



# 2023 ESG Report



Photo by C.H. Robinson Employee Mike Hon



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Photo by C.H. Robinson Employee Erin Kilburg

# About C.H. Robinson

**A Letter to Readers**  
**Our Value Chain**  
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**Stakeholder Engagement**  
**Our ESG Strategy**  
**Materiality Assessment**

# A Letter to Readers

At C.H. Robinson, our mission is to improve the world's transportation and supply chains, and our work is grounded in our purpose—**Together, we keep the world moving forward. Every shipment. Every challenge. Every day.** As one of the world's largest logistics providers with 15,000 employees in 39 countries, we play a critical role at the center of a dynamic and complex global marketplace.

We recognize the significant opportunity and responsibility to execute on our mission and enterprise strategy with clear direction and common purpose as "One Robinson." Our Environmental, Social, and Governance (ESG) priorities align with our business goals and are informed by stakeholder input. The company's ESG strategic priority areas—Climate Action, People Empowerment, and Responsible Business Practices—reflect our company values, deliver long-term benefits for our stakeholders, and create positive change for people and the planet.

In 2023, key product innovations reinforced our position as an industry leader in providing tech-enabled solutions in service of our customers. We enhanced and expanded our climate solutions, such as our Navisphere® Insight CO2e Emissions lane analysis tool and newly launched Alternative Fuel Program, enabling our customers and carriers to execute on their sustainability strategies and make progress toward their emission reduction goals. Enhancements like these are some of the many ways we continue to leverage the strength of our deep expertise and information advantage to solve problems for our customers and carriers.

Through industry-leading research, technical support, and strategic collaboration, we also leveraged our expertise and scale to develop innovative solutions that move our industry forward. Partnerships with organizations such as Smart Freight Centre and the Massachusetts Institute of Technology continue to provide collective value and ensure we are positioning ourselves to serve our customers and carriers more efficiently and effectively as their logistics needs become increasingly complex.



Our employees create our business success, and we are building a culture where all talent can thrive. We know there's more we can do and last year, we strengthened our diversity, equity, and inclusion (DEI) efforts by launching our global DEI strategy, "Be curious. Be brave. Be accountable." These fundamental tenets guide our actions and foster a workplace culture that promotes connection, diverse perspectives, a sense of belonging, and continuous learning and growth.

We're proud of our accomplishments, our impact, and the significant progress we've made on our ESG strategy. With our comprehensive portfolio of services and talented people, we know we can and will achieve even more. Thank you to our stakeholders for your continued trust and support as we look to the future with optimism and confidence, ready to seize the opportunities ahead.



*David Bozeman*

**David (Dave) Bozeman**

President and Chief Executive Officer



*Angie Freeman*

**Angie Freeman**

Chief Human Resources and ESG Officer

# Our Value Chain

Our business model is fundamental to how we approach environmental, social, and governance (ESG) strategy at C.H. Robinson. As one of the world's largest and most connected logistics providers, we arrange the transport of our customers' freight and support supply chain optimization through data-driven insights and technology. Industry classifications often label us as a transportation company; however, we are unique from traditional asset-owning transportation companies in that we leverage a global network of logistics solutions without an owned fleet. As part of our engagement on ESG topics, we prioritize those areas related to this unique business model that offer the greatest potential for impact.

**Shippers**  
We solve complex logistics challenges for shippers by using our expertise, data, and scale



**Carriers**  
We aggregate the carrier marketplace and provide them with access to significant amounts of freight

C.H. Robinson Worldwide, Inc. ("C.H. Robinson," the "company," "we," "us," or "our") is one of the largest global logistics companies in the world, with consolidated total revenues of \$17.6 billion in 2023. We bring customers, carriers, and suppliers together to connect and grow supply chains. We are grounded in our customer promise to use our technology, which is built by and for supply chain experts and powered by our information advantage, to deliver smarter solutions. These global solutions, combined with the expertise of our people, deliver value—from improved cost reductions and reliability to sustainability and visibility—that our customers and carriers can rely on.



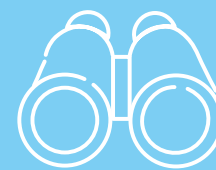
## Purpose

Together, we keep the world moving forward. Every shipment. Every challenge. Every day.



## Mission

Our people, processes, and technology improve the world's transportation and supply chains, delivering exceptional value to our customers and suppliers.



## Vision

Accelerating commerce through the world's most powerful supply chain platform.



**\$17.6B**  
2023 Total Revenues



**>90,000**  
Active Customers Worldwide



**15,000**  
Employees Worldwide



**>450,000**  
Contract Carriers on our Platform

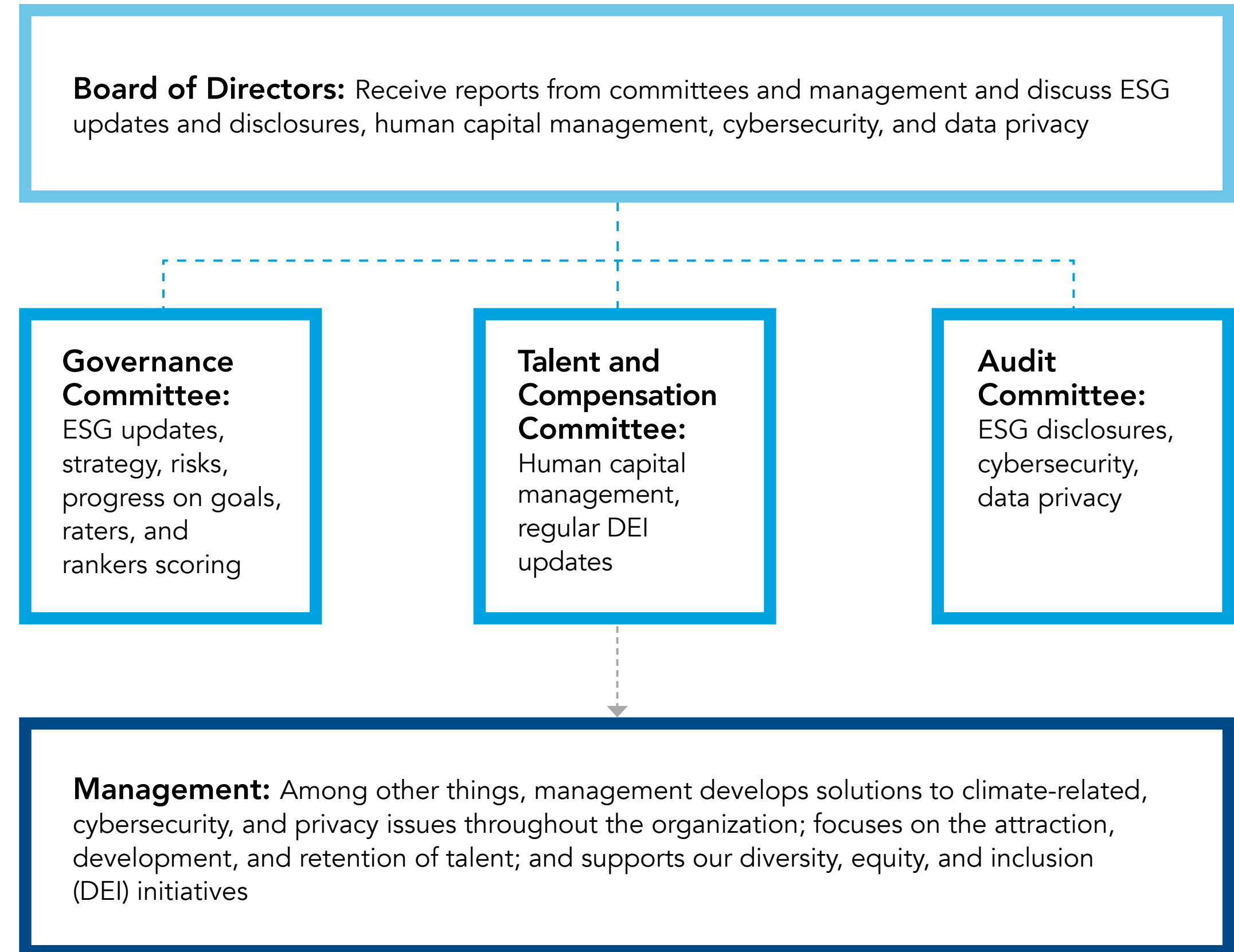
# ESG at C.H. Robinson

As one of the world's largest, most connected logistics providers, C.H. Robinson brings together the people and products that drive the world's economy. With 119 years of experience, we bring a long-term view to our ESG strategy. We understand a strong ESG strategy creates shared value for our stakeholders and is a competitive advantage in today's rapidly evolving freight transportation and supply chain marketplace.

C.H. Robinson ensures strong oversight of ESG topics, including evolving regulatory requirements and emerging industry trends. Our approach to integrating ESG considerations into our corporate oversight structure allows us to seize growth opportunities with shippers and carriers, reduce potential risks, and provide a suite of tools and services that meets our customers' heightened need for Scope 3 emissions data and sustainability solutions. At C.H. Robinson, our ESG efforts are focused on climate action, people empowerment, and responsible business practices. Oversight of these issues starts with the Board of Directors (Board) and our CEO, as well as our Chief Human Resources and ESG Officer.

The full Board receives updates from management, including our Vice President of ESG, on ESG strategy, reporting, progress toward goals, and risk management. Additionally, the Board committees oversee specific areas of our ESG efforts. The Governance Committee receives regular updates on ESG strategy, reporting, and disclosures, as well as environmental sustainability. The Talent and Compensation Committee has oversight of talent strategies; diversity, equity, and inclusion; company culture; and other talent-related topics. The Audit Committee has oversight of ethics and compliance, risk management, cybersecurity, and data privacy, as well as ESG risks.

See our [2023 Proxy Statement](#) for more details on governance.



# Stakeholder Engagement

## Who we engage

At C.H. Robinson, we regularly engage with our stakeholders to identify priorities, gauge risks and opportunities, and help ensure responsible business practices. In 2023, we engaged with key stakeholder groups in various ways.



### Employees

Our diverse network of logistics experts connects the world through technology, innovation, and collaboration to enact long-term, sustainable change for global supply chains.



### Customers

As part of our mission to improve the world's supply chains, we solve logistics challenges and create value for our customers across industries and geographies.



### Investors

We have constructive conversations with investors on topics such as operating performance and strategy, and to better understand other matters of importance to them.



### Contract Carriers and Suppliers

Through stability, support, and technology, we keep operations moving for the contract carriers, suppliers, and growers integral to supply chains all around the world.



### Government and Regulators

Memberships and relationships with industry associations and government agencies keep us connected to existing and proposed rules and regulations.



### Community

We support the causes our people are passionate about, contributing to our communities as well as organizations that support our industry and align with our diversity, equity, and inclusion (DEI) efforts.

## Engagement Activities

### Employees

- Onboarding programs
- Trainings: Compliance and ethics, leadership development, role specific courses
- Employee Listening Strategy: Surveys, focus groups, feedback, listening sessions
- Bi-annual performance reviews and quarterly performance discussions
- [Anonymous hotline](#)
- Internal communications
- Inclusivity training
- Employee townhalls
- Employee Resource Groups (ERGs)

### Customers

- [C.H. Robinson blog](#)
- Emails and newsletters
- Quarterly business reviews
- Virtual and in-person logistics events, including trade shows, industry conferences, and summits
- Social media
- Webinars and [videos](#)
- [White papers](#)
- [Case studies](#)
- [Trade guides](#)

### Investors

- Annual shareholder meeting
- ESG engagement calls
- Ongoing shareholder meetings
- [Quarterly calls and webcasts](#)
- Materiality interview
- Participation in investor conferences
- [Investor-facing website](#)
- [SEC filings](#)

### Government and Regulators

- Industry association involvement
- Industry events
- [C.H. Robinson blog](#)
- EPA SmartWay® partnership
- Regulatory agency outreach
- Office visits with U.S. Senators and Representatives

### Suppliers, Contract Carriers, and Growers

- Trade shows
- Industry conferences
- Logistics summits
- Carrier Advantage® dashboard
- [Online resources](#)
- Emails
- Social media
- Carrier surveys
- [C.H. Robinson blog](#)
- Carrier of the Year
- Truck Driver Appreciation Week

### Community

- C.H. Robinson Foundation
- Employee volunteerism
- Employee giving and volunteer match program
- Annual grants program
- Strategic grantmaking
- Annual global giving campaign
- Corporate gifts
- Event sponsorships
- Employee and Contract Carrier Scholarship program
- Employee Relief Fund

# Our ESG Strategy

The C.H. Robinson ESG strategy reflects an understanding of our business and stakeholder expectations and guides our goals and actions. To ensure we focus our resources in areas that drive growth and contribute to the success of our business, our strategy prioritizes those topics that offer the greatest potential to create shared value and drive impact:

- Climate Action
- People Empowerment
- Responsible Business Practices

These priority topics, identified in our materiality assessment, are increasingly interconnected and often impact each other. As such, they should not be regarded in isolation. Each of these priorities collectively advances sustainable supply chains, generating smarter solutions for our customers and carriers while making a positive difference for people and our planet.



Photo by C.H. Robinson Employee Erin Kilburg

# Materiality Assessment

C.H. Robinson engaged internal and external stakeholders to identify priority ESG topics throughout our value chain. Below are the priority areas most critical to our business and talent strategies.



Materiality analysis is typically conducted enterprise-wide once every three years and results are signed off by senior management. Those results are refreshed and reconfirmed by SMEs at least once annually. \*In this report, the terms “material” and “materiality” refer to topics that include the company's significant ESG-related impacts or that have significant influence on our ESG strategies. This definition differs from the Securities and Exchange Commission’s (SEC) definition used for financial statements.



# Environmental

**Climate Change  
and GHG Emissions**

**EMS Systems  
and Reporting**

**Robinson Fresh®**

C.H. Robinson operates at the heart of global commerce. Because of our expertise and scale, we deliver sustainable solutions for our customers and carriers like no one else can, helping them achieve their climate goals while also making meaningful progress on our own commitments.

Photo by C.H. Robinson Employee Ryan Sandberg

# Climate Change

## How we manage

As one of the world's most-connected logistics providers, we have long been recognized as an innovative thought leader that is uniquely positioned to solve some of the most complex issues facing our industry today. It is our mission to improve the world's supply chains, which is critical to creating a more sustainable future. We put our customers at the center of everything we do, and for decades we've helped companies improve how they transport their goods—constantly looking to reduce waste, consolidate freight, and eliminate empty miles. We believe we have an important role in driving positive progress and have prioritized climate change mitigation and Environmental Management Systems (EMS) and reporting in creating long-term value for our organization.

Climate change is evaluated within our enterprise risk register. The C.H. Robinson internal audit team leads risk management for the company, which is reviewed quarterly and aligned to the risk factors reported in our Quarterly Report on Form 10-Q and our Annual Report on Form 10-K. ESG issues and impacts of climate change, its consequences, and opportunities are included in this process. This includes the impact severe weather events

could have on our general operations, the transportation industry, and our fresh produce sourcing.

In 2021, the C.H. Robinson ESG team, our business continuity group, and internal audit function partnered to conduct a qualitative climate scenario analysis for our U.S. and Canada operations using the International Energy Agency's 2 Degrees Celsius (IEA 2DS) transition scenario.

In 2022, the company continued to evolve its enterprise climate risk process and began conducting a joint quantitative and qualitative climate scenario analysis for risks and opportunities in our global operations using several climate risk scenarios. We commenced climate risk scenario workshops in early 2023.

Our internal audit team reports to the Chief Financial Officer, who works closely with our Chief Executive Officer, Chief Legal Officer, and Chief Human Resources and ESG officer to review climate-related issues as they arise. These individuals provide feedback on recommended actions and give final approval regarding which actions are brought to the Board.

In addition to the regularly scheduled updates to the C.H. Robinson Board of Directors, the company also reviews climate-related topics outside of the scheduled updates as the need arises. See p. 6 for more on ESG governance or p. 33 for enterprise governance and compliance.

We are committed to integrating climate-related issues throughout our governance and management processes. And, as stated in our global Code of Ethics, C.H. Robinson requires all employees to adhere to all applicable environmental laws regardless of their locality.



Photo by C.H. Robinson Employee Brian Nicolopoulos

## How we engage

We believe developing solutions to climate challenges requires investment, innovation, and collaboration with our industry partners. Some examples include:

### Building data-driven climate solutions for our customers

Since 2020, we have been an accredited partner of the Smart Freight Centre (SFC), a global non-profit organization dedicated to sustainable freight. Customer emissions reporting in our [Emissions IQ™](#) tool is aligned with the SFC Global Logistics Emissions Council framework, the only globally recognized methodology for harmonized calculation and reporting of the logistics greenhouse gas (GHG) footprint across the multimodal supply chain.

Since 2023, shippers have leveraged [Navisphere® Insight CO2e Emissions](#) to establish a baseline of their emissions and identify opportunities for reductions across their ocean and air shipments. Now, our new lane analysis features can also help shippers navigate the complex task of assessing cost to benefit ratios across multiple modes, giving shippers a clear view of cost implications.

### Engaging in cutting-edge industry solutions

To advance sustainability efforts within the transportation industry, C.H. Robinson joined an effort spearheaded by the World Economic Forum and SFC to develop a book and claim

chain of custody system for tracking and accounting freight emissions reduction actions to accelerate decarbonization.

In 2023, C.H. Robinson also announced the launch of our [global Alternative Fuel Program](#), which allows any customer around the world to invest in the use of biofuel with a C.H. Robinson contract carrier and separately claim the reductions in their own Scope 3 greenhouse gas inventory. The program is built according to the Smart Freight Centre's [book-and-claim methodology](#), audited by a third-party verifier, and recorded into a block-chain platform registry to prevent double-counting.

### Partnering with U.S. EPA SmartWay®

Since 2005, C.H. Robinson has been a member of the U.S. Environmental Protection Agency (EPA) SmartWay® program, which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. The program is a voluntary partnership between various freight industry sectors and the EPA. It establishes incentives for fuel efficiency improvements and GHG emission reductions.

Upon registering with C.H. Robinson, contract carriers can indicate their participation with SmartWay®, which is then leveraged when calculating shippers' emissions. Shippers are able to understand the percentage of SmartWay® carriers moving their freight, and compare their progress over time.

In 2022, approximately 2.03% of C.H. Robinson contracted motor carriers were SmartWay® program participants and nearly 46.93% of all C.H. Robinson brokered shipments were moved using SmartWay® participating carriers.

## Looking ahead

We believe our investment in technology and innovation is key to creating unique, scalable solutions that help our customers achieve their sustainability goals while also driving meaningful change for our planet. In 2024, we plan to build further capabilities with alternative fuels and advanced technologies to serve our shipper

customers. While there are significant hurdles in the transition to a low-carbon economy, we understand that there are also opportunities for growth. For information related to C.H. Robinson climate goals, please read [p. 12](#).

Related Links:

- [Go to the C.H. Robinson ESG Hub](#)
- [Read the C.H. Robinson TCFD Report](#)
- [SmartWay® Certificate](#)
- [Smart Freight Centre Accreditation](#)



# EMS Systems and Reporting

## How we manage

As part of our environmental policy, we are committed to doing our part to support our enterprise, our industry, and our stakeholders in the transition to a low-carbon economy. For C.H. Robinson, that means environmental management and mitigating the impact to climate change and air quality for activities within our operational control. We do this by measuring and monitoring impacts, and report to entities such as EPA SmartWay® or Smart Freight Centre. In 2023, we announced we surpassed our science-aligned\* goal to reduce our Scope 1 and Scope 2 emissions intensity 40% by 2025 from a 2018 baseline.

Key elements of our efforts to reduce our environmental impact and support our stakeholders in their own sustainability journey include:

- Training employees on climate, sustainability, and the environment as it relates to their professional roles and personal activities
- Engaging global account teams in our climate scenario analysis work to further evaluate risk mitigation measures
- Committing to reduce our environmental footprint and energy use by improving operational efficiencies
- Compliance with all legislation and regulations

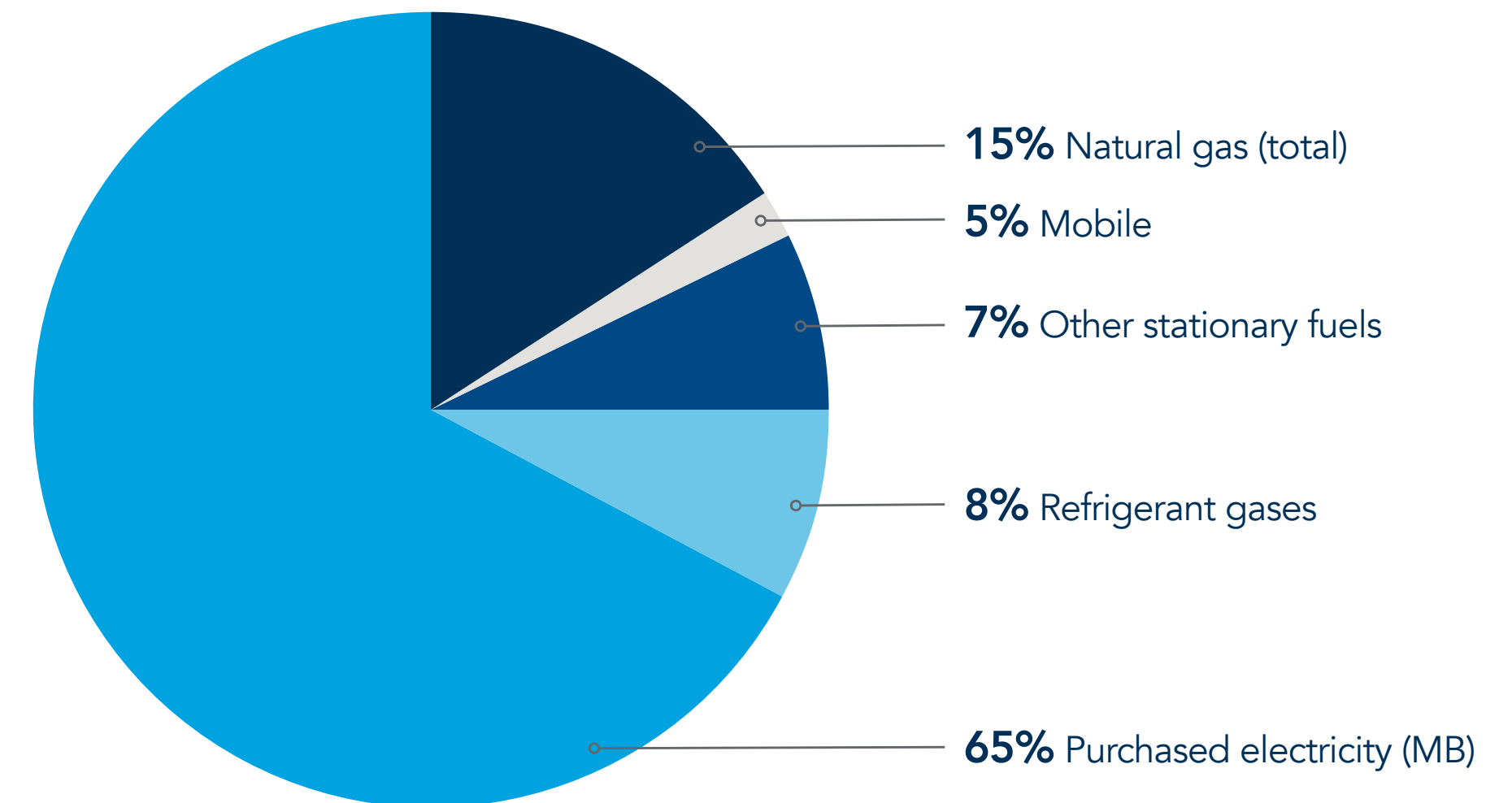
## How we engage

C.H. Robinson conducts an annual GHG inventory through the boundary of operational control and our calculations follow the GHG Protocol. Scope 3 transportation emissions are all calculated according to the Smart Freight Centre Global Logistics Emissions Council (GLEC) framework.

The company has publicly reported Scope 1 and 2 emissions since 2018. As an asset-light logistics provider, these emissions reflect our facilities or the energy we purchase to power and heat these locations. As part of our energy roadmap, we continue to purchase renewable energy credits (RECs) to offset all electricity used at our corporate headquarters in Eden Prairie, MN, and multiple facilities throughout our operations. In combination with significant energy reduction, renewable energy purchases represented 15,789 MWh of total electricity consumed in CY2023.

We publicly reported Scope 3 emissions for the first time in 2022. Scope 3 emissions are indirect emissions associated with supply chain activities that are not owned or controlled by C.H. Robinson. These emissions are by nature difficult to estimate and require robust data collection and an inventory management plan to ensure continuous improvement in our emissions

Percentage of Scope 1 and 2 Emissions Contribution by Source



accounting processes. To determine our most material Scope 3 categories, we examined each through the spend-based method within the Quantis Scope 3 Evaluator Tool. This revealed that purchased goods and services associated with our Robinson Fresh® division, as well as the transportation and distribution we arrange for our customers were the only material categories. After confirming through this exercise, we engaged a third party to conduct a deeper analysis and publicly report emissions for each

of these categories. In addition to our [annual TCFD Report](#), we regularly engage and report our environmental data through several channels, including the [CDP Climate Change Survey](#), EcoVadis, and our [annual ESG Report](#), among others.

\*This goal has not undergone review by the [Science-based Targets Initiative](#) but is science-aligned, and supports the scale of reductions required to keep global temperature increase below 2°C above pre-industrial temperatures, and developed using the Sectoral Decarbonization Approach (SDA) for Services / Commercial Buildings via the Science-based Targets Initiative.

## Case Study: Outdoor LED Lighting Project

**Improvement:** Employees in one of our Illinois warehouses implemented a project to reduce energy consumption, while also leveraging a local utility's incentivized efficiency program. The Sustainable Lighting Solutions were installed by an ICC Certified Energy Efficiency Service Provider for new LED fixtures and retrofits.

**Outcome:** In the coming year, the project is estimated to save nearly 75% in energy annually, with a payback period of less than one year.

## Case Study: Harmonic Energy Filter

**Improvement:** The facilities team at C.H. Robinson headquarters installed new energy filter devices that capture harmonic frequencies from a site's electrical system, removing unnecessary heat and fluctuations to save energy.

**Outcome:** In a proof-of-concept test, the devices saved 5.6% on total kWh used, and proved an ROI of less than 3 years.

## Looking ahead

In 2020, C.H. Robinson set out to reduce our Scope 1 and Scope 2 emissions intensity 40% by 2025. In 2023, we were excited to announce that we met and exceeded our goal two years early and have reduced our emissions intensity by 47%. Our work doesn't stop here. We are working hand-in-hand with external experts to determine what's next so we can build on our goals and progress to date.

Related Links:

- [ESG Hub](#)
- [Find us on EcoVadis](#)
- [Our CDP questionnaire is publicly available](#)



Photo by C.H. Robinson Employee Kollin Steuber



## Product

Our sustainability commitments advance solutions that foster stability and resiliency to support farmers and communities that bring fresh products to market.

### Fair Trade USA™

The Robinson Fresh Fair Trade Certified™ products program offers income stability to farmers and opportunities for community development and enhanced environmental stewardship so farmers, their families, and local communities can thrive for generations to come. In 2023, Robinson Fresh Fair Trade Certified products program created \$245,000 in Fair Trade premiums and included 12.9 million pounds, or the equivalent of 358,000 cases of fresh produce.

### Apeel™

Robinson Fresh has partnered with Apeel™, a company dedicated to reducing food waste by ensuring longer-lasting produce. Products treated with their plant-based protection has a shelf life two times longer than produce

without Apeel™. This allows for a longer window of time to eat that produce at the right ripening stage, resulting in fewer products thrown away throughout the supply chain.

In 2023, Apeel™ and Robinson Fresh prevented an estimated 4.7 million limes from going to waste at retail stores, which helped avoid the environmental impacts associated with the limes that would have otherwise gone to waste. These avoided impacts amounted to 455 metric tons CO<sup>2</sup>-eq of greenhouse gas emissions and 63 million gallons of water, equivalent to planting approximately 7,580 trees and enough water to fill 96 Olympic-sized swimming pools.

### Controlled Environment Agriculture (CEA)

We believe the future of agriculture will continue to rely on advancements in Controlled Environment Agriculture (CEA)

to support diversifying and cultivating a resilient food system. Robinson Fresh markets products for a CEA farm growing a variety of vegetables and herbs and provides grower supply chain services for others to enable efficient distribution to customers. Focusing on supporting ecology and technology-based farming practices that reduce land and water use and limit exposures to food safety risks typically associated with traditional farming methods is exciting for us. We continue to develop relationships to expand our footprint in this space.

### Integrated Pest Management (IPM)

Integrated Pest Management (IPM), such as cover cropping and no-till farming, are important to minimizing the impact of pesticides on produce, the positive results of which help protect pollinators and advance the industry further toward regenerative agriculture.

As part of our Global Responsible Sourcing and Sustainability Expectations, we encourage suppliers to employ IPM strategies and transition away from Neonicotinoids and Chlorpyrifos in favor of alternative solutions to limit non-essential use of pesticides whenever possible. Suppliers are responsible for monitoring compliance throughout their supply

chains, driving continuous improvements, and correcting non-compliance for operations used to provide product to Robinson Fresh. This can be demonstrated with independent third-party audits.



Prevented lime waste based on waste reduction measured during retail pilot programs from 2020–2022. Assumes an average lime size of 0.098 kg/lime (mix of size 200 and size 150). GHG and water metrics were calculated using using a third-party-reviewed, cradle-to-grave lifecycle assessment methodology. Learn more on the Apeel™ website.

## Packaging

### Sustainable Packaging Coalition

Sustainable Packaging Coalition® (SPC) is a membership-based collaborative that believes in the power of industry to make packaging more sustainable. SPC is the leading voice on sustainable packaging and the group is passionate about innovative alternatives to single-use packaging that is good for both people and the environment.

### How2Recycle

How2Recycle is a standardized labeling system that clearly communicates recycling instructions to the public. As a member of this coalition, we have begun to integrate the How2Recycle logo into our Robinson Fresh packaging designs.

### Daily 'Dos

Our work to expand sustainable packaging solutions is evident in our Daily 'Dos Stay Fresh packaging for avocados. Robinson Fresh Daily 'Dos avocados are carefully selected, pre-ripened, and hand-packed to offer the shopper the perfect avocado to eat now...and later. With 60% of buyers purchasing avocados on a routine basis, we recognize the critical importance of minimizing the environmental impact within this high-demand area.

## Path to purchase

We are committed to helping our customers advance and achieve their own sustainability goals. Robinson Fresh will continue to further build on its existing sustainable business practices and outcomes, supporting customers through the process of network optimization to offset their supply chain carbon emissions.

### Did you know?

**Robinson Fresh-controlled warehouses use 100% renewable energy through the purchase of renewable energy credits.**

Related Links:

- [Robinson Fresh Global Supplier Code of Conduct](#)

**“We have had an exciting learning experience with C.H. Robinson to really understand what it takes to have quality products delivered on time, in full, and the team [at Robinson Fresh] has given us that partnership that we’ve been looking for.”**

**Agbotic**



# Social

Customer Satisfaction  
Supporting Carriers  
Innovation  
Talent Attraction,  
Retention, and  
Development  
Employee EHS  
and Well-being  
Diversity, Equity,  
and Inclusion  
Community Relations

At C.H. Robinson people are our priority. That means we show up as one team to provide a best-in-class customer experience, embrace unique perspectives and diverse backgrounds, invest in our people, and support philanthropic efforts that make a powerful impact.

Photo by C.H. Robinson Employee Jared Johnson



# Customer Satisfaction

## How we manage

Each of our customers faces a unique set of challenges. With this in mind, we established our customer experience team to support those unique needs from end-to-end. This team is responsible for gauging overall customer satisfaction with our services, people, and technology, and also provides organizational visibility to feedback, ensuring appropriate responses and action.

At C.H. Robinson, we ensure our customer-and contract carrier-facing employees are experts on our systems, so they can provide optimal support and properly manage feedback. We also offer customers and carriers 24/7 support through our after-hours support center.

Senior leaders have real-time visibility to all feedback and receive quarterly reports. We strive to close feedback loops through methodical processes intended to mature and enhance our services and offerings so we can continue to improve the experience for our customers, and help our employees learn and grow. Additionally, we aligned improving customer satisfaction and action on customer feedback with our employee goals.

## How we engage

To understand our customers' needs, C.H. Robinson engages using annual Voice of the Customer surveys across every global region where we operate. We strategically identify critical digital touchpoints to gather meaningful feedback from in-the-moment online experiences. These opportunities identify how we can improve the way we interface with customers as they try to accomplish a task—booking a load, tracking a shipment, and more.

Customers continue to face complexities and bear the brunt of heightened pressures on supply chains. We are proud that over 92% of customers answered positively in 2023 when asked whether they would continue to do business with us, and we will work to continue to improve our customers' experiences.

Our model of continuous improvement drives our relationships regardless of positive performance. All customers—including those that don't provide feedback—receive an account action plan, which is built into our ongoing customer engagement efforts. We are dedicated to exceeding our customers' expectations and raising the bar for ourselves.

## Looking ahead

We put the customer at the center of everything we do—actively listening, understanding their needs, and helping them solve their most complex logistics challenges. We build trust by taking feedback to heart and building it into our customer-driven strategy. For example, an increasing number of shippers are nearshoring in order to diversify their supply chains and our customers have indicated that cross-border challenges are a priority.

In response to this, C.H. Robinson announced the opening of a new, specialized facility that helps speed up trade across the Mexico border. The facility is designed to be highly efficient and maximize every minute of the unloading and reloading process, saving an incredible amount of time and resources. As we look ahead, we will continue to leverage technology and customer feedback to drive innovative solutions. For more details, see the [Innovation section](#).

In a recent survey of C.H. Robinson customers, 75% said the market volatility of the past year increased their need for new supply chain technology, automation, and predictive analytics, and 50% said they have increased the adoption of this kind of technology.

C.H. Robinson accelerated digital B2B supply chain connectivity, which translated into spot transportation cost savings of up to 65% for shippers.

# Supporting Carriers

Truck drivers are the force that keep the world moving forward, and the backbone of our economy. In support of carriers and the broader truck-driving community, C.H. Robinson offers a number of benefits, including:

**A loyalty program:** Carrier Advantage Program offers expanded benefits to top-performing carriers, providing access to the most freight with better payment terms.

**Customized technology:** Suite of solutions enables carriers to instantly bid on and book freight, manage drivers and equipment, automate tracking updates, and get paid—anytime, anywhere.

**Financial services:** Digital cash advance allows carriers to instantly request 60% of their load payment as soon as they've picked it up, and receive it within seconds. Further, Quick Pay offers payment within two business days—instead of the standard 20 days.

**Scholarships:** In its 11th year, the C.H. Robinson Foundation Contract Carrier Scholarship program annually awards 25 scholarships of \$2,500 to carriers and their dependents.

**Carrier of the Year Awards:** Annual program recognizes outstanding carriers with an in-person ceremony and giveaways at C.H. Robinson headquarters

## Advocating for diversity in trucking

C.H. Robinson continues to advocate for a more inclusive and equitable workplace in the trucking industry. As part of this effort, we also endorse the Women in Trucking Foundation and are committed to advancing the group's mission to support ambitious students, drivers, and professionals in the trucking industry who seek to grow their skills through classroom and vocational training. Any female attending a training course to advance their career in the areas of safety, driving, technical, or leadership skills in the trucking industry may qualify to apply for additional support.



Photo by C.H. Robinson Employee Jared Johnson

## National Truck Driver Appreciation Week

C.H. Robinson has celebrated National Truck Driver Appreciation Week for over two decades. Truck drivers are essential for both business and day-to-day life, delivering every day and in our most challenging of times.

To honor truck drivers for their tireless work to deliver the goods the world depends on, the company launched a week-long celebration and thank you campaign that included events at nine locations on a route that spanned from Minnesota to Texas. Truck drivers unable to attend a truck-stop event enjoyed another bonus during the celebration—a one-time free digital cash advance payment, making it easier for carriers to get paid instantly. Carriers hauling a load for C.H. Robinson could request up to 60% of their load payment, with zero fees during that celebratory week.

Truck Driver Appreciation Week is just one of the ways that C.H. Robinson shows appreciation for truck drivers year-round.

# Innovation

## How we manage

C.H. Robinson embraces technological innovation while balancing the need for a strong [data privacy](#) policy, [cybersecurity](#) strongholds, and the need to keep freight moving, particularly when time is of the essence. Generative Artificial Intelligence (genAI) tools have the potential to significantly accelerate productivity and innovation. These tools can enable more in day-to-day roles, allowing our expert people to lean in on our company's strengths and focus on strategic work.

**Giving people better digital tools to use is great progress; actually automating the complex processes of logistics is another frontier.**

Arun Rajan, Chief Operating Officer

In 2023, C.H. Robinson instituted Mark Albrecht as our Vice President of Artificial Intelligence (AI), who built our AI practice as a Center of Excellence (CoE) with a specific focus on enabling the use of AI across the enterprise. This will accelerate our journey toward a superior customer experience while simultaneously driving operating efficiencies.



## How we engage

Solving the toughest supply chain and logistics challenges for our more than 90,000 customers drives our strategy. With more visibility, our customers gain:

### Automated processes

Shippers gain valuable time with fewer manual touches

### Higher quality data

High quality, timely data enables actionable insights on what is at risk or needs attention

### More time to respond

Ability to pivot quickly, in a mode-neutral way, when there is an issue or disruption, minimizes supply chain impacts

### Fewer added costs

Dwell and detention, OTIF fines, production down time, missed appointments, and more all lead to added costs for shippers

### Surpassed expectations

A positive experience depends on being able to meet consumer demand, achieve goals, and deliver on time

## Automation

As part of our commitment to continuous improvement and driving efficiency, we have focused on increasing the number of shipments our employees can support, or “shipments per person per day.” Our improvement in North America surface transportation and global forwarding shipments per person per day [as reported in the fourth quarter](#) are indicators of the progress we have made on removing waste and manual touches. Accelerating the digital execution of critical touchpoints in the lifecycle of a load includes:

- Reducing manual tasks per shipment
- Reducing time per task

## Case Study: New Electronic Bill of Lading

**Innovation:** As of 2024, C.H. Robinson became the first third-party logistics provider to adopt a new electronic version of an essential shipping document—a bill of lading (eBOL). Now, a tracking number is generated within seconds of the shipment being tendered to the carrier via API and a complete bill of lading is ready for the shipper when the driver arrives. In 2023, 17,240 C.H. Robinson customers benefited from eBOL and that number is expected to grow in 2024.

**Outcome:** With an eBOL, not only do earlier tracking updates allow for detection and avoidance of disruptions along the route, but they also enhance the predictive ETAs that shippers rely on. Predictive ETAs for LTL shipping are more complex than truckload shipping and C.H. Robinson has reached 92% accuracy in predicting an LTL shipment will arrive on time, thanks to a sophisticated data-science model.

## Case Study: Touchless Appointments

**Innovation:** In a 2024 C.H. Robinson customer survey, shippers indicated that more efficient appointment scheduling is their second-biggest tech priority for supply chains this year. In service of our customers, C.H. Robinson announced the launch of [touchless appointments](#). Across the U.S. trucking industry, more than one billion of

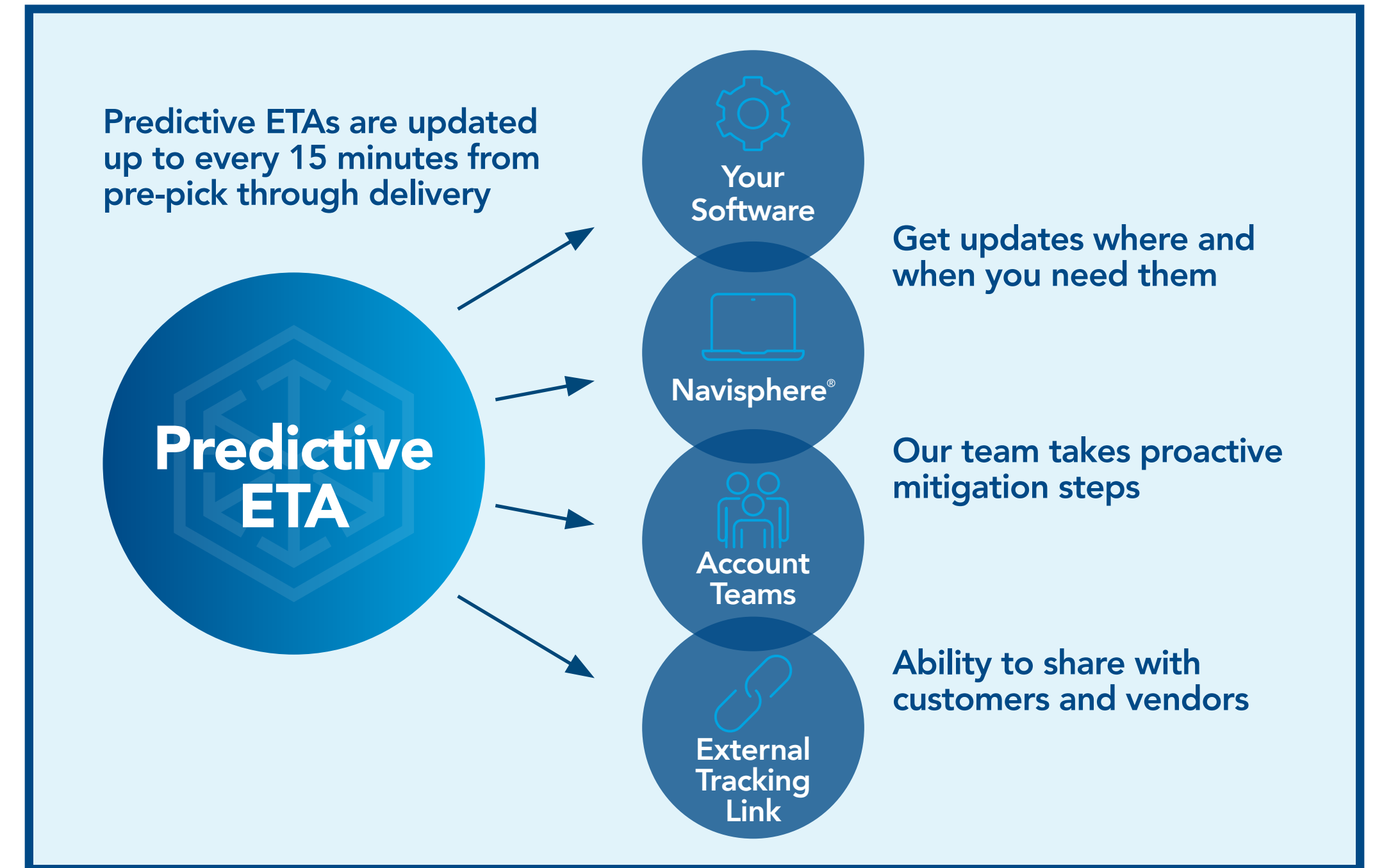
these appointments are made each year, commonly through phone calls and emails. The technology uses artificial intelligence to determine the optimal appointment. This is based on transit-time data from the company's millions of shipments across 300,000 shipping lanes, facility data such as peak dwell time, and the most convenient time windows for carriers.

**Outcome:** With touchless appointments, the entire process is automated and can be done 24/7 with no manual intervention. C.H. Robinson, which moves more truckload freight than anyone in North America, has completed touchless appointments for 2,545 customers at more than 25,000 facilities to date. Retailers and food companies are the biggest users of this technology.

## Predictive Analytics

To increase the accuracy of predictive ETAs, C.H. Robinson took a different approach than other companies that provide real-time visibility. We:

- Determined which tracking data makes the greatest contribution to accurate ETAs
- Stopped collecting data that is unreliable but typically required of carriers across the industry
- Instituted rules for carriers to provide tracking data at different, more meaningful points in time



## Looking ahead

Technology is a crucial aspect of our strategy and brand. C.H. Robinson is already leading the way in effectively utilizing AI and Machine Learning (ML) tools. As the competitive landscape and technology evolves, we will look to further leverage technology tools, such as GenAI, to accelerate the removal of waste and inefficiency and grow our leadership position within the industry.

Related links:

- [C.H. Robinson Automates a Task the Freight Industry Does 1 Billion Times a Year](#)
- [C.H. Robinson Leads Industry with New Electronic Bill of Lading \(eBOL\) for LTL Shipments](#)

# Our People: Talent Attraction, Retention, and Development

## How we manage

At C.H. Robinson, our employees move the world forward and are at the core of our success. We leverage the diverse perspectives, skills, and experiences of our global network of supply chain experts to create innovative solutions to meet the needs of our customers, contract carriers, and growers. Our talent strategy, led by our Chief Human Resources and ESG Officer, is built on our EDGE values.

Our EDGE values are brought to life through our Leadership Principles: Adapt and Change, Constantly Innovate and Improve, Deliver Exceptional Results, Compete to Win, Value Differences, Inspire, Coach and Develop, and Think Like the Customer. Our Leadership Principles are our shared understanding of what it means to work at C.H. Robinson—how we drive exceptional results and develop our people for the future. It is unique to us, and aligned with our company strategy, mission, vision, and values.

We attract, retain, and reward exceptional talent by creating an inclusive, high-performing culture and by engaging employees with meaningful work at a place where they feel they belong, can grow, and are proud to work.

We aim to create an environment where people know what is expected of them, can build connections and a sense of belonging, learn and grow, perform at their highest, and build a career that enhances their life. Our hybrid work approach balances the flexibility our employees value with the collaborative spirit that's instilled in our in-office culture. In fact, our employees tell us work-life balance is one of the top reasons they love working at C.H. Robinson. Our structure cultivates a rhythm that combines the best of a blended virtual and in-person environment that enables our people to learn and grow, and leaves us well-prepared in a quickly evolving industry.

Our innovative talent strategies support the development and empowerment of 15,246 people in 39 countries around the world, enabling the success of our customers and contract carriers and driving our growth strategy. As we continue to grow and our employees become more dispersed and increasingly diverse, we will continue to further advance and cultivate a consistent approach in working with and developing our talent—no matter how or where we engage with our customers.

**Our Purpose** | Together, we keep the world moving forward. Every shipment. Every challenge. Every day.

Our leading EDGE values

- Evolve constantly** Challenge the status quo and surface new ideas.
- Deliver excellence** Encourage big thinking to consistently drive value.
- Grow together** Serve and empower our teams to grow and advance.
- Embrace integrity** Recognize diversity makes us a smarter, stronger team.

Our talent strategy is built on our EDGE values, which are brought to life through our Leadership Principles.



In 2023, C.H. Robinson Leadership Principles were embedded in the recruitment process to ensure new hires meet our expectations in this area while also possessing the required skills and experience to effectively perform the job.

## How we engage

Our talent strategy builds on our employees' existing strengths while addressing the skills and capabilities we need to evolve to drive future success. Our strategic priorities for talent include the following:

- **People:** Enabling our people with a customer-centric focus who have the skills and expertise needed to compete in a more sophisticated supply chain market, including key functions such as industry supply chains, engineering, and product.
- **Leadership:** Developing decisive leaders who drive enterprise collaboration and business results today while also developing superior talent for the future.
- **Incentives:** Delivering clear and compelling compensation plans that incentivize enterprise performance and commercial growth.
- **Culture:** Empowering employees with a dynamic and collaborative mindset who are proactive problem solvers and use speed principles to drive outcomes; enabling employees to make decisions faster and use lean principles to enhance processes and drive productivity.
- **Engagement:** Foster a work environment where highly engaged people are motivated to outperform, with a clear understanding of our vision, where they fit within it, and the growth opportunity it offers them.

### Diversity, Equity, and Inclusion (DEI)

Fostering a diverse and inclusive workforce is core to our company values. It is imperative to our business and the right thing to do. The unique experiences and backgrounds of our employees create a stronger, more innovative and successful team. Our commitment to DEI is brought to life by integrating our DEI strategic pillars (workplace diversity, workforce inclusivity, partnerships, and accountability) across our talent strategies and into our business. Read more about our global DEI strategy, "Be Curious. Be Brave. Be Accountable.", our goals, and efforts in the [DEI section](#).

### Talent Acquisition, Engagement, and Retention

C.H. Robinson attracts, engages, and retains exceptional talent that represents the communities we serve. Proven recruitment marketing practices are leveraged to increase talent brand awareness and drive high quality applicant flow. Our Leadership Principles are embedded in the recruitment process to help ensure new hires meet our expectations along with having the skills and abilities to excel in the job.

Our employee turnover ratio, which is calculated as the number of employees who departed in the 12 months ended December 31, 2023, divided by the average number of employees in the 12 months ended December 31, 2023,

was 24%. Our voluntary turnover rate declined 2 percentage points from 2022 to 13%, in line with easing labor market conditions in 2023 and an active focus on retention of key talent. We actively drive retention by focusing on the top drivers for our employees, including compensation, career growth opportunities, flexibility in where employees work, and work-life flexibility.

We regularly survey our employees and engage in focus groups to better understand what our employees value and how we can continuously enhance their experience. Our 2023 engagement survey generated an engagement score of 77%, which is a slight decline from past years. Areas of strength across the enterprise continue to be the capabilities of our managers, the strong relationships between our people and their managers, and our understanding of our customers' needs. The survey results indicated employees feel comfortable discussing their concerns with their managers, and clearly understand performance expectations and the needs of their customers. In addition, collaboration and communication, a key focus area for the enterprise, showed year-over-year improvement.

To increase engagement back to historical levels and address areas of opportunity, we have outlined key focus areas for the enterprise, including clarifying company direction, enhancing survey credibility and



action planning, continuing to increase communication and collaboration, and increasing perceptions of fair pay.

### Onboarding and Development

We believe a focus on the ongoing development of our leaders and employees results in high performing employees who are empowered to accelerate their careers and deliver exceptional, customer-centric results. Our talent model is to prioritize growing talent and leaders because we believe their experience, knowledge, relationships, and expertise become increasingly valuable with time.

The foundation of our talent strategy starts with building a deep bench of leaders who can execute, inspire, and drive our business today and into the future. With an increasingly diverse and dispersed workforce, leaders must consistently demonstrate the C.H. Robinson Leadership Principles to our employees. We prioritize our leaders' capabilities to coach and provide feedback to empower employees to collaborate across the enterprise, drive business results, and grow their careers.

- We provide new leaders with onboarding to ensure incoming and transitioning leaders get up to speed quickly, so they are ready to lead and support their employees.
- Throughout their careers, leaders are provided development opportunities via our leadership development programs and stretch assignments, which are in place for our high potential employees, our next generation leaders, and high-performing leaders.
- We evaluate leadership talent across the organization through our talent planning process, which allows us to assess, calibrate and differentiate talent based on performance and potential across the organization. This process drives succession planning for critical leadership roles in the organization.
- Our targeted development programs include the Leadership Networking Circle, a program designed to develop female leaders; a sponsorship program to champion the growth of our employees of color and female employees; the Black Leadership

Academy for black leaders at various stages of their leadership journeys; and a Key Account Sales program to grow our strategic selling capabilities.

- In addition to our focused initiative work, our human resource team provides excellent service delivery by supporting our people from their initial application through their entire career—listening to each individual and working to understand their goals along the way.
- To ensure we are united in our common goals, after joining the C.H. Robinson team, all employees participate in our ACCELERATOR onboarding program. The program is tailored to meet various needs by segmenting participants into “lanes” catered to employee experience level and role.
- Through C.H. Robinson and the C.H. Robinson Foundation, we support our communities, and our stakeholders with programs that help recruit, engage, and develop top talent, align with business priorities, and advance the broader logistics and transportation industry.

## Looking ahead

In 2024 and beyond, working as “One Robinson” is a key component of our enterprise strategy and critical driver of company growth. It means collaborating across divisions and leveraging the strength of our collective expertise to provide a unified and consistent experience for customers, carriers, and broader stakeholders. We will move with intention to support our people in bringing this strategy and way of working to life.



Photo by C.H. Robinson Employee Alex Lowe



Photo by C.H. Robinson Employee Heidi Fung

# Employee EHS and Well-being

## How we manage

Safety is everyone's job at C.H. Robinson. We expect employees to uphold the Workplace Safety and Environment principles outlined in the Employee Handbook to maintain a healthy and safe work environment for everyone and to provide uninterrupted service to our customers.

C.H. Robinson is committed to providing and maintaining an environmentally friendly, healthy, safe, and secure workplace for all employees, contractors, customers, and visitors. We uphold the Environmental, Health, and Safety (EHS) principles by incorporating the EDGE values of C.H. Robinson into our training and educational initiatives related to EHS. Our EHS principles and training to all employees supports uninterrupted services to our customers.

In 2023, we created a safety department that focuses on safety programs, implementations, training, continuous improvement, and consistent education. Our EHS metrics helps define our success and we provide detailed site metrics each month as a standard practice. Network and site plans are drafted from these metrics, which include root cause analysis, trends, and corrective actions.

## How we engage

We engage our employees by various EHS mechanisms, which includes but is not limited to:

- EHS eLearning with multiple language capabilities
- Monthly safety training topics
- New hire orientation
- Safety committee involvement
- Process improvement events—5s, GEMBA Engagement walks
- Network EHS communication

As part of our continuous learning culture, employees participate in formalized training and can also access EHS training on a self-serve basis. Our learning platform contains more than 1,000 eLearnings on EHS in multiple languages. The materials cover a wide range of topics from introduction to OSHA to injury and prevention.

In addition to the safety department, the company has also convened a Safety Council to steer warehouse facilities on OSHA compliance and maintain safety principles that uphold operational excellence.

The following practices were implemented:

- Facility safety walkthrough checklist
- Network safety committee meetings
- Quarterly leadership meetings, which include warehouse facility safety
- Compliance tracking tool for OSHA compliance (e.g., forklift and pallet jack operation)

With each facility inspection, we conduct risk assessments to identify hazards that require action plans. These internal inspections also support our work to prevent work-related injuries, health and safety incidents, and more. In 2023, the company released a robust emergency incident response plan that will be adapted to incorporate site-specific facility needs.

As part of our overall management system, human resources and managers discuss risks on a regular basis. One example of this strong partnership is the jointly launched Injury Intake Guidelines. Separately, the procurement team has integrated safety requirements into procurement and contractual arrangements with third parties to ensure our safety practices continue to be carried out.

## Safety and Health (OSHA) Policy

Safety is everyone's job at C.H. Robinson. The company provides a clean, hazard-free, healthy and safe environment in which to work in accordance with the Occupational Safety and Health Act (OSHA) of 1970. The company works to provide a safe workplace, free from recognized hazards that cause or are likely to cause harm to employees or others.



## Looking ahead

By the end of 2024, our safety programs will be written, reviewed, and implemented at each site. We will have a detailed and structured EHS policy that focuses on our foundational values and continuous improvement methodologies. Each warehouse location will have a designated safety committee that drives improvement and sustains positive safety culture. Furthermore, we will continue to broaden the reach of our safety programs and procedures as we evolve and mature our practices.

### Health

- Two medical plans to choose from offering:
  - Preventative care covered at 100%
  - Virtual visits/telemedicine
  - Prescription drug coverage
  - Wellness programs
  - Enhanced fertility benefits
  - 2nd opinion service
- Lyra Health: Behavioral Program and Work Life Services (Enhanced EAP)
  - Integrated with medical plans to allow for continued care beyond the initial eight free sessions offered
- Vision
- Two dental plans
- Short- and long-term disability

### Wealth

- 401(k) plan and generous company match
- Employee stock purchase plan (ESPP)
- Flexible spending account (FSA)
- Dependent care account (FSA)
- Health savings account (HSA)
- Basic term life insurance plan
- Supplemental life insurance available

### Self

- Work-life balance
  - Remote work options
  - Flexible work times
  - Paid vacation
  - Paid company holidays
  - Paid time off to volunteer
  - Paid time off to vote
  - Paid time off for COVID-19 vaccine
- Critical illness, accident insurance, and hospital indemnity
- Legal assistance benefit
- Lyra Health: Behavioral Program and Work Life Services (Enhanced EAP)
  - Eight free sessions with a therapist or coach
  - On-demand and virtual content
- Family-friendly benefits
  - Paid parental leave
  - Enhanced fertility benefits
  - Adoption assistance program

The table above reflects U.S. offerings.



# Diversity, Equity, and Inclusion

## How we manage

Our vision for Diversity, Equity, and Inclusion (DEI) at C.H. Robinson is to create a culture of belonging that embraces the unique experiences and diverse backgrounds of our people to create a stronger, more innovative, and successful team.

Our Board of Directors and Talent and Compensation Committee have oversight of our talent management and DEI efforts and progress. While support and commitment for our DEI work starts at the top with our Chief Executive Officer and the senior leadership team, support and commitment from all employees is critical to continue to move this work forward.

Accountability is key to our DEI journey and success. DEI was added to our senior leadership team's performance reviews and annual incentives beginning in 2021. We have further integrated that approach into additional management levels and are monitoring progress through ongoing metrics evaluated on a quarterly basis.

We believe shared contributions are critical to the success of DEI and invite every employee to understand their role in creating a culture of belonging. We recognize no person is made up of only one dimension of diversity, so we take an intersectional and inclusive approach to DEI. At C.H. Robinson, we also embed DEI in our work and have several cross-functional teams actively working on DEI efforts throughout the year.



## How we engage

### Global DEI strategy

In 2023, we were proud to launch our global DEI strategy. This strategy is integrated into our business and grounded in three fundamental tenets that guide our day-to-day:

- **Be curious** about the diverse and unique experiences of people
- **Be brave** in holding uncomfortable conversations and admitting when you don't know
- **Be accountable** in our actions to promote inclusivity and psychological safety

Our employees play a critical role in helping bring our global DEI strategy to life as we continue to build a culture where all employees can grow and thrive.

### Employee engagement

C.H. Robinson Employee Resource Groups (ERGs) are pivotal in fostering our culture of inclusivity. ERGs provide opportunities for employees to connect and grow as a community and engage on DEI initiatives with colleagues around the world. In 2023, we were excited to add an Asian Heritage ERG to our employee engagement offerings.

Throughout the year we bolstered our ERG efforts in commemorating heritage months by organizing volunteer activities featuring renowned authors and experts, hosting

informative panels, and ensuring opportunities for continuous learning and engagement.

C.H. Robinson also hosted its third annual Global Inclusion Week in 2023, which brings employees together for conversations on how to make intentional decisions to understand, empathize, and act in support of others. The theme, "Be Curious," reinforced our global DEI strategy. The week featured a keynote discussion with senior leaders including President and CEO, David (Dave) Bozeman, virtual conversations featuring global employees, and more.

In addition to ERGs and Global Inclusion Week, our efforts to recognize and support inclusion and diversity around the globe were reflected in the many new events and initiatives that took place in 2023. For example, C.H. Robinson employees in Monterrey, Mexico, participated in the local Pride parade for the first time.

### Hiring Review Committee

DEI at C.H. Robinson is also a talent imperative. Our commitment to ensuring an equitable and inclusive workforce is evident through our Hiring Review Committee. This committee has not only generated positive feedback from internal hiring leaders but is also a powerful differentiator for our company.

The Hiring Review Committee is comprised of employees who are trained to listen for bias in candidate debrief discussions. This allows objective observers who were not part of the interview team the opportunity to listen and



ask questions of hiring teams. This helps ensure discussions are equitable and impartial.

### Increasing representation

DEI at C.H. Robinson supports our strategic enterprise-wide aspirational goals and focuses on ensuring our employees and leaders represent the communities we serve. To that end, we are actively addressing: increasing the representation of women and black, indigenous, and people of color (BIPOC) employees in leadership roles; hiring and retaining a diverse staff; equitably promoting women and BIPOC employees; and ensuring engagement scores for women and BIPOC employees are at parity with overall company scores.

A timeline to meet these aspirational goals is in place and C.H. Robinson tracks metrics and progress throughout the year. This ensures we have ample time to monitor our progress and adjust our actions when needed.

### Encouraging self-identification

Since 2022, C.H. Robinson has included additional fields in our human resources system for U.S.-based employees who choose to identify their sexual orientation, gender identity, and/or pronouns and provided expanded options for those who identify as two or more races/ethnicities. This initiative recognizes the significance of empowering our employees to identify themselves and the information provided offers more comprehensive insights on dimensions of diversity that are historically difficult to capture in the business world.

Self-identification is a personal choice and is entirely optional; we encourage our employees to participate. As 2023 ended, 12% of our U.S.-based employees have chosen to self-identify sexual orientation (inclusive of all options; those who do identify as LGBTQIA+, those who do not identify as LGBTQIA+, and those who choose to decline to answer).

## Looking ahead

C.H. Robinson will continue to advance our priority areas, refine our goals, and further integrate our DEI efforts into our business and talent strategies. This means increased transparency of our DEI progress and building divisional DEI action plans for leaders as an added layer of accountability. The DEI team will also continue to partner with our Talent Acquisition team to drive new recruitment strategies designed to increase diversity in both candidate slates and hires.

### Related Links

- [DEI external website](#)
- [Parity Pledge® website](#)
- [HRC Business Coalition for Equality Act](#)

## 2023 DEI Community Giving and Partnerships

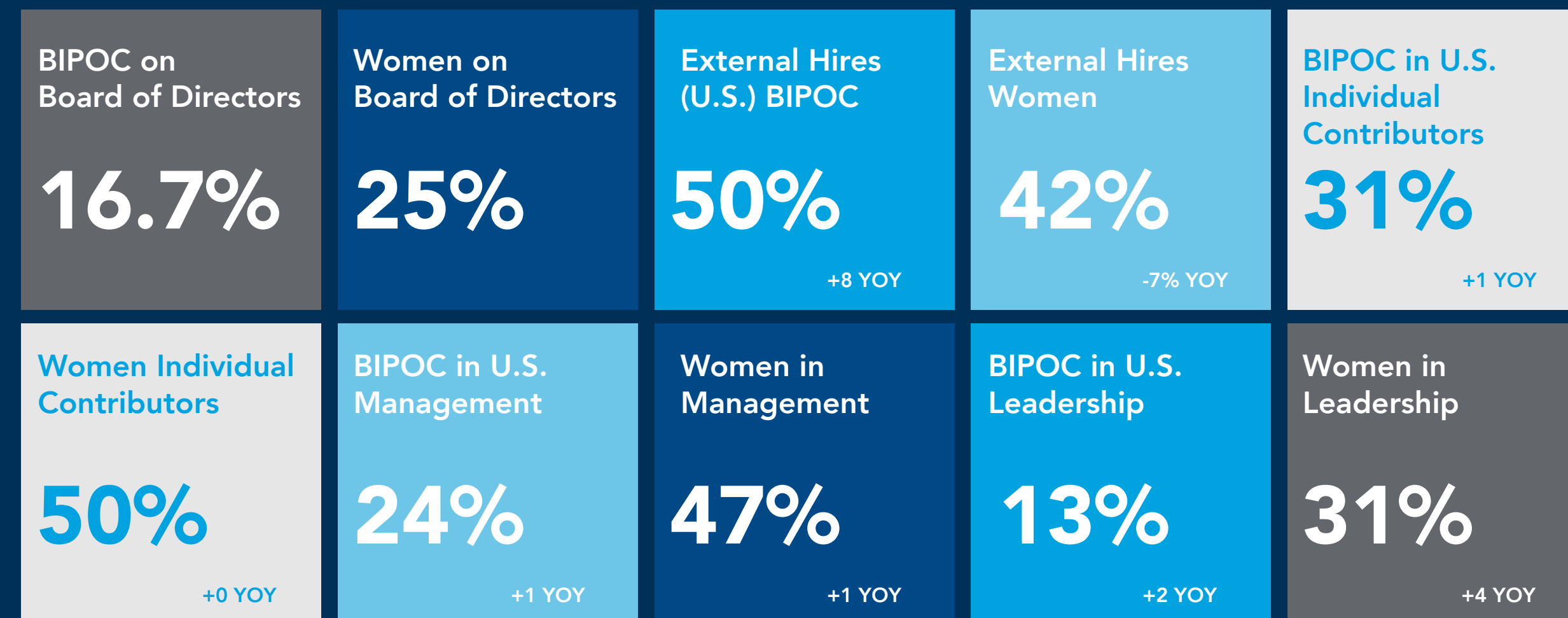
Select 2023 DEI community partners and grant recipients include:

- AWESOME
- Center for Economic Inclusion
- Hispanic Alliance for Career Enhancement
- Mala Fund
- Mujeres Latinas en Acción
- National Urban League
- North Central Minority Supplier Development Council
- Out & Equal
- OutFront Minnesota
- Pillsbury United Communities
- Theater Mu
- Thurgood Marshall College Fund
- United Negro College Fund
- Urban League Twin Cities
- Women in Trucking



Photo by C.H. Robinson Employee Faye Deramus

## Representation



ESG reporting metrics are limited to Individual Contributors and differ from 10K, which includes all employees.

# Community Relations

## How we manage

A priority area within our ESG strategy is the empowerment of employees to drive meaningful social impact. This commitment is exemplified through the grantmaking of the C.H. Robinson Foundation, Robinson Cares, and our corporate responsibility programs. These programs collectively underscore our dedication to fostering positive change, and making a lasting difference in the lives of individuals and communities we engage with.

Established in 2005, the C.H. Robinson Foundation (Foundation) is funded by C.H. Robinson to support our industry, our communities, and the causes our employees care about most. This work is carried out through the support of 501(c)(3) non-profit organizations. The budget is determined and approved by the Foundation Board of Directors and led by Rachel Schwalbach, Vice President Environmental, Social, and Governance, and President of the C.H. Robinson Foundation. A charitable trust entity provides checks and balances while ensuring compliance with Internal Revenue Service guidelines and corporate tax law.



Team Robinson at Bike MS: MS 150



Photo by C.H. Robinson Employee Kimi Pena



Photo by C.H. Robinson Employee Gabrielle Banzon

## How we engage

C.H. Robinson and the Foundation contribute to organizations that make a positive impact on our communities, industry, and planet. Through our Foundation programs and general operating and program grantmaking to non-profit organizations, our approach to giving is informed by community input, partner dialogue, and regional needs. In 2023, total charitable giving from the company and the C.H. Robinson Foundation was nearly \$4 million.

### Strategic Industry Grants

The Foundation supports non-profit organizations that are committed to helping the supply chain and logistics industry thrive. Contributing to organizations doing meaningful work moves us. Strategic grants fund organizations that support carriers, diversify the supply chain and workforce, provide education in transportation and logistics, and support environmental sustainability in transportation and logistics. Examples include Environmental Initiative, Smart Freight Centre, Solar Impulse Foundation, Truckers Against Trafficking, St. Christopher Truckers Relief Fund, and Women in Trucking.

### DEI Grants

The Foundation fosters equal opportunities and promotes inclusivity. Through the DEI grants program, it proudly supports organizations focused on removing barriers and creating opportunities for all in the following focus areas: gender equity, income equality, educational equity, and mental health equity.

“The Center for Economic Inclusion is honored to continue our partnership with C.H. Robinson as we pursue shared goals to build racial wealth equity and inclusive economic growth. We are using the investment from C.H. Robinson to accelerate our efforts to educate and equip 20,000 people with the knowledge, tools, and cultures of shared accountability necessary to build a racially equitable, inclusive, and prosperous economy for 3,000,000 by 2030.

Tawanna Black, Founder and CEO,  
Center for Economic Inclusion

### Twin Cities Grants

The Foundation helps strengthen the Minneapolis–St. Paul metropolitan area, where the company is headquartered, by providing general operating and program grants in the following focus areas: hunger, shelter, education, and workforce development. Learn more on our [corporate responsibility web site](#).

“We are truly grateful for C.H. Robinson’s generous grant, which will empower the Solar Impulse Foundation to accelerate the adoption of sustainable solutions in the transportation and logistics industry. This funding amplifies our impact, enabling us to organize events, to connect innovators with adopters and investors, and to showcase success stories that inspire positive change in the industry.

Jonathan Derain, Managing Director,  
Solar Impulse Foundation

### Robinson Cares

Robinson Cares is our employee-driven philanthropy, fueled by our worldwide network of passionate employees. By thinking globally and acting locally to strengthen impact in their communities, our employees respond to social needs through volunteerism, giving, and the C.H. Robinson Employee Match Program.

In 22 locations, Robinson Cares committees lead employee giving and volunteerism while rallying around critical social needs such as the global hunger crisis, educational equity, and safe housing for all. Together, we continue to make a difference for people and communities worldwide.



Photo by C.H. Robinson employee Camila Freitas

## Employee Gift Match and Volunteer Match Programs

We support the causes our people are passionate about and help deepen their impact. Whether mentoring a student, stocking food shelves, or biking to cure multiple sclerosis, we match employees' time and giving to qualified non-profits, up to \$10,000 annually. In 2023, employee donations and Foundation matching gifts totaled \$1.3 million. Employees volunteered 10,000 hours for the causes they care about, generating the equivalent of \$318,000 in revenue for non-profit organizations.\*

## Scholarship Program

We believe in empowering ambitious minds and making education accessible to all. That's one of the reasons why we help support students by providing access to more affordable education through the global C.H. Robinson Foundation Scholarship Program.

For the 2023-2024 school year, the Foundation awarded \$2,500 scholarships to 25 C.H. Robinson employees or dependents and 25 truckload contract carriers or their dependents.

*I am very grateful for this scholarship, as it provides me with support in my studies to help make my dreams closer to becoming a reality.*

Riley C., Ontario,  
2023 Scholarship recipient

## Leadership Board Match

The Leadership Board Match Program is designed to encourage C.H. Robinson leaders to deepen their engagement as board members with non-profit organizations by providing monetary gifts to non-profits for the boards they serve.

## Volunteer Time Off

C.H. Robinson encourages all employees to serve as volunteers in their communities. Through the Volunteer Time Off (VTO) program, employees in the U.S., Canada, Mexico, and South America are given one day of paid time off to volunteer with 501(c)(3) or equivalent non-profit organizations.



Photo by C.H. Robinson Employee Katy Wang

## Employee Relief Fund

We care about the health and well-being of our employees through the global [C.H. Robinson Foundation Employee Relief Fund](#). When tragedy strikes or a crisis is unavoidable, the Fund provides financial assistance to employees.

Ninety percent of employee recipients report that they have regained financial stability, resulting in enhanced well-being, greater productivity, and retention.

\*Figures provided here use the 2022 value (USD \$31.80) from [Independent Sector](#) to calculate the financial value of volunteer hours.



Photo by C.H. Robinson Employee Ellie Liu

## Looking ahead

C.H. Robinson and the C.H. Robinson Foundation support our employees and the causes they care about most, the people who keep our industry driving forward, and the organizations that help ensure our communities thrive. We're proud to invest in strategic partnerships that strengthen the local communities where we live and work.

As we look ahead, we will continue to support philanthropic efforts around the world that make a meaningful and positive difference for people and our planet.

	2019	2020	2021	2022	2023
<b>Volunteer Hours</b>	10,375	4,215	4,516	8,890	10,767
<b>Corporate Cash Giving (\$USD)</b>	821,341	326,227	349,966	451,368	377,422
<b>C.H. Robinson Foundation Giving (\$USD)</b>	1,770,108	3,078,230	2,176,039	3,587,578	3,633,925
<b>Total Community Giving (\$USD)</b>	2,593,468	3,404,457	2,526,005	4,038,946	4,011,347



Photo by C.H. Robinson Employee Ellie Liu



# Governance

- Ethics and Compliance
- Risk Management
- Business Suppliers
- Global Data Privacy
- Cybersecurity

Since our founding 119 years ago, our focus has never wavered from the principles that have steered the company since its inception—integrity, leadership, and a forward-thinking mindset.



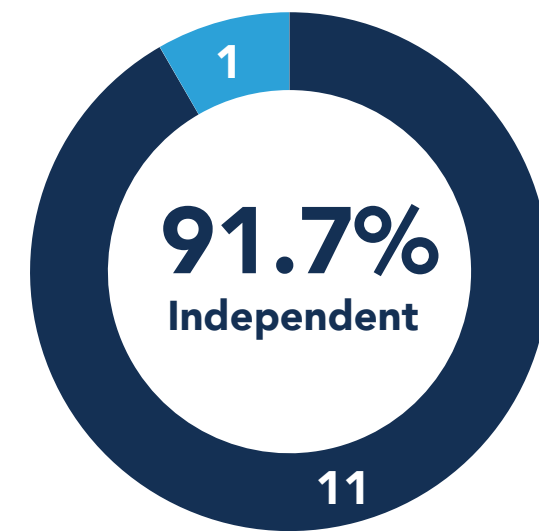
# Ethics and Compliance

## Quick Facts about our Board in 2024:

- One-tier, 12-member Board of Directors
- 92% are independent, as is the Chair and all members of the Audit, Governance, and Talent and Compensation Committees
- Board candidates are selected with consideration for diversity, as directed by the Governance Committee
- Board membership is 33% women and 17% BIPOC

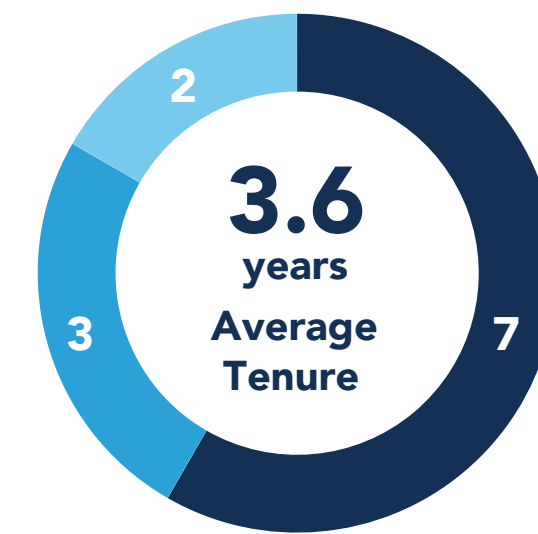
## Board Composition 2024 Board Demographics

### Independence



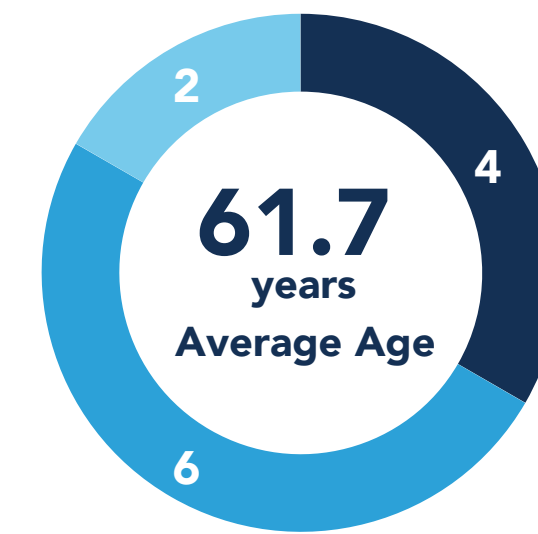
- Independent
- Non-Independent

### Tenure



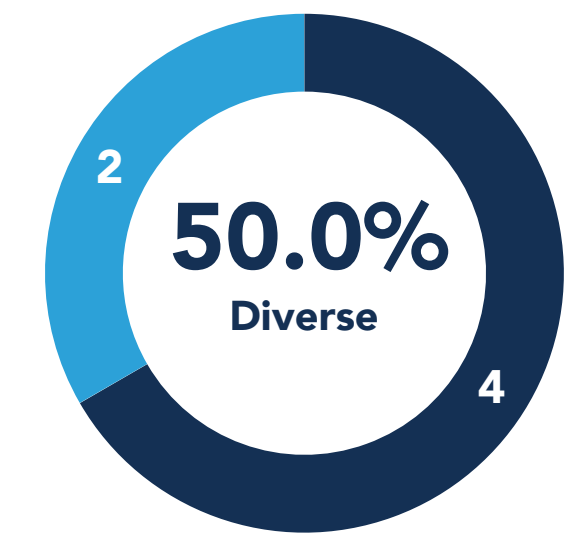
- <3 years
- 3-6 years
- >10 years

### Age



- 50s
- 60s
- 70s

### Diversity



- Women
- Racial Minority

## How we manage

Every employee is responsible for upholding the company's values starting from the first day they join the C.H. Robinson team. Our strong ethics and responsible approach to all we do have guided us for decades and continue to impact the way we serve customers, innovate for change, and grow our business. These values form an unyielding anchor at the core of our business—one that sustains us as we evolve.

A strong tone at the top has set the standard for our organization. Our twelve-member Board of Directors is chaired by independent Board member, Jodee Kozlak. Our Board is accountable for ensuring responsible governance and setting the strategic path forward for C.H. Robinson. The Board of Directors has oversight of the ESG strategy and performance, and Board committees also engage on ESG topics within the scope of their charters regularly.

It is crucial that our customers, contract carriers, suppliers, and shareholders feel confident doing business and investing with us. We have robust structures to help ensure compliance and safeguard against unethical behavior.

Our Chief Legal Officer oversees all global ethics and compliance protocols, training, and related matters, including an internal annual review that integrates stakeholder input and addresses new regulations.

A quarterly compliance committee meeting provides an open forum to review and discuss employee concerns and key findings are elevated to the Board for review. The compliance committee members include the Chief Financial Officer, Chief Human Resources and ESG Officer, Chief Legal Officer, and one or more Vice Presidents of business divisions.

Note: Facts and figures provided on this page reflect the inclusion of nominee demographics, as provided in the [DEF 14A Proxy Statement, March 2024](#). Appendix provides figures by calendar year.

## How we engage

We aim to have our employee-focused activities comply with, if not exceed, industry standards. All employees undergo internal training to help ensure full alignment with our policies and expectations.

At the time of hire, employees receive a comprehensive training program orientating them to practical and ethical aspects of the business. Additionally, the company conducts an annual compliance program titled “Compliance Month” where all employees are required to complete a range of compliance tasks to include policy acknowledgements and trainings dependent on their job responsibility.

Included within this program, employees participate in our global Code of Ethics training every three years, which is reviewed and updated annually. Translated into multiple regional languages, the Code of Ethics covers numerous topics, including our global privacy policy, cybersecurity, human rights and anti-slavery, record retention, FCPA and anti-bribery, anti-corruption, and procurement policies, among others. Through our yearly revision and enhancement of the Code of Ethics and regional employee handbooks, we ensure our alignment with any new legislation. This process helps maintain the relevance of our ethical business practices.

On an annual basis, all employees must review the Code of Ethics and complete additional

compliance trainings, to which they attest their completion. Other tools for ensuring effectiveness of the Code of Ethics include:

- Anonymous hotline to report violations, including review of the number of reported violations
- Internal investigation and discipline process
- Whistleblower protections

## Looking ahead

Within our compliance program, we have a system in place that drives continuous improvement. Our continuous improvement efforts are focused on incoming legislation, compliance trends, and above all—doing what is right. We continually review our policies and procedures to protect the integrity of our organization. We hold ourselves accountable to our expectation of 100% completion of compliance tasks by auditing our compliance program completion rates. Additionally, we have a system of controls focused on compliance awareness, investigating issues, and protecting whistleblowers. As our program continues to evolve and improve, we will continue our strong focus on meeting our compliance obligations and doing what is right.

Related resources:

- [C.H. Robinson Code of Ethics](#)
- [C.H. Robinson Anonymous Reporting Hotline](#)

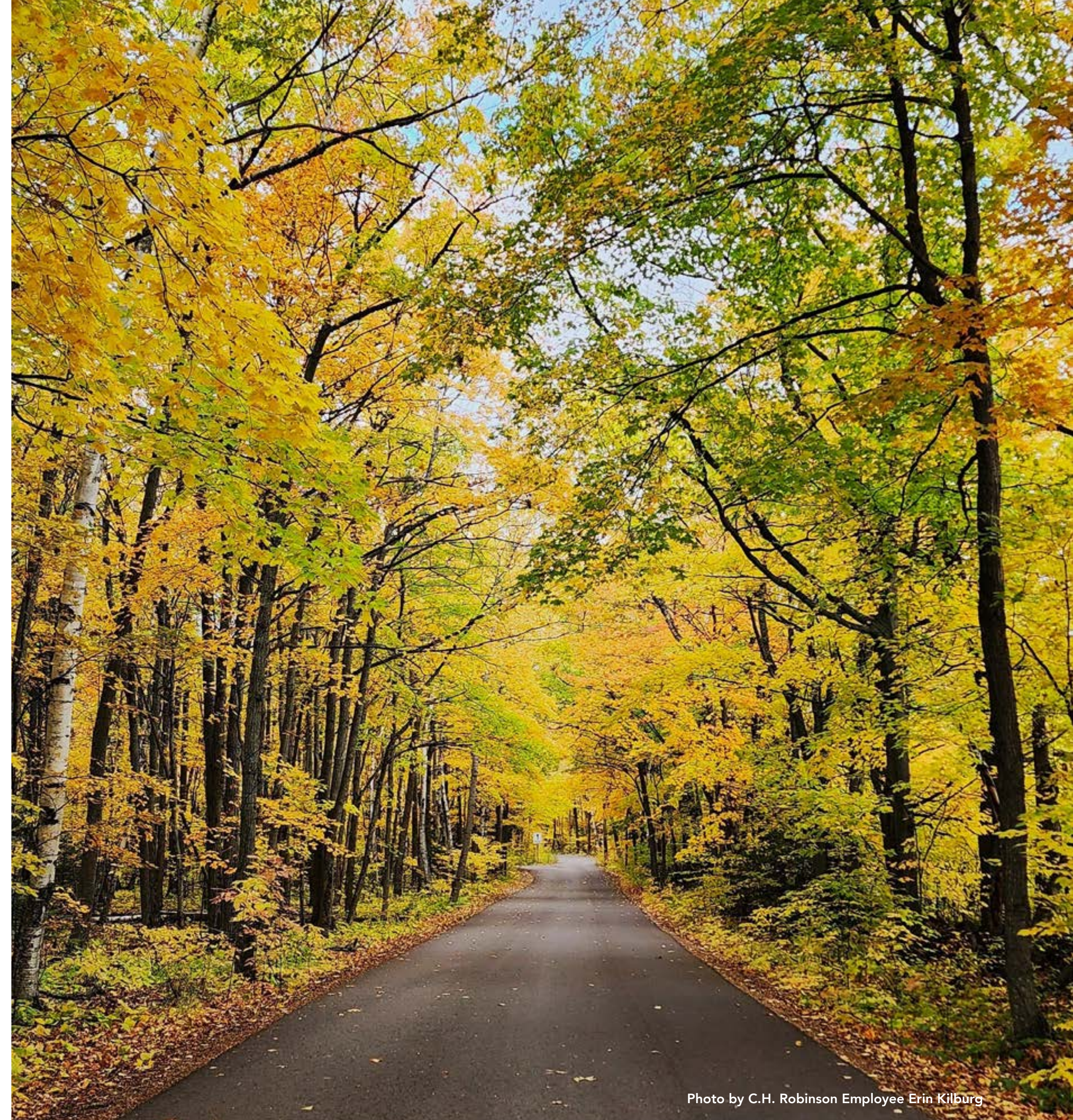


Photo by C.H. Robinson Employee Erin Kilburg

# Risk and Crisis Management

## How we manage

The C.H. Robinson internal audit team administers the enterprise risk management (ERM) program, reporting through our Chief Financial Officer to the audit committee of the C.H. Robinson Board of Directors. The ERM program allows the company to evaluate risks and their potential impact on the company based on multiple factors, including but not limited to, business conditions, company capabilities, and risk tolerance. The ERM program utilizes a framework that identifies and classifies risks, enlists risk owners, facilitates risk mitigation efforts, and communicates results to senior management and the Audit Committee. Changes in the company's risk profile may also be identified through routine internal audits and ongoing discussions with members of the company's operational staff and management.

A significant component of the ERM program is the annual risk assessment process, which includes interviews with and surveys of various key personnel and risk owners within the company, as well as with members of the Audit Committee. This helps formulate an in-depth understanding of the company's risk universe and enables the Internal Audit Department to classify the risk universe into a formal risk register. Based on this risk register, the company

can better prioritize risks based on impact, likelihood, vulnerability, and speed of onset. The results of the annual risk assessment are presented to the Audit Committee.

ESG topics are evaluated with leaders as part of our risk assessment process to determine overall risk rank, heatmap placement, and risk response plans. Climate change risks, among our other emerging risks, are evaluated and monitored regularly.

## How we engage

With the continued advancement of the ERM program, there are more frequent touchpoints with risk owners to ensure changes in the risk environment are captured and communicated promptly. The increased frequency allows further integration into the business and helps keep risk at the forefront of decision-making.

To achieve this, we engage numerous stakeholders across the company's shared service organizations, including legal, human resources, government affairs, technology, privacy, and others, to ensure our risk universe and analysis are comprehensive and timely reported, as necessary. In addition, we engaged external consultants to assist in risk scenario analysis.

In 2022, the company conducted a climate-based scenario analysis for our U.S. and Canadian operations in line with the International Energy Agency (IEA) 2 Degrees Celsius (2DS) scenario. This qualitative activity identified risks and opportunities for the business and resulted in the company's first TCFD Report.

In 2023, the company continued to evolve the enterprise climate risk process to include a joint quantitative and qualitative climate scenario analysis for risks and opportunities in our global operations across the value chain. See our [TCFD Report](#) for full details.

## Looking ahead

As we evolve our program, we will continue to further our disclosure in alignment with the TCFD recommendations. In 2023, we commenced joint qualitative and quantitative scenario analysis for our global operations with a third party. Results will be reported through our annual TCFD Report and the CDP Climate Change survey, among other outlets.

Related Links:

- [TCFD Report](#)
- [Proxy](#)
- [Form 10-K](#)



Photo by C.H. Robinson Employee Dustin Lewis

# Business Suppliers

## How we manage

C.H. Robinson expects that all third-party suppliers it works with share our commitment to responsible business practices. Our Procurement Policy provides a foundation for our sourcing practices, integrating ESG and diversity principles into our processes from end to end.

In 2021, C.H. Robinson launched a new public business supplier portal for easy, immediate access to the C.H. Robinson Supplier Code of Conduct and the Information Security Addendum. Having our commitments front-and-center ensures all stakeholders are aware of our expectations and conduct business in line with our values.

C.H. Robinson is committed to developing a supply base that reflects our communities and people. Our procurement program is built to support strategic business objectives, including diversity. To meet this objective, our Procurement Policy mandates the consideration of diversity within the selection process. We believe fulfilling this commitment helps drive value creation for our business and stakeholders. For information about our broader diversity and inclusion efforts, see p. 26.

## How we engage

We continue to leverage our supplier base to optimize engagements, resulting in stronger relationships, improved efficiencies, and fewer redundancies. C.H. Robinson launched enhanced due diligence processes that strengthen the relationship and oversight from our privacy, security, and internal audit functions. We continue to evaluate and continuously improve these processes to assist our stakeholders in making educated supplier decisions.

Our procurement processes drive the best value for the organization while also building a global network of responsible suppliers. As part of this commitment, C.H. Robinson seeks to provide qualified diverse and small businesses with procurement opportunities across our business.

This focus is integrated throughout our procurement process, and relevant spend and inclusion goals are established to drive continued improvement in diversifying our supply base. We solicit diverse vendors to participate in our procurement process, including BIPOC, women, veteran,

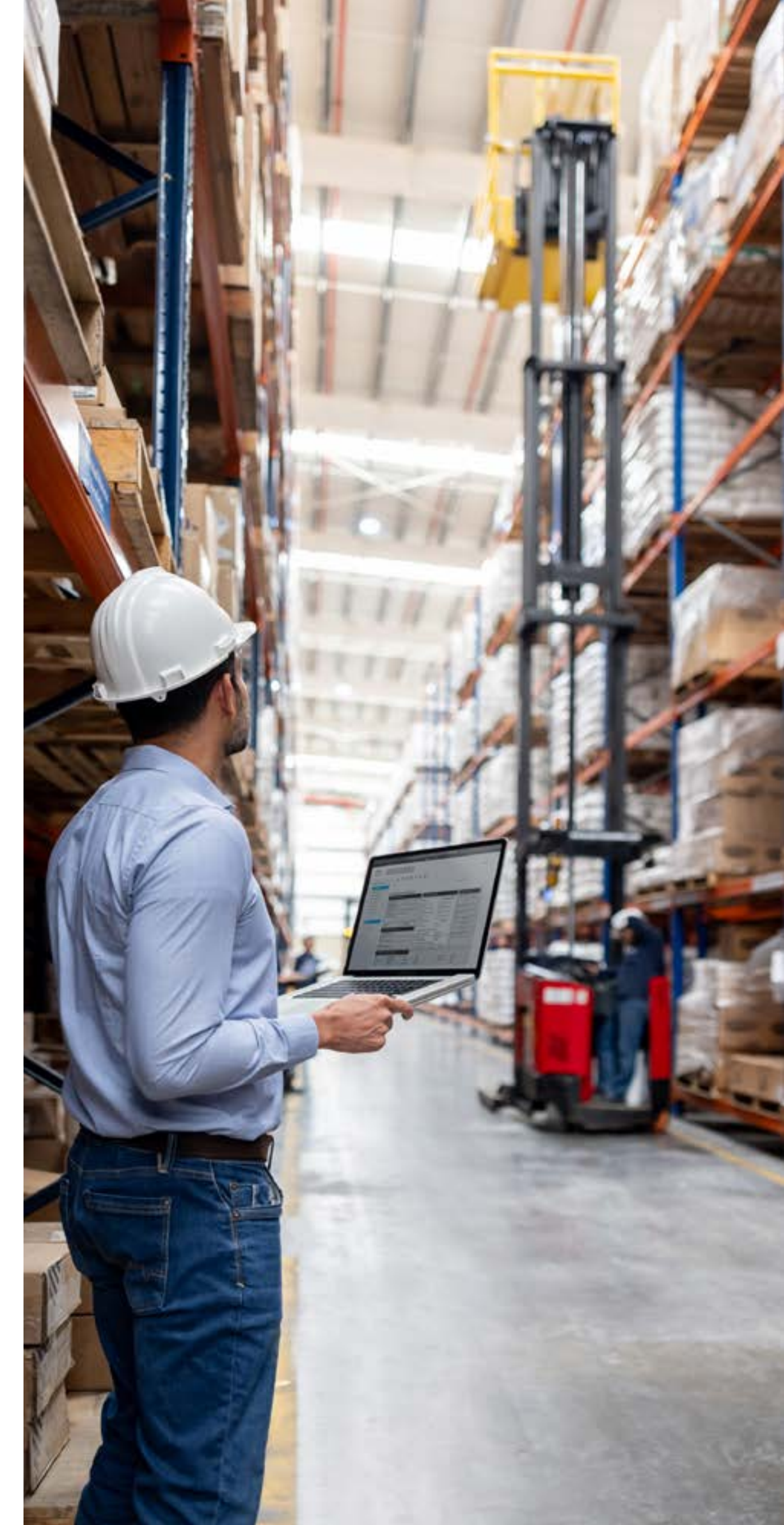
LGBTQIA+, and disability-owned businesses. These efforts ensure we have access to qualified suppliers that are not only cost-effective, but innovative.

## Looking ahead

The C.H. Robinson reporting system allows us to track spend with diverse vendors within sourcing events through a partnership with a third-party Diversity Reporting partner on an annual basis. We are working toward increasing access to diverse supplier pools to support the overall program.

### Related Links

- [C.H. Robinson Supplier Portal](#)
- [C.H. Robinson Supplier Code of Conduct](#)
- [C.H. Robinson Modern Slavery Statement](#)



# Global Data Privacy

## How we manage

C.H. Robinson values the trust and confidence of our customers, contract carriers, and employees. We are committed to the highest standards of data protection and privacy compliance by handling personal information responsibly, transparently, with due care, and in a fair and lawful manner.

The C.H. Robinson Global Data Privacy team is responsible for developing, implementing, and managing our privacy program. The program's mission is to provide C.H. Robinson with a sustainable, privacy framework that engages employees and fosters cooperation, informs business risk decisions, and protects the privacy and rights of the individuals whose data has been entrusted to us. The team responsible for privacy are certified privacy professionals accredited by the International Association of Privacy Professionals. Privacy staff attend privacy conferences and receive practical training to keep abreast of new and emerging topics in privacy and to effectively conduct day-to-day programmatic activities.

## How we engage

Our Privacy Program identifies and enables the organization to manage privacy risk through active engagement with global stakeholders via the execution of Privacy Impact Assessments, and in collaboration with internal audit teams that monitor privacy compliance and effectiveness of privacy controls across our operations and technology platforms.

Privacy program requirements are inclusive of a harmonized set of global privacy controls that are the basis of our Policies and standards. Our Global Privacy Policy is embedded in our Code of Ethics and outlines compliance rules and conduct for employees when using and processing personal information. Employees must review and acknowledge the policy annually. The Global Data Privacy Policy supports and is supported by other policies including our Asset Protection and Information Classification Policy, Electronic Data and Communications Policy, Procurement Policy, Human Resources Data Governance Policy, and Data Retention Policy. At a high level, the Global Data Privacy Policy includes language about:

1. Appropriate and compliant use
2. Security safeguards
3. Designing with privacy in mind—Privacy by Design
4. Execution of privacy impact assessments
5. Third-party processor compliance
6. Contractual obligations
7. Accidental disclosure reporting

All employees are required to complete annual privacy training, which is designed to establish a foundational understanding of our core privacy concepts and the expected handling of personal information. In addition, and throughout the year, the Privacy Program engages employees through awareness activities and communication campaigns that provide guidance on relevant topics. These campaigns are targeted and inclusive of employees in all regions.

We prioritize transparent processing of personal information, and require products, processes, and technology to be designed with privacy in mind (Privacy by Design). The Privacy Program collaborates closely with stakeholders to address existing or emerging privacy requirements and risks.

In addition, we publish our Global Privacy Notice on our externally facing websites. Our Global Privacy Notice explains how we collect, share, and use the personal information to users of our tools, technologies, and services. Our notice addresses how individuals can execute their rights and how we respond to requests, complaints, and inquiries. Individuals have the right to:

1. Submit a request to execute rights in alignment with global requirements;
2. Submit a do not sell or share my personal information as required by California and other state requirements;
3. Contact us with questions comments, or if an individual wants to update their information, preferences or execute their right to submit a complaint

Due to our global footprint, C.H. Robinson is subject to lawful data transfers from the EEA, UK, China, and other jurisdictions. As such, we take care to transfer data, in alignment with our obligations. We utilize various legal mechanisms to transfer data including standard contractual clauses, consent, and data transfer agreements in our contracts and internally.

Additionally, we conduct transfer impact assessments (TIAs) as appropriate and as required. Third-party processors that handle personal information must comply with laws, regulations, and contractual obligations. Our Privacy Program partners with the global procurement team, Legal, Cybersecurity, and business stakeholders to ensure due diligence processes on third parties with which we engage are executed and risk is appropriately managed.

## Looking ahead

Last year we prioritized compliance with new global requirements, including China's data transfer obligations and the California Privacy Rights Act, among other relevant legislation. In 2024, we will expand processes that monitor privacy control effectiveness and continue to assess the impact of laws regulating the use of AI, including the European Union's AI Act.

Another initiative in 2024 is the expansion of Privacy's Communication, Awareness, Training, and Education Program. The objective of these initiatives is to drive a culture of privacy across the organization, ensuring all stakeholders are equipped with the knowledge and skills to comply with policies and proactively engage in privacy risk management activities.

Finally, the program will put additional focus on the maturation of third-party management processes to increase transparency and standardize due diligence processes.

Related links:

- [Human Resources Data Governance Policy](#)
- [Electronic Data and Communications Policy](#)
- [Accurate Books and Records Policy](#)



Photo by C.H. Robinson Employee Erin Kilburg

# Cybersecurity

## How we manage

As a global company, we understand our compliance obligations and have processes and programs in place to meet those obligations, therefore ensuring we are good stewards of the data entrusted to us by our stakeholders. We work with employees and teams across the globe to integrate security and data protection principles into the way we do business every day. Please see p. 38 for information about our global data privacy program.

Our global cybersecurity team reports to our chief technology officer. Together, they are responsible for network security, engineering processes, business resilience, and briefing the Audit Committee on cybersecurity matters on a semiannual basis. They partner with leaders from all our global regions to centrally align strategic goals with our business priorities.

Our cybersecurity program integrates guidance from the U.S. National Institute of Standards and Technology's (NIST) framework. In addition, we annually submit to independent assessments by external parties, including System and Organization Controls (SOC) 2 Type 2 audit.

Our technology resilience program follows industry standards for disaster recovery practices, including alignment with ISO

27031:2011 and the Disaster Recovery Institute International's Professional Practices. Our program includes multiple components that act as an additional line of defense—among them are regular functional recovery and tabletop exercises, cybersecurity exercises, program audit and maintenance, awareness and training, business impact analysis, and risk evaluation and controls. Our Cybersecurity Incident Response Plan provides procedures for incident response and contingency measures, including outlining a plan from activation to remediation. C.H. Robinson did not experience any material cybersecurity incidents in 2023.

To proactively support resilience, we frequently assess for vulnerabilities. For example, endpoints and network equipment are scanned on a weekly basis but often more regularly.

## How we engage

To help our people understand their accountabilities within this program, all employees undergo training on compliance, privacy, and security at the time of hire, as well as on an annual, ongoing basis. Additionally, employees are tested quarterly, while high-value targets are tested on an additional quarterly



basis. Mandatory re-training is required for those who do not meet our threshold of standards. Program performance is part of a key metric reported to and monitored by senior leadership and the Board of Directors on a quarterly basis.

As part of our third-party engagements, we require vendors/partners to complete a risk assessment to support and help manage risk and compliance while supporting the advancement of new business initiatives. And as incidents arise within the course of standard operations, we have built-in escalation paths with dedicated leaders and expert external partners.

In 2023, we conducted a program maturity assessment against the NIST Cybersecurity Framework (CSF). The assessment scored our controls across domains to identify, analyze, and enhance cybersecurity capabilities. The process reviewed over 50 policies and procedures, included multiple stakeholder interviews, and resulted in analysis and a multi-year roadmap.

## Looking ahead

In 2024, we will continue to make new investments in our cybersecurity programs and lean on best practices to improve our posture against general and specific threats.



# Appendix



Photo by C.H. Robinson Employee Suzy VanHecke

	Indicator	2019	2020	2021	2022	2023	Footnotes
	<b>Environment</b>						
Climate Change	GHG Scope 1 Emissions (MtCO2e)	2,168	2,045	2,135	3,041	7,508	
	GHG Scope 2 Location-Based Emissions (MtCO2e)	30,075	31,585	30,136	24,681	24,532	
	GHG Scope 2 Market-Based Emissions (MtCO2e)	22,980	25,751	24,636	19,283	19,260	
	Total Scope 1+2 Location-Based GHG Emissions (MtCO2e)	32,243	33,630	32,271	27,722	32,040	
	Total Scope 1+2 Market-Based GHG Emissions (MtCO2e)	25,148	27,796	26,771	22,325	26,768	
	GHG Scope 3 Purchased Goods and Services (MTCO2e)	–	–	276,805	307,121	293,484	
	GHG Scope 3 Downstream Transportation (MTCO2e)	–	–	17,083,845	21,052,243	17,703,076	In our initial use of the Quantis Evaluator tool, we determined that Category 1 and combined Categories 4 and 9 totaled more than 99.5% of total Scope 3 emissions. The remaining categories are considered immaterial as they totaled less than 0.5% and are therefore excluded from this report.
	Total GHG Scope 3 Emissions (MtCO2e)	–	–	17,360,650	21,359,364	17,996,560	
	Total Scope 1, 2 and 3 Location-Based GHG Emissions (MtCO2e)	–	–	17,392,921	21,387,086	18,028,600	
	Total Scope 1, 2 and 3 Market-Based GHG Emissions (MtCO2e)	–	–	17,387,421	21,381,689	18,023,328	
	Renewable Energy Credits / Total Renewable Energy Use (MWh)	12,375	12,375	15,061	17,365	15,789	
GHG emissions intensity (MtCO2e/USD Revenue)	0.00549	0.00371	0.00116	0.00103	0.00152	This figure is calculated with reference to the revenue reported in C.H. Robinson's 2023 public filings (\$17,596,443 USD). Emissions use the market-based total Scope 1 and 2 emissions.	
EMS Systems and Reporting	Total Energy Consumption (thousand MWh)	82.74	92.96	96.94	83.92	94.68	
	Total Electricity Consumption (MWh)	53,588	68,236	62,860	31,334	57,889	
	Fleet Fuel Consumption (MWh)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	C.H. Robinson does not have an owned fleet.
	Environmental Fines (Number)	0	0	0	0	0	
	Environmental Fines (\$USD)	0	0	0	0	0	
	Non-compliance with environmental laws and regulations	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
	Hazardous waste (tons, averaged over three years)	0	0	0	0	0	
	<b>Social</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Volunteering and Giving	Volunteer hours	10,375	4,215	4,516	8,890	10,767	
	Corporate Cash Giving (\$USD)	821,341	326,227	349,966	451,368	377,422	
	C.H. Robinson Foundation Giving (\$USD)	1,770,108	3,078,230	2,176,039	3,587,578	3,633,925	
	Total Community Giving (\$USD)	2,593,468	3,404,457	2,526,005	4,038,946	4,011,347	
	<b>Human</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
Our People	Number of Employees	15,327	14,888	16,877	17,400	15,246	
	Number of Temporary Employees	124	243	142	140	1,183	In 2023 we conducted an audit and subsequent cleanup of contingent worker data and enhanced our definitions to ensure we properly classify all contingent workers. This impacts the counts of Temporary Employees and Contractors. No historical changes were made; this change only impacts 2023 onward
	Number of Contractors	1,074	905	2,019	1,828	31	
	New Employee Hires	3,087	2,234	5,189	4,251	1,722	
	Employee Turnover Percent*	20%	17%	19%	19%	24%	
Diversity and Inclusion	Percent of Women in Workforce	46%	47%	48%	48%	48%	
	Percent of Women in Management*	39%	38%	41%	46%	47%	Footnote: In 2020, C.H. Robinson adopted new human capital management software that provided more visibility to enterprise data. Our new data model defines "management" to include all people leaders for this report.
	Percent of BIPOC in Workforce	24%	25%	28%	29%	29%	
	Percent of BIPOC in Management*	16%	17%	19%	23%	24%	Footnote: In 2020, C.H. Robinson adopted new human capital management software that provided more visibility to enterprise data. Our new data model defines "management" to include all people leaders for this report.
	Percent of Disabled in Workforce*	2%	1%	2%	2.38%	3%	Footnote: Data provided in this report is from employee self-identification. C.H. Robinson does not mandate this disclosure from our employees.
	Percent of Women of New Hires	47%	47%	49%	49%	42%	

<b>OHS and Well-being</b>	Percent of employees receiving regular performance and career development reviews	98%	97%	98%	97%	97%	
	Average hours of training per employee per year	10	10	16	29	13	Footnote: Figures are rounded
	Hazard identification, risk assessment, and incident investigation	Yes	Yes	Yes	Yes	Yes	
	Occupational health services	Yes	Yes	Yes	Yes	Yes	
	Worker training on occupational health and safety	Yes	Yes	Yes	Yes	Yes	
	The number of fatalities as a result of work-related ill health	0	0	0	0	0	
	The number of cases of recordable work-related ill health	20	28	20	23	31	
	Workforce Accidents*	20	28	20	23	46	Footnote: Figures are US-only
	Lost Time from Accidents (days)*	10	13	354	172	434	Footnote: Figures are US-only
	Lost Time Incident Rate*	0.01	0.14	0.12	0.19	0.17	Footnote: Figures are US-only. Calculated as Days Away, Restricted or Transferred (DART). Please also note that in 2020, we acquired Prime Distribution Services ("Prime"), which influenced our 2020 figures.
	Total Recordable Incident Rate*	0.19	0.22	0.26	0.20	0.32	Footnote: Figures are US-only. Calculated as Total Case Incident Rate (TCIR).
	Fatalities—Total*	0	0	0	0	0	Footnote: Figures are US-only
	Fatalities—Employees*	0	0	0	0	0	Footnote: Figures are US-only
	Fatalities—Contractors*	0	0	0	0	0	Footnote: Figures are US-only
<b>Governance</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
<b>Corporate Governance</b>	Number of Non-Executive Directors on Board	9	9	9	10	11	
	Percent of Non-Executive Directors on Board	90%	90%	90%	91%	92%	
	Number of Independent Directors	8	8	8	8	11	
	Percent of Independent Directors	80%	80%	80%	91%	91%	
	CEO Duality	No	No	No	No	No	
	Independent Chairperson	No	Yes	Yes	Yes	Yes	
	Independent Lead Director	Yes	Yes	Yes	Yes	Yes	
	Number of Corporate Executive Officers on Board of Directors	1	1	1	1	1	
	Poison Pill Plan	No	No	No	No	No	
	Proxy Access Bylaw or Provision	Yes	Yes	Yes	Yes	Yes	
	Stakeholders' involvement in remuneration	Yes	Yes	Yes	Yes	Yes	
	CEO pay ratio	135:1	101:1	178:1	168:1	572:1	
	Number of Directors	10	10	10	11	12	
	Number of Women on Board	3	3	3	3	3	
	Percent of Women on Board	30%	30%	30%	27%	25%	
	Number of Female Executives	1	1	1	1	1	
	Percent of Female Executives	8%	9%	8%	7%	8%	
	Clawback Provision for Executive Compensation	Yes	Yes	Yes	Yes	Yes	
	Material cybersecurity incidents	–	0	0	0	0	
	Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	1	0	0	0	
<b>Ethics and Compliance</b>	Operations assessed for risks related to corruption	Yes	Yes	Yes	Yes	Yes	
	Communication and training about anti-corruption policies and procedures	Yes	Yes	Yes	Yes	Yes	
	Confirmed incidents of corruption and actions taken	0	0	0	0	0	
	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0	0	0	0	0	

## About this report

This report describes C.H. Robinson initiatives, performance, management systems, and goals related to ESG within our operational control. Unless otherwise noted, environmental and social indicators or data in this report are based on the calendar year 2023, or provided as of December 31, 2023, as applicable. This report was issued in May 2024.

### Framework Alignment

Published on an annual basis, this report is Global Reporting Initiative (GRI)-informed and includes Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) indices at the closure. We welcome your questions and feedback; please contact us at [ESG@chrobinson.com](mailto:ESG@chrobinson.com). For additional information about C.H. Robinson, visit [chrobinson.com](http://chrobinson.com).

### Report Links

This report contains links to and references information from other websites. Such links and references are not endorsements of any products or services in such websites, and no information on such websites has been endorsed or approved by C.H. Robinson.

### Caution Concerning Forward-Looking Statements

This report contains certain “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. When used in this report, the words or phrases “believes,” “may,” “could,” “will,” “expects,” “should,” “continue,” “anticipates,” “intends,” “will likely result,” “estimates,” “plans,” “goals,” “projects,” or similar expressions and variations thereof are intended to identify such forward-looking statements. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience or our present expectations, including, but not limited to, our ability to execute our ESG strategy because of market or competitive conditions; economic, industrial, and governmental developments that may impact our operations; and other risks and uncertainties, including those described in Item 1A, Risk Factors. Forward-looking statements speak only as of the date they are made. We undertake no obligation to update these statements in light of subsequent events or developments.

### Materiality

For purposes of this report, we report against our material ESG topics identified through our internal materiality assessments [and our stakeholder engagement]. For purposes of this report, we use GRI’s definition of materiality, which is different from the definition used for Securities and Exchange Commission filings. The inclusion of information on this report should not be construed as a characterization regarding the materiality or financial impact of that information for Securities and Exchange Commission reporting purposes.



Photo by C.H. Robinson Employee Dustin Lewis

