

KNIGHT-SWIFT TRANSPORTATION HOLDINGS INC.

SUSTAINABILITY REPORT

2025



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About Knight-Swift

Knight-Swift Transportation Holdings Inc. (Knight-Swift) is one of North America’s largest and most diversified freight transportation companies, providing multiple full truckload, LTL, intermodal, and other complementary services. Knight-Swift uses a nationwide network of business units and terminals in the U.S. and Mexico to serve customers throughout North America. In addition to operating one of the country’s largest truckload fleets, Knight-Swift also contracts with third-party carriers to provide a broad range of transportation services to our customers while creating quality driving jobs for our driving associates and successful business opportunities for independent contractors.

Mergers and acquisitions have enhanced our business and service offerings with additional terminals, driving associates, revenue equipment, and customer relationships. Our multiple service offerings, capabilities, and transportation modes enable us to transport, or arrange transportation for, general commodities for our diversified customer base using our equipment, information technology, and qualified driving associates and non-driver employees. We are committed to providing our customers with a wide range of full truckload, LTL, logistics, and intermodal services and continuing to invest considerable resources toward developing a range of solutions for our customers across multiple service offerings and transportation modes. Our overall objective is to provide full truckload, LTL, logistics, and intermodal services that, when combined, provide efficient and cost-effective solutions for our customers.



During 2024, we covered **1.8 billion loaded miles** for shippers throughout North America.



Our LTL segment operated an average of **3,569 tractors** and **9,564 trailers**.



The Truckload segment operated an average of **22,791 tractors** and **92,831 trailers**.



Intermodal segment operated an average of **615 tractors** and **12,572 intermodal containers**.

Emissions Journey & Environmental Management

Emissions Journey & Environmental Management

Knight-Swift Transportation is invested in its environmental stewardship. The company has a long history of assisting in the development of emissions reducing technology through pre-production testing and close collaboration with equipment manufacturers. The company has also worked directly with government agencies to shape effective and achievable environmental policy. These activities have directly contributed to substantial reductions over the company's history in each of the three primary vehicle emissions: Nitrogen Oxides (NO_x), Particulate Matter (PM) and Carbon Dioxide (CO₂).

Nitrogen Oxide (NO_x) Reductions

Since the late 1980's, Knight-Swift has been a leading fleet participant in efforts to reduce NO_x emissions from 10.7g/bhp-hr, to the current standard of 0.2g/bhp-hr. The 98% reduction was achieved as Knight-Swift has been at the forefront of a cooperative effort between fleet operators, engine manufacturers, and the federal government. After significant advances in 2007 with exhaust gas recirculation and in 2010 with selective catalytic reduction, Knight-Swift continues to test new products and collaborate with stakeholders to improve these systems and drive down NO_x emissions.

Particulate Matter (PM) Reductions

Over a similar time period, PM emissions have fallen from 0.6 g/bhp-hr to 0.01 g/bhp-hr. Throughout the process of achieving this 98% reduction in PM, Knight-Swift again played a key role in collaborating with manufacturers and government agencies to develop and refine diesel particulate filter composition, operation, and corresponding cleaning protocols.

While federal government standards can often change on a single day, the technology necessary to achieve 98% reductions in NO_x and PM have taken years to develop, and decades to mature and refine. Knight-Swift is proud to have been an integral part of that process.

Carbon Dioxide (CO₂) Emissions

The history and standards surrounding CO₂ emissions have not been as clear cut. While traditional diesel fuel emits approximately 22.5 pounds of CO₂ for each gallon consumed, the number of gallons consumed for each mile driven is dependent upon several factors including: engine efficiency, engine size, vehicle weight, vehicle rolling resistance, the energy or British Thermal Unit (BTU) content of the fuel, vehicle aerodynamic properties, and road topography, among other factors.

Over the last three decades, Knight-Swift has achieved fuel economy that has improved from approximately 5 miles per gallon in the 1990's, to 7.5 miles per gallon or better in current times. This improvement has resulted in a dramatic reduction in CO₂ emissions.

The primary driver of these historical CO₂ emissions reductions has been an intense focus on fuel economy. While we are confident that continued gains in fuel economy are possible, Knight-Swift has also invested significant resources in the development of fuels with a reduced carbon intensity. Ultimately, the combination of improved fuel economy and reduced carbon intensity are the two factors which will drive our continued pursuit of our publicly stated goals.

Knight-Swift Transportation’s Emissions Goals and Environmental Management System

In 2020, Knight-Swift released its first public goal related to carbon emissions. A short-term goal was set to reduce CO₂ emissions by 5% over a 5-year period, and a longer-term goal was set to achieve a 50% reduction over 15 years, using 2019 as a base.

After completing the first 5-year period, we are proud to report that we have reduced our intensity-based CO₂ emissions by 8%. This reduction exceeds our short-term goal by 65%. Knight-Swift is grateful for all our dedicated, professional employees who helped the company achieve this significant result.

The company’s long-term goal of a 50% reduction over a 15-year period remains in place and unchanged. Knight-Swift acknowledges that the current rate of improvement does not put the company on a linear path to meeting the long-term goal. We reiterate that we see our progress towards the long-term goal being slower in the first several years, with acceleration in the latter years as solutions mature and develop. Over the next 10 years, the company believes that there is a reasonable path to meet this goal. We plan to closely monitor the development of technologies and solutions that would allow the company to meet this goal and adjust only if necessary.

In order to track our progress, we have developed an in-house Environmental Management System (EMS) to track our environmental footprint, conduct alternative equipment scenario analysis, and functions as an integral part of how we manage and communicate our progress across our diverse stakeholder network.



Current State of Carbon Reducing Technology and Solutions

In light of recent political changes within the United States, the adoption of carbon reducing technologies and solutions appear to be in a process of shifting from regulatory mandates to market driven choices. This shift will place a greater emphasis on a return on invested capital, the cost per CO₂ unit reduced, and Knight-Swift’s ability to offset that cost in the open market. Currently, there are very limited opportunities to receive compensation within the market for CO₂ reductions, so the vast majority of the current carbon reduction effort costs are born by Knight-Swift.

In considering the viable solutions that are currently available to Knight-Swift, the company offers the following updated thoughts on a few select technologies.

-8% We have met and exceeded our **2025 goal of a 5% CO₂ per mile reduction.**

Battery Electric Vehicle (BEV) Technology Update

As Knight-Swift continues to evaluate the prospect of BEV investment, the current challenges are grouped into four areas: 1) Functional Capability, 2) Support Structure, 3) Economics, and 4) Technology Maturity.

1) Functional Capability – One of the considerations in BEV deployment centers around the ability to perform the work required, when compared to an equivalent diesel tractor. Weight, range, and charging time limitations continue to be assessed to determine the impact on the amount of work that a BEV can perform in a day's time.

With a continued weight penalty of 5,000 to 10,000 pounds, BEVs cannot handle the same amount of cargo as a diesel tractor while staying in compliance with federal and state weight restrictions. If BEVs are utilized, shippers may have to split shipments into multiple loads, which can increase product shipment costs and reduce competitiveness.

Current BEV range limitations reduce the potential distance traveled by each truck by as much as 90%. This could substantially increase transit time or may require multiple tractors to handle a load. Since most BEV charging locations are not capable of high-speed charging, the time to charge a BEV can reduce tractor utilization and negatively impact work hours under the Federal Hours of Service Regulations.

2) Support Structure – Another element that the company is closely watching is the current state of BEV support structure, which includes: adequate charging station availability, the readiness of the electric grid to provide reliable and sufficient electricity for charging, and the availability of trained technicians and maintenance facilities equipped to perform work on these vehicles. The company's experience to date would indicate that significant investments remain necessary to prepare the market for a larger scale deployment of BEVs.

3) Economics – The economics around BEV deployment remain challenging. The initial cost of a BEV remains approximately three times higher than that of a diesel tractor. Incentives may no longer be available as government agencies reevaluate the resources that have previously been allocated to subsidize the launch of BEVs.

The cost and complexity of the associated charging infrastructure is becoming clearer. Limiting factors affecting charging infrastructure include: significant capital costs to build out private and public charging stations, larger land use requirements, delays associated with local utilities, insufficient grid infrastructure near targeted company facilities,

the unexpected cost of hardware upgrades as technologies develop, the development of proprietary charging systems by some manufacturers which requires costly redundancy, and the difficulty of managing around peak electricity rates during charging, to name a few.

Another important economic factor that is currently unknown at this point is the value that the secondary market will place on electric vehicles. As an essential element in lifecycle and total cost of ownership calculations, diesel tractor residual values are a well-known quantity. Concerns around early generations of electric models with higher weights, shorter range, and decreased reliability may reduce desirability and become problematic in making significant BEV deployment decisions.

4) Technology Maturity – Due to the just-in-time nature of the supply chain, technical maturity is another essential factor in determining deployment feasibility. Downtime, or unscheduled maintenance, on BEVs has occurred at a higher level than was anticipated. While some level of unscheduled maintenance is expected, we will continue to monitor progress in this area.



Renewable Natural Gas Update

Renewable natural gas, including dairy gas, remains a viable potential path for Knight-Swift. With reductions up to 100%, the carbon intensity associated with renewable natural gas is compelling. This technology has not received as much recent attention in the press as government regulations have been focused on tailpipe emissions rather than full-lifecycle, or well-to-wheel emissions. With changes on the regulatory front, this technology could see a resurgence if it can overcome some of its current limitations.

The limiting factors for renewable natural gas include equipment cost, engine power generation, and renewable gas availability.

- 1) **Equipment Cost** – Equipment costs generally include an engine which is converted or built to handle natural gas, and the tanks that store the gas on the vehicle. Due to the size and pressure of the natural gas molecules, on-board storage tanks are typically made with carbon fiber. Depending on the size of the engine and the size of the storage tanks, the combined costs for a heavy-duty tractor can add a cost premium when compared to a diesel tractor of approximately 50% to 80%.
- 2) **Power Generation** – Natural gas vehicles have historically struggled with a lack of power necessary to climb hills and perform necessary tasks. With the development of a relatively new 15-liter natural gas engine, some of those concerns are alleviated, although there currently remains only one choice in the marketplace.
- 3) **Renewable Natural Gas Availability** – While renewable natural gas supplies have grown substantially, much of the supply is geographically concentrated and is not as readily available nationwide.

Ultimately, the economic return on invested capital for renewable natural gas is highly correlated to the cost of diesel fuel. With higher capital costs associated with the engine and storage tanks, the payback for natural gas must come from a lower fuel cost. While natural gas has been less volatile than diesel fuel, the ability to recoup the up-front investment is much better when diesel costs are higher and more challenging when diesel prices are lower.



Renewable Diesel Fuel Update

As outlined in the company's 2024 Sustainability Report, renewable diesel fuel remains high on Knight-Swift's list of technologies that have the greatest potential in substantially lowering our carbon emissions.

Renewable diesel fuel is a drop-in solution that requires no additional company infrastructure investment, and no changes to the tractor. The fuel is chemically and operationally similar to petroleum-based diesel fuel. The average carbon intensity is approximately 70% less than petroleum-based diesel fuel when calculated on a full-lifecycle, or well-to-wheel basis.

The challenges associated with a wider deployment of renewable diesel fuel include a cost premium due to higher production costs, and a relatively limited supply of source materials. The cost premium for renewable diesel is very much dependent on the location of the fuel. In states like California where low carbon fuel credit programs exist, the cost differential is lower, while in other states the cost is higher.

As the process of manufacturing renewable diesel becomes more efficient and a greater variety of source materials can be used, the supply of this promising fuel should continue to expand.

Environmental Stewardship

Combined with our intensive efforts to reduce emissions from our tractors, we are committed to minimizing the impacts of our business on the environment across the entirety of our operations. We comply with all state and federal regulations across our business network and aim to exceed expectations. We've invested heavily in energy efficient LED lighting upgrades throughout the majority of our physical locations and are continually looking for ways to reduce electricity consumption. In 2024, we brought a large solar project online and are enthusiastic to share more in the coming year.

We recycle a variety of used products from our offices and maintenance shops including: paper, cardboard, e-waste, motor oil, brake shoes, steel, aluminum and plastic, to name just a few. Additionally, we take measures to reduce water consumption across our vehicle wash station locations.



Safety Culture

Safety Culture

Knight-Swift’s safety culture is rooted in a passion for people, including our employees and those in the communities in which we serve. The key attributes of our culture include personal accountability, continuous commitment to learning and development, and collaboration.

Every driver must review and agree to a core set of Safety Expectations from the start of their driving career with the company. Our employees are directly responsible for our operational and safety performance success, so we have continued to invest in pre-employment hair follicle drug testing for all driving and non-driving staff in safety sensitive positions as a part of our hiring and screening process.

In transportation, the technologies in the trucks and around the equipment are developing at a rapid pace. It is critical that our driving associates, mechanics, and office professionals set aside time to develop their skills and fine tune their craft. With an online library of over 300 training videos, state of the art simulators and training facilities, and a network of over 20 professional CDL schools, we are making the investment to give our employees the opportunity to grow their careers while reinforcing safety each step of the way.

We are fortunate to have a unique corporate structure that fosters collaboration. Under the Knight-Swift umbrella, there are over 10 operating companies. Safety leadership from each one of our companies meets regularly to share ideas that contribute to greater success. Having a large group of operating companies affords us the opportunity to see what works well and what can be improved upon. We acknowledge that when it comes to safety our work is never finished, and we must always be focused on the road ahead. The collaboration amongst our safety professionals, our driving associates, and our office professionals is a constant that is used to push each operating company to be the best version of itself.

Investments in technologies designed to improve safety and working conditions for our drivers include:

- ✔ Collision mitigation systems with active braking
- ✔ Adaptive cruise control
- ✔ Electronic roll stability
- ✔ Electronic traction control
- ✔ LED headlights with automatic high beam
- ✔ Blind side object detection
- ✔ Air disc brakes
- ✔ Automatic transmissions
- ✔ In-cab event recorders
- ✔ Company smartphone apps to streamline communication
- ✔ Push button 5th wheel release
- ✔ Forward facing cameras with feedback coaching
- ✔ In-cab power converters
- ✔ Sitting-duck alerts
- ✔ Speed for conditions alerts
- ✔ Optimized Idle
- ✔ Automatic windshield wipers

Safety Management System

Safety's role in Knight-Swift Transportation can be seen in many places, but most notably through our safety management systems (SMS). These programs focus on deploying safety & health initiatives that educate, assess risk, tracks corrective actions, and provides quick access to key metrics that when combined, improve overall efficiency and productivity.

One of our company's established SMS programs, Safety 365™, has improved overall safety awareness and performance in freight operations across AAA Cooper through regular safety and feedback-oriented dialogue, recognition and reward opportunities and achieving a safer work environment and public interactions. This program combines safety training and professional driver training, regular one on one meetings with freight handlers and their leader, and celebrated safety milestones to recognize safe driving and an injury free workplace. In addition, an ISO 9001 Quality Management System is in place that includes safety and risk management processes, as well as hiring and training procedures, that further validate our rigorous SMS program.

More recently, Swift has developed a comprehensive SMS program designed to reduce risk and comply with state and federal regulations by defining actions for planning, implementing, reviewing and improving safety across the business.

Highlights Include:

- Enhances and promotes safety culture and company values
- Tracks routine safety meetings, corrective action plans, inspections and monthly activities
- Centralizes data, automates tasks, and monitors compliance
- Schedules inspections, job hazard analysis, audits and the review of written plans



Safety Teams

Our safety teams collaborate regularly, with monthly safety meetings that include leaders from all brands across the country. Senior safety leadership also meets twice a month to share resources, best practices and lessons learned.

We also have a safety committee that involves drivers, giving them a significant voice in safety matters. These committee meetings provide a platform for drivers to share their experiences, insights, and suggestions directly with the safety team and management. This inclusive approach ensures that the perspectives of those on the front lines are considered in our safety strategies and policies, fostering a collaborative environment where everyone feels responsible for safety. Collectively, these meetings help us continuously improve our safety practices and respond effectively to emerging issues.



Our People

Our People

Our employees drive our success and are the reason we’re one of the best transportation companies on the road. We believe in fostering a workplace that enhances our employees’ lives, productivity and enables them to build the career that they want.

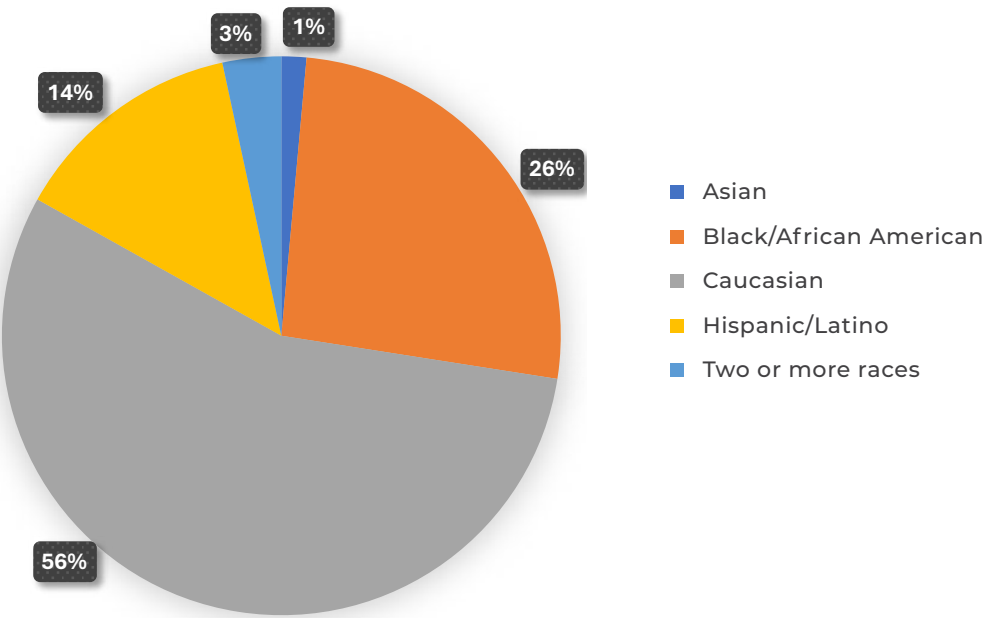
Talent Attraction & Retention

Our positive workplace culture is a competitive advantage when it comes to attracting and retaining the best talent. We believe our unique ability to offer career-long professional development and advancement sets us apart in the industry. This allows us to bring in individuals with a wide range of skills, talents and experience to benefit our organization. We are proud that our programs enable strong employee engagement and retention while affording associates meaningful growth. In 2024, over 6% of our driver-supporting workforce received career-advancing promotions. Additionally, we have almost 5,000 employees that have been with the company over 5 years, over 2,700 that have been with us for at least 10 years and over 2,300 that have been employed with us for over 20 years.

Compensation

Our goals are to provide our employees with competitive pay and benefits and to promote a strong pay-for-performance culture. We align compensation practices with business objectives, ensuring we attract, retain, and reward our talented employees. By focusing on fair, competitive and equitable compensation, we recognize our employees’ achievements and contributions to the success of the organization.

Ethnicity



Benefits

At Knight-Swift Transportation, creating a safe and supported environment for our employees is a top priority. We strive to ensure that our employee’s needs are met, and offer a wide array of benefits, services, programs, and amenities. For our drivers, this enables them to easily access tools and resources to improve their overall health and well-being, maintain a healthy lifestyle, and to receive ongoing support for a long and successful career. Some of those benefits and services include:

- Medical, Dental, Rx benefits available with a variety of coverage options
- Full suite of voluntary benefits offered including critical illness, hospital indemnity, accident, disability, and supplemental life insurance
- Telemedicine and nurse-line services available 24/7 to support driver health needs while on the road
- Free wellness program which includes annual biometric screenings, educational webinars, and live health coaches to help drivers maintain or improve their health and build healthy habits
- Fatigue and overall health management assistance through Sleep Apnea screening and treatment monitoring program, chronic condition management programs, and smoking cessation programs
- Medical testing available within our robust dedicated network of vendor clinics nationwide
- Employee Assistance Program (EAP) available 24/7 to support drivers and their families with counseling for personal, family, financial, or legal issues
- Free life insurance coverage and will preparation services available to full time employees
- 401(k) retirement plan for all employees
- Employee Stock Purchase Program eligible
- Fully refurbished and upgraded driver lounge centers to maximize comfort and entertainment during periods off work
- On-site amenities and events including healthy food choices, state-of-the-art fitness centers, indoor and outdoor sports courts, dog runs, and health and wellness educational trainings
- Pet and Rider programs available to drivers to provide them companionship while on the road
- Tuition covered benefits for drivers and dependents





Learning & Development

Employee training has deep roots in our company culture, and we believe that providing the necessary skills for job success are critical to our business model and for developing and retaining a skilled workforce. Our commitment to continuous improvement includes continuous enhancement and upskilling of the knowledge and abilities of our talented workforce. By providing effective learning solutions to the execution of the organization’s business strategies and providing employees with practical tools and processes to enhance and sustain performance levels, our workforce learning and development efforts directly contribute to achieving business goals. Through our online corporate universities, leadership development programs, instructor-led workshops, internships, and educational benefits programs, we empower our employees through customized learning content designed for their specific needs.



57,550

The number of learners utilizing our corporate universities in 2024.



411,531

The number of learning hours completed in 2024.



7.7

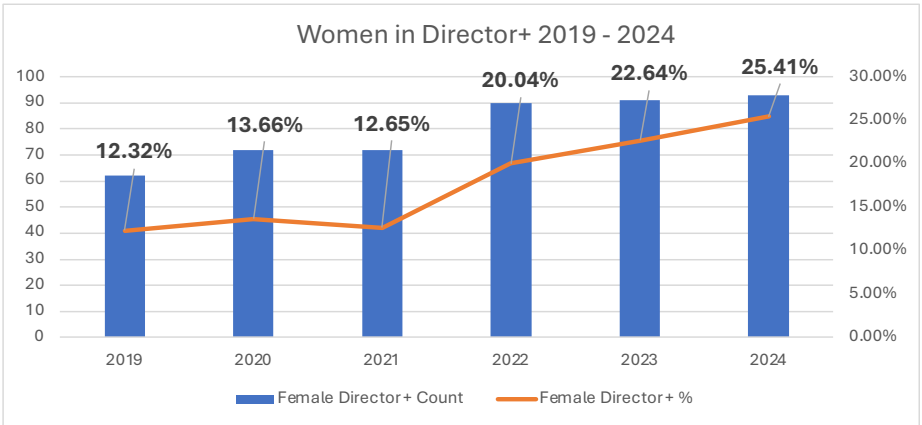
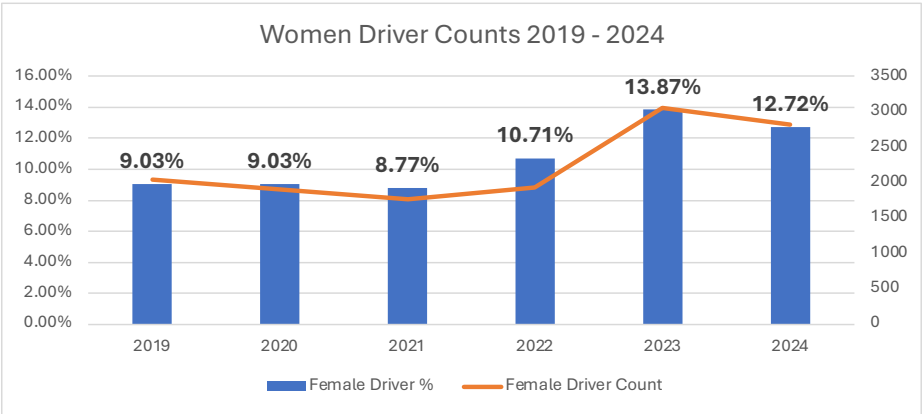
The average number of learning hours per learner in 2024.



Women in the Workforce

Women are a critical part of the workforce, and we have invested in leadership development and training programs to attract female drivers and increase the number of leaders throughout our organization. Over the last several years we have seen a meaningful increase in the number of women who are in leadership roles throughout our terminal network. We intend to continue to invest in our development programs and increase the number of women leaders and drivers throughout our organization.

We are proud of our continued progress in elevating women to positions of senior leadership within our company. Intentional efforts of promoting from within and sourcing diverse talent are reflected in our year-over-year results. The improvements in this area are indicative of our continued growth as an organization.



Culture and Belonging

We are committed to supporting our diverse workforce and continue to support our Employee Resource Groups (ERGs). Our ERGs include: Somos LatinX and Allies, Women in Leadership and Allies, Vets and Allies, Inspire Black and African American and Allies, Faith-Based, and Shine LGBTQ+ and Allies.

Our ERGs provide professional development, educational opportunities and networking events aimed at uniting our employees to promote cultural awareness while positively affecting the hiring and retention of our talented workforce. These ERGs also influence and lead many volunteer opportunities across the country and partner with not-for-profit organizations to give back in our local communities.

In addition, Knight-Swift created a robust infrastructure of employee-led committee groups that aim at identifying and amplifying unique employee perspectives while networking and connecting with senior leaders and executives within the organization. Our partnership with Swift Charities has provided rich community involvement and community grant donations impacting local non-profit organizations that are important to our employees.



Veterans

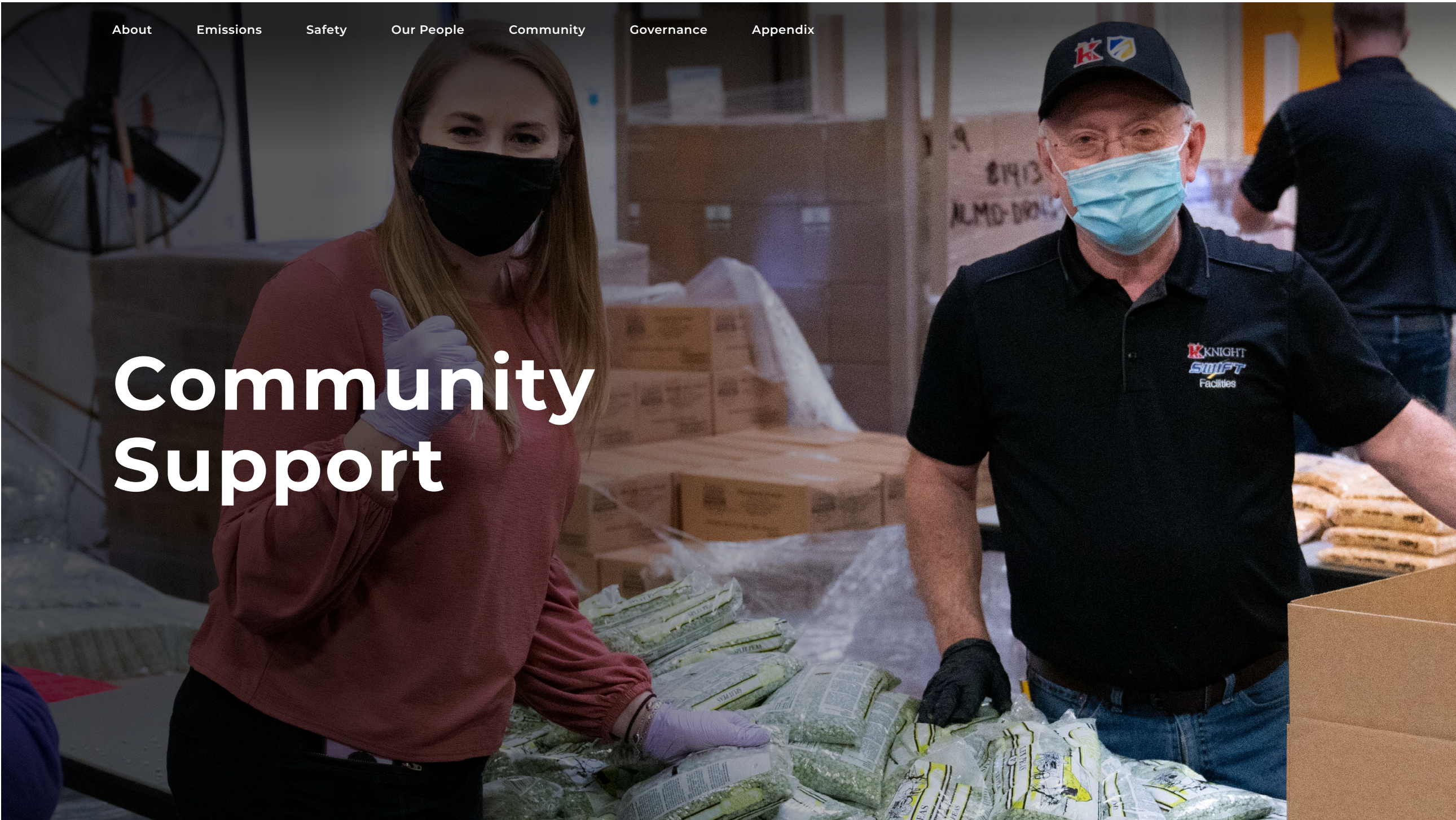
We value the sacrifice that our US military and our Veterans have made to protect our families, freedom, and our future. We value the dedication, integrity, and professionalism our military servicemen and servicewomen bring to our organization. We are proud to be part of the Veterans Affairs (VA) on-the-job training and apprenticeship program. Approved by the U.S. Department of Labor to assist military veterans as they transition to a civilian occupation, it is just one of the ways we support our veterans.

Apprenticeships for veterans are open to Active-Duty members of the Navy, Marines, Coast Guard, Army, and Air Force, as well as those who have served or are currently serving in either the Reserves or National Guard. In addition, we offer fully paid CDL school tuition scholarships to veterans, their spouses, or dependents to attend a Swift Academy. Veterans, their spouses, or dependents can take advantage of this free opportunity to earn their CDL.

We also proudly participate in the Wreaths Across America program that honors millions of our country's fallen heroes with wreath-laying ceremonies. 2024 marked our sixth year of participation in this great program. Today, each year, millions of wreaths are placed on headstones across the country honoring those who paid the ultimate sacrifice. Our Vets and Allies ERG, in partnership with Swift Charities, were honored to provide a grant donation to Wreaths Across America impacting several veteran cemeteries across the nation. In 2019, we joined forces with transportation companies across the country to provide our services at no cost to Wreaths Across America to help in this new tradition. Each year we provide multiple cross-dock deliveries and hands on delivery with wreath placement working side-by-side with volunteers to spread the holiday cheer.



Community Support



Community Support

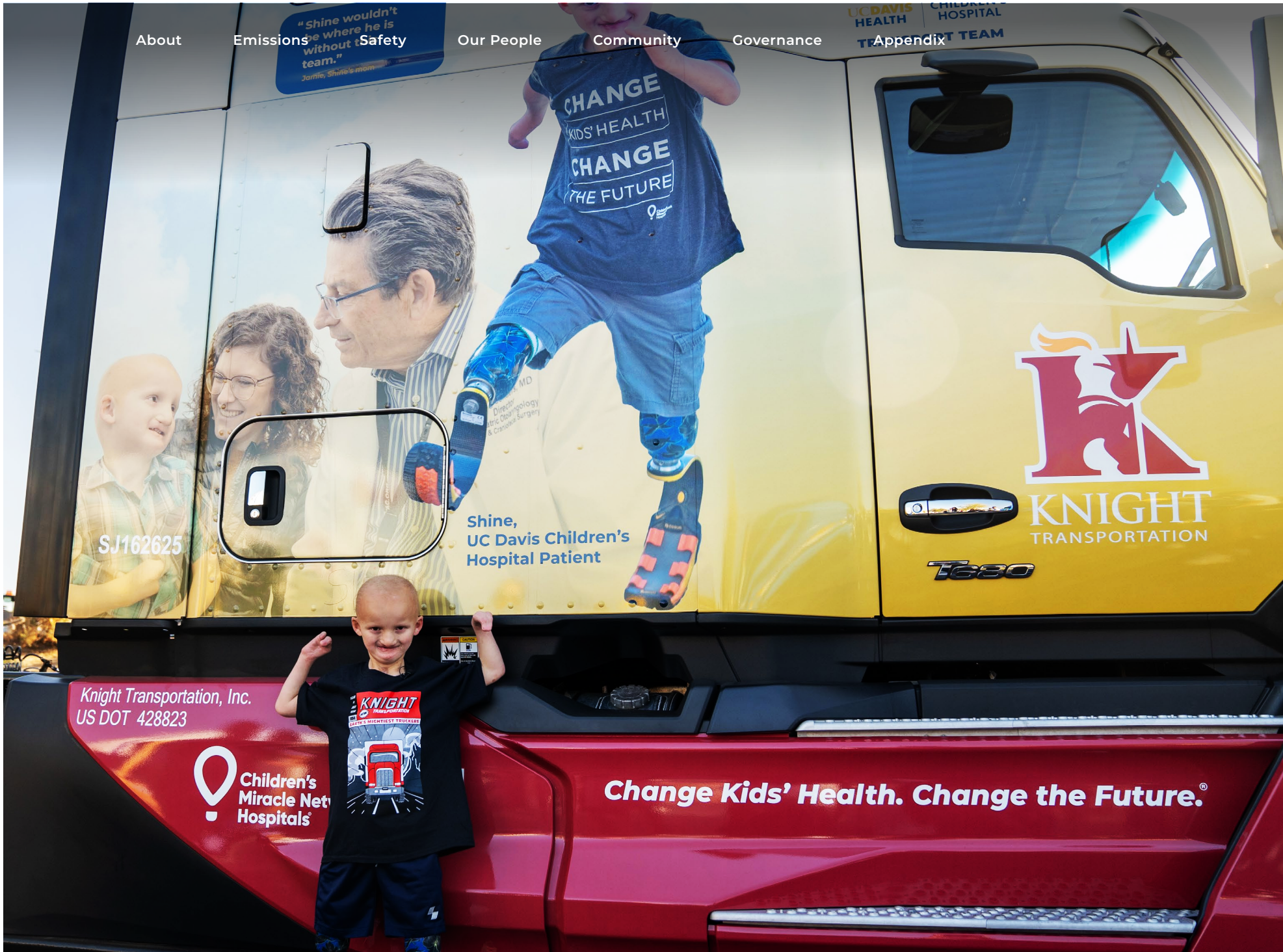
By investing in the well-being of our employees and communities, we continue to build a stronger, more resilient future.

Swift Charities and Knight-Swift Charitable Foundation are the 501(c)3 charitable arms of Knight-Swift Transportation Holdings. Along with Xpress Cares, at U.S. Xpress, these groups are dedicated to enhancing our mission of improving the lives of our employees, local communities and bettering the future for our children one person, one shipment, and one community at a time. All three of these are funded by voluntary payroll contributions from Knight, Swift, and U.S. Xpress employees and owner/operators, followed by a dollar-for-dollar match and generous yearly fundraising. In 2024, our total charitable giving totaled more than \$1.7 million, which included more than 450 individual gifts and grants. These charitable arms advocate and provide opportunities to its team members, vendors, and employees to give back locally through volunteering, employee assistance programs, scholarships, community grants, and support for our primary National Charity Partner, Children’s Miracle Network Hospitals.

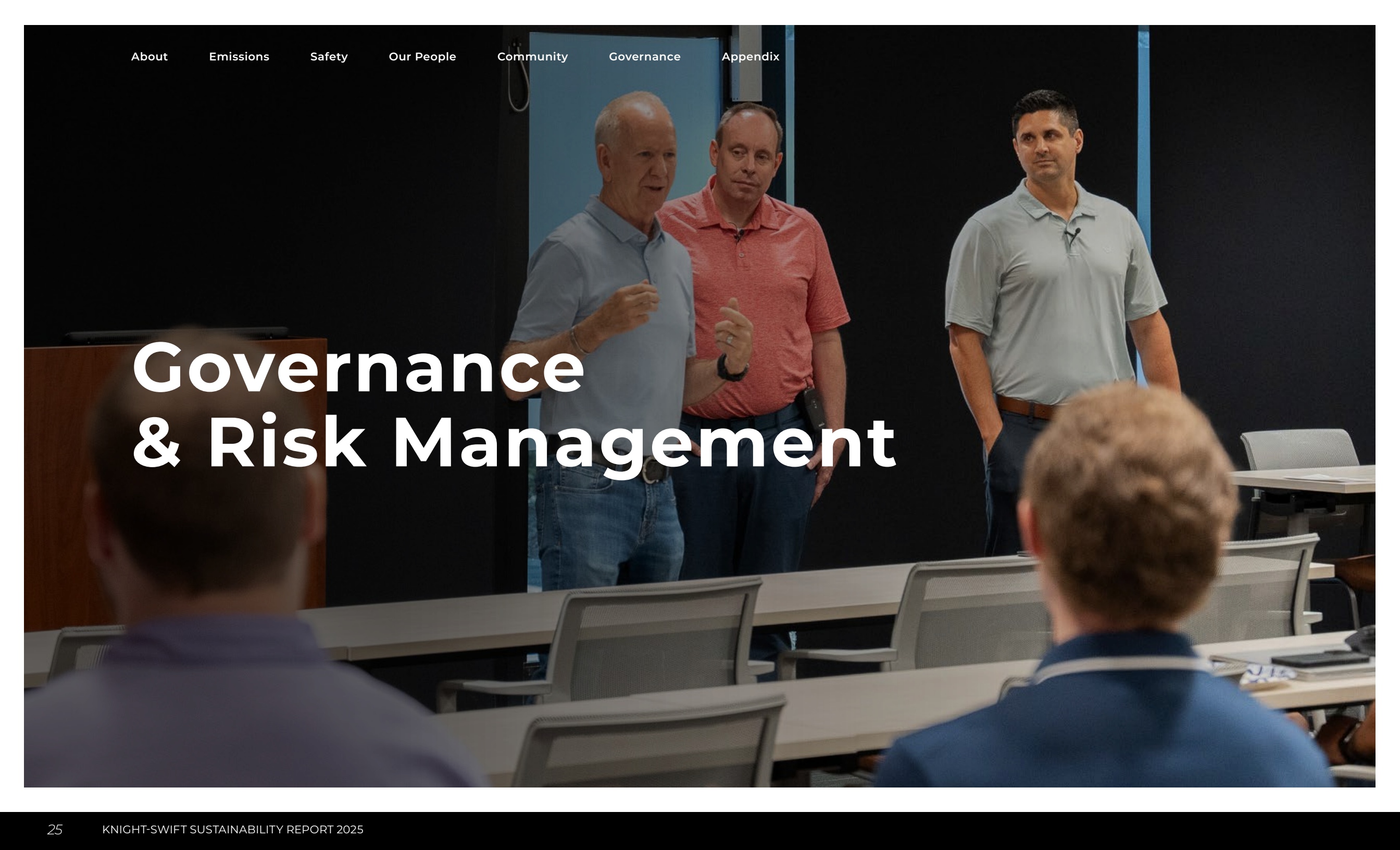
Over 370 gifts were given through employee assistance programs alone and help provide critical support to team members facing unexpected financial challenges. Funds help cover essential expenses such as housing, utilities, and other emergency costs.

Children’s Miracle Network Hospitals raise funds and awareness for 170 member hospitals across the country. These hospitals provide 38 million treatments to kids across the U.S. and Canada each year. Donations stay local to fund critical treatments and healthcare services, pediatric medical equipment, research, and charitable care. As a corporate partner, Knight-Swift Transportation supports the non-profit’s mission to save and improve the lives of as many children as possible. Knight-Swift aligns with 42 local children’s hospitals across the nation.





Governance & Risk Management

A photograph of three men standing in a modern meeting room. The man on the left is older, balding, and wearing a light blue polo shirt and jeans, gesturing with his hands. The man in the middle is wearing a red polo shirt and dark trousers. The man on the right is younger, with dark hair, wearing a light blue polo shirt and dark trousers, with his hands in his pockets. They are standing in front of a large screen. In the foreground, the backs of several people's heads are visible, suggesting they are seated at a long table, looking towards the men. The room has a dark background with blue vertical accents.

Governance & Risk Management

We believe that effective corporate governance is the cornerstone for building sustainable long-term value and we are dedicated to ensuring that our stakeholders' interests are at the heart of our strategy. Independent oversight and leadership, as well as sound corporate governance practices, have been and remain a top priority for the Board. We continue to support our Board members with a diversity of skills, backgrounds, perspectives, gender, race, ethnicity, and nationality. 33% of our Board are women, over 40% of our Board is diverse, 66% of our Board is independent, and our Audit, Nominating and Corporate Governance, Finance, and Compensation Committees are comprised solely of independent directors to ensure that matters critical to the Company benefit from fully independent oversight.

The Board of Directors continues to use a balanced approach for management over Knight-Swift's sustainability initiatives. The Nominating and Corporate Governance Committee oversees our ESG risks, strategy, policies, and disclosures. ESG risks are reviewed quarterly by management and presented to the Board of Directors bi-annually. We remain committed to a robust governance framework that we believe allows us to respond to industry and broader marketplace dynamics, and our Board is actively engaged in addressing trending corporate governance issues.

Investments in technologies designed to improve safety and working conditions for our drivers include:

- | | | |
|--|---|--|
| <ul style="list-style-type: none">• Independent lead director• Regular executive sessions of independent directors• Board diversity (33% women directors, 17% non- Caucasian)• Majority voting standards and resignation policy for directors in uncontested elections• Annual risk oversight by full Board and Committees• Robust director and key officer stock ownership guidelines, along with a key officer stock retention policy• Clawback policy | <ul style="list-style-type: none">• New director orientation program• Annual CEO evaluation• Annual election of directors• Separation of Chairperson and CEO roles• Director communication policy• Four out of six members of the Audit Committee qualify as audit committee financial experts• Proxy access• Stockholder right to call special meetings | <ul style="list-style-type: none">• Overboarding policy• Anti-Pledging and Anti-Hedging Policy with no hardship exemption• Rigorous annual Board self-assessment• Management and executive succession planning strategy• Director tenure policy• Executive compensation plan design that aligns our executives' interests with corporate strategy, including ESG component in Cash Bonus Plan |
|--|---|--|

Enterprise Risk Management

At Knight-Swift, Enterprise Risk Management (ERM) is a strategic function that tracks risks, enhances resilience and safeguards long-term business continuity. Our Board of Directors and Risk Committee oversee risk management, ensuring we stay ahead of operational, strategic, financial, and environmental risks. Through a structured Business Continuity Management program, we have tailored continuity plans in place. To strengthen our approach, we worked with an independent third party to ensure that our program is robust. This process identified critical operational functions and assigned leaders and backups to ensure each department has a structured response in the event of a disruption.

As climate-related risks continue to evolve, we integrate disaster preparedness into our risk planning, recognizing that severe weather events, regulatory shifts, and environmental impacts directly affect operations. These efforts include:

- Assessing climate risk in acquisitions & terminal investments, using a Natural Disaster Impact Matrix that evaluates flood risk, wildfire exposure, severe weather probability, and other environmental considerations.
- Implementing infrastructure resilience measures, including backup power, fuel storage, and security protocols to minimize operational disruptions.
- Integrating climate considerations into financial reporting, with environmental risks disclosed in our 10-K filings.

Our Environmental, Social, and Corporate Governance leader collaborates across teams to align sustainability risks with our broader ERM framework, ensuring Knight-Swift remains proactive in identifying and mitigating emerging risks. Through this practical, risk-focused approach, Knight-Swift remains committed to staying ahead of evolving risks, ensuring operational adaptability, and driving long-term value.



Data Privacy, Cybersecurity, and Information Technology Resilience

We recognize the importance of maintaining the trust and confidence of our customers, driving and non-driving associates, and suppliers. The Company's Privacy Policy <https://privacy.knight-swift.com/> describes the types of personal data that we collect and how they are handled. We are committed to protecting personal data and to ensure that we only collect information that is necessary to enable business operations and growth.

Knight-Swift's cross-functional approach to managing technology risk includes key stakeholders from Information Technology (IT), Enterprise Risk Management (ERM), Business Continuity Management (BCM), Operations, Finance, Physical Security, Legal, and the Board's Nominating and Corporate Governance Committee. Within IT, team members identify risks to technology assets based on evolving threats, vulnerability assessments, audits, and independent penetration testing. Multi-layered technologies and processes are implemented to mitigate risk and protect the confidentiality, integrity, and availability of personal and proprietary business data. Solutions and processes include but are not limited to access control, privileged access management, email security, anti-malware, network security, intrusion prevention, data loss prevention, monitoring, data center redundancy, change control, and immutable backups. Additionally, security awareness specialists train associates in the safe handling of data, proper use of Company-provided technology, and to guard against social engineering attacks, like phishing. Simulations, computer-based training, and live training are held multiple times each year to reinforce effective habits and are available to all employees with access to sensitive information.

IT team members, including cybersecurity analysts, are equipped to detect and contain anomalous activity, whether the source is an external threat actor, a malicious insider, or a complacent associate. We also rely on contracted partners to supplement our internal teams in threat intelligence, detection, and response activities. The Company places great importance on preparedness and continuity of operations. We are committed to advancing our capabilities in incident response, business continuity, and disaster recovery to meet the growing expectations of customers and shareholders and to adapt amid an ever-evolving threat landscape. Knight-Swift did not experience any material data breach in 2024. There have not been any fines, penalties, or settlements for data breaches against the Company in its history.



Appendix

About This Report

This report may contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Exchange Act of 1934, as amended, and such statements are subject to the safe harbor created by those sections and the Private Securities Litigation Reform Act of 1995, as amended. Such statements may be identified by words such as “anticipates,” “believes,” “estimates,” “plans,” “projects,” “expects,” “hopes,” “intends,” “strategy,” goal,” “aim,” “design,” “focus,” “outlook,” “will,” “could,” “should,” “may,” “continue,” or similar expressions, and speak only as of the date the statement was made. Such statements are made based on the current beliefs and expectations of the Company’s management and are subject to significant risks and uncertainties.

Actual results or events may differ materially from those anticipated by the forward-looking statements. Please refer to the various disclosures by the Company in its press releases, stockholder reports, and filings with the Securities and Exchange Commission, including without limitation, the Company’s Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, for information concerning risks, uncertainties, and other factors that may affect future results.

Materiality

In 2022, Knight-Swift conducted its first comprehensive materiality assessment to better understand the environmental, social and governance (ESG) topics that matter most to internal and external stakeholders. Our approach to materiality is guided by the same principles that have made Knight-Swift successful - an understanding of the importance of safely creating value. We recognize that our on-and-off road activities have impacts that extend well beyond our financial performance. Understanding how our environmental, societal, and economic impacts are perceived along our value chain enable us to prioritize timely mitigation efforts, inform our strategic planning, and provide long-term value creation.

Utilizing adapted frameworks from GRI, AccountAbility and other materiality resources, we began with a rigorous process to identify relevant stakeholders. This includes customers, suppliers, investors, employees, and senior leadership. We then solicited their feedback on ESG topics via surveys and in the case of investors, utilized existing framework and ranking/rating schemes (SASB, DJSI, MSCI, Sustainalytics and ISS) as proxies for material ESG topics. Finally, we cross-checked the survey responses with input from senior leadership to define the impact on our business interests. The results can be seen in our Materiality Matrix and discussed throughout this year’s ESG report. KNX plans to complete a materiality assessment every 2-3 years to ensure that we’re connected to our stakeholders needs and perceptions and continually balance these against business goals and strategy development.



SASB

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions (Fleet)	Quantitative	Metric tons CO ₂ e (t)	2,631,052
	TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reductions targets, and an analysis of performance against these targets	Discussions and Analysis	n/a	See discussion in annual ESG report, (pg. 5-10)
	TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 42,042,302 (2) <1 (3) 13.2
Air Quality	TR-RO-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	Quantitative	Metric tons (t)	(1) 4,370.8 (2) 12.7 (3) 11.4
Driver Working Conditions	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	(1) 4.16 (2a) 0.01 (2b) 0.00
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Quantitative	Rate	(1) 43% (2) 18%
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Discussions and Analysis	n/a	See discussion in annual ESG report, (pg. 12-21)
Accident and Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	8,793 road accidents and incidents 0.59 DOT accidents per million miles
	TR-RO-540a.2	(1) Number and (2) aggregate volume of spills and releases to the environment	Quantitative	Number, Cubic meters (m ³)	(1) 354 (2) 33 m ³
Activity Metrics	TR-RO-000.A	Revenue Ton Miles (RTM)	Quantitative	RTM	39,312,907,094
	TR-RO-000.B	Load Factor	Quantitative	Number	84.92%
	TR-RO-000.C	Number of employees, number of truck drivers	Quantitative	Number	Total employees: 35,300 Drivers: 25,100

Data Table

	Unit	2024	2023	2022	2021	2020	2019
Scope 1* (fleet)	Metric tons CO ₂ e	2,631,052	2,812,409	2,999,125	3,010,470	3,706,131	3,855,495
Scope 1 ** (operations)	Metric tons CO ₂ e	12,883	7,296	6,783	5,813	5,933	7,038
Scope 2***	Metric tons CO ₂ e	24,264	25,061	14,359	11,953	12,267	13,534
Total Scope 1+2	Metric tons CO ₂ e	2,655,316	2,844,766	3,020,222	3,028,236	3,724,331	3,876,067
Solar Production	MWh	188	217	248	239	242	19
CO ₂ per mile ****	Grams per mile	1,327	1,346	1,358	1,360	1,400	1,446

*Scope 1 (Fleet) includes all fleet acquisitions
**Scope 1 (operations) beginning in 2024 now includes forklift emissions from propane
***Scope 2 has been calculated utilizing new software (external) for 2024 data and will be utilized moving forward
****CO₂ per mile includes all fleet acquisitions and is an aggregate across all fleets under Knight-Swift



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