

UN SDG Goal	Target	Target Description	2025 GXO Activity, Initiative, or Goal	Reference
 SDG 5: Gender Equality Achieve gender equality and empower all women and girls	5.1	End all forms of discrimination against all women and girls everywhere	Fostering a workplace where all employees are treated with dignity, respect, and fairness is central to how GXO operates. Our Code of Business Ethics and supporting policies, including our Zero Tolerance Discrimination, Harassment and Retaliation Policy, prohibit discrimination and harassment in all forms and promote equal opportunity in recruitment, compensation, development, promotion, and day-to-day workplace interactions. We strive to provide fair and equitable pay and advancement opportunities for employees at every level and take all reports of misconduct seriously, with disciplinary action up to and including termination where appropriate. These commitments are reinforced through employee development, mentorship, and belonging programs designed to support career growth, remove barriers to advancement, and create an inclusive workplace where all employees can succeed.	Making the right decisions every day, pp. 79-86 Code of Business Ethics Zero Tolerance Discrimination, Harassment and Retaliation Policy
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	We are building an exceptional workforce that reflects our principles of belonging. To support this vision, we have implemented a range of programs, strategic partnerships, and employee networks that promote the recruitment, retention, development, and advancement of women across our business. These initiatives include our Women in Logistics program, regional development programs, and targeted talent management practices designed to strengthen leadership pipelines, expand professional networks, and create equitable opportunities for career growth. In the U.K. and Ireland, the Female Development Program offers a six-month curriculum designed to build the skills, confidence, and professional networks women need to advance their careers. Participants gain access to inspiring role models and a peer community that extends well beyond the program itself. In 2025, 110 women took part, and the program has since expanded to Europe. Across the Americas and Asia Pacific, GXO continues to conduct dedicated talent reviews for women, ensuring female team members are visible, valued, and considered for growth opportunities at every level.	Building a culture of belonging, pp. 61-68
 SDG 7: Affordable and Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix	Renewable energy and energy-efficient systems play an important role in reducing both operational costs and carbon emissions across our facilities. As part of our global energy reduction strategy, we continue to increase the use of renewable energy sources. In 2025, 22% of GXO's global electricity consumption was sourced from renewable energy. In Spain, our operations are powered by 100% renewable electricity, generated through a combination of on-site solar installations and renewable energy supplied through the grid. We are actively evaluating opportunities to expand renewable energy investments at sites where we manage utility contracts. In collaboration with customers, we support the procurement of renewable grid electricity, while working with landlords and other stakeholders to identify and implement on-site generation solutions. For example, installing solar panels at our warehouses can increase property value for landlords while advancing our broader emissions reduction objectives.	Reducing our operational footprint, pp. 22-30
	7.3	By 2030, double the global rate of improvement in energy efficiency	GXO improves energy efficiency across its operations as a key lever to reduce energy intensity and support more sustainable logistics services. Energy reduction initiatives are embedded in warehouse design and operations, including the use of LED lighting, building management systems, and automation technologies that optimize energy consumption. The company also supports the transition to lower-emission energy sources through increased adoption of electrified powered industrial trucks (PITs) and ongoing evaluation of renewable electricity procurement opportunities across its sites. These initiatives are complemented by continuous operational improvements that enhance productivity while reducing overall energy demand. Decarbonization progress is measured against a 2022 baseline, with energy performance tracked across facilities to identify further efficiency opportunities and support ongoing emissions reduction efforts.	Reducing our operational footprint, pp. 22-30

UN SDG Goal	Target	Target Description	2025 GXO Activity, Initiative, or Goal	Reference
 SDG 8: Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	GXO drives economic productivity through a sustained focus on technological advancement and innovation across its global operations. In 2025, we scaled the deployment of robotics, automation, and artificial intelligence, including robotic palletizing and depalletizing, to increase throughput, improve accuracy, and enable employees to focus on higher-value work. These investments are modernizing and diversifying our service offering, enabling GXO to deliver increasingly complex, technology-enabled logistics solutions while strengthening labor productivity across our operations. This technological progress is intentionally paired with workforce development, creating safer, more ergonomic working environments and supporting employees as they adapt to an evolving operational landscape. Together, automation, innovation, and skills development act as core drivers of sustainable productivity growth and long-term competitive differentiation.	Putting safety first, pp. 40-50
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	GXO proactively cultivates a diverse talent pipeline through strategic partnerships with organisations that share our commitment to inclusive hiring. These collaborations help connect us with qualified candidates from a wide range of backgrounds and experiences, including veterans, individuals with disabilities, and others who may face barriers to employment. In 2025, we deepened these partnerships across multiple markets. In France, we strengthened our collaboration with Log'ins, and in the U.S. we expanded our work with The Arc of Greater Indianapolis, both of which support employment opportunities for individuals with disabilities. Across continental Europe, we continued to partner with Recklinghäuser Werkstätten (RW) in Germany, an organisation committed to providing employment and vocational skills to individuals with disabilities, welcoming ten individuals and one intern through this initiative as of May 2026. In Italy, approximately 15 candidates were hired through our partnership with AxL Formazione. In the United Kingdom, our commitment extends beyond recruitment. We provide managers with Disability Confident training and the resources needed to build genuinely inclusive workplaces, ensuring that hiring diverse talent is matched by an environment in which people can thrive. We are also proud to be recognised as one of the United Kingdom's largest employers of people with Down syndrome, a distinction we marked by celebrating World Down Syndrome Day across our global operations and honouring the contributions of colleagues with Down syndrome worldwide.	Building a culture of belonging, pp. 61-68
	8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	At GXO, we believe in respecting the human rights and dignity of every person connected to our business — through our operations, our supply chain, and our everyday engagements. Wherever we operate, we comply with all laws governing fair employment and labor practices, including those protecting freedom of association and collective bargaining. GXO has zero tolerance for child labor, human trafficking, forced labor, or any other human rights violation, and we hold our customers, suppliers, and subcontractors to the same standard. We support government policies that combat such abuses, and all new third-party contracts, regardless of geographic origin, include provisions requiring counterparties, their subcontractors, and their suppliers to comply with applicable anti-slavery, forced labor, and human trafficking laws and regulations. These include the Uyghur Forced Labor Prevention Act, the United Kingdom Modern Slavery Act, and French Law No. 2017-399 on the corporate duty of vigilance. We our U.K. Modern Slavery Statement for the 2025 has been published and can be reviewed here. We are aware of additional emerging legislative requirements and continue to monitor these developments globally. GXO employees complete approximately five hours of ethics and compliance coursework throughout the year. Topics include: • Our COBE • Trade compliance • Quarterly information security refreshers • Building a respectful workforce • Data privacy • Modern slavery	Making the right decisions every day, pp. 79-86 U.K. Modern Slavery Statement Human Trafficking Policy
	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	GXO advances SDG 8.8 by maintaining a strong culture of safety, accountability, and respect for labor rights across its global operations. Health and safety leaders implement region-specific programs that address local workplace risks and regulatory requirements, supported by robust governance processes and employee engagement at all levels. The company leverages advanced analytics and AI-enabled tools to identify risks, monitor safety performance, and drive continuous improvement. Monthly reviews of safety data help identify emerging trends, strengthen preventative actions, and improve visibility into high-risk exposures and potential serious injury risks. GXO has also expanded site-level safety committees to enhance employee participation and accountability. In addition, GXO upholds policies that protect human and labor rights, including prohibitions on forced labor, child labor, and human trafficking, helping to ensure safe, secure, and equitable working environments for employees worldwide.	Putting safety first, pp. 40-50 Supporting and developing our people, pp. 51-60 U.K. Modern Slavery Statement Human Trafficking Policy

UN SDG Goal	Target	Target Description	2025 GXO Activity, Initiative, or Goal	Reference
 SDG 9: Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	In collaboration with our customers, we design innovative logistics solutions that enhance supply chain sustainability and resource efficiency. By optimizing transportation and warehousing operations, integrating advanced technologies, and applying circular economy principles, we help reduce environmental impacts while improving operational performance. Our solutions include more efficient approaches to order fulfillment and returns management, enabling products and materials to be reintegrated into the supply chain wherever possible. This improves resource efficiency, reduces waste, and maximizes the value of existing assets. Through reverse logistics, improved waste segregation, and the use of lower-carbon transportation fuels, we support emissions reduction, higher resource recovery, and more efficient logistics operations. Our circular economy initiatives further enable the large-scale reuse and processing of products and materials, extending product lifecycles and reducing landfill dependency. Where reuse is not feasible, materials are recovered for secondary markets or responsibly recycled, supporting more sustainable industrial processes. We also continue to improve the sustainability and efficiency of our own operations. In 2025, we achieved an 80% global landfill diversion rate and increased energy-efficient LED lighting coverage across our leased and owned warehouse portfolio to approximately 86%. These initiatives strengthen resource efficiency, support lower-carbon operations, and contribute to more sustainable logistics infrastructure.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Creating impact through partnership, pp. 35-37
	9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	We are designing more efficient logistics models that improve service performance, reduce environmental impact, and lower operating costs. A key focus is optimising both forward and reverse flows of goods, including more efficient delivery to end consumers and the recovery of used products for refurbishment, reuse, or redeployment. These improvements reduce waste and help minimise the need for unnecessary production. We are also expanding our repair and refurbishment capabilities, supported by data-driven insights and advanced technology. Our warehouse and returns management systems enable the rapid assessment and routing of returned goods into repair or refurbishment pathways, unlocking value in secondary markets and extending product lifecycles. At the same time, we are scaling the deployment of proven automation solutions across our global operations, while continuing to invest in research and development in robotics, automation, and AI. Drawing on insights from pilots and implementations across our international network, and sharing best practices across regions, we are strengthening our ability to deploy scalable, high-impact automation solutions worldwide.	Reducing our operational footprint, pp. 22-30 Creating impact through partnership, pp. 35-37

UN SDG Goal	Target	Target Description	2025 GXO Activity, Initiative, or Goal	Reference
 SDG 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns	12.2	By 2030, achieve the sustainable management and efficient use of natural resources	At GXO, we are committed to improving the efficient use of natural resources and reducing the environmental impact of our operations and those of our customers. We support more sustainable consumption and production by focusing on reducing material use, improving operational efficiency, and strengthening resource optimization across the supply chain. We address resource efficiency through improvements in packaging design and handling processes that reduce unnecessary material consumption and product damage. We also enhance efficiency in warehousing and distribution by optimizing inventory flow and reducing avoidable storage and handling requirements. Across our operations, we apply data-driven logistics planning to improve transport efficiency and reduce fuel and energy intensity, while reverse logistics capabilities support the reuse, refurbishment, and recycling of products and materials. Through these integrated practices, we help reduce the overall intensity of material, energy, and transport resource use within supply chains, supporting more efficient and sustainable operations.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Creating impact through partnership, pp. 35-37
	12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Through waste reduction and circular supply chain solutions, we help minimize waste generation across our operations and customer value chains. We work to prevent waste at the source by improving operational efficiency, reducing product damage and returns, and optimizing resource use. Where waste is generated, we prioritize reuse, refurbishment, and recycling through reverse logistics and returns management programs that extend product lifecycles and recover value from materials. In 2025, GXO diverted 80% of total waste generated from landfill across its global operations. To drive continued progress, sites work with waste service providers to implement tailored waste segregation and recycling programs aligned with the waste hierarchy: reduce, reuse, and recycle. Through these efforts, GXO is advancing its long-term ambition of achieving a zero-waste future.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Creating impact through partnership, pp. 35-37
	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	Responsible business practices and transparent reporting help our customers achieve their ESG and sustainability objectives. GXO publicly reports on key environmental performance metrics, including greenhouse gas emissions and waste generation, and integrates sustainability considerations into its business strategy and operations. Through our annual sustainability disclosures, we provide stakeholders with clear visibility into our environmental performance, progress against established goals, and ongoing efforts to drive responsible consumption and production. We have also made measurable progress toward achieving our five global environmental targets, reinforcing our commitment to continuous improvement and sustainable value creation.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30
	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	GXO helps ensure that relevant information on sustainable practices is embedded throughout our operations and shared across our value chain. We work closely with customers to integrate sustainability considerations into logistics design and execution, enabling more informed decisions on transportation, packaging, returns, and resource utilization. Through data-driven logistics solutions and transparent reporting, we help customers understand the environmental impact of their supply chains and identify opportunities to reduce waste, improve efficiency, and adopt more sustainable practices. In addition, we support awareness and engagement among our workforce through training and operational guidance that promote responsible resource use and environmentally conscious decision-making in day-to-day activities.	Reducing our operational footprint, pp. 22-30

UN SDG Goal	Target	Target Description	GXO Activity, Initiative, or Goal	Reference
 SDG 13: Climate Action Take urgent action to combat climate change and its impacts	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Climate risk assessment, business continuity planning, and enterprise-wide risk management together underpin our approach to climate resilience. In 2025, GXO completed its inaugural climate risk assessment and scenario analysis with third-party support, evaluating potential climate-related risks and opportunities across short-, medium-, and long-term time horizons. To manage climate-related risks, GXO combines site-level business continuity planning tailored to location-specific vulnerabilities, such as flooding and extreme weather, with oversight through its ERM framework. To enhance operational resilience, warehouse-level continuity plans are designed to help maintain business operations during severe weather events, while Operations, Transportation, Procurement, and Real Estate teams work alongside regional QHSE and global ESG teams to evaluate and implement adaptation measures. GXO continues to strengthen its approach to climate resilience as the frequency and severity of physical climate hazards evolve, while supporting the transition to a low-carbon economy through ongoing risk assessment, preparedness, and operational adaptation.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Climate governance and risk management, pp. 31-34
	13.2	Integrate climate change measures into national policies, strategies and planning	GXO integrates climate considerations into its business strategy, governance, and risk management through its ERM framework. Climate-related risks and opportunities are embedded in operational and capital planning, supporting decision-making across the business. The company has established carbon reduction targets against a 2022 baseline and continues to efforts to reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions through energy efficiency initiatives, including more efficient buildings, LED lighting, and electrification of powered industrial trucks (PITs) and other lower-emission transportation solutions.	How we do it: The ESG difference, pp. 12-19 Reducing our operational footprint, pp. 22-30 Climate governance and risk management, pp. 31-34
	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	By integrating sustainability and environmental considerations into workforce training and operational practices, we help improve education, awareness, and capacity on climate change. We equip our employees with the knowledge and tools needed to make informed, responsible decisions in day-to-day logistics activities that contribute to reduced environmental impact. We also collaborate with customers to increase awareness of the environmental footprint of supply chain operations through data transparency and reporting. By sharing insights on emissions, efficiency, and resource use, we help build greater understanding of climate impacts and support more informed decision-making that advances sustainable logistics practices.	Reducing our operational footprint, pp. 22-30

Performance data tables

Environmental

Environment ³	2024 ¹ Previous methodology	2025 Previous methodology	2025 ² Current methodology
Energy consumption within the organization			
Total energy consumption (MWh) ⁴			2,017,474
Fossil sources (MWh)			1,812,057
Fuel from coal and coal products			Not applicable
Fuel from crude oil and petroleum products			1,135,475
Fuel from natural gas			305,185
Fuel from other fossil sources			Not applicable
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources			371,397
Nuclear sources (MWh)			Not applicable
Renewable sources (MWh)			205,417
Total electricity, consumption, global (kWh)	434,550,980	471,516,558	474,511,124
Percentage renewable electricity ⁵	20.3%	21.9%	21.9%
Americas and Asia Pacific	171,913,720	187,843,736	204,450,283
Percentage renewable electricity	3.5%	3.9%	3.9%
U.K. & Ireland and Europe	262,637,259	285,795,342	270,060,841
Percentage renewable electricity	31.3%	33.5%	33.5%
Total diesel used by fleet, global (liters) ³	107,051,771	102,905,597	102,905,597
Americas and Asia Pacific	4,856,086	4,284,811	4,284,811
U.K. & Ireland and Europe	102,195,685	98,620,786	98,620,786
Total natural gas consumption of facilities, global (kwh) ⁶	208,025,097	215,025,201	213,129,861
Americas and Asia Pacific	134,935,259	145,100,935	139,303,574
U.K. & Ireland and Europe	73,089,838	69,924,266	73,826,287

	2022 ² Current methodology	2024 ¹ Previous methodology	2025 Previous methodology	2025 ² Current methodology
Greenhouse gas emissions ⁷				
Total Scope 1 & 2 GHG emissions, global (metric tons CO ₂ e)	573,738	429,639	441,774	450,110
Scope 1, global	437,680	326,962	336,261	335,877
Americas and Asia Pacific	42,720	35,051	43,999	42,824
U.K. & Ireland and Europe	394,960	291,911	292,262	293,053
Scope 2, global	136,058	102,677	105,513	114,234
Americas and Asia Pacific	74,170	55,726	62,708	69,606
U.K. & Ireland and Europe	61,888	46,951	42,805	44,627
Total emissions from biogenic carbon (global) ⁸	68	267	375	375
Americas and Asia Pacific	68	99	11	11
U.K. & Ireland and Europe		168	364	364
Scope 3, business travel, global (metric tons CO ₂ e) ⁹		4,153	4,153	4,326
Americas and Asia Pacific		3,041	3,041	3,298
U.K. & Ireland and Europe		1,112	1,112	1,028
Emissions intensity (Scope 1 & 2) ¹⁰				
Emissions by net revenue (metric tons CO ₂ e per million USD in net revenue)	50.39	36.69	33.52	34.16
Emissions by net revenue (kg CO ₂ e per USD in net revenue)	0.050	0.037	0.034	0.034

¹ 2024 electricity, natural gas and diesel data, and emission data restated to include full year data from Wincanton as well as to report biogenic carbon separately from Scope 1 emissions.

² GXO reports its emissions according to the operational control definition in the GHG Protocol. For 2025, GXO updated its electricity and natural gas consumption tracking methodology. Only electricity and natural gas used at GXO leased or owned facilitie is reported. Building-related electricity and natural gas purchased for use in customer owned/leased facilities has been excluded. In the Americas & Asia Pacific, ~201 million kWh of electricity was removed from reporting and ~8.2 million kWh of natural gas was removed because consumption occurred in third-party leased/owned facilities. In Europe & U.K, these figures were ~34.5 million kWh electricity and ~19,700 kWh natural gas. Where primary data is not available for a GXO-leased building, consumption was estimated based on square footage and country-level consumption averages from 2025. In 2025, GXO excluded six sites from our estimation methodology as they were not yet operational. Data related to all other energies contributing to Scope 1 and 2 emissions remains unchanged. GXO has provided 2025 data according to its previous methodology as well as its current methodology to allow the reader to understand YOY comparability with 2024 (processed under previous methodology) and demonstrate the overall impact of the methodological change.

³ Verification and limited assurance for energy consumption, Scope 1 and 2 emissions, and total non-hazardous waste data was provided by Grant Thornton for 2025 on a sample basis.

⁴ New metric introduced in 2025. Measures total energy consumption from all sources.

⁵ The percent of renewable electricity is calculated using GXO's actual consumption data only, and does not vary with gap-filling methodology. Renewable electricity is defined as both self-produced and consumed renewable electricity and purchased electricity with energy attribute certificates (such as RECs or REGOs).

⁶ All values for natural gas consumption by facilities is now shown in kWh.

⁷ GHG emissions were reported for operations where GXO has operational control. Emissions were calculated using GWP rates from the IPCC and country and source-specific emissions factors. Emission factors are reviewed and updated annually. In 2025 GXO chose to use UK DEFRA emission factors for all non region-specific fuels (e.g., diesel, propane).

⁸ Biogenic carbon emissions were identified as coming from hydrogenated vegetable oil (HVO) in the U.K & Ireland and European region and biodiesel (Americas & Asia Pacific) and are not included in Scope 1 emissions per GHG Protocol.

⁹ Represents only air and rail travel as reported by our corporate business travel providers and excludes air and rail travel booked directly with other companies.

¹⁰ Emissions by net revenue for 2022 are captured using all composite companies' net revenue data. Emissions are rounded to the nearest hundredth for metric tons CO2e/million USD, and the nearest thousandth for kg CO2e/USD.

	2023	2024 ¹	2025 ²
Waste ³			
Total waste associated with operations, global (metric tons)	177,098	166,889	168,968
Non-hazardous waste, global ²	173,196	165,036	164,215
Americas and Asia Pacific	40,047	42,537	46,596
U.K. & Ireland and Europe	133,149	122,499	117,619
Hazardous waste, global	3,902	1,853	4,753
Americas and Asia Pacific	10	12	17
U.K. & Ireland and Europe	3,892	1,841	4,736
Total non hazardous waste sent to landfill, global (metric tons)	31,315	36,787	33,588
Americas and Asia Pacific	23,036	22,288	19,262
U.K. & Ireland and Europe	8,279	14,499	14,327
Total non hazardous waste diverted from landfill, global (metric tons)	141,915	128,249	130,627
Americas and Asia Pacific	17,010	20,249	27,334
U.K. & Ireland and Europe	124,905	108,000	103,292
Non-hazardous waste landfill diversion rate, global (%)	82%	78%	80%
Americas and Asia Pacific	43%	48%	59%
U.K. & Ireland and Europe	94%	88%	88%

¹ 2024 waste data restated to include full year data from Wincanton.

² Excludes data from three sites in Europe where a waste-tracking process was not in place during 2025.

³ Verification and limited assurance for energy consumption, Scope 1 and 2 emissions, and total non-hazardous waste data was provided by Grant Thornton for 2025 on a sample basis.

	2023	2024	2025
Facilities ¹			
Total number of operating facilities	974	926	1043
Customer-owned or leased	359	366	479
Americas and Asia Pacific	130	137	188
U.K. & Ireland and Europe	229	229	291
GXO-owned or leased	615	560	564
Americas and Asia Pacific	249	213	190
U.K. & Ireland and Europe	366	347	374
LED coverage, global (%) ²	78%	80%	88%
Americas and Asia Pacific	80%	84%	88%
U.K. & Ireland and Europe	76%	77%	87%

¹ Number of facilities as of end of calendar year. In 2024, GXO additionally reported 104 facilities that from our acquisition of Wincanton that year. These were not included in the 2024 data, but are included in 2025 and onward.

² LED coverage is based on area of GXO-owned or leased warehouse and office facilities.



	2023	2024	2025
Workforce			
Total employees	85,554	86,232	105,331
Permanent ⁶	82,841	83,536	102,442
Temporary ⁷	2,713	2,696	2,886
Full-time	76,333	77,118	93,769
Part time	9,221	9,114	11,499
Non-employees (Contractors, Contingent Workers) ⁸	39,912	42,886	53,806
Employees by region			
Americas and Asia Pacific	23,469	23,950	23,381
U.K.& Ireland and Europe	62,085	62,282	81,950
Employees by gender			
Women	30,390	30,127	34,100
Men	55,074	55,542	71,035
Not disclosed	90	563	196
Percent of employees from racially/ethnically diverse backgrounds (U.S. Only) ⁹	66%	68%	68.42%

¹ Data disclosed is for the associated year ended December 31.

² Headcount is used except for contractors in U.K. & Ireland and Europe, where an FTE calculation is used.

³ PFSweb employees of India are not integrated into company headcount data model. Headcount collected via manual data capture as of December 31. Employees are assumed to be Permanent and Full time. Age and gender are undisclosed.

⁴ 2025 increased headcount is due to Wincanton acquisition. 2024 data is not restated to include Wincanton.

⁵ Data does not include contractors or contingent workers unless otherwise stated.

⁶ Permanent refers to full-time and part-time employees at-will or with a contract for an indeterminate period. Includes India and Wincanton employees.

⁷ Data is for fixed-term employees in U.K. & Ireland and Europe only.

⁸ Data represents contractors and contingent workers. Includes PFS OUS contingent workers collected via manual data capture as of 12.31.25. Includes non-guaranteed hour workers, such as gig workers.

⁹ Percentage of regular U.S. employees that self-identify as being of a race and/or ethnicity other than white.

¹⁰ Spain fixed term employees are excluded.

¹¹ Women in supervisor and above roles across global operations. GXO employees only.

¹² India PFSweb employees not integrated into company data model are excluded.

¹³ Top management is defined as employees in lead roles within top 2 layers of the CEO. New metric in 2025.

¹⁴ For Board of Directors as of December 31, 2025. New metric in 2025.

	2023	2024	2025
Employees by age			
<30	16,428	15,585	17,699
30-50	44,601	46,628	56,205
>50	24,411	23,588	31,364
Not disclosed		431	63
New employee hires by age ¹²			
<30	10,501	10,051	9,370
30-50	12,714	13,571	11,898
>50	4,060	4,310	3,335
Undisclosed		122	104
Total employee turnover rate ^{10,12}	30.2%	26.9%	22.1%
Gender diversity in leadership ^{11,12}			
Total women in leadership role	2,282	2,486	3,515
Percent of leadership roles occupied by women	27%	28%	30%
Total women in top managment role ¹³			25
Percent of top management roles occupied by women ¹³			28%
Percentage of Women on the Board of Directors ¹⁴			20%



Social - Talent and learning^{1,2}

	2023	2024	2025
Employee development			
Total learning hours ²	1,371,266	1,142,304	1,738,174
By gender			
Women	396,333	345,609	456,001
Men	974,448	796,009	1,279,904
Not specified	485	686	2,269
Average training (learning) hours per employee	16	13	19

¹ Data disclosed is for the associated year ended December 31.
² Learning hours excludes contractor training.

Social - Health and safety¹

	2023	2024	2025
Employee health and safety ²			
Employee total recordable incident rate (TRIR)			
Americas and Asia Pacific	1.16	1.01	0.84
Lost time incident rate (LTIR)			
Americas and Asia Pacific ³	0.97	0.77	0.63
U.K. & Ireland and Europe ⁴	2.14	1.94	1.74
Employee fatalities			
Americas and Asia Pacific	1	0	0
U.K. & Ireland and Europe	1	0	0
Health and safety management system ⁵			
Percent of employees covered by an occupational health and safety management system			
Americas and Asia Pacific			100%
U.K. & Ireland and Europe			100%
Fleet safety			
Crash rate (per thousand miles)			
Americas and Asia Pacific	N/A	N/A	N/A
U.K. & Ireland and Europe	0.2	0.2	0.4
Number of road accidents and incidents			
Americas and Asia Pacific ^{6,7}	65	68	88
U.K. & Ireland and Europe	72	49	45

¹ Data disclosed is for the associated year ended December 31.
² Rates are calculated based on 200,000 hours worked.
³ Americas and Asia Pacific LTIR is a subset of Total Recordable Incidents, including only those with Lost Time or Restrictions.
⁴ Rates take into account statutory requirements in various U.K. and European countries for time off after an incident.
⁵ GXO began tracking and reporting this metric in 2025.
⁶ All accidents for Department of Transportation drivers on public and private roads in the U.S. and equivalent in countries outside of the U.S. in the Americas and Asia Pacific region.
⁷ The number of road accidents and incidents for 2024 has been restated from 65 to 68 to reflect accidents and incidents reported after the original publication of that year's report. This restatement does not reflect a change in methodology or reporting boundary.

Disclaimer

Forward-Looking Statements

This report includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements, including our targets of (i) 50% renewable electricity globally by 2030, (ii) reducing greenhouse gas emissions (Scopes 1 & 2) by 30% by 2030 vs. 2022 baseline, (iii) 100% carbon neutral (Scopes 1 & 2) by 2040, (iv) reducing Total Recordable Incident Rate by 15% by 2027 vs. 2022 baseline in Americas and Asia Pacific operations, and (v) reducing Lost Time Incident Rate by 15% by 2027 vs. 2022 baseline in U.K. & Ireland and European operations. In some cases, forward-looking statements can be identified by the use of forward-looking terms such as “anticipate,” “estimate,” “believe,” “continue,” “could,” “intend,” “may,” “plan,” “potential,” “predict,” “should,” “will,” “expect,” “objective,” “projection,” “forecast,” “goal,” “guidance,” “outlook,” “effort,” “target,” “trajectory” or the negative of these terms or other comparable terms. However, the absence of these words does not mean that the statements are not forward-looking. These forward-looking statements are based on certain assumptions and analyses made by the company in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors the company believes are appropriate in the circumstances. These forward-looking statements are subject to known and unknown risks, uncertainties and assumptions that may cause actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by such forward-looking statements. Factors that might cause or contribute to a material difference include, but are not limited to, the risks discussed in our filings with the Securities and Exchange Commission. All forward-looking statements set forth in this report are qualified by these cautionary statements and there can be no assurance that the actual results or developments anticipated by us will be realized or, even if substantially realized, that they will have the expected consequences to or effects on us or our business or operations. Forward-looking statements set forth in this report speak only as of the date hereof, and we do not undertake any obligation to update forward-looking statements to reflect subsequent events or circumstances, changes in expectations or the occurrence of unanticipated events, except to the extent required by law.

