

ECHO®

Transportation Simplified™

Echo Global Logistics ESG Report FY2020



ECHO
Transportation Simplified™

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About Echo

Echo Global Logistics, Inc. is a leading Fortune 1000 provider of technology-enabled transportation and supply chain management services. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of more than 50,000 transportation providers. Echo serves 35,000 clients across a wide range of industries, simplifying the critical tasks involved in transportation management.

Echo offers freight brokerage and Managed Transportation solutions for all major transportation modes, including truckload, less than truckload (LTL), partial truckload, intermodal, expedited, small parcel, domestic air, and international air and ocean.

- Rate negotiation, shipment execution, and tracking
- Carrier management, selection, reporting, and compliance
- Freight bill payment and audit
- Claims processing and service refund management
- Integration of shipping applications into client e-commerce sites
- Customized back-end reporting
- And more

REVENUE	$2.5B
EMPLOYEES	2,500+
U.S. LOCATIONS	30+
CLIENTS	35K
CARRIERS	50K+
LOADS SCHEDULED	3.3M

Number 1 Inbound Logistics' Top 10 3PL – 2017, 2018, 2019, 2020, 2021

Letter from Our CEO



Doug Waggoner
Chairman of the Board and CEO

Our Culture Defines Who We Are

In a year that has challenged the resilience of businesses across the globe, our team at Echo Global Logistics was able to meet those challenges through our core values – and one in particular, “Carry the Load Together.”

As we prioritized the health and safety of our workforce in dealing with the pandemic, we also kept our commitments to our clients and carriers. This is largely attributed to a seamless transition to remote work and making resources available to every employee across all our offices. We led a coordinated effort between our operations business units, technology, and back-office functions.

The year 2020 was marked by a renewed call for social justice, diversity, equity, and inclusion in the workplace, resulting from the murder of George Floyd. We heeded that call and took a thoughtful approach to strengthening our diversity and inclusion initiatives.

Our executive team at Echo engaged Diversity, Equity, & Inclusion (DEI) consultants to understand our current state, offered training on unconscious bias to our workforce, and reinvigorated our internal business resource groups to focus on DEI initiatives. We created a role – Head of Diversity, Equity, & Inclusion – and brought on board an experienced executive to lead us through change.

In addition, we committed to building on our sustainability initiatives. We developed reporting on carbon footprints for our clients and instituted additional programs internally to reduce our energy consumption. We look toward the future in finding innovative ways to engage stakeholders on climate change as well as reducing and offsetting our internal carbon footprint.

While the report primarily covers our operations and results from 2020 as a public company, in November 2021, The Jordan Company acquired Echo. As a result of this transaction, Echo became a private company, resulting in changes to our governance structure. Where applicable, we’ve provided additional commentary on subsequent events from 2021.

We’re proud of our response in the face of a global pandemic – continuing to serve our clients while making progress on our commitments. DEI is a way of seeing and engaging with the world, and as such, we detail these efforts as part of our 2020 ESG report. We hope you find this report insightful.

Sincerely,
Doug Waggoner
Chairman of the Board and CEO



Our Take on 2020

2020 was a year that saw unprecedented changes in the way businesses operate. Our primary concern was to ensure the well-being of our employees, so they could keep supply chains running for our clients and carriers. This was no easy task, but our team executed flawlessly, minimizing disruptions for all parties involved in shipping.

Employees

During the pandemic, the well-being of our workforce was of utmost importance to us. We implemented our business continuity plans for a remote workforce quickly and closed our offices. We ensured employees had equipment similar to what they had on-site. We also gave them a $250 reimbursement to set up their home offices.

In addition, Echo provided a $50 monthly allowance for phone or internet needs for those who weren't on a cell phone reimbursement program.

We provided an Employee Assistance Program to help our team manage pandemic-related stress. We also offered enhanced assistance through Zest Health, including a telemedicine program.

While we opened our offices in 2020 as soon as it was safe and following all guidelines to anyone who wanted to use an office space, we didn't require employees to return to the office. Our reopened offices were subject to enhanced sanitization, following U.S. Centers for Disease Control and Prevention-driven requirements, along with mandatory Return to Office training.

Serving Our Clients, Carriers, and Community

We were committed to helping our clients navigate the rapidly changing freight market resulting from the COVID-19 pandemic. Our operations continued uninterrupted through our transition to a remote work environment.

During the year, we supported several clients in serving communities across the country. While our clients focused on their operations, Echo handled all of their logistics needs to ensure goods reached their destinations.

Making a Difference Across the Country

- Echo coordinated the logistics for the build-out of a pop-up hospital in New Orleans by securing carriers for expedited transportation and setup.
- One of our clients, a distillery that specializes in making craft spirits, revamped its operations to produce thousands of bottles of hand sanitizer in response to an ever-growing need for the antiseptic. While our client worked around the clock to meet overwhelming demand, we managed the shipments to hospitals, first responders, and those most vulnerable.
- We managed the transportation of more than 15,500 healthy snacks donated to hospitals in the Chicago region.
- Echo donated the transportation for 3,800 water containers to Window Rock, Arizona, the capital of the Navajo Nation. Echo fully managed the shipping and delivery of 56 pallets of water containers, so the not-for-profit could focus on its core mission of helping those in need during difficult times.
- We coordinated the shipping of more than 28,000 granola bars to the Food Bank For New York City.
- We launched EchoCares: Thanking Truck Drivers During COVID-19, a program where we showed appreciation for truck drivers, by distributing Subway® gift cards across the country. In addition to an initial pledge of $10,000, Echo matched employee contributions.



Materiality and Relevant Topics

Identifying the material issues to investors and other stakeholders is crucial to managing ESG risks and opportunities. Echo recognizes the importance of ESG issues — both to its own operations as well as to its wider external stakeholders, including clients and investors.

As part of our first ESG report, we undertook a comprehensive materiality analysis to identify and prioritize the key ESG issues. We considered sector-level materiality to identify all issues relevant to companies that operate in the associated sectors. We identified these themes using standards from the Sustainability Accounting Standards Board, investor trend review, and a review of peer organizations.

We further refined the material issues based on discussions with selected stakeholders, including management, employees, clients, and external stakeholders.

While the fundamentals of the materiality assessment still hold true, the way we do business changed in 2020, driven by a remote workforce and social issues that influenced our thinking. Driven by this, we refreshed our materiality assessment, repositioning significant matters.



Echo Global Logistics ESG Materiality, FY2020

SOCIAL

- Diversity, Equity, & Inclusion
- Employee Engagement and Development
- Employee Well-Being

ENVIRONMENTAL

- Climate Change
- Greenhouse Gas (GHG) Emissions

GOVERNANCE

- Governance Structure
- Ethics and Behavior
- Data Security
- Business Continuity

Our operations are predominantly office-based, and environmental considerations are focused on the use of resources within our office structure. Within areas of influence, we aim to provide our clients with tools, including reports on their carbon footprints, to build awareness.

The well-being of our workforce was the all-encompassing focus for us in 2020. With a largely remote workforce, we implemented several key programs to engage employees. Diversity, Equity, & Inclusion efforts were also a priority throughout the year, and we took large strides in this journey.

As we transitioned from a traditional office setup to a largely remote workforce, we activated our business continuity plans. We learned and made updates to these as we went along. The remote work environment demonstrated the importance of data security, privacy, ethics, and behavioral matters

Social

We know our greatest asset is our employees. All work hard to provide unparalleled service to our clients, carriers, and business partners. We count on them to provide input into how we shape our culture, and we're proud of that culture. Thanks to these efforts, we partner together to develop Echo's foundational values.

Award-Winning Team Supported by Strong Core Values

Strong Core Values

BETTER IS THE ONLY OPTION

DO WHAT'S RIGHT

WORK HARD & HUSTLE

BRING YOUR OWN

CARRY THE LOAD TOGETHER

Award-Winning Culture

CRAIN'S FAST FIFTY Chicago's Fastest-Growing Companies

BEST AND BRIGHTEST COMPANIES TO WORK FOR IN THE NATION WINNER 2020

#1 3PL ECHO INBOUND LOGISTICS 2020

GREAT PLACE TO WORK®

FORTUNE 1000

TOP 100 DIGITAL TECH COMPANIES IN CHICAGO

CHICAGO INNOVATION AWARDS



Diversity, Equity, & Inclusion

Echo is committed to creating and maintaining a workplace in which all employees have an opportunity to participate and contribute to the success of the business. Employees are valued for their skills, experience, and unique perspectives. This commitment is embodied in company policy and is an important principal of the way we do business at Echo.

In June 2020, our CEO and Chairman of the Board, Doug Waggoner, shared an inspirational message to all of our colleagues in the wake of George Floyd's murder and the ensuing social unrest. During his address, he clearly stated Echo's commitment to DEI as well as his own personal commitment to this ongoing journey.

Over the course of the year, we created a Diversity & Inclusion (D&I) Committee to facilitate Echo's efforts in this area and to advise on the development and execution of diversity and inclusion initiatives. The goal was to create, maintain, and improve our culture of mutual respect, and to attract, retain, and promote colleagues from all backgrounds, perspectives, and abilities across Echo.

We hired a DEI consultant to help us assess our current situation. The engagement included a DEI audit, Intercultural Development Inventory® (IDI) assessments, and leadership labs with the executive teams as well as focus groups with employees. We also received recommendations about our structure for Employee Resource Groups (ERGs) and governance.

We introduced unconscious bias training in support of our ongoing commitment to DEI at Echo. To date, approximately 80% of our colleagues have participated in these sessions. As a result, they have a better understanding of why they have biases, how to identify them, and how these biases can affect decision-making, especially during hiring decisions and performance reviews.

Our ERGs have helped educate and celebrate diversity within Echo by bringing awareness to the various holidays and events that touch the lives of our colleagues. The Diversity & Inclusion Committee created a Days of Observance subcommittee to help bring these important observances to life.



Significant DEI Activities Beyond 2020

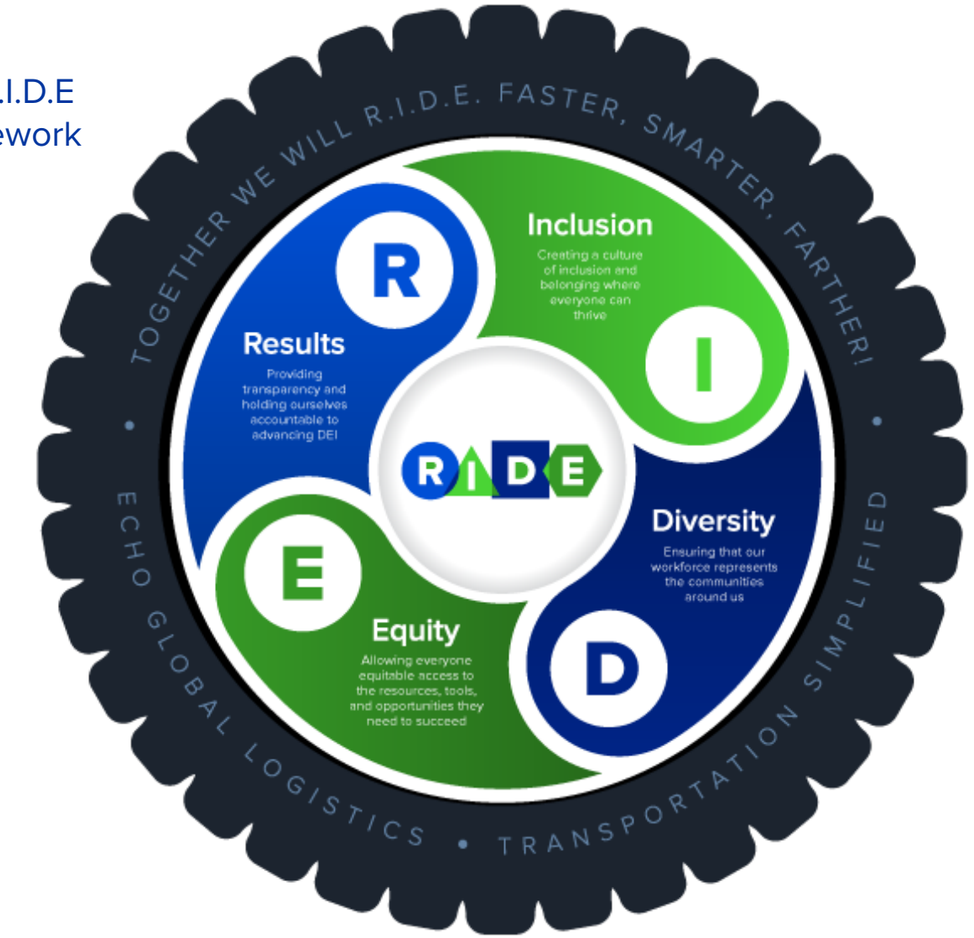
Subsequent to FY2020, we've made inroads in our DEI initiatives, including the following activities:

- Echo introduced "Diversity Days," where employees can select up to two days per year to celebrate their own diverse backgrounds and cultures. By allowing our employees the opportunity to observe days that are important to them, we continue to build awareness and inclusivity within our workplace.
- Our Women at Echo ERG supports, empowers, and advocates for all women at Echo as well as for women outside of Echo. This group was instrumental in Echo's decision to join the Women in Trucking Association and to lend support to its initiatives and causes. One important cause that we stand behind as a company is the industrywide effort to combat human trafficking on our highways. We're excited to help bring awareness and solutions to this serious issue.
- Echo became a signatory for CEO Action for Diversity & Inclusion when Doug Waggoner pledged to advance DEI at Echo. CEO Action for Diversity & Inclusion is the largest CEO-driven business commitment focused on driving action and change around DEI in the workplace.

Let’s R.I.D.E. the Highway Together

Echo’s R.I.D.E. framework, introduced in 2021, will achieve “Results through Inclusion + Diversity + Equity.” We’re focusing on providing transparency and holding ourselves accountable to advancing DEI (Results) by creating a culture of inclusion and belonging where everyone can thrive (Inclusion), ensuring that our workplace represents the communities around us (Diversity), and allowing everyone equitable access to the resources, tools, and opportunities they need to succeed (Equity). Together, we’ll R.I.D.E. faster, smarter, farther!

The R.I.D.E Framework



Our Highway is Broad, Aligned, Connected, and Reinforced

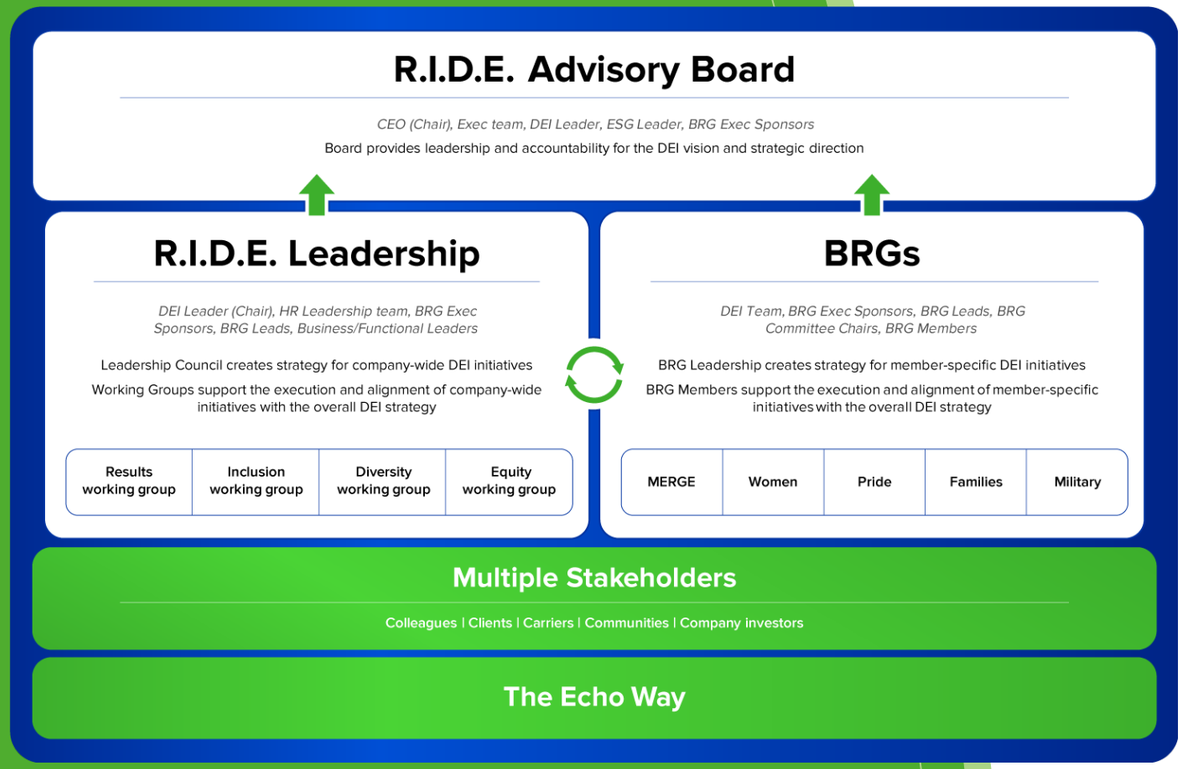
We’re traveling on a highway that’s broad enough to accommodate multiple vehicles. These vehicles represent our multiple stakeholders, which include our colleagues, clients, carriers, communities, and company investors. We can’t maximize results unless our entire Echo system can access and R.I.D.E. the highway together.

In addition, our highway is aligned to our corporatewide strategy and goals, and connected to all areas of our business so that we can bring the DEI lens to everything we do. Finally, our R.I.D.E. is reinforced by our core values, which provide the foundation for our journey.

Our Core Values

- Better Is the Only Option
- Do What’s Right
- Carry the Load Together
- Bring Your Own
- Work Hard and Hustle

R.I.D.E. Our Governance Structure



Evolving Our Resource Groups

As we look ahead, we're excited to relaunch our resource groups by providing a greater link and alignment to the business, calling them Business Resource Groups (BRGs). We also plan to focus on community outreach in these groups. Each BRG should address specific initiatives for its members within the R.I.D.E. framework, but we're also asking our BRG leaders to participate in cross-functional working groups to support strategic companywide initiatives.

Echo BRGs

- MERGE
- Women
- Pride
- Families
- Military

Our Governance Structure Allows Us to Step on the Gas

Our governance model is designed to oversee our vision, develop our strategy, align our initiatives, engage our workforce, and execute our actions.

The R.I.D.E. Advisory Board provides the vision and the strategic direction for the framework, goals, initiatives, and BRGs. The CEO chairs the board, which is comprised of the executive team and other senior leaders who also champion DEI at Echo.

The R.I.D.E. Leadership Council creates the strategy and manages the progress of key business initiatives within the R.I.D.E. framework. This council includes cross-functional senior leaders as well as BRG leadership. Working groups that include business owners and BRG leaders manage key business initiatives within each pillar.

The BRGs will provide engagement for their members who self-identify as well as allies through activities aligned to the R.I.D.E. framework. They'll also focus on collaboration opportunities such as volunteerism, events, and advocacy between the BRGs.

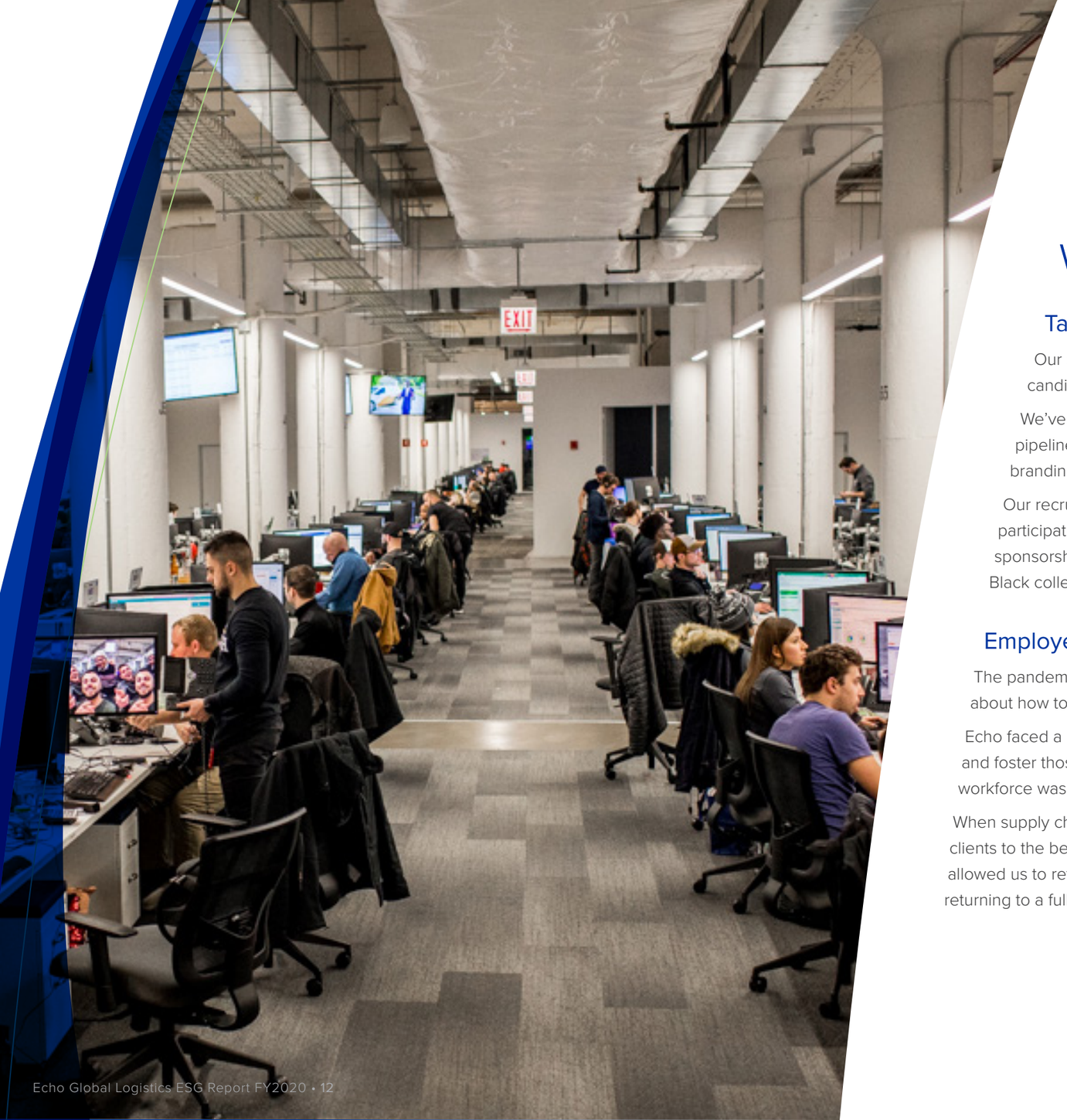
Learning Along the Way

DEI at Echo is an ongoing learning journey that challenges our beliefs, assumptions, and processes. It guides our strategy and creates a forward-thinking company that people aspire to work for, buy from, and partner with.

This learning journey will provide all of us with a new way of seeing and engaging with the world and will allow us to step outside of our comfort zones and gain new perspectives.

We all have something to offer. We all have something to learn.





Workforce Management

Talent Recruitment

Our culture begins with the recruitment process. We look for the values that define us in the candidates who seek work with Echo.

We've prioritized diversity in our recruiting strategy. Our focus areas are building a diverse talent pipeline, mitigating bias in the screening and selection process, and weaving DEI into our employer branding efforts.

Our recruiting teams partner with target schools to reach diverse populations through focused participation in diversity career fairs, campuswide diversity organizations and clubs, and event sponsorship. We're also expanding our diverse applicant pool at community colleges and historically Black colleges and universities (HBCUs).

Employee Well-Being and Engagement

The pandemic caused disruption to many industries and employers. Companies faced tough decisions about how to persevere and move forward.

Echo faced a number of uncertainties for our client and carrier partners, but we acted quickly to maintain and foster those partnerships. We were well-poised to transition to remote operations, as most of our workforce was equipped to work off-site.

When supply chain disruptions surface, so do opportunities, and our employees were ready to serve our clients to the best of our ability. This not only allowed us to better serve our business partners, but it also allowed us to retain 95% of our workforce during the early months of the COVID-19 pandemic, eventually returning to a full operating staff by mid-2020.



Our Compensation Philosophy

Pay equity, fairness, and a “pay-for-performance” mindset drive our compensation philosophy. We invest heavily in our incentive compensation programs to encourage behavior that rewards employees for their efforts and promotes desired business outcomes. We perform multiple benchmarking studies and compensation surveys to ensure we remain competitive in the marketplace and treat our employees fairly.

We take a holistic view when it comes to our employees. We focus not only on compensation, but also physical and mental well-being. While compensation is a big factor in employee engagement, our continued investment in our benefits portfolio is just as important for employee retention.

Echo provides top-tier health and medical coverage through our partners at very competitive rates, but that’s only the beginning. In addition to standard benefits, we offer an employee assistance program, company-paid short-term disability, and parental leave.

We’ve invested in relationships with companies like Gympass on the health and wellness front to encourage physical activity among our employees; Zest Health to connect them to their coverage opportunities; and Nationwide to provide pet insurance.

Well-Being During a Pandemic

The pandemic took a toll on health and well-being worldwide and created significant supply chain disruptions. We put our employees' health and safety first while ensuring that customer service remained a priority.

We gave employees the tools and resources to work remotely from their homes, including computers, multiple monitors, and accessories.

In addition, we provided up to $250 per employee to cover at-home office expenses. We also offered all of our employees, who weren't on a phone reimbursement plan, $50 a month for internet expense reimbursement.

We recognized it was important for our employees to take time for themselves and recharge, so we implemented a special paid time off carryover plan to allow additional rollover into early 2021. While travel and vacation opportunities might have been limited, taking time to disconnect at home was just as important.

Human Capital Management Software

While continuing to invest in our employee experience, we implemented new human capital management (HCM) software. The software provides unparalleled compensation and benefits insights.

The HCM software is particularly critical to our success with managing return-to-office endeavors. It helps ensure that we bring people back safely, whether we conduct employee surveys, request vaccination documentation, or submit periodic COVID-19 test results.





Employee Engagement

While we may have handled the transition to a work-from-home environment seamlessly, it was our continued engagement efforts that kept employees “close,” albeit not physically.

We held live town hall meetings with employees and executive leaders to provide an open forum for discussion. We also conducted weekly Quarantine Challenges, where employees could upload videos or pictures, based on themes, and compete for prizes.

Countless special interest groups surfaced on Workplace, our business communication platform, as employees searched for new ways to connect with one another during a time of social distancing. From pets, physical fitness, and music to gaming, automotive interests, and cooking, employees interacted with one another on a personal level. If there wasn’t a group yet, we encouraged people to start one. Workplace continues to be a centralized area of information distribution and connection for our employees.

Echo’s compensation and benefits programs, continued employee engagement investments, and the passion and hard work from our people allowed us to improve turnover rates significantly during a time of uncertainty among many employers. At the end of 2020, voluntary turnover rates were down to a mere 12%, and involuntary turnover remained generally consistent at only 7%.

Performance Appraisals and 9-Box Analysis

Echo knows our greatest asset is our employees, who work hard to provide unparalleled service to our clients and carriers. We offer a variety of career growth opportunities, and are quick to develop and promote from within.

We believe an essential part of managing talent is providing feedback and working with employees on continuous development. We used our HCM software for our performance evaluations and had a 98.7% completion rate companywide.

We continued to conduct our yearly Succession Planning and Talent Health Assessment using the 9-box method, based on performance and potential.

Employee Training and Development

We pride ourselves on our best-in-class training programs that help our employees succeed and allow us to maintain our standing as the leading 3PL within the industry.

Despite the remote work environment and all new hires starting remotely, our training teams adapted successfully. All new hires completed thorough training. Those who were selected for client- and carrier-facing roles participated in extensive six-week training. This training continues as they're placed in teams and learn on the job.

In addition, we provide LEAD training for employees who are new to management. As part of LEAD, first-time managers reflect on their leadership abilities and communication styles to identify their strengths and areas for development. Employees learn through classroom education, on-the-job activities, and personal reflection. Topics include relationship-building, giving feedback, coaching, motivating, and delegating.

Our GPS (Grow. Perform. Succeed.) program provides ongoing training in relevant topics for all employees. We provide customized content to develop key personal and professional skills. Among the topics we covered during the year were Organization, Self-Care, and Tips and Tricks While Working from Home.





Social Metrics

Metric	2019	2020
Number of Employees	2,539	2,571
Number of New Hires	642	611
Percentage of Women in Workforce	30%	31%
Percentage of Women in Management*	29%	30%
Percentage of BIPOC in Workforce	28%	29%
Percentage of BIPOC in Management*	15%	15%
Percentage of Women in New Hires	--	33%
Percentage of BIPOC in New Hires	--	31%
Overall Hours of Training Provided	100,284	101,369
Training Hours Per Employee	39	39
Voluntary Turnover Rate for Employees	23%	14%
Involuntary Turnover Rate for Employees	5%	7%
Percentage of Employees Earning at least Minimum Wage	100%	100%

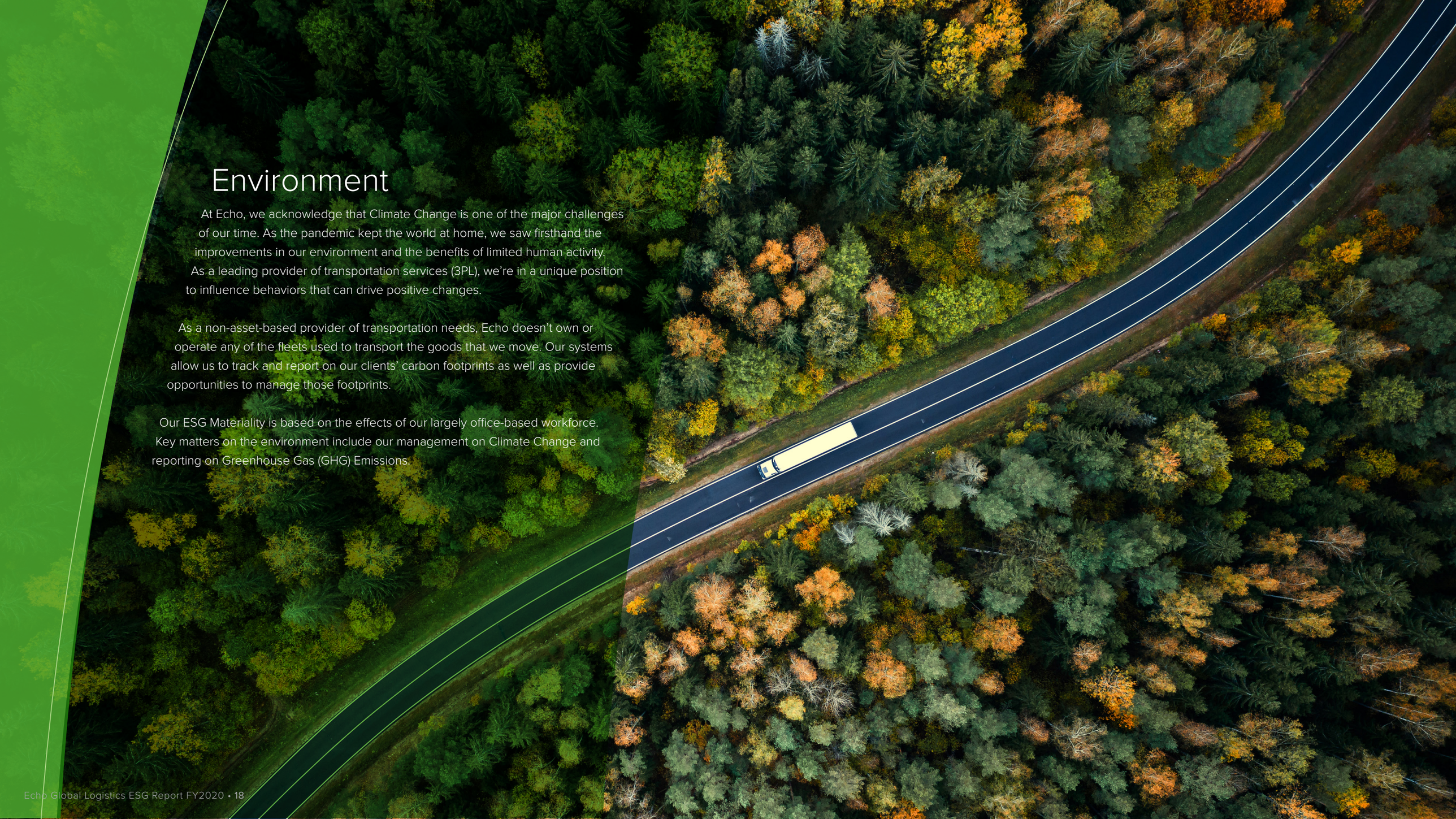
*Management defined as employees with a Supervisor title or above

Environment

At Echo, we acknowledge that Climate Change is one of the major challenges of our time. As the pandemic kept the world at home, we saw firsthand the improvements in our environment and the benefits of limited human activity. As a leading provider of transportation services (3PL), we're in a unique position to influence behaviors that can drive positive changes.

As a non-asset-based provider of transportation needs, Echo doesn't own or operate any of the fleets used to transport the goods that we move. Our systems allow us to track and report on our clients' carbon footprints as well as provide opportunities to manage those footprints.

Our ESG Materiality is based on the effects of our largely office-based workforce. Key matters on the environment include our management on Climate Change and reporting on Greenhouse Gas (GHG) Emissions.



Climate Change Approach

Our approach toward Climate Change is built on the following fundamentals:

• **Governance:** With oversight from our Chief Financial Officer, the ESG Committee has primary responsibility for developing and executing our corporate sustainability strategy, including the Climate Change effects of our activities.

• **Strategy:** We acknowledge the long-term effects of unmitigated Climate Change, driven by human activity, and seek to do our part in educating our partners and employees. We implement programs to reduce carbon emissions within areas of direct control, and we provide metrics and opportunities to reduce emissions in programs that are outside our control but within our sphere of influence.

• **Risk Management:** To maintain an effective risk management process, the ESG Committee performs periodic reassessments of our key Climate Change risks and opportunities. We determine best practices to understand our GHG Emissions and support programs to mitigate them through energy efficiency and IT asset management and disposal. In terms of GHG Emissions outside our control, we develop innovative reporting for clients to understand their carbon footprints.

• **Data-Driven:** We're a data-driven organization, and we take a similar approach to managing our Climate Change strategy.



Our Climate Change Goals

- Make carbon footprint reporting available to all our clients
- Provide opportunities for our clients to offset their carbon footprints through our operations
- Reduce energy consumption in our offices by using energy-efficient resources

	Climate Change Risks	Potential Effects
TRANSITION	**Policy and Legal**	
	- Increased regulations on reporting obligations	- Increased compliance costs
	- Increased regulations on carriers, reducing capacity	- Increased operational costs, driven by reduction in supply, and higher operating costs for carriers
	Technology	
	- Costs to transition to lower emissions technology	- Increased costs in converting to energy-efficient products, such as cloud servers and energy-efficient equipment
	- Unsuccessful investment in new technologies	- Increased capital investments in new technology development
	Market	
	- Customer change in preference to use low-emission carriers	- Increased costs of operations in using “Green” carriers
	- Investment decisions that are based on climate risk management	- Opportunity cost on lost investments due to a lack of focus on climate risk management
	Reputation	
	- Enhanced expectation from clients to comply with their climate risk management approaches	- Reduced revenue for services due to Echo being unable to comply with clients’ requirements
	- Inability to attract top talent due to climate risk reputation	- Reduced revenue due to effects on workforce management
PHYSICAL	**Acute**	
	- Failure of data centers from climate-related events	- Reduced revenue from not being able to fulfill service requirements
	- Inability to serve clients because of extreme weather	- Increased costs in re-establishing data center and rebuilding data
		- Reduction in revenue due to inability to service clients
	Chronic	
	- Extreme heat, variability in precipitation, variable temperature, and water stress could affect several key consumer industries, resulting in reduced shipping needs	- Reduction in revenue due to reduced demand for services



Climate Risks and Opportunities

Echo assessed climate-related risks by using the Task Force on Climate-Related Financial Disclosures’ recommendations. In assessing the risks, Echo considered transition and physical risk factors. These are captured together as risks and related opportunities. These risks are included in our risk register and are assessed on an ongoing basis.

Operational Greenhouse Gas Emissions

Echo assessed and disclosed environmental performance for its buildings and operations in the United States.

Environmental indicators covered include:

- GHG Emissions, Scope 2 and 3
- Electricity use
- Waste

Echo identifies GHG Emissions in line with the Greenhouse Gas Protocol, an international corporate accounting and reporting framework developed by the World Resources Institute and the World Business Council for Sustainable Development. The Greenhouse Gas Protocol differentiates between direct and indirect emissions using a classification system across three scopes:

• **Scope 1** includes direct emissions from sources that Echo owns or controls. Due to Echo's 3PL business model as a non-asset-based provider of transportation needs, Echo doesn't own or control any fleets. Scope 1 emissions aren't assessed for Echo's operations.

• **Scope 2** covers indirect emissions relating solely to the generation of purchased electricity that Echo's equipment or operations consume. Scope 2 emissions are reported in a location- and market-based approach in alignment with the latest GHG Protocol guidance.

• **Scope 3** covers other indirect emissions that primarily relate to business travel and waste generated.



Our Environmental Impact

Total Energy Consumption		
Year	2019	2020
All Locations (KwH)	3,477,175	2,724,567
Total Emissions		
Scope 2 (Location-Based)	1,739.9	1,319.6
Scope 3 – Waste	70.8	47.0
Scope 3 – Business Travel	1,339.5	980.5
Total Emissions	3,150.2	2,347.1

We saw an approximate 22% reduction in our energy consumption and a 34% reduction in waste generated through our operations in 2020, largely driven by a remote workforce. The reduction in energy, waste, and business travel reduced emissions by approximately 25% compared to emissions in 2019.

Scope 2 Emissions (Electricity)		
Absolute Emissions (tc02e)	1,739.90	1,319.60
Carbon Intensity tC02e Per $1M Revenue	0.80	0.53
tC02e Per Employee	.69	0.54
tC02e C02e Per m^2 Floor Area	0.05	0.04
Scope 3 Emissions (Waste)		
Absolute Emissions (tc02e)	70.80	47.00
Carbon Intensity tC02e Per $1M Revenue	0.03	0.02
tC02e Per Employee	0.03	0.02
tC02e C02e Per m^2 Floor Area	0.00	0.00
Scope 3 Emissions (Business Travel)		
Absolute Emissions (tc02e)	1,339.50	980.49
Carbon Intensity tC02e Per $1M Revenue	0.61	0.39
tC02e Per Employee	0.53	0.40
tC02e C02e Per m^2 Floor Area	0.04	0.03

Environmental-Focused Programs

We've integrated several environmentally focused programs within our ongoing operations. These programs are designed to protect and enhance the environment in the communities in which we operate and ensure our operations don't place undue stress on the natural environment or on the communities themselves.

ISO 14001:2025

Echo's Chicago-based headquarters is certified to the ISO 14001:2015 standards and maintains an integrated quality system. We set environmental objectives that are designed to enhance our performance and meet our compliance obligations. Through the ISO programs framework, we've reduced office waste, reduced the use of single-use cups, and enhanced our recycling programs.

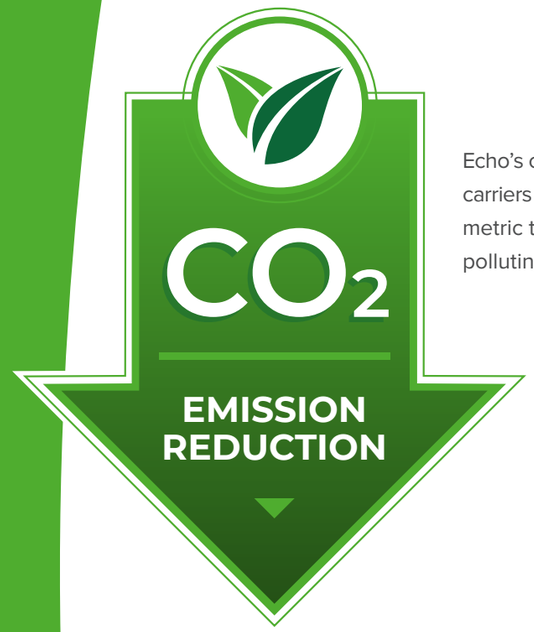
U.S. Environmental Protection Agency's (EPA's) SmartWay® Partnership

Echo participates in the EPA's SmartWay Transport Partnership program to measure, benchmark, and improve its environmental footprint. Echo supports a relationship between our carrier network, shippers, and SmartWay. Echo actively encourages its carriers to register with SmartWay. We're committed to SmartWay's goal of assisting freight shippers, carriers, and logistics companies to help improve fuel efficiency and save money.

Technology Recycling Program

To prevent our technology equipment from ending up in landfills, we implemented a recycling program. Furthermore, to give back to the community, we seek opportunities to donate used equipment to local charities and not-for-profits.

Echo's commitment to using SmartWay-certified carriers has prevented approximately 31,472 metric tons of carbon dioxide emissions from polluting the environment.



Echo's commitment to using SmartWay-certified carriers has prevented approximately 31,472 metric tons of carbon dioxide emissions from polluting the environment.

Governance

Echo's Leadership Team sets the tone at the top for the Company's employees and officers. Implicit in the team's philosophy is the importance of sound corporate governance.

The Leadership Team oversees all matters related to strategy, business plan, ethics and behavior, and risk management.



ESG Governance

Echo's Chief Financial Officer leads our ESG Steering Committee, which is comprised of cross-functional leaders from across the organization. The committee supports the Company's ongoing commitment to environmental, social, and governance matters that are relevant to our business.

- The ESG steering committee is responsible for assessing climate-related risks and opportunities as part of our overall business strategy. The scope of ESG Matters extends to health and safety, corporate social responsibility, sustainability, and other public policy matters.

DEI Governance

One of the first initiatives our head of DEI pursued was to establish a governance structure around DEI. This governance model is designed to oversee our vision, develop our strategy, align our initiatives, engage our workforce, execute on our action plans, and track our progress.

The Advisory Board provides leadership and accountability for the DEI vision and strategic direction. In addition to developing the vision, approving the road map, establishing DEI goals, and tracking progress, it provides oversight to Echo's Business Resource Groups (BRGs).

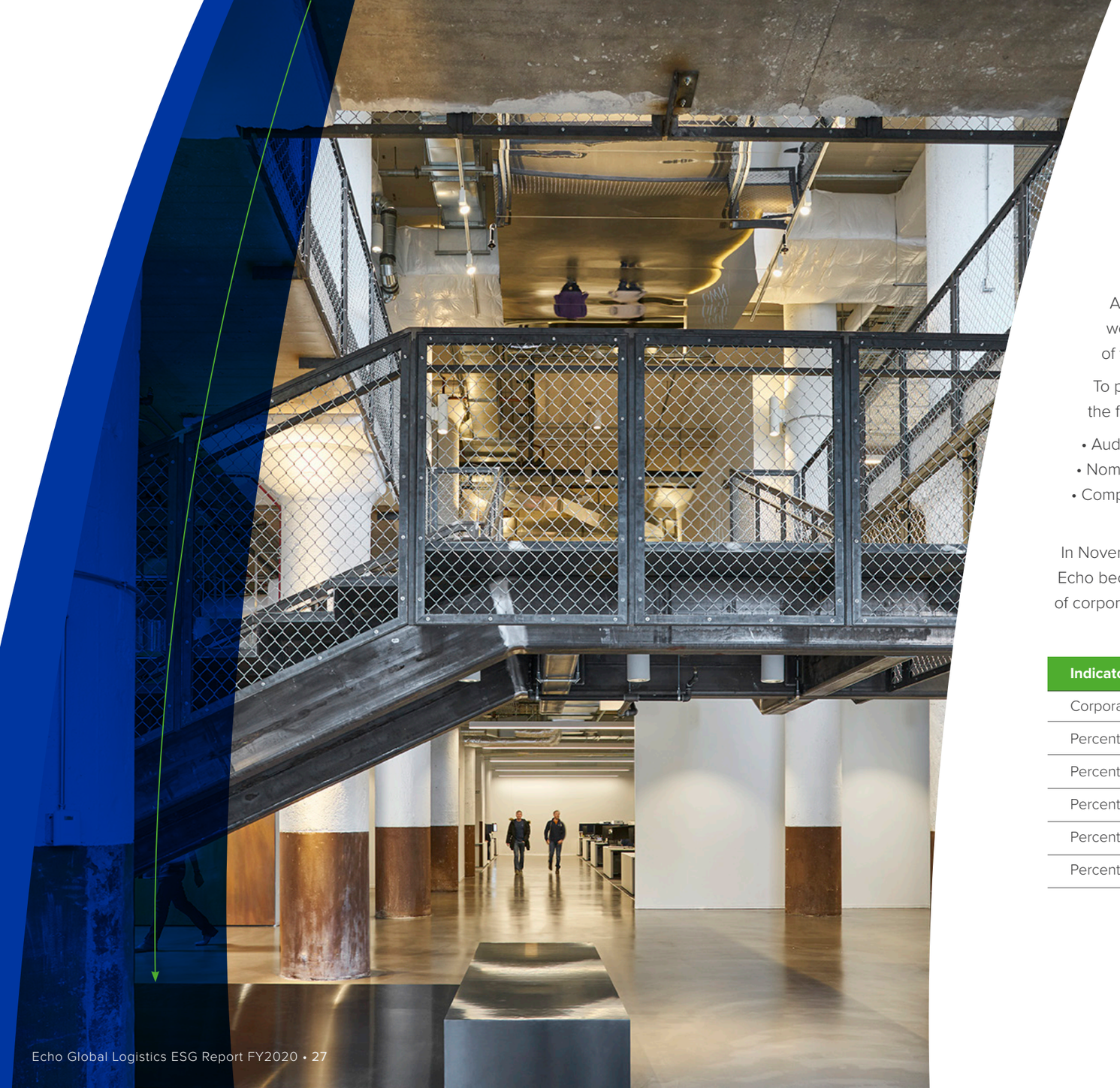
The CEO chairs the Advisory Board, which is comprised of the executive team and other senior leaders. These executives champion DEI at Echo and position DEI as a strategic priority for our business.

The Leadership Council provides strategic guidance on key DEI initiatives for the Company. The Council guides the development of the road map, provides sponsorship and guidance for the action plans, and recognizes successes and progress.

BRG leaders play a dual role. First, they provide a DEI lens to companywide initiatives through specific Working Groups. Second, they provide structure, direction and programming aimed at their own BRG members who self-identify or join as allies.

A more detailed overview of the DEI governance is provided within our DEI section on page -





Board Governance

As a public company in 2020, our board consisted of six members, five of whom were independent members. Doug Waggoner served as the Chairman and CEO of the Company and Samuel K. Skinner served as the lead independent Director.

To provide structure to the board and focus on specific topics, Echo has established the following committees:

- Audit Committee
- Nominating and Governance Committee
- Compensation Committee

In November 2021, The Jordan Company acquired Echo. As a result of this acquisition, Echo became a private company and the Leadership Team took responsibility for all aspects of corporate governance.

Indicator	2019	2020
Corporate Governance		
Percentage of Non-Executive Directors on Board	86%	83%
Percentage of Number of Independent Directors	86%	83%
Percentage of Corporate Executive Officers on Board	14%	17%
Percentage of Women on the Board	29%	17%
Percentage of Minorities on the Board	29%	17%

Ethics and Compliance

“Do What’s Right” is one of our core values that represents the concept of behaving ethically and complying with all applicable laws within our business.

In a year that’s been marked by a remote workforce, with no face-to-face interaction or oversight, our culture of always doing what’s right has been critically important in continuing to maintain our ethical standards.

Our focus on ethics and compliance starts with an annual risk assessment that identifies all applicable laws and regulations. Furthermore, our detailed frameworks help the Company ensure compliance based on a checklist of requirements.

Echo’s Business Code of Conduct provides guidelines and policies related to conflicts of interest, competitive behavior, intellectual property protection, compliance, and a code of ethics for directors.

Echo’s Human Resources is responsible for updating and maintaining the Code of Ethics and Business Conduct. Human Resources also disseminates the Code of Ethics and Business Conduct, providing required training, and ensuring compliance.

Whistleblower Hotline

Echo’s anonymous hotline gives Echo’s employees, clients, carriers, and other third parties a forum to express concerns or report issues of impropriety.

Metric	2019	2020
Number of confirmed incidents of corruption, fraud, or bribery	Nil	Nil
Number of incidents of noncompliance with laws or regulations	Nil	Nil



Cybersecurity and Data Privacy

Cybersecurity and data privacy remain critical to Echo and our employees, clients, carriers, and other third parties. The Echo cybersecurity teams report directly to the Chief Information Officer and are responsible for day-to-day security of the Echo network, data, endpoint and application security. Echo also maintains a 24/7/365 Security Operations Center (SOC) to detect, analyze, and respond to cybersecurity events through a combination of security solutions. Responsibility for data privacy resides with the Vice President of Internal Audit and is assisted by Echo's legal department, with both reporting to the Chief Financial Officer.

Echo maintains a robust security policy that is reviewed annually by Echo leadership. The Echo security policy has provisions for: Acceptable Use, Access Control, Antivirus, Disaster Recovery, Incident Response, Security Management, Firewall/Network Security, Passwords, Physical Security, Risk Assessment, Auditing, and Security Education and Awareness. We recognize employees are at the heart of Echo's security and privacy posture and provide them with appropriate security and data handling training at the beginning of their Echo careers and annually thereafter.

Security risks are evaluated on an ongoing basis as well as through the annual Echo Cybersecurity Risk Management program, which is aligned with the U.S. National Institute of Standards and Technology's framework. Additionally, Echo regularly and actively tests our security posture to ensure new threats are managed and mitigated properly. The ongoing risk evaluation, along with the active security testing, contributes to a road map that continually mitigates potential threats to the enterprise.



Business Continuity

Availability of the Echo platforms is critical to the operation of our business. As such, we continue to develop a robust business continuity and disaster recovery plan. Due to the COVID-19 pandemic, we've effectively tested our workforce business continuity plan.

In 2020, we also began our multi-data center migration program as part of an effort to improve the disaster recovery capabilities for the Echo platform. By the end of 2021, we expect to have many key services capable of operating in geographically dispersed data centers.

Appendix

SASB Reference Table

SASB Code	Accounting Metric	Cross-Reference or Answer
General Information		
Metrics & Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Environmental section
Greenhouse Gas Emissions		
SASB - TR-AF-110a.1	Gross global Scope 1 emissions (metric tons CO2e)	YoY Performance Tables
SASB - TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	YoY Performance Tables
SASB - TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	YoY Performance Tables
Air Quality		
SASB - TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	YoY Performance Tables
Labor Practices		
SASB TR-AF-310a.1	Percentage of drivers classified as independent contractors	
SASB TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Tracked but not externally reported
Employee Health and Safety		
SASB TR-AF-320.a1	(1) Total recordable injury rate and (2) fatality rate for (a) full-time employees and (b)contract employees	N/A
Supply Chain Management		
SASB - TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	
SASB - TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	YoY Performance Tables
Accident & Safety Management		
SASB TR-AF-540a.1	Description of implementation and outcomes of Safety Management System	
SASB TR-AF-540a.2	Number of aviation accidents	N/A
SASB TR-AF-540a.3	Number of road accidents and incidents	Tracked but not externally reported
SASB TR-AF-540a.4	Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	
Activity Metrics		
SASB - TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport (see NOTE 1)	
SASB - TR-AF-000.B	Load factor for (1) road transport and (2) air transport (see NOTE 2)	
SASB - TR-AF-000.C	Number of employees, number of truck drivers	Number of Employees: 2,425 Number of Active Carriers: 14,500

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