C.H. ROBINSON

Sustainability Report 2025

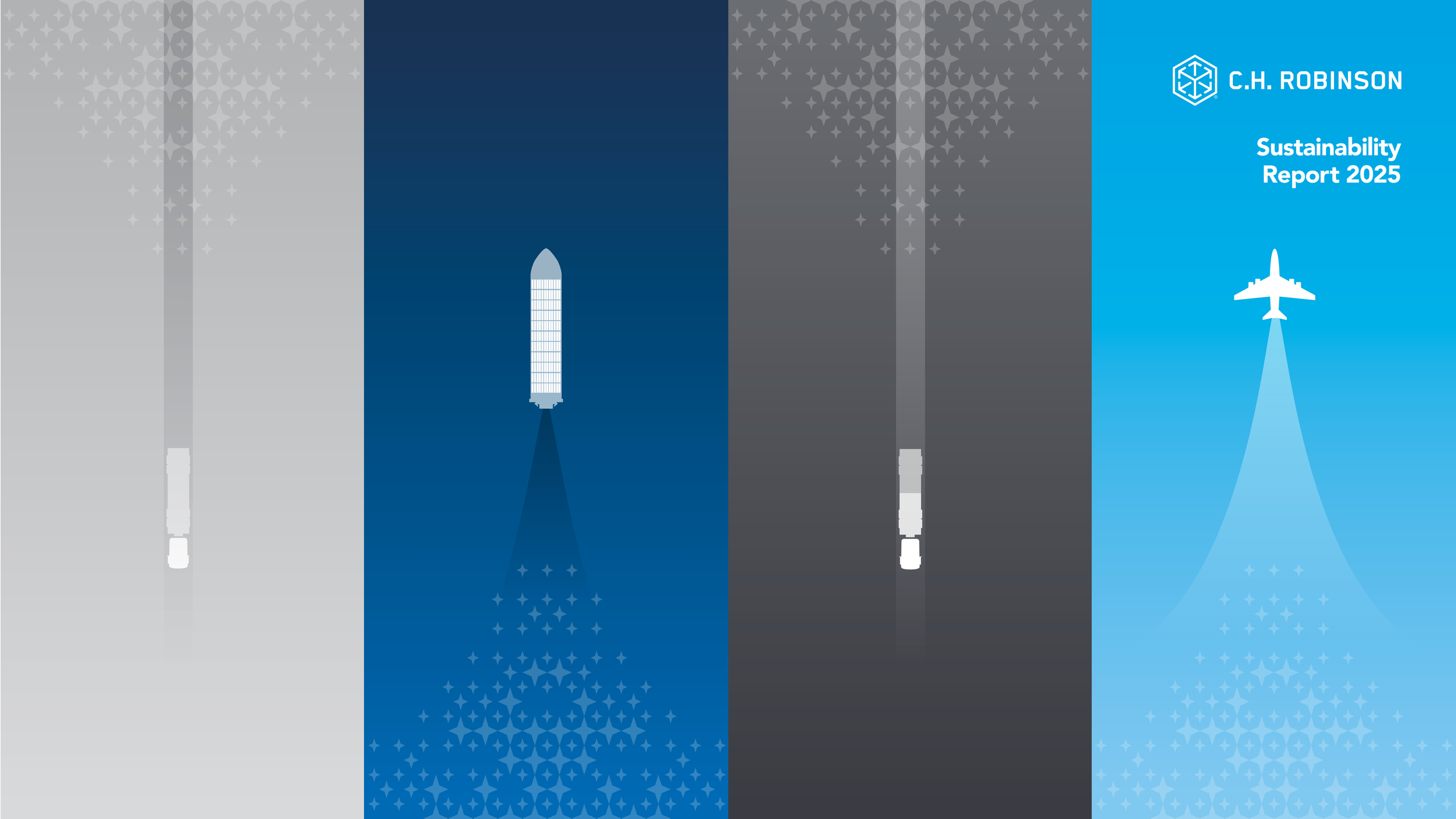

Photo by C.H. Robinson Employee Kelsey Graves

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A letter to readers

For more than 120 years, C.H. Robinson has reimagined the way goods move around the world, and that legacy continues today. In 2025, we continued to drive momentum through the strength of our operating model and the expertise of our people. Guided by a builder mindset and disciplined execution, we're focused on creating long-term value and positive impact for our customers, carriers, people, communities, and the planet.

Technology and innovation, paired with our logistics experts, remain central to how we scale those outcomes. Through Lean AI, we are applying advanced technology with the same discipline that underpins our operating model—improving decision-making across millions of shipments and enabling our people to work smarter and faster while focusing on higher-value, strategic work. This combination of technology, operating rigor, and expertise strengthens execution and supports better outcomes for customers and carriers.

This same operating discipline enables us to advance sustainability in practical, scalable ways while maintaining the performance and reliability our customers and contract carriers expect. In 2025, we continued expanding customer-facing tools, emissions insights, and alternative fuel options that allow shippers and carriers to better evaluate their choices, resulting in millions of miles logged using lower-emission modes. One of our greatest opportunities for impact comes from improving the efficiency and resilience of global supply chains, and that remains a core focus of our sustainability strategy.

Our people bring this work to life every day. Customers and carriers consistently tell us that our teams are the number one reason they choose C.H. Robinson. Guided by The Robinson Way—our comprehensive culture framework that connects our purpose, customer promise, and behavioral advantages—we continue building a high-performance culture grounded in continuous improvement. When our people are supported, engaged, and connected to our purpose, it strengthens our culture and fuels the growth and success of our people.

Equally important is how our people lead with heart and passion beyond the day-to-day work of logistics. Across our communities, our employees volunteered more than 15,000 hours, and together with the company and the C.H. Robinson Foundation, contributed $5.3 million to organizations and causes doing meaningful work. That commitment to our communities isn't separate from our performance culture; it reinforces it. It builds pride, connection, and accountability, and helps make C.H. Robinson a place where people want to build their careers and do work that matters.

We also continue to take a disciplined approach to enterprise governance and risk management. Within this framework, sustainability-related risks and opportunities—including climate, technology, and human capital—are integrated into our enterprise oversight model. In 2025, we strengthened emissions measurement, climate scenario analysis, and operational improvements, while continuing to evolve governance practices that support responsible growth and long term resilience.

We're proud of our progress and clear about the work ahead. Continuous improvement remains core to how we operate, and we're committed to scaling practical innovation; strengthening our culture; and supporting our customers, contract carriers, employees, and communities.

Thank you to our stakeholders for your continued trust and collaboration. Together, we're building more resilient supply chains and delivering positive, lasting impact for our planet and people around the world.

David (Dave) Bozeman
President and Chief Executive Officer

Angie Freeman
Chief Human Resources and ESG Officer

C.H. Robinson at-a-glance

The global leader in Lean AI supply chains

$23B
Freight Under Management

450K
Contract Carriers on Our Platform

75K
Customers

37M
Annual Shipments

$16.2B
2025 Total Revenue

~10K
Global Employees

>99%
Retention Rate in Top 500 Customers

3.3
Services on Average Utilized by Top 500 Customers

Awards

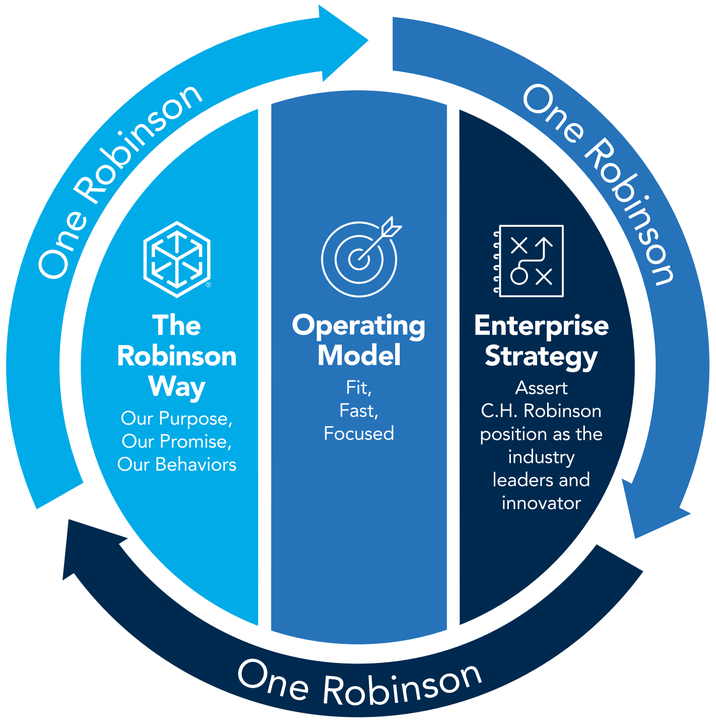
- Fast Company Most Innovative Companies 2026
- InBound Logistics G75 Green Supply Chain Partner
- FreightWaves AI Excellence in Supply Chain Award
- FreightTech 25
- Women in Trucking Top Company for Women to Work in Transportation
- Top Six 2025 Critical Capabilities for Transportation Management Systems
- Perceptyx 2026 EX IMPACT Award for Employee Engagement
- FreightTech 100
- BNSF Railway Sustainability Award

✓ *Gartner*® Magic Quadrant™ Recognition

Our business model

Industry classifications often label C.H. Robinson 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. We combine deep logistics expertise with proprietary technology and data to design, execute, and continuously improve supply chain strategies for our customers, helping them increase reliability, manage cost and risk, and respond quickly to disruption. Our programs and disclosures prioritize topics that align with this unique business model.

A true One Robinson



The Robinson Way

Our purpose

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

Our promise

We deliver exceptional service and high value—like no one else—through our unmatched expertise, unrivaled scale, and tailored solutions.

Our behaviors

Accountable
Own success and failures; grow from both.

Authentic
Forge lasting relationships with integrity, honesty and respect.

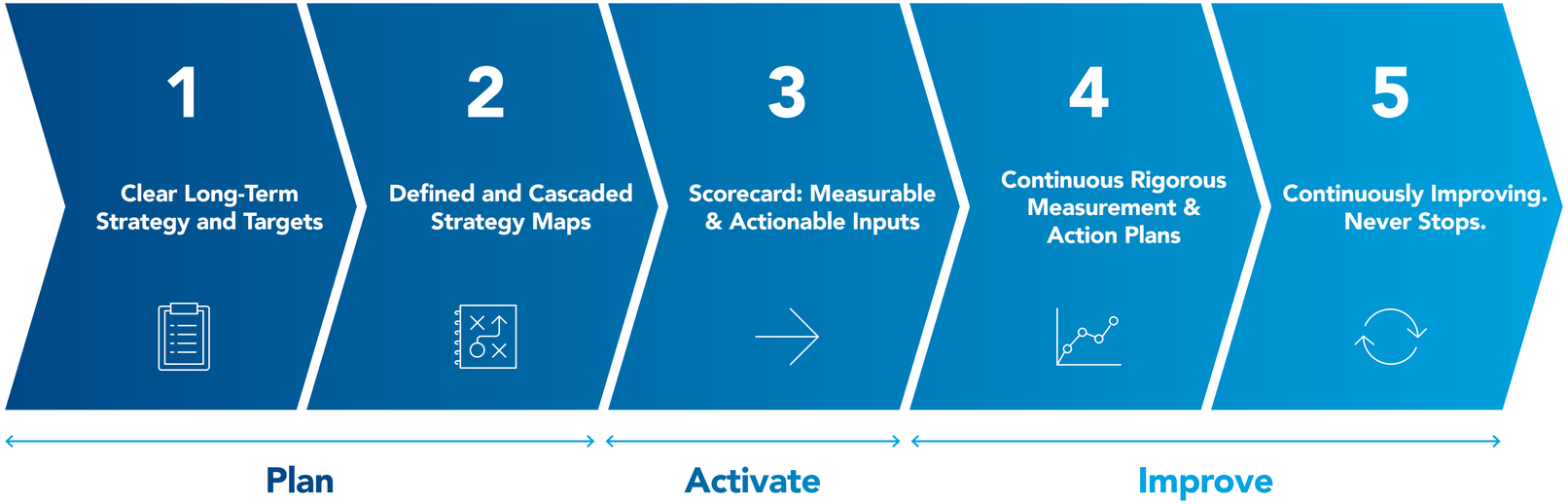
Persistent
Commit until the job is done right.

Curious
Challenge the status quo, learn, and improve.

United
Raise the bar and win together.

Robinson Operating Model

As the foundation for strategy execution, the Robinson Operating Model is rooted in Lean principles and designed to drive continuous improvement, operational effectiveness, and accountability. The Board provides oversight of enterprise strategy and related risks, while management is accountable for implementing the Robinson Operating Model and delivering disciplined execution. Our people drive our enterprise strategy forward with an operating model focused on speed and rigorous execution. They bring our culture to life through The Robinson Way, our comprehensive cultural framework encompassing our company purpose, customer promise, and behavioral advantages (Authentic, Persistent, Accountable, Curious, United).



Our enterprise strategy

Our people drive our enterprise strategy forward supported by best-in-class technology that gives them the tools they need to meet our customers' ever-changing needs. Our builder culture strengthens this foundation by prioritizing owned, proprietary technology and the ability to rapidly build and scale new capabilities. One of our strategic focus areas is to be the highest value provider of Lean AI supply chains to our customers and contract carriers. We'll accomplish this by delivering market-leading outcomes with powerful AI, expert logisticians, and a precision-built Lean operating model. For more information, see our Innovation section or read our Proxy Statement.

Sustainability at C.H. Robinson

Photo by C.H. Robinson Employee Carita Hibben

At C.H. Robinson, we create reliable, efficient supply chains that drive the global economy and support positive outcomes for our people, customers, communities, and the planet. By applying technology and innovation across our operations and services, we strengthen how decisions are made and how value is delivered, helping ensure supply chains remain resilient, responsive, and sustainable over time.

In this section:

9 Materiality assessment and stakeholder engagement

9 Our materiality process

10 Our material topics

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Oversight and governance

Sustainability shapes how we think about long-term performance, adaptability, and value creation across our business. It extends beyond environmental responsibility to include how we strengthen our operations, support our people, and contribute to a resilient logistics ecosystem, while advancing practical solutions across the industry. Through our focus on continued innovation, the use of technology and data helps sharpen focus, improve decision-making, and support more sustainable outcomes for our customers and contract carriers.

We view sustainability as a driver of resilience and opportunity, not only as a mechanism for managing risk. Sustainability is integrated into our corporate oversight structure, helping ensure emerging risks and opportunities are identified early and addressed through established governance processes that support our stakeholders.

C.H Robinson Board committees provide focused oversight across governance and disclosures across ESG topics, including, talent and culture, ethics and compliance, cybersecurity and data privacy, and climate-related risks. In February 2025, the Board established a subcommittee for technology and innovation as part of the Audit Committee. This subcommittee focuses on the company's technology and innovation strategy, including artificial intelligence initiatives and significant digital and technology-related investments. Its responsibilities include monitoring emerging technology trends, evaluating enterprise AI use cases, and assessing whether major technological initiatives align with the company's multi-horizon business strategy.

Responsibility for sustainability oversight begins with the Board of Directors (Board) and the CEO, alongside the Chief Human Resources and ESG Officer. Management provides regular updates to the Board, including reporting on strategy, performance, and risk considerations. The full Board receives updates from management on sustainability strategy, reporting, progress toward goals, and risk management.

Additional details on governance can be found in our Proxy Statement.

Photo by C.H. Robinson Employee Marek Jagielo

Materiality assessment and stakeholder engagement

C.H. Robinson undertakes a comprehensive, enterprise-wide materiality assessment every three years to identify and prioritize the environmental, social, and governance topics most relevant to our business and stakeholders. The assessment evaluates how our operations impact people, communities, and the environment, and how sustainability-related risks and opportunities may influence our long-term business performance.

Insights from this process help inform strategy, guide decision-making, and focus sustainability efforts on the topics where we can create the greatest value. By combining stakeholder input with internal analysis, the materiality assessment supports a holistic understanding of what matters most to our stakeholders and to the continued success and resilience of our business.

Our materiality process

In 2024, C.H. Robinson completed a double materiality assessment with support from an independent third party, informed by emerging European Union Corporate Sustainability Reporting Directive (CSRD) guidance.

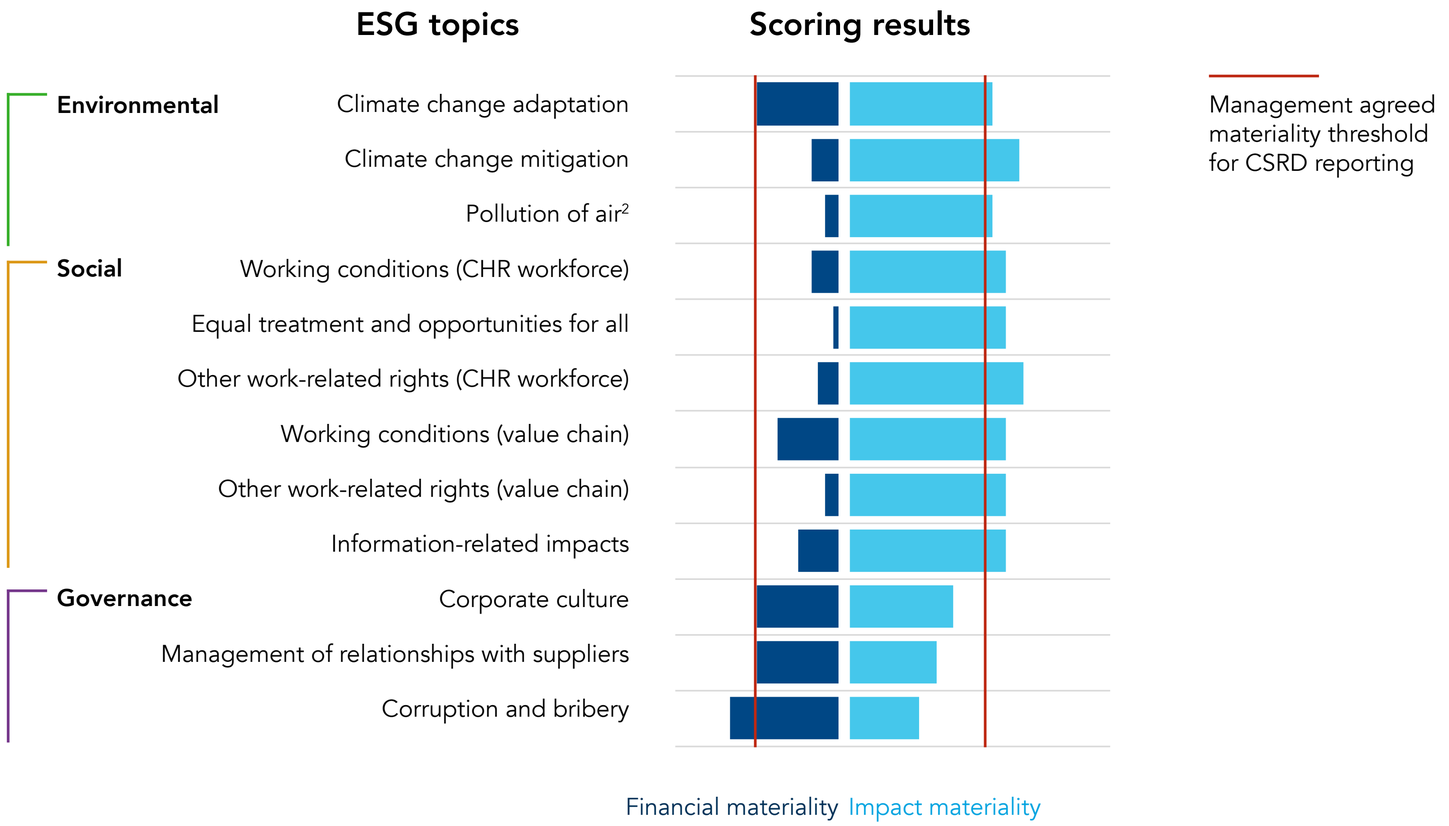
While C.H. Robinson is not currently subject to CSRD reporting requirements, we referenced emerging guidance as a best practice benchmark. The assessment considered internal and external stakeholder perspectives, industry trends, peer benchmarking, and relevant regulatory and best-practice standards. Input was gathered through a combination of surveys, interviews with subject matter experts, and customer feedback. Importantly, the process was informed by existing enterprise risk management tools and internal evaluation processes.

In 2025, C.H. Robinson engaged with internal subject matter experts to review the material topics identified in the prior assessment and gather input on any potential changes. This input confirmed the existing material topics continue to reflect the most significant sustainability impacts, risks, and opportunities for the company at this time.

The results of the materiality process inform our sustainability strategy and the priorities and initiatives described throughout this report. We will continue to monitor changes in our business, operating environment, and stakeholder priorities and reflect those considerations in our sustainability efforts over time.

Our material topics

Our double materiality assessment identified 12 priority topics in 2024 and reaffirmed those topics in 2025. A topic was considered material when it meets CSRD criteria for impact (on people or the environment), financial (risks or opportunities), or both.[1] Thresholds for these criteria were aligned with the company's enterprise risk management manual guidance. Both positive and negative impacts were considered in the assessment.



[1]Definitions and process reference the following:
EFRAG implementation guidance for the materiality assessment, section 3.3.1, paragraph 82 and section 3.3.2, paragraph 87, Draft EFRAG IG 1

[2]As a non-asset-owner, air pollution from C.H. Robinson-owned operations is negligible compared to asset-owning peers. While we are not actively managing this topic in direct relation to our operations, we recognize the importance of this issue within the broader industry, and the communities where our stakeholders live and work. We support customers, contract carriers, and partners in their practices that minimize harmful air pollutants from transportation and supply chain sectors.

Stakeholder engagement

Regular dialogue with stakeholders provides valuable insight that shapes how C.H. Robinson approaches both business strategy and sustainability priorities.

Through ongoing engagement throughout the year, we collect input that helps surface emerging issues, evaluate risks and opportunities, and support responsible business practices. Relevant insights are shared with the Board of Directors and appropriate committees and help inform the development of business priorities as well as sustainability strategies and objectives.

Thought leadership & academic partnerships include premier industry leaders, such as:

- ***Georgia Southern***
- ***Michigan State***
- ***MIT Center for Transportation & Logistics***
- ***University of Tennessee Global Supply Chain Institute***

Photo by C.H. Robinson Employee Lisa Cumes

Stakeholder Group	Description	Engagement Activities
Board/Leadership	The full Board receives updates from management on sustainability strategy, reporting, progress toward goals, and risk management.	• Annual updates • Updates and reviews as issues arise • Committee oversight to specific areas of our sustainability efforts
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.	• SEC filings • Engagement calls • Investor-facing website • Annual shareholder meeting • Quarterly calls and webcasts • Ongoing shareholder meetings • Participation in investor conferences
Customers	By improving the world's supply chains, we solve logistics challenges and create value for our customers across industries and geographies.	• Trade guides • C.H. Robinson blog • Webinars and videos • Quarterly business reviews • White papers and case studies • Virtual and in-person events, including trade shows, industry conferences, and summits
Suppliers, Contract Carriers, and Growers	Through stability, support, and technology, we keep operations moving for the contract carriers, suppliers, and growers integral to supply chains around the world.	• Trade shows • Carrier surveys • Online resources • Logistics summits • Industry conferences • Carrier of the Year Award • Carrier Advantage® dashboard • Truck Driver Appreciation Week
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.	• Anonymous hotline • Employee town halls • Onboarding programs • Leadership skills training • Internal communications • Bi-annual performance reviews and quarterly performance discussions • Trainings: Compliance and ethics, leadership development, role-specific courses • Employee surveys, focus groups, feedback, Ask Me Anything sessions, listening sessions
Community	We give back to organizations that make our people, communities, and industry stronger, with a focus on supporting the causes our people are most passionate about.	• Corporate gifts • Volunteer time off • Event sponsorships • Employee Relief Fund • Employee volunteerism • C.H. Robinson Foundation • Strategic grantmaking programs • Employee giving and volunteer match program • Employee and Contract Carrier Scholarship program
Government and Regulators	Memberships and relationships with industry associations and government agencies keep us connected to existing and proposed rules and regulations.	• Industry events • Monitoring the Federal Register • Regulatory agency outreach • U.S. Environmental Protection Agency SmartWay® partnership • Industry association involvement

Innovation

Photo by C.H. Robinson Employee Gregg Simril

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13 Lean AI: Technology applied with purpose

13 Innovation recognized at scale

13 Empowering people, strengthening outcomes

14 Building the capabilities for tomorrow

14 Innovation as an enabler

Leading through innovation; powered by people

As the global leader in Lean artificial intelligence ("AI") supply chains, we deliver logistics like no one else. For more than a century, companies everywhere have looked to us to reimagine the way goods move. We deliver tailored solutions across the world via truckload, less-than-truckload, ocean, air, and more. Our expert people, enabled by Lean AI and a disciplined operating model, help supply chains move faster, smarter, and more sustainably. Our builder culture—grounded in owning and developing our technology—helps us move with speed from idea to implementation, scaling innovations that improve customer and carrier outcomes.

As expectations from stakeholders continue to evolve, long-term sustainability has become inseparable from operational performance. Meeting those expectations requires more than incremental improvements. It requires better information, faster insight, and expert people focused on work that drives the greatest impact.

Lean AI: Technology applied with purpose

Lean AI reflects our commitment to Building Tomorrow's Supply Chains, Today™, using AI to streamline routine work so our people can focus on higher-value decisions, problem-solving, and customer outcomes. Lean AI is designed to amplify the expertise of our people, reinforcing a people-plus-technology model that values judgment, experience, and accountability. Our builder culture supports this approach by enabling in-house teams to design, build, and integrate fit-for-purpose solutions into the systems our teams use every day.

Across our operations, AI supports activities that customers expect as a baseline (such as shipment visibility, tracking, and basic execution), giving customers efficient digital tools when speed and simplicity matter. This allows C.H. Robinson teams to spend more time designing solutions, managing exceptions, and helping customers navigate increasingly complex supply chain challenges when deeper expertise and strategic support are needed. This shift is critical in a world where speed, accuracy, and accountability are table stakes, but insight, specialized expertise and judgment are differentiators.

This approach directly supports our sustainability priorities. Better data, faster analysis, and clearer decision-making enable more efficient use of resources, improved emissions measurement, and more informed choices across transportation networks. Lean AI enhances how decisions are made across daily operations, supporting greater consideration of sustainability alongside other business priorities.

Innovation recognized at scale

Innovation at C.H. Robinson is designed to perform on a global scale across millions of shipments, complex networks, and constantly changing environments. Our Lean AI approach is embedded in daily operations, supporting faster decisions, greater reliability, and consistent execution across global supply chains.

Our disciplined application of technology has earned external recognition. C.H. Robinson has been named to the 2026 FreightTech 25, which recognizes the most innovative companies transforming transportation and logistics through technology.

More than 80 judges—including CEOs, investors, academics, and industry leaders—ranked their top 25 selections, with C.H. Robinson earning a place for industry-leading use of agentic AI across global supply chains. Over the past year, the company has:

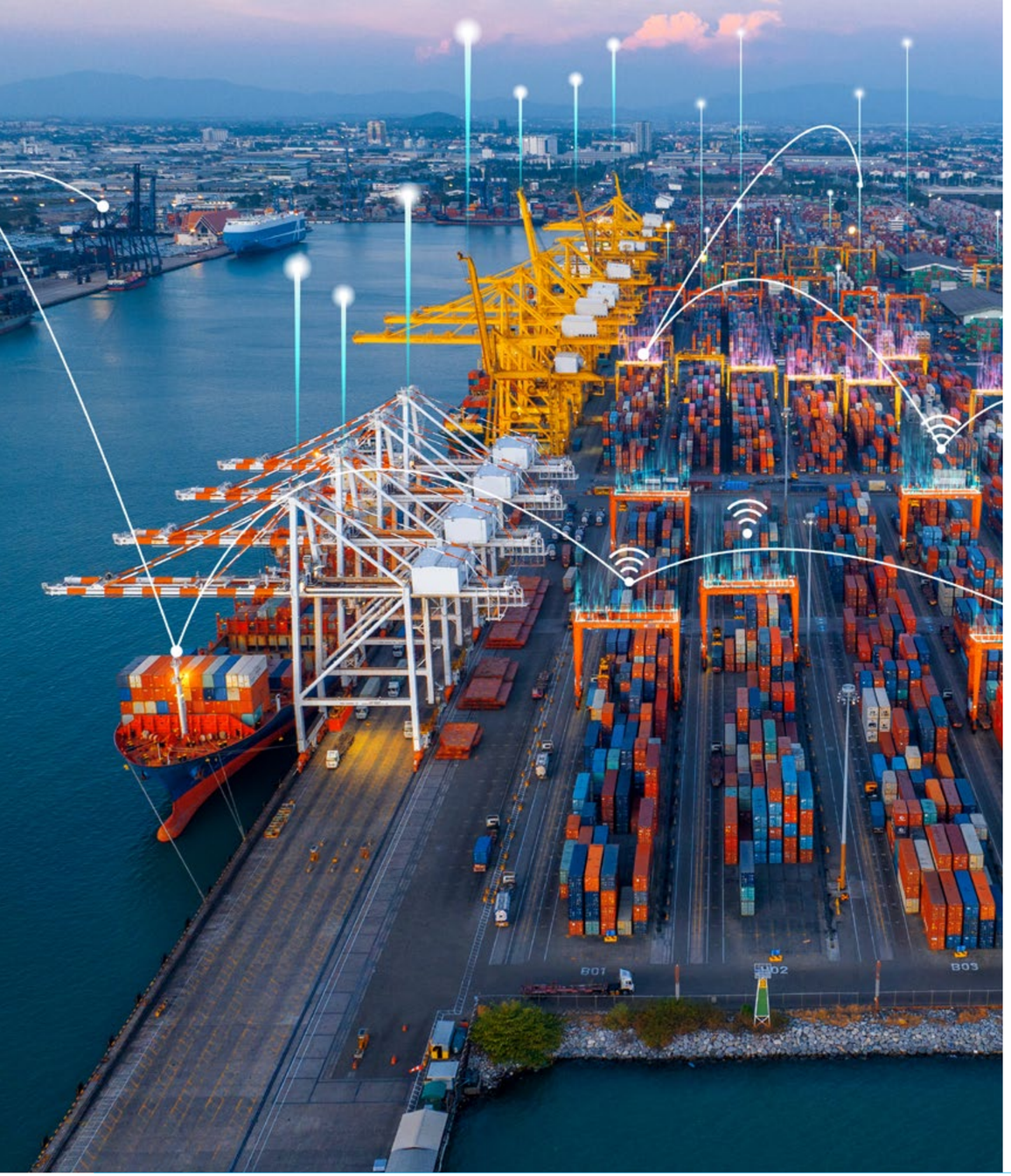
- **Grown its fleet of AI agents:** The fleet of AI agents performs millions of increasingly complex shipping tasks, from price quotes to orders to setting appointments for pickup and delivery to tracking.
- **Launched the Always-On Logistics Planner™:** Embedded in customers' operations, it operates 24/7 to improve speed, accuracy, and reliability across their supply chains.
- **Introduced the Agentic Supply Chain™:** An intelligent ecosystem that goes beyond automation, continuously thinking, learning, and acting in real time to optimize performance at a global scale. Businesses can plug into C.H. Robinson and immediately benefit from the company's agentic AI capabilities.

Empowering people, strengthening outcomes

A core principle of Lean AI is its focus on people. As manual and repetitive tasks are automated or simplified, our teams focus on areas with the greatest impact, balancing service, cost, risk, and environmental considerations.

With more time dedicated to strategic work, C.H. Robinson employees are better equipped to support customers' business needs, respond quickly when disruptions occur, and apply sustainability tools and insights in practical ways. This evolution supports professional growth, strengthens accountability, and reinforces a culture of continuous improvement rooted in trust and responsible use of technology.

This also reflects a disciplined approach to transformation; one that improves efficiency and scalability while preserving institutional knowledge and customer trust. For customers, this means access to thoughtful, adaptable solutions, supported by both technology and experienced teams.



Building the capabilities for tomorrow

Every day, C.H. Robinson helps orchestrate millions of shipments across some of the world's most complex supply chains. With more than 100 trillion proprietary data points generated across decades of operations, we've built an AI engine that is reasoning, deciding, and acting across complex global supply chains. Operating at this scale requires discipline, not only in execution, but in how change is managed. We are building the future deliberately, with a clear understanding of the impact our decisions have on customers, carriers, employees, communities, and the environment.

As we continue to evolve, our focus is on applying technology where it delivers the most value. We move with urgency while staying grounded in our enterprise strategy and purpose: to keep the world moving forward, every shipment, every challenge, every day.

Innovation as an enabler

Innovation will continue to shape how C.H. Robinson advances operational performance, service, and sustainability across our business and the broader logistics ecosystem. By applying Lean AI as an enabler (supporting better data, sharper focus, and stronger decision-making), the company is adapting to change in a thoughtful, responsible way while strengthening how teams support customer needs across both digital and relationship-driven engagements.

As sustainability expectations continue to evolve, this approach helps integrate sustainability considerations into daily operations and customer-facing decisions, rather than treating them as a standalone requirement. C.H. Robinson is building the capabilities needed to support both our own operations and our customers as they navigate challenges, and work toward more resilient, efficient supply chains over the long term.

Environmental

Photo by C.H. Robinson Employee Michael Fard

C.H. Robinson is committed to minimizing our environmental impact and using resources responsibly, while supporting climate adaptation and mitigation efforts relevant to our industry, key stakeholders, and the communities where we operate. As customers look to us to drive superior performance across their supply chains, they rely on our expertise, data, and solutions to help address sustainability challenges.

To deliver on this commitment, we focus our efforts in three areas: Helping customers meet their sustainability goals; Managing our greenhouse gas emissions; and Moving the industry forward.

In this section:

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19 Managing our greenhouse gas (GHG) emissions
22 Moving the industry forward
24 Robinson Fresh®

Helping customers meet their sustainability goals

Our approach

C.H. Robinson helps customers and contract carriers meet their sustainability goals by equipping them with strategic tools, actionable data, and unmatched service that advance practical improvements for both environmental benefit and long-term business value.

As a non-asset-based logistics provider, we support our customers by offering advanced digital tools and data capabilities that provide visibility, optionality, and flexibility across complex supply chains. These tools deliver emissions insights and environmental data that help inform decisions and evaluate lower-emissions options while maintaining service and reliability. This approach is supported by our commitment to continued innovation and investment in digital platforms, emissions data capabilities, and alternative fuel solutions.

Our progress

In 2025, C.H. Robinson continued to strengthen customer-facing sustainability tools and programs. Building on the foundation established in prior years, updates focused on improving usability, consolidating data across business units, and expanding engagement with customers and carriers.

Emissions dashboard

Smarter sustainability insights

In March 2026, C.H. Robinson introduced the emissions dashboard, an all-in-one, single source of truth backed by EcoTransIT® and aligned with Global Logistics Emissions Council (GLEC) framework and ISO 14083 standards. This tool is available within the customer platform, providing comprehensive filters and drilldown views of key data points.

Supply Chain Inspection Report

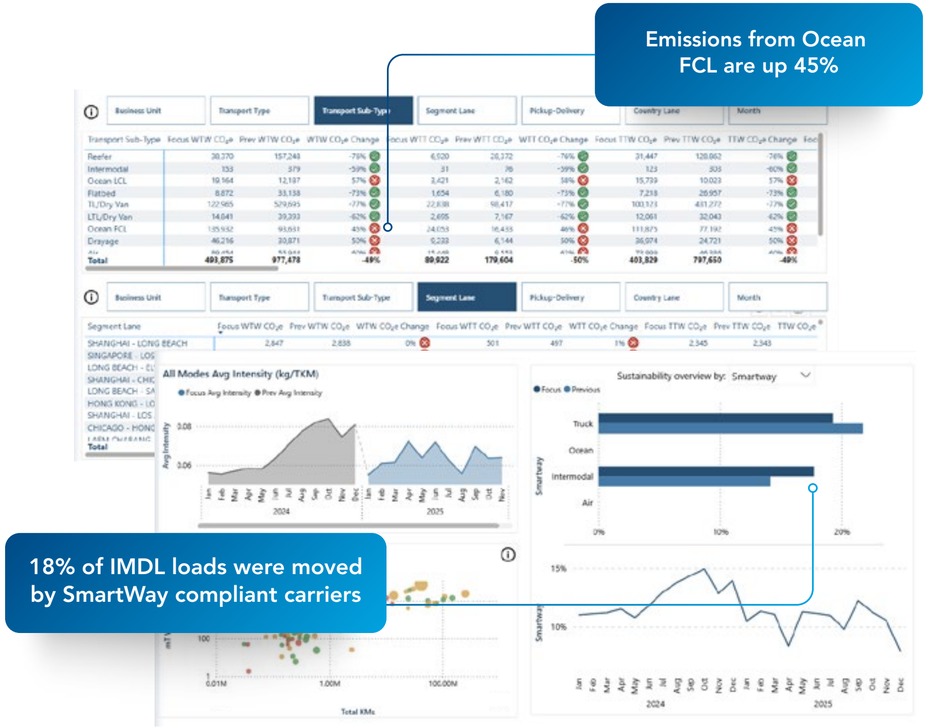
Identify optimization opportunities

The Supply Chain Inspection Report highlights areas within customer supply chains where improvements can be made, providing practical corrective actions needed to support efficiency and cost savings. The tool allows customers to evaluate potential changes in real time, helping them better understand how adjustments may improve performance and sustainability outcomes. Our expert team pairs high-quality insights and industry experience to create an effective and efficient supply chain.

Enhanced layers, elevated insights

Pinpoint key data that illuminates problems and solutions with a variety of filters and views.

- Modal views
- Pivot drilldowns
- Easy-to-measure KPIs
- Absolute, intensity, and segment-level views



Tailored solutions for a stronger, sustainable future

Support for your journey—every step of the way

- Emissions reporting
- Supply chain inspection report
- Alternative Fuel Mapping

Sustainability products and services

Implementing alternative fuels, EVs, and other advanced technologies

Map and leverage low-emission supply chain solutions

Alternative Fuel Mapping is a tool that helps shippers locate electric, biofuel, and other alternative fueling stations across North America using data from the U.S. Department of Energy. It provides visibility into public fueling infrastructure along key routes, helping shippers and carriers identify where alternative fuel options may be most practical.

To better understand carrier readiness and interest, we conducted a targeted survey of our carrier network. Results showed a meaningful portion of carriers are already using lower-emissions fuels, while a broader group expressed interest in learning more about C.H. Robinson alternative fuel offerings.

Alternative Fuel Program

In 2025, the company's Alternative Fuel Program went global. Available across all modes, the program helps shippers use cleaner transportation options, such as electric and low-carbon fuels, by connecting them with carriers using those technologies and providing visibility into fueling infrastructure and where alternative fuel options are available within the carrier network. The program gives customers options to lower the emissions associated with their shipments, either by using cleaner transportation directly or by supporting verified emissions reductions within the carrier network when direct alternatives are not available. To date, C.H. Robinson logged 3 million miles using alternative fuel and electric vehicles on the road[1].

Together, these insights point to continued opportunity to expand participation and scale lower-emissions solutions across our network.

[1]Figure references the launch of the Alternative Fuel Program, including the activity from the European Surface Transportation (EST) division, since late 2023. Figures from 2025 exclude EST activity following the division's sale.

C.H. ROBINSON

Reduce global supply chain emissions with our Alternative Fuel Program

Whether your freight is on the road, in the air, or crossing the sea, meet your sustainability goals with confidence.

Work with a trusted provider to reduce Scope 3 emissions across all modes

- Reductions are generated within the C.H. Robinson network
- Follows the Smart Freight Centre Global Logistics Emissions Council (GLEC) framework for greenhouse gas (GHG) accounting and the Voluntary Market-based Measures Framework
- Audited by an independent, third party according to the Smart Freight Centre framework

Advance your sustainability efforts through our solutions tailored to your unique value chain

- Reduce greenhouse gas footprint throughout your supply chain
- Seamlessly incorporate reductions into your external reporting that aligns with the globally recognized GHG Protocol and ISO standards
- Improve compliance with environmental regulations around the world
- Avoid double-counting emissions with a block-chain-backed registry

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Managing our greenhouse gas (GHG) emissions

Our approach

Climate change adaptation and mitigation are evaluated as part of the company's broader enterprise risk management processes. Climate-related risks and opportunities are incorporated into the company's enterprise risk register, which is overseen by the Internal Audit team and reviewed quarterly by management, reviewed at least annually by the Board, and reflected through disclosures in the annual Form 10-K. This process considers the potential impacts of climate change on our operations, the transportation industry, and areas such as fresh produce sourcing, including risks associated with severe weather events.

In recent years, C.H. Robinson has continued to strengthen our approach to climate risk assessment. In 2023, the company conducted joint quantitative and qualitative climate scenario analyses across global operations using multiple climate risk scenarios. The company initiated a new climate scenario analysis in 2026. The Climate Risk Report reflects results from the 2024 analysis, while the 2026 results will be published on the company's website.

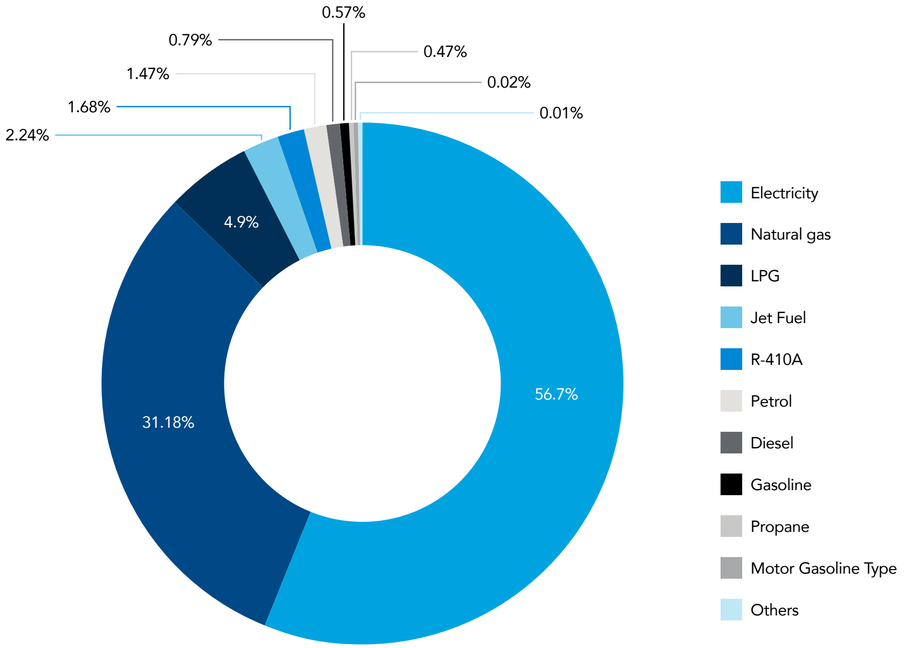
Our approach to managing greenhouse gas emissions and climate-related risks is supported by the C.H. Robinson Sustainability Policy, which outlines our commitment to responsible resource use, regulatory compliance, and the ongoing management of environmental risks within our operational control. The policy emphasizes stakeholder engagement, resource efficiency, and continuous improvement through regular monitoring and evaluation. In 2025, the Sustainability Policy and the Warehouse Environmental, Health, and Safety (EHS) Policy were incorporated into the global Code of Ethics, and communicated to all employees through annual attestation processes.

Our approach

We annually report our greenhouse gas emissions for Scope 1, 2, and 3 emissions for the prior fiscal year according to the GHG Protocol. In 2026, Deloitte & Touche LLP performed a review relating to specified information in the Greenhouse Gas Emissions Statement for the Year Ended December 31, 2025 per the AICPA attestation standards.

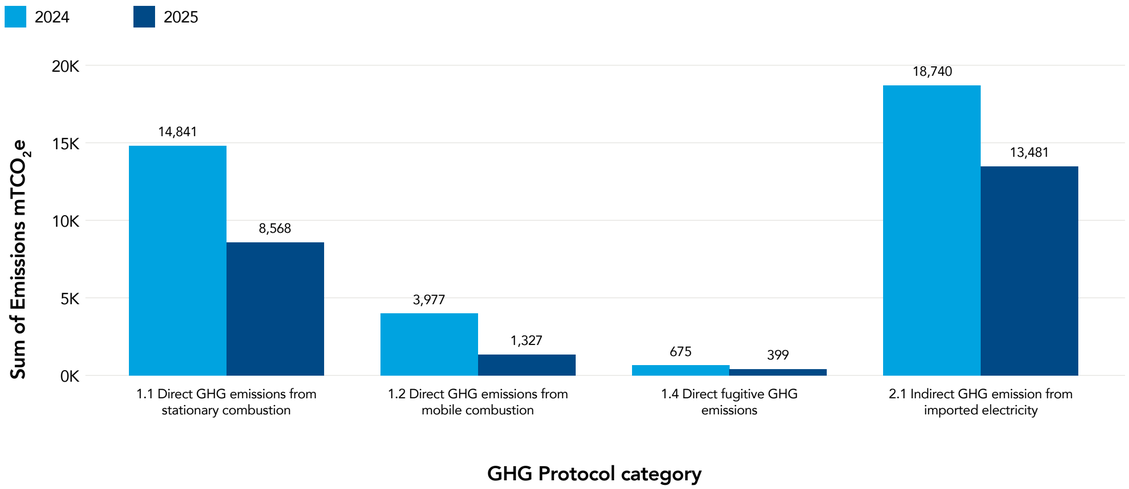
Location-based Emissions for Scope 1 and 2[1]

Breakdown by resource

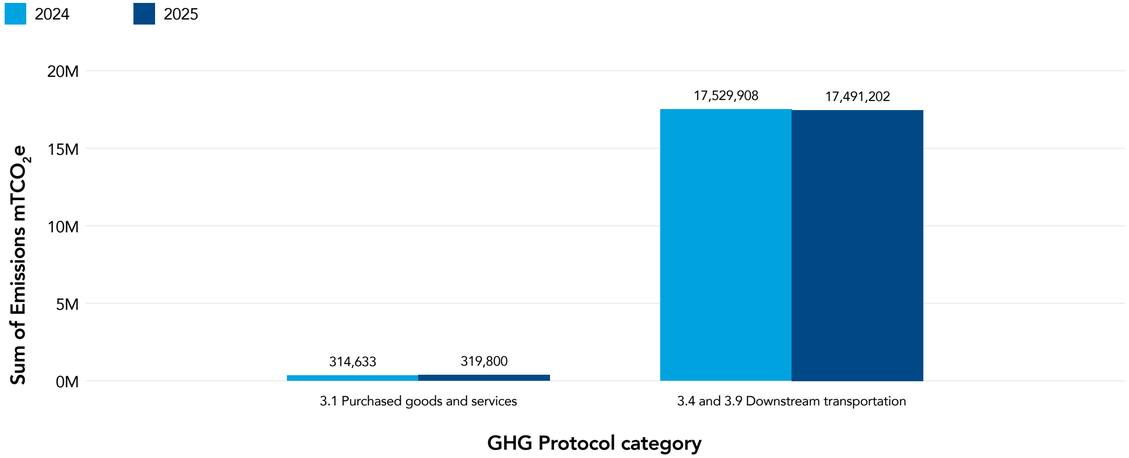


Year-over-year Emissions for Scope 1, 2, and 3

Scope 1 and 2[1]



Scope 3



[1]Updates were made from the original publication to 2024 and 2025 Scope 1 and 2 metrics to ensure alignment with reporting criteria and to enhance accuracy and transparency of disclosures. Graphs reflect these adjustments, for example, natural gas emissions are now entirely reflected in Scope 1 rather than Scope 2.

Our progress

In 2025, C.H. Robinson continued advancing its approach to managing GHG emissions through a combination of operational improvements and strengthened use of third-party assessment and data tools. These efforts focused on improving data quality, strengthening our ability to measure and understand emissions, and implementing targeted actions within our operational footprint.

In 2023, C.H. Robinson exceeded our 2025 goal to reduce our Scope 1 (owned) and Scope 2 (purchased) emissions intensity by 40% by 2025 from a 2018 baseline. These actions reflect our continued focus on climate mitigation and long-term emissions management.

To build internal knowledge and support, we expanded our sustainability-related training across the organization. In 2025, employees had access to sustainability-focused eLearning courses covering numerous areas of sustainability through Percipio. Two internally-developed courses included the basics of sustainability, how environmental impacts are measured and managed across the business, and understanding the Alternative Fuel Program.

We continue to participate in the EcoVadis platform, an independent assessment of company performance using a standardized methodology covering areas such as environmental management, labor and human rights, ethics, and sustainable procurement. C.H. Robinsonachieved a Committed status, reflecting continued progress in environmental and supplier-related practices.

COMMITTED
ecovadis
Sustainability Rating
DEC 2025

Operational improvements also contributed to our emissions management approach in 2025. At specific warehouse locations, including our Carson, California facility, propane-powered equipment was replaced with electric yard tractors to reduce emissions associated with yard operations. This transition materially reduced associated emissions impacts at the site while also supporting regulatory compliance, operational efficiency, and employee safety.

Our emissions management efforts prioritize areas where we have the greatest ability to influence outcomes, including Scope 1 and Scope 2 emissions as well as material Scope 3 emissions. Based on our analysis, Category 4 (upstream transportation and distribution) and Category 9 (downstream transportation and distribution) together account for more than 99% of total Scope 3 emissions and therefore remain the primary focus of our Scope 3 activities.

In 2025, we further strengthened measurement of the upstream and downstream transportation-related emissions by using EcoTransIT®, an ISO 14083–aligned methodology for standardized calculation and reporting. This supports consistent, credible measurement across the Scope 3 categories that represent the majority of our emissions footprint.

Data center energy and resource management

C.H. Robinson operates two data centers, one located in Eden Prairie, Minnesota, and a second facility in Oronoco, Minnesota. Energy and resource use across both sites is managed through targeted, facility-specific approaches. To support responsible energy management, C.H. Robinson purchases renewable energy certificates (RECs) associated with electricity use at both data center locations.

At the Oronoco location, a closed-loop geothermal cooling system is used to regulate temperature by cycling water through the ground, reducing reliance on conventional cooling methods and supporting responsible water use. Energy use at the Eden Prairie data center is also more efficient year over year - with electricity consumption down 8% compared to 2024, and diesel fuel consumption down 24%. Together, these measures support efficient energy and water use while helping ensure the reliability, security, and integrity of data center operations.

Moving the industry forward

Our approach

C.H. Robinson is committed to advancing sustainability efforts that encourage industry-wide progress. Through continued innovation in how we operate and collaborate, and by applying technology to focus our teams on higher-value, customer-focused solutions, we help address complex challenges facing the logistics industry today and over the long term.

Our progress

We continue to engage with industry partners, customers, and external organizations to support the development and advancement of sustainability solutions across the logistics sector. This work focuses on practical collaboration to help advance shared infrastructure, data-aligned approaches, and emerging solutions, recognizing that progress on alternative fuels, electrification, and emissions measurement depends on coordinated, industry-wide effort over time.

In a major sustainability milestone for the logistics industry, C.H. Robinson became the first company to participate in RailGreen, the first carbon insetting program for rail freight in the world. The program, launched by Norfolk Southern in 2025, allows customers to reduce emissions from rail shipments by investing in the use of verified low-carbon fuels like biofuel and renewable diesel.

We also remain a premium member of the Smart Freight Centre, an international non-profit organization that convenes shippers, carriers, and logistics providers to develop and scale credible, industry-aligned sustainability solutions.

C.H. Robinson joined the I-10 Coalition, a cross-sector initiative focused on accelerating the development of long-haul electric vehicle charging infrastructure along the freight corridor between Los Angeles, California and El Paso, Texas. Through collaboration with public and private partners, the coalition is working to address infrastructure planning and coordination challenges that support the broader transition to lower-emissions freight transportation.

In addition, C.H. Robinson became a participant in the Electrifying Drayage Alliance, supporting efforts to advance zero-emissions drayage at key global ports, including Los Angeles/Long Beach and Rotterdam. The Alliance focuses on shared learning, infrastructure planning, and operational readiness for electric short-haul transport fleets in high-impact port regions.

Separately, C.H. Robinson is engaging in freight decarbonization initiatives in Brazil, including early participation in efforts related to the e-Dutra green freight corridor, which aims to support the development of lower-emissions freight transportation along a major highway corridor.

Alongside these initiatives, we continue to engage in research and knowledge-sharing partnerships. The company maintains collaborations with academic institutions, including the Massachusetts Institute of Technology (MIT) Center for Transportation and Logistics, supporting the annual State of Supply Chain Sustainability Report.

Supporting the advancement of innovative ideas into practice remains a priority. Through the C.H. Robinson Foundation, the company provides strategic industry grants to organizations advancing environmental sustainability in transportation and logistics, including initiatives related to fleet transitions, research, training, and education.

Grant recipient #1:

CTE

Founded in 1993, the Center for Transportation and the Environment (CTE) is a member-supported 501(c)(3) non-profit organization that develops and implements zero-emission vehicles and supporting infrastructure.

Grant recipient #2

Clean Fuels Alliance America Foundation

Representing biodiesel, renewable diesel and sustainable aviation fuel, Clean Fuels Alliance America advances the interests of its members by supporting sustainable biodiesel, renewable diesel, and sustainable aviation fuel industry growth. Clean Fuels serves as the industry's central coordinating entity for technical, environmental, and quality assurance programs and will be the strongest voice for its advocacy, communications, and market development.

Grant Recipient #3

MIT CTL

MIT CTL is a global hub for supply chain innovation, a place where rigorous research, real-world challenges, and bold thinking come together. Founded in 1973 and based in the top-ranked MIT School of Engineering, MIT CTL brings researchers, students, and industry leaders into close collaboration to tackle the most complex problems facing supply chains today.

Robinson Fresh®

At Robinson Fresh®, sustainability isn't a single initiative—it's the way we run our business. As a global leader in fresh produce sourcing and supply chain solutions, we help customers meet their sustainability commitments while strengthening the resilience of their supply chains. This work is grounded in The Robinson Way—how we show up for customers, growers, and each other—and our ongoing commitment to responsible sourcing, data-driven supply chain management, and partnerships with growers across the globe.

Last year we advanced geographic diversification, responsible sourcing, packaging innovation, and community impact through partnerships. In 2025, we accelerated with deeper traceability, expanded audit coverage, and created new programs that capture more value from the full crop.

robinson FRESH™

Our approach

Fresh produce supply chains continue to face climate, policy, and market pressures. In 2025, tariffs, exchange-rate volatility, and regional labor constraints affected several core commodities, making sourcing flexibility even more important.

To keep supply steady and mitigate risk, Robinson Fresh has built a flexible, diversified sourcing network that does not rely on owning land or assets. Instead, we partner with growers across multiple regions and countries so if weather, trade policies, or local conditions shift in one area, supply can continue from another. This model enables Robinson Fresh to respond quickly to tariff changes and shifting labor conditions in North, Central, and South America by adjusting sourcing across multiple qualified regions. This diversified structure reduces operational risk for customers and supports more stable quality and availability.

Our approach centers on four priorities:

1. **Resilient, diversified supply.** We source across multiple regions for key commodities to enable year-round availability, stabilize product quality and pricing, and reduce vulnerability to localized disruptions. Our asset-light model lets us pivot quickly as conditions change.

2. **Responsible, audited sourcing.** We align third-party food-safety, social, and environmental audits across suppliers and use ethical charter implementation programs (ECIP) to centralize data and reduce duplication.

3. **Traceability and data-driven decisions.** Technology investments—such as unit-level traceability through PLU stickers and barcodes—allow us to follow produce from field to shelf, improving visibility into crop conditions, waste, supply chain risks, and dwell time. These capabilities support customers seeking greater transparency around food safety, labor practices, deforestation risks, and water use, while enhancing the speed and accuracy of our reporting.

4. **Collaboration and industry engagement.** We actively participate in groups shaping responsible agricultural practices, including standards-setting organizations focused on food safety, integrated pest management (IPM), worker welfare, controlled-environment agriculture, and traceability. These partnerships help ensure our practices stay aligned with customer expectations and industry direction while mitigating trade costs.

Additionally, our in-house licensed customs brokers played an important role during the 2025 tariff shifts, helping customers interpret and navigate changing trade requirements. This support reduced uncertainty for our partners and ensured consistent flow of product during a period of heightened regulatory complexity.

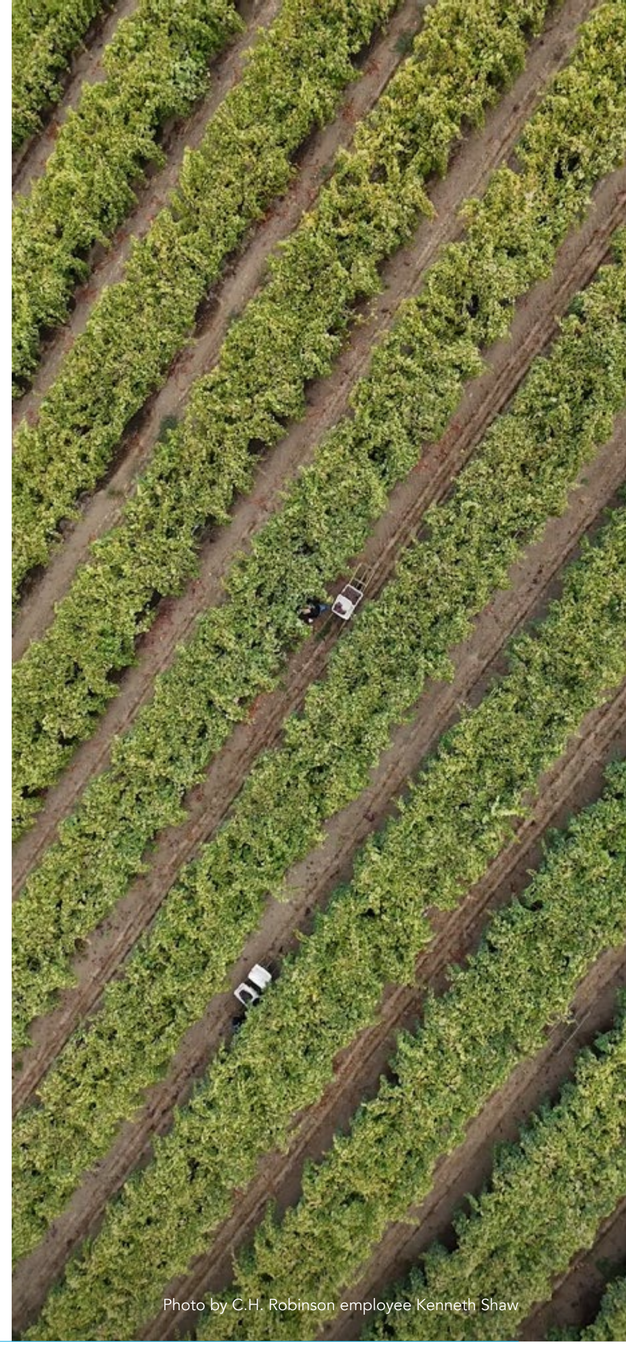


Photo by C.H. Robinson employee Kenneth Shaw

Photo by C.H. Robinson Employee Kenneth Shaw

Our progress

Enhancing supply chain resilience

In 2025, market factors (tariffs and labor shifts) replaced weather as the main challenges. Our diversified sourcing plans, built with "plan A, B, C, and D" options across regions, ensured continuity of supply and reduced volatility for customers. For example, the lime program that once depended primarily on Mexico now spans seven countries with distinct growing regions, smoothing seasonal and market variability.

Maximizing crop utilization and reducing waste

In 2025, we created higher-value channels for non-export-grade produce:

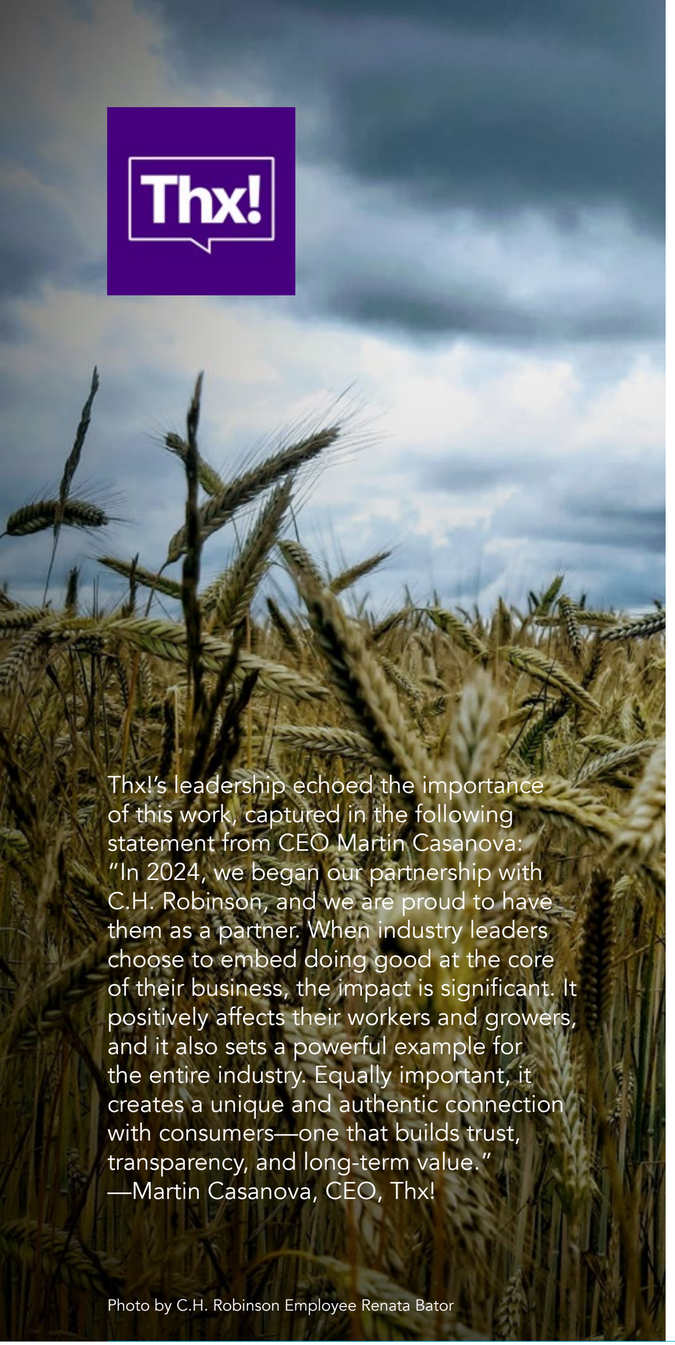
- **Dried:** We supported a dehydrated mango program using fruit from Mexico. Production began in 2025 and will support retail programs launching in 2026.
- **Juice:** In Colombia, we partnered with a grower operating a major juice facility to convert non-export tropical fruit into juices and frozen formats.
- **Dehydrated Frozen (IQF):** We expanded shipments of IQF bell peppers and jalapeños, moving 52 loads totaling 2,080,000 pounds (83,200 cases) in 2025.

These programs not only help growers capture more value from crops that would otherwise be discarded due to appearance standards, they also help reduce on-farm waste.

Strengthening traceability and responsible sourcing

We advanced multiple visibility and audit-alignment initiatives, including:

- **Unit-level PLU-based traceability**, enabling retailers to trace individual bulk items to harvest date, packing date, warehouse dwell, and repack steps. In 2025, we began work to develop a program that enables unit-level traceability through PLU stickers with barcodes, giving retailers visibility into individual items from harvest to shelf. This system, launching in 2026, supports improved freshness management, reduces shrink, and enhances food safety responsiveness.
- **Integrated pest management (IPM)** continued to be a key focus across our supply base, with increased attention to pollinator health, chemical use practices, and soil health management. These expectations now commonly appear in buyer requirements and audit protocols, including assessments that verify pollinator-friendly practices and soil health management.
- **Expanded social and responsible-sourcing audits**, focusing on worker welfare, social conditions, and environmental practices.
- **Ethical Charter Implementation Program (ECIP)** progress was made in 2025, as Robinson Fresh completed Phase One by consolidating and submitting supplier audits centrally on behalf of our growers to reduce duplicate questionnaires and minimize administrative burden for suppliers.



Thx!'s leadership echoed the importance of this work, captured in the following statement from CEO Martin Casanova: "In 2024, we began our partnership with C.H. Robinson, and we are proud to have them as a partner. When industry leaders choose to embed doing good at the core of their business, the impact is significant. It positively affects their workers and growers, and it also sets a powerful example for the entire industry. Equally important, it creates a unique and authentic connection with consumers—one that builds trust, transparency, and long-term value."
—Martin Casanova, CEO, Thx!

Photo by C.H. Robinson Employee Renata Bator

Supporting farmworkers and certified programs

Responsible labor practices remain a core requirement for many customers.

Key areas of progress include:

- **Fair Trade and related certifications.** Our Fair Trade program continued to expand in volume, commodities, and countries of origin, complemented by customer-specific standards and additional social certifications. Community Development Funds generated $276,260 in the previous year through the purchase of over 17 million Fair Trade Certified Products. Workers form committees to conduct need assessments for the community and vote on projects.

Examples of these crucial projects include:
  - Food distributions, totaling $17,740, to 325 beneficiaries and their families to help with food insecurity
  - Two-year food pantry to support 19 workers and their families, including household supplies and fresh food
  - Implementation of a healthcare initiative in Ecuador, which included lab tests, exams, medication, and treatment for 20 workers and their families

- **Thx! partnership.** Robinson Fresh collaborates with Thx!, a U.S.-based company that uses QR codes on packaging to connect consumers directly to the farmworkers behind their produce, reinforcing our commitment to responsible labor practices.

- **Controlled environment agriculture (CEA) and indoor grown products.** In 2025, we sold and distributed 182,000 boxes of CEA-grown herbs, lettuce, and mushrooms, supporting retailers testing and scaling indoor-grown offerings. These programs help customers explore new opportunities for quality, shelf life, and regional resilience.

Optimizing supply chains and lowering emissions

Working closely with customers, we focused on:

- Designing supply chains that increase truck fill and reduce the number of partially loaded trucks moving long distances.

- Using consolidation programs that combine volume across origins and destinations where it makes sense for freshness, shrink reduction, and overall cost.

- Supporting customers in redesigning networks to reduce "shipping air," while still protecting quality and speed for perishable goods.

One of our major retail partners, Walmart, recognized Robinson Fresh with its highest sustainability rating for the quality and completeness of our annual reporting submission—an acknowledgment of the accuracy, depth, and transparency of our reporting.

Community impact through partnerships

Through our continued partnership with Warehouses4Good, we support efforts to build a national network of rural food-distribution warehouses. These facilities expand access to fresh food for food-insecure families, strengthen rural food hubs, support local economies, and increase the resilience of the broader food system.

Looking ahead

As customer expectations for fresh-produce sustainability continue to grow, our focus areas for 2026 include:

- **Expanding audit coverage and visibility** across social, environmental, labor, and responsible-sourcing standards, with aligned reporting through tools like ECIP.

- **Furthering roadmap for packaging efforts**, including how often returnable plastic crates and recyclable or compostable packaging are used across our networks.

- **Scaling Fair Trade, Thx!, and similar worker-focused programs** across additional regions and customers.

- **Monitoring emerging risk drivers**, including climate variability, tariffs, labor conditions, and currency shifts, to maintain a flexible, diversified supply strategy

Together with our customers, growers, and industry partners, Robinson Fresh will continue to find practical ways to make fresh supply chains more resilient, transparent, and sustainable—crop by crop, load by load.

Social

Photo by C.H. Robinson Employee Carita Hibben

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Investing in our workforce: attraction, development, and retention

Our approach

Our talent approach brings together world-class people, a disciplined operating model, and a Lean AI mindset to form the unique competitive advantage that differentiates C.H. Robinson in the market.

Our people drive our business success. They connect the world, creating value for our customers and contract carriers. They are supply chain experts and problem solvers committed to winning, and act as an extension of our customers' teams.

Customers and contract carriers choose C.H. Robinson because of our people—their expertise, curiosity, and commitment set us apart and have fueled our outperformance over the past two years. As we look ahead, we are doubling down on what makes working here rewarding: meaningful work, cutting-edge tools, opportunities to grow, and a people-centric culture. Our investments in Lean AI are designed to elevate employees' strengths and free them to do more of what matters—solving complex problems, serving customers, and building the future of supply chain.

We attract, retain, and reward exceptional talent through our high-performance culture, which is grounded in The Robinson Way. It connects us with a shared meaning of who we are and how we do things at C.H. Robinson. We know that to succeed and win in the market we need to be a place where our people are empowered to succeed, can grow and learn, and are proud to work.

Our talent strategy builds on our existing strengths while preparing our people with the capabilities needed for future success. We are focused on developing the future-ready skills that will accelerate our strategy and keep us ahead of the competition. This includes equipping employees with powerful, evolving technologies, particularly AI, and helping them build the skills to use these tools responsibly, confidently, and effectively. By investing in both skill development and responsible technology adoption, we ensure our people and culture continue to be a core competitive advantage for C.H. Robinson.

The goal of our talent strategy is to advance the C.H. Robinson enterprise strategy by ensuring our people and culture are a core competitive advantage.

We seek to attract and grow exceptional, talented people who provide industry-leading expertise, innovative solutions, and superior service to our customers and contract carriers. Below are the key pillars of our talent strategy:

People Development

Enabled people with a customer-centric focus who have the skills and expertise needed to compete in a more sophisticated supply chain market, including key solutions across industries, supply chains, engineering, and products.

Leadership

High-performing leaders who drive business results and develop superior talent for the future.

Incentives

Clear and compelling performance-based compensation plans that incentivize enterprise financial performance and commercial growth.

Culture

Committed employees with a dynamic and collaborative mindset who live The Robinson Way behaviors and deliver exceptional service and high value through unmatched expertise, unrivaled scale, and tailored solutions.

Engagement

Highly engaged people who are motivated to outperform, with a clear understanding of the C.H. Robinson strategy, where they fit within it, and the growth opportunity it offers them. Through C.H. Robinson and the C.H. Robinson Foundation, we support programs and organizations that make our people, communities, and industry stronger.

Our progress

We are a global company with employees and contractors around the world. As of December 31, 2025, we had a total of 11,855 employees in 37 countries. Our employees speak 70 languages and encompass four generations in the workplace.

An important driver of our success is a workforce that reflects the communities where we live, work, and draw top talent from, as well as the customers and contract carriers we serve. We work with 75,000 customers across a wide variety of industries, and have 450,000 contract carriers in our network. The unique perspectives, skills, and experiences of our global network of supply chain experts create stronger, more innovative, and successful teams. This leads to better solutions for our customers, contract carriers, and growers; drives our competitive advantage in recruiting and retaining top talent; and enhances our high-performance culture.

Photo by C.H. Robinson Employee Lisa Cumes

Talent acquisition, engagement, and retention

We attract, engage, and retain top talent through our reputation for supply chain expertise, advanced technology, career opportunities, and our winning culture. We leverage proven recruitment marketing practices to increase talent brand awareness and drive high-quality applicant flow. We seek individuals who embody our behavioral advantages, are team-oriented, innovative problem solvers, and skilled at using technology, including Lean AI and automation to drive smarter, faster outcomes.

At C.H. Robinson, we place a high value on employee feedback as it plays a crucial role in shaping our workplace culture and driving continuous improvement. We regularly survey our employees and engage in focus groups to better understand what they value and how we can continuously enhance their experience. Our 2025 engagement survey generated a 76% engagement score, up nearly six points year over year. Survey feedback underscores our employees are aligned with our strategic direction, committed to continuous improvement, ready to learn and work with AI tools, and trust our leaders to guide them through change.

Another forum for gathering and addressing employee feedback is our internal "Ask Me Anything" (AMA) sessions, where employees can engage directly with senior leadership and ask questions. These sessions foster open communication and trust, allowing us to address a variety of topics with additional transparency while also celebrating successes and sharing important updates.

We actively drive retention by focusing on employees' top priorities, including career growth and development, work-life balance, and performance-based compensation. This focus enables us to maintain a voluntary turnover rate of 11%, which is below the industry benchmark.

Onboarding

We grow and develop our leaders and employees, and C.H. Robinson is known as one of the best learning grounds for logistics. We offer unmatched opportunities for early-career individuals and experienced experts to work on complex strategic projects for some of the world's largest companies. Our talent model prioritizes growing talent and leaders, as their experience, knowledge, relationships, and expertise become increasingly valuable over time.

At C.H. Robinson, onboarding is a structured experience designed to help new employees integrate seamlessly, understand their role's impact, and develop key skills. Our approach ensures every new team member feels connected, supported, and ready to contribute.

We guide our new hires through their first four weeks with essential resources, such as our employee portal, which provides weekly task reminders and access to critical tools. Employees enjoy a mix of structured learning and hands-on experiences, ensuring they gain both foundational knowledge and practical insights into their role. Key components of our onboarding experience include:

- Global orientation: This eLearning introduces employees to the company, The Robinson Way, our culture, and development opportunities.
- Global new hire welcome events: Virtual, facilitator-led sessions introduce employees to The Robinson Way and our culture.
- Role-specific training: Tailored learning paths based on division, region, and job function.
- Mentorship & peer support: New hire buddy system and mentorship programs for professional guidance.
- Compliance & technology setup: Digital profile creation, required compliance eLearnings, and technology onboarding support.
- Ongoing development: On-the-job experiences and continuous learning opportunities throughout the first year.

By combining structured training with real-world applications, we ensure employees have the tools and support they need to succeed. Onboarding at C.H. Robinson is more than a process—it's the foundation for long-term growth and success.

Development

We have a holistic approach that supports development at every stage, guided by the 70/20/10 model. This model emphasizes 70% of learning comes from on-the-job experiences, 20% from interactions with others, and 10% from formal education activities. By integrating this model into our development programs, we ensure our people gain practical skills, benefit from mentorship and collaboration, and receive structured training.

As we have advanced our operating model maturity and integrated Lean AI into our workflows, we strengthened development pathways to prepare employees for new ways of working. This includes upskilling teams in Lean methodologies, AI supported decision making, and digital tools that enhance productivity. We emphasize role-based learning aligned to evolving business workflows, helping people apply AI ethically and effectively while expanding technical and leadership capabilities required for our future supply chain. Through these efforts, employees gained the confidence and competency to leverage emerging technologies and deliver greater value for customers and communities.

Additional development programs we offer following onboarding are:

People development

We provide continuous learning and development resources for all employees, including in-person and self-paced learning. Our global development programs focus on building capabilities in areas that are both role-specific and skills-based, such as problem solving, effective presentations, effective feedback and coaching, continuous improvement, and the Lean methodology. Examples of some of these global programs include:

- Insights Discovery (Global)
- Building Effective Presenters
- Giving Effective Feedback for Impact (Global)
- Hiring EDGE: Interview and Selection Essentials (Global)
- Percipio for C.H. Robinson – Digital Learning Platform (Global)
- Courses to upskill on AI

Leadership development

Robinson Leads is our strategic approach to developing great leaders by leveraging our scale, global footprint, and deep relationships. We have a strong foundation of experienced leadership—79% of our people leaders have been with C.H. Robinson for more than five years, and over half for more than 10 years. To continue strengthening this pipeline, we focus on identifying talent early and enabling their growth through two key enablers of Robinson Leads:

- **The Leader Success Profile**, which defines the behavioral expectations and leadership excellence required to succeed at C.H. Robinson. In addition, it ensures C.H. Robinson has the right leaders in place to get us successfully into the future.

Powering leadership through The Robinson Way

- **The Robinson Leads Dashboard**, which integrates aligned metrics to help leaders monitor their own leadership development and the health and performance of their teams. In turn, it also allows C.H. Robinson to act on the strengths and gaps in our leadership pipeline.

We use data to measure leadership effectiveness and ensure our people are supported by strong, informed leaders optimized through our operating model, technology tools, and culture. Our leadership development programs are aligned to the Leader Success Profile and focus on capabilities such as giving coaching and feedback for impact and accelerating strategic initiatives.

Leaders then engage in experiences and programs such as sponsorship, stretch assignments, 1:1 coaching, assessments, action learning, and AI powered simulations that build skill and confidence in crucial conversations. Our signature "Leadership Learning Journey" program includes three critical courses that enhance leadership skills that align with their success profile, including:

- Coaching Clinic
- Leadership Foundations
- Accelerating Strategic Initiatives

Individual skill development
Employees seek opportunities to learn and advance, and we provide clear pathways for growth through structured leadership programs and investment in development initiatives. We invested in an on-demand learning platform, Percipio, that provides employees with access to robust training content. Employees can complete a values exercise and skills benchmark self-assessment through Percipio to understand their skill level and identify resources for further development. They can then explore career development opportunities through the company's Career Navigator portal.

New training launched in 2025 included behavior and skills courses using conversation AI simulation modules. In addition, we've expanded training focused on commercial excellence to enable employees to think forward, lead differently, and drive customer success.

Program spotlights
Management Coaching in partnership with Skillsoft

- A global, executive-quality coaching experience provides personal, actionable, and measurable outcomes for 30 participants. This opportunity delivers customized, confidential support to accelerate development.

- **Impact:** Participants reported increased confidence in their leadership roles, improved communication with their teams, and a stronger ability to align their work with organizational strategy. Measurable improvements in targeted leader behaviors included: Coaching +20%, Delegation +23%, Conflict Management +32% and Goal Setting +44%.

Key Account Sales Program (KASP)
- A transformative program focused on further developing our account management talent, helping them transition from an individual to a collective mindset—from I to We to One.
- **Impact:** Participants in KASP have consistently increased C.H. Robinson volume and AGP, demonstrating a direct link between talent investment and financial performance.

Business Impact Groups (BIGs)
- BIGs leverage the talents of our global employees to drive innovation, growth, and business impact while reinforcing engagement and connection at C.H. Robinson.
- **Impact:** Open to all employees, the BIGs directly contribute to our business goals and high-performance culture. They provide a listening and feedback channel for the company to help inform strategy and drive engagement. Employees also can participate in opportunities for professional development, leadership, and networking across all areas and levels of the company, while delivering an enhanced and unified purpose.

Supporting employee wellbeing
We are committed to providing comprehensive benefits[1] that support the financial, physical, and mental wellbeing of our employees beyond career development. In 2025, we expanded these offerings:

- As part of our ongoing efforts to promote employee wellbeing, trust, and flexibility, C.H. Robinson transitioned to a Flexible Time Off (FTO) policy for all U.S. exempt (salaried) employees. This change removes the traditional accrual system and empowers eligible employees and managers to make time-off decisions collaboratively based on business needs and personal priorities. All non-exempt (hourly), regular and temporary, full-time and part-time employees, including interns, are eligible to accrue Paid Time Off; this excludes contractors. Paid Sick Leave will also apply for employees who live in states/locales with regulations.[2]

- Introduced Rx Savings Solutions (RxSS) as an overlay vendor to analyze all prescription claims to find savings and discount opportunities for members. With RxSS identifying lower-cost alternatives, it can significantly reduce prescription drug costs.

The shift to an FTO policy reflects our commitment to The Robinson Way—built on trust, empowerment, and well-being—and is designed to give eligible employees more control over their time away from work. We remain committed to supporting the wellbeing of all employees and will continue to explore ways to enhance flexibility and support across the organization.

Other important benefits include:

- Mental health and behavioral support: Lyra Health (EAP)—Behavioral Health Program and Work Life Services provides personalized access to top-quality coaches and therapists that can help navigate issues like stress, anxiety, depression, etc. All U.S. employees and their dependents (legal spouses and children under the age of 26), regardless of their medical plan enrollment, have access to eight free sessions with a therapist/coach.

- Parental leave: C.H. Robinson Paid Parental Leave Policy (PPL) provides up to six weeks of paid parental leave to eligible employees for the birth, or placement of a child with an employee through adoption or foster care (long-term placement). Full-time and part-time employees become eligible the first of the month following 30 days of employment regardless of scheduled hours.[3]

[1] Benefits described are subject to eligibility, local law, and plan documents, which govern in the event of any inconsistency.
[2] This may include Arizona, Colorado, District of Columbia, Illinois, Maryland, Michigan, Minnesota, Missouri, New Jersey, New Mexico, New York, Oregon, and Washington.
[3] Paid Parental Leave as stated is a U.S.-exclusive benefit.

Health

Two medical plans to choose from offering
- Wellness programs
- 2nd opinion service
- Enhance fertility benefits
- Virtual visits/telemedicine
- Prescription drug coverage
- Preventative care covered at 100%
- Rx Savings Solutions (RxSS) prescription savings and discounts[1] *NEW in 2025*

Vision plan

Lyra Health: Behavioral Program and Work Life Services (Enhanced EAP)[2]
- Integrated with medical plans allow continued care beyond the initial free sessions offered

Two dental plans

Short and long-term disability

Wealth

Pay transparency, sharing career level, base pay grade and base pay range[3]

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
- Paid vacation
- Paid time off to vote
- Paid company holidays
- Remote working options
- Flexible time off (FTO) NEW in 2025
- Paid time off to volunteer (VTO) (hourly employees)

Critical illness, accident insurance, and hospital indemnity

Legal assistance benefit

Lyra Health[2]: Behavioral Program and Work Life Service (Enhanced EAP)
- On-demand and virtual content
- Eight free sessions with a therapist or coach (does not require C.H. Robinson medical plan)
- Continued therapy and medication management may be available to employees enrolled in a C.H. Robinson medical plan

Family-friendly benefits
- Enhanced fertility benefits
- Six week Paid Parental Leave
- Adoption assistance program

The above graphic represents U.S. offered benefits in 2025 unless otherwise stated.

1 We introduced Rx Savings Solutions (RxSS) in 2025 as an overlay vendor to analyze all prescription claims to find savings and discounts.
2 Lyra Health is offered in North America, South America, Europe, Sri Lanka, India, and the UAE
3 Pay transparency refers to the practice of openly sharing information about employee compensation. It is just as important to help employees understand how we determine their pay, the components of it, how the job is valued, and how to use this information to grow in their careers. All U.S. and Canada employees will learn their career level, base pay grade, and base pay range during compensation conversations. Pay ranges have been added to all U.S. and Canada job postings (internal and external).

Looking ahead

As we move forward, we remain committed to cultivating a high-performing, engaged workforce aligned with our performance-driven culture and strategic vision. We intend to continue deepening our leadership development efforts and strengthening collaboration across teams, ensuring every employee has the tools, resources, and support needed to grow and excel.

With a strong emphasis on leadership development, enhanced cross-functional collaboration, and equipping our people with what they need to succeed, we are accelerating growth and building capabilities across all levels. By empowering our people with AI tools and investing in their future-ready skills, our employees are prepared to innovate and thrive in a rapidly changing environment.

As we bring our enterprise strategy and operating model to life through The Robinson Way, we remain committed to fostering a culture where authenticity, persistence, accountability, curiosity, and unity enable our people and our business to thrive.

Employee environmental, health, and safety

Our approach

Protecting the health and safety of our employees, suppliers, customers, and visitors is a foundational priority at C.H. Robinson. We focus on standardized processes, consistent execution, and data-enabled visibility that allow teams to prioritize what matters most.

Our EHS efforts across divisions and regions are guided by our Warehouse Environmental, Health, and Safety (EHS) Policy, which is publicly available in our global Code of Ethics, and reinforced through workplace safety and environment principles outlined in regional Employee Handbooks. These policies establish clear expectations and allow local teams to apply their knowledge and experience within a consistent framework.

We use EHS scorecards, audit results, and corrective-action tracking to monitor incidents, injuries, and safety performance across our operations. These tools support proactive risk identification, freeing site leaders and safety professionals to focus on prevention, engagement, and problem-solving.

Each site within our North American Surface Transportation (NAST) division has a principal safety coordinator supported by a centralized compliance calendar and a structured training program. The compliance calendar establishes monthly focus areas that cascade to sites, while coordinators are trained through a defined, multi-year process to build knowledge across required EHS subject areas. This approach creates an ongoing cycle of training, implementation, and review, reinforcing consistent site-level execution and continuous improvement over time. Across European Global Forwarding, country-specific risk assessments, internal inspections, and mandatory external reviews ensure compliance with local regulations while reinforcing a shared safety culture.

Building on this shared foundation, our EHS program emphasizes engaged employees, safe workplaces, and continuous improvement to strengthen safety performance across all regions.

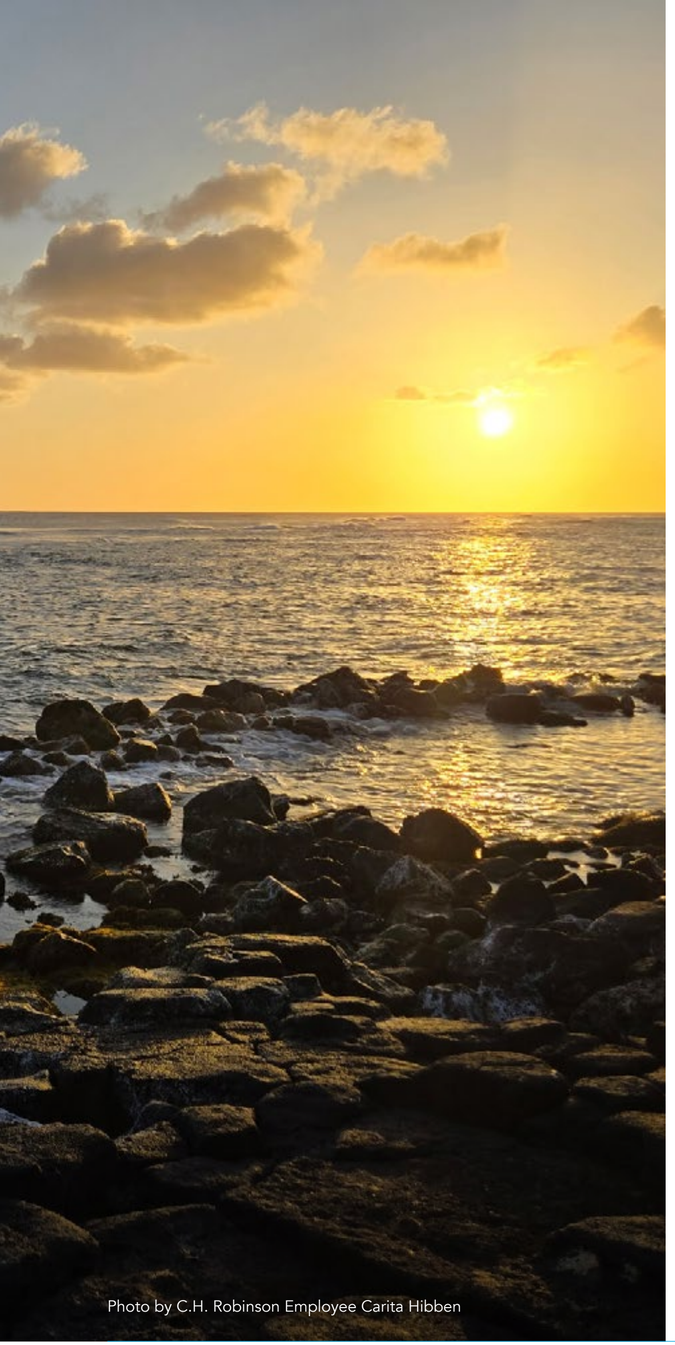


Photo by C.H. Robinson Employee Carita Hibben

Employee engagement and training

Employee engagement is a core component of EHS, supported by structured trainings and regular communication. Within NAST, we maintain an EHS compliance calendar that defines required training topics throughout the year and supports consistent coverage across sites. Training requirements are aligned with applicable OSHA topics and regional regulations, with completion and hours tracked through centralized tracking tools.

Office workplace safety

We equip employees with training in key areas related to workplace safety, including office safety practices such as workstation ergonomics and accident prevention. Where applicable, employees are also trained on country-specific legal requirements. Depending on role and location, training may include first aid basics, as well as fire safety and evacuation procedures to support effective response in emergency situations.

Continuous improvement

In the United States, corrective actions are reviewed weekly across warehouses, reinforcing site-level ownership and continuous improvement. In Europe, findings from internal and external inspections are translated into formal action plans with clear ownership and prioritized timelines.

Operational tools and technology also support continuous improvement processes. In 2025, automations were deployed across five North American Surface Transportation (NAST) warehouses and achieved approximately 99.95% accuracy, significantly reducing manual counting activities and associated safety risks. This approach improves inventory reliability while reducing employee exposure to repetitive and potentially hazardous tasks.

Our progress

In 2025, we continued strengthening our EHS performance through consistent systems and active site-level engagement, while expanding the scope of our tracking and oversight. We expanded EHS data tracking to include four Robinson Fresh warehouses in addition to our Global Forwarding and North American Surface Transportation operations, capturing performance across 12 warehouses total. This broader scope supports more consistent oversight and enables clearer identification of trends and areas of risk within our warehouse operations.

Across this expanded footprint, incident rates at U.S. warehouses remained below the U.S. Bureau of Labor Statistics (BLS) average of 4.7% for warehousing and storage, with reported incident rates of approximately 1.65%, well below industry benchmarks. Our Lost Workday Rate (LWR) also remained low, at approximately 0.70.

C.H. Robinson food safety performance also remained strong in 2025. All Robinson Fresh and NAST warehouse sites achieved food safety scores of 99% or higher under Global Food Safety Initiative (GFSI)-aligned standards. Additionally, we completed our first GFSI re-audit in 2025, demonstrating our continued high performance in this area.

Environmental risk mitigation remained an area of focus in our EHS program. At two of our California warehouses, we implemented electric yard tractors and electric trucks to address air quality and greenhouse gas emissions, materially reducing associated impacts and exceeding local mitigation requirements. In addition to targeted site-level actions, all NAST warehouses remained stormwater pollution exempt, reflecting minimal environmental risk in this area.

Looking ahead

We will continue strengthening EHS systems that balance scalable structure with local needs and expertise. We have established a cross-functional quality and safety working group to evaluate ISO 45001 (occupational health and safety) compliance. Leads underwent auditor training for ISO 45001 in late 2025 and certification is planned for the first site in 2026, which will serve as a template for broader global rollout over time.

Customer engagement and experience

Our approach

We are the trusted provider that customers look to for cutting-edge innovation, differentiated solutions and best-in-class service. And the company's strategy is underpinned by a builder culture—the mindset of proactively creating, iterating, improving, and owning outcomes. The company's builder culture accelerates how customer insights become better solutions. It shapes how teams listen, collaborate, solve problems, and follow through—and that directly improves customer engagement, trust, and long-term relationship strength.

Flagship engagement methods include:

- Relationship Survey: Our annual Relationship Survey and real-time digital touchpoints.
- Real-time feedback access: Our account teams receive immediate survey results, allowing them to address customer concerns with greater speed and accuracy, ensuring a more seamless and responsive experience.
- Industry leading insights: Each month C.H. Robinson publishes the Edge Report and Edge Video, providing industry-leading global freight market insights along with supply chain trends specific to key industries. The monthly report, which is the most read insights report in the transportation industry, provides expert perspectives to global shippers and carriers on the best ways to navigate the ever-changing global freight market.
- Local customer summits: Designed to deepen relationships and provide educational opportunities, these summits have become a cornerstone of our customer engagement strategy, offering direct access to industry experts and fostering collaborative problem-solving.
- Thought leadership & academic partnerships: Our collaborations with leading universities not only contribute to the ongoing innovation of supply chain management, but also provide our customers with forward-thinking insights and strategies that keep them competitive in an ever-changing global market.

Our progress

By continuously refining our approach based on direct feedback, we ensure we not only meet, but consistently exceed, our customers' expectations.

- **Enhanced feedback mechanisms:** Through our annual Relationship Survey and real-time digital touchpoints, we captured meaningful insights from 58% of key decision makers, allowing us to make informed, data-driven enhancements to our services.
- **Net promoter score (NPS) integration:** By leveraging NPS as a primary metric for customer loyalty, we continue to achieve high scores, reflecting the strength of our relationships and service quality. Our customers are overwhelmingly and extremely satisfied with us. An impressive 92% of customers are highly satisfied with C.H. Robinson, with the majority ranking us in the top category with scores of 9–10.
- **Industry-specific solutions:** Recognizing the unique challenges faced by different industries, we have refined our industry-specific strategies, ensuring businesses of all sizes—from small enterprises to multinational corporations—receive tailored solutions that align with their specific logistical and supply chain requirements.

Looking ahead

C.H. Robinson will continue strengthening customer engagement by deepening our feedback-driven model and leveraging advanced technologies to deliver increasingly personalized, predictive, and value-driven experiences.

What we heard from customers	The action we took	The results shippers have seen
Shippers experienced missed LTL pickups, causing delays and unnecessary manual work.	We launched new AI agents to track down missed pickups and use advanced reasoning to determine how to keep freight moving.	Shipper freight moves up to a day faster and return trips to pick up missed freight have been reduced by 42%.
Shippers identified uncertainty in forecasting and geopolitical, economic, and physical disruptions as two of the most significant supply chain risks.	The C.H. Robinson Freight Market Update was relaunched as the C.H. Robinson Edge Report, providing forward-looking insights across all modes, forecasting support to mitigate volatility and easy-to-digest summaries for fast decision-making.	Relaunching a report that is already number one in logistics content referred to by AI, shippers are receiving authoritative insights and critical data while avoiding information overload.
More than one third of shippers told us they needed more data to help find savings on tariffs and duties	C.H. Robinson debuted the U.S. Tariff Impact Analysis tool, a new self-serve tool that empowers U.S. importers to assess their overall duty exposure and drill down to the SKU level for precise cost analysis	Shippers can analyze tariff impact to their company's bottom line 24/7 at a time when 83% of shippers are seeking to reduce costs in the supply chain.

Delivering for our contract carriers

Our approach

Carriers are the backbone of the global supply chain, ensuring goods move efficiently and reliably across markets. Truck drivers transport almost three quarters of all U.S. freight—about 11 billion tons of goods annually[1]. Their work keeps industries running and ensures essential goods reach businesses and households globally.

At C.H. Robinson, we're committed to delivering more ways to empower carriers at every turn—like no one else. This means offering thousands of loads on the routes they want, smarter solutions to help them get paid faster and streamline their business, and personalized service from experts who have their back. Plus, we want to help this community with programs and resources that encourage and support personal growth and wellbeing.

[1] ATA American Trucking Trends 2025." 2025. American Trucking Associations. 2025. https://www.trucking.org/news-insights/ata-american-trucking-trends-2025.

Listening and responding to contract carriers' needs

Supporting carriers' needs means actively seeking out their perspectives and creating meaningful ways for them to share what's working and what's not.

Surveys: Contract carriers may receive surveys following shipment delivery that are focused on execution, value, and service. This allows for a stream of feedback for follow-up and integration into overall strategy.

Focus groups: We have an internal team focused solely on the experience of contract carriers at C.H. Robinson. We attempt to follow up with stakeholders via phone or email. By continuously improving our internal process and technology features based on the direct voices of our contract carriers, we ensure their voices are heard.

Carrier representative relationships: The majority of our volume is moved with carriers that have a direct relationship with one or more of our employees who serve as carrier representatives. In these roles, employees act as an extension of the contract carrier's business and are there to find brokerage loads, set up contractual opportunities, and provide a best-in-industry experience by solving carrier challenges—from the simple to the complex.

24/7 carrier support & training: To ensure contract carriers have continuous access to the tools and knowledge they need, we have expanded our support services to include round-the-clock assistance, interactive training videos, and on-demand chat support for real-time issue resolution. This support is especially crucial for drivers who spend long hours on the road and need immediate assistance.

Our progress

Technology and financial solutions

With increased market volatility, heightened competition, weather delays, and geopolitical disruptions, contract carriers faced significant challenges, including fluctuating demand, tighter margins, and evolving regulatory pressures in 2025. Despite these hurdles, our focus has remained on building enduring relationships that provide contract carriers with both stability and growth opportunities. In 2025, we amplified our contract carrier programs to enhance their experience, making it easier for them to thrive in an increasingly competitive marketplace.

- **Advancing safe and secure transportation through proactive risk management:** C.H. Robinson promotes safer and more reliable transportation by proactively reducing theft and fraud through robust risk management practices and carrier standards. By combining third-party carrier vetting through Highway's onboarding system, real-time risk monitoring, and ongoing performance management, the company helps protect shipments, carriers, and customers across its network. These efforts limit unnecessary exposure; strengthen marketplace trust; and support consistent, secure freight movement—contributing to a more resilient and dependable transportation ecosystem for all stakeholders.

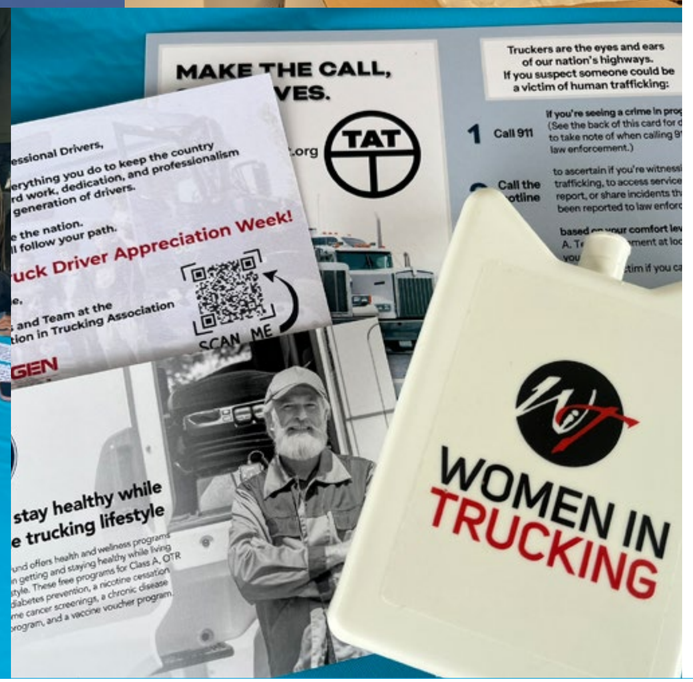
- **Strengthening network efficiency and security through data-driven insights:** C.H. Robinson uses GenLogs to enhance carrier network efficiency, security, and supply visibility by incorporating AI-driven insights derived from aggregated roadway activity data. These insights help identify active but underutilized carrier capacity, support fraud prevention and cargo security efforts through equipment validation and location intelligence, and improve understanding of regional supply conditions. By integrating GenLogs signals into internal decision-making tools, C.H. Robinson strengthens marketplace trust, reduces operational friction, and supports a more efficient transportation network—contributing to improved reliability and more sustainable outcomes for carriers and customers alike.

- **Quicker payment solutions:** Contract carriers often face cash flow challenges as a result of up to 30-, 60-, and 90-day payment terms, leaving them waiting weeks for funds needed to cover essential expenses like fuel, maintenance, and payroll. In 2025, C.H. Robinson expanded C.H. Robinson Financial™, a suite of payment solutions aimed at increasing the speed of cash flow for contract carriers. The payment solutions, including Cash Advance, Quick Pay, C.H. Robinson® Factoring by Triumph, the C.H. Robinson Fuel Card, and LoadPay™ bank account, have sped up what once took days or weeks into payment in minutes—significantly enhancing contract carriers' financial liquidity and operational efficiency. The reduction in administrative burdens and time waiting to receive payment allows contract carriers to focus on growing their business and maximizing their available time hauling freight. One specific enhancement this past year was the all-digital, quick-access Cash Advance that makes getting up to 60% payment at pickup even faster, easier, and more secure.

- **Speed up finding and booking loads:** C.H. Robinson continued to enhance its load matching capabilities powered by data science and AI to help book loads four times faster on average. This platform uses a real-time algorithm to analyze a broad range of data, offering timely and precise load recommendations based on a carrier's unique search history and posted trucks within Navisphere® Carrier. The technology provides contract carriers with real-time, hyper-customized recommendations sent via text or email as soon as a suggested load becomes available. This advancement allows contract carriers to secure loads faster and more efficiently, reducing the time spent on manual processes like phone calls and browsing load boards. Contract carriers can secure relevant freight before it's gone, maximizing their earnings and minimizing empty miles.

** 18% of active carriers booked at least one recommended load per week with Navisphere® Carrier.*

** Among carriers that used notifications, loads booked from these notifications rose from 9.9% in Q1 to 12.4% in Q4—reflecting growing reliance and value.*



Community & wellbeing

Every day, truck drivers embark on journeys that span hundreds of miles, facing challenges and milestones, ensuring our homes, stores, and lives are filled with the essentials we need. Beyond business, we are committed to supporting contract carriers in ways that positively impact their lives and careers.

C.H. Robinson and the C.H. Robinson Foundation proudly support the following:

- **Truck Driver Appreciation Week:** In mid-September, C.H. Robinson employees and customers demonstrate appreciation for carriers and drivers across North America. Amongst many other ways, our employees handed out thank you packages, including hand-written notes of gratitude from our team.

In addition, The C.H. Robinson Foundation and company contributed nearly $1million in 2025 to support the trucking community and industry, including scholarships, charitable donations, and funding for strategic partnerships with non-profit organizations. Read press release

- **Carrier Scholarship Program:** The C.H. Robinson Foundation announced it would double its annual scholarship award in 2024. Now in its thirteenth year, our Carrier Scholarship Program annually provides 25 scholarships valued at $5,000 each, helping expand access to educational opportunities within the trucking community. As part of our commitment to the future of these families and the trucking community, the scholarship is open to any carrier around the world, and their dependent children. See scholarship details

- **St. Christopher Truckers Relief Fund:** During Truck Driver Appreciation Week, the C.H. Robinson Foundation donated $100,000 to St. Christopher Truckers Relief Fund, an organization that provides crucial assistance to carriers and drivers that are unable to work due to illness or injury, ensuring their families receive the help they need during challenging times. The C.H. Robinson Foundation also provided grants to support the organization's health and wellness programs, including the ones listed below. See Truckers Relief Fund Health & Wellness programs

  - Healthy Habits for the Long Haul: A 12-week course to support over-the-road (OTR) carriers with managing chronic diseases, such as high blood pressure, high cholesterol, heart disease, etc.
  - Get Preventative Screenings: A preventative cancer screening program, including at-home colon and prostate cancer screenings.
  - Vaccine Voucher Program: For the uninsured, OTR professionals can receive free flu, shingles, and pneumonia vaccine vouchers.

- **Women in Trucking (WIT)** is a non profit organization committed to advancing the employment, retention, and success of women throughout the trucking industry. Since its founding in 2007, WIT has worked to champion gender diversity by encouraging women to enter the field, minimizing industry barriers, and celebrating the contributions and achievements of women across all roles—from professional drivers to corporate leadership. Through community-building, recognition programs, mentorship, and educational resources, WIT fosters meaningful connections that help women thrive and empowers industry partners to cultivate more inclusive workplaces. By supporting WIT's mission, we help expand opportunities for women, promote industry equity, and strengthen the future talent pipeline of trucking. Learn more

- **Next Generation in Trucking Association** is a national non profit trade association dedicated to developing the next generation of trucking and supply chain professionals. Its mission is to promote trucking as a modern, rewarding career pathway; build and enhance school-based commercial driver's license (CDL) programs, diesel technician, and logistics training programs; and connect emerging talent with employers across the industry. Through partnerships with high schools, colleges, and industry leaders, NextGen Trucking provides hands-on learning experiences, curriculum support, and workforce-development pathways that prepare students for sustainable, high-demand careers. By investing in and amplifying their efforts, we help ensure a strong, diverse, and future-ready workforce—one that supports the long term vitality and sustainability of the trucking industry. Learn more

Looking ahead

We expect to continue to invest in initiatives that strengthen carrier success, improve operational efficiencies, and foster a more supportive and sustainable trucking ecosystem. Because at C.H. Robinson, when contract carriers succeed, we all succeed.

Raising the bar with AI

C.H. Robinson uses artificial intelligence (AI) to improve efficiency, reliability, and support for its carrier network by reducing manual work and enabling faster, more consistent service. AI driven tools help automate routine shipment tasks such as load matching, tracking updates, appointment scheduling, document processing, fraud detection, and payment workflows, allowing carriers to spend more time on the road and less time on administrative activities. By pairing AI enabled automation with trusted and experienced professionals, C.H. Robinson improves shipment visibility, reduces delays and empty miles, strengthens fraud prevention, and accelerates access to freight and payments. This approach enhances operational resilience for carriers while supporting a safer, more efficient transportation network for customers and communities.

Community impact

Our approach

At C.H. Robinson, strengthening our communities, people, and industry is a core part of our values and culture. Our commitment to community impact comes to life through the C.H. Robinson Foundation; corporate giving; and the generosity of our people, who contribute their time, talent, and resources to make a difference. Every day, our teams around the world demonstrate a spirit of service that extends far beyond the work we do for customers and contract carriers.

Through Robinson Cares, our employee-driven philanthropy program, we encourage employees to volunteer, give, and engage with causes they are passionate about. This holistic approach ensures our efforts are not only financially supportive, but also deeply rooted in active participation and community involvement. We use this opportunity to engage employees about their priority causes and integrate the results into our strategy. In 2025, this included support for children and families, hunger, education, health, and environmental protection.

Established in 2005, the C.H. Robinson Foundation (Foundation) is funded by C.H. Robinson to support our people, our industry, our communities, and the causes our employees care about most. This work is carried out through the support of non-profit and non-governmental organizations. The budget is determined and approved by the Foundation Board of Directors and led by Rachel Schwalbach, vice president environmental, social, and governance (ESG), 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.

Our progress

Robinson Cares

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

In 2025, our employees volunteered more than 15,000 hours to the organizations and causes they care about most. Our employees actively dedicate their time to driving meaningful social impact and we believe empowering our employees in these efforts helps create a strong, positive culture.

Robinson Cares committees are employee-driven groups that lead ongoing volunteer efforts and employee giving for their office locations and/or geographic region. Each committee is led by a chair or co-chairs who engage employees to plan and implement year-round volunteer projects, employee giving, and more.

To maintain momentum and provide regular touchpoints, we have quarterly activations that focus on consistent engagement. In 2025, these activations included Martin Luther King Jr. Day of Service (MLK Day), Earth Day, Robinson Cares Month, and our Season of Giving.

For 20 years, our people have driven the way we give back and make a positive impact in our communities. To celebrate this legacy, we launched the "20 for 20" C.H. Robinson Foundation grant program—awarding 20 grants of $20,000 each to non-profit and non-governmental organizations from around the world, nominated and selected by our employees.

The "20 for 20" program demonstrates how employees play a driving role in our philanthropic efforts. C.H. Robinson employees nominated all potential recipients, and the finalists were chosen through employee votes and an employee-led review panel. That means these grants went to organizations and causes that matter most to our global team, whether that's education, health, sustainability, animal welfare, or another meaningful cause.

Robinson Heroes

Launched in honor of the C.H. Robinson Foundation 20-year anniversary, the Robinson Heroes program recognized employees who went above and beyond to support their communities through volunteering, community leadership, and charitable fundraising. Employees across the globe were invited to nominate peers whose actions reflected a strong commitment to giving back and living the Robinson Way.

Twenty employees were ultimately recognized as Robinson Heroes, helping elevate stories of employee-led impact and reinforcing a culture of service and community engagement across C.H. Robinson.

Brazil Robinson Cares Committee
Robinson employees in Brazil volunteered alongside the nonprofit Hamburgada do Bem during its 10th anniversary community event, supporting a large-scale day of service focused on children and families. C.H. Robinson volunteers joined thousands of community members to help deliver meaningful experiences for children through activities, food, and donated items. The event generated significant local impact, raising more than $1 million and collecting thousands of food items and toys—helping ensure both nourishment and moments of joy for children served throughout the day.

Dallas Robinson Cares Committee
C.H. Robinson staff from the Dallas area volunteered at two incredible food drive events at Minnie's Food Pantry in Plano, TX during Robinson Cares Month. Minnie's Food Pantry is an amazing non-profit organization that helps provide families with long-term healthy food security. Volunteers helped break down pallets, build meal boxes, and distribute food donations—all to support over 500 families in need.

Detroit Robinson Cares Committee
The Detroit Global Forwarding and North America Surface Transportation offices held a can drive in November on behalf of Gleaners Community Food Bank. Employees donated 478 lb of food, enough to provide 359 meals to families in need. The can drive culminated in a volunteer event at Gleaner's South Campus Distribution Center. C.H. Robinson volunteers helped pack hundreds of boxes with food and other essential items for distribution to local schools, food banks, and partner organizations.

Long Beach Culture Club
During Earth Week, the Long Beach Culture Club partnered with Sowing Seeds of Change (SSC), an organization that empowers young adults with disabilities and foster youth. C.H. Robinson volunteers, along with family and friends, supported SSC by building sensory gardens, assembling garden boxes and by cleaning and organizing the urban farm. In addition to volunteering, the branch also raised funds to further advance SSC's mission to increase access to fresh produce and strengthen community connections in Long Beach.

New Zealand Robinson Cares Committee
In honor of Robinson Cares Month the New Zealand Robinson Cares Committee selected the Breast Cancer Foundation as its chosen charity and supported the cause by hosting a Pink Ribbon Breast Cancer Morning Tea and a Robinson Cares Auction. These activities united employees in raising funds and ultimately led to employees exceeding their goal—doubling the amount raised in 2024.

Employee gift match and volunteer match programs

The C.H. Robinson Employee Match Program, now available to all global employees, provides meaningful ways to enhance the impact of their volunteerism and charitable giving to qualified non-profit or non-governmental organizations (NGOs). Employees who volunteer or make a monetary donation to an eligible organization can receive matching support of up to the equivalent of $10,000 annually from the C.H. Robinson Foundation. Volunteer time is matched at the equivalent of $15 per hour, and monetary donations are matched one-for-one. In 2025, employees donated $1.5 million, including matching gifts through our Employee Match Program.

Volunteer time off

Part of our efforts to support employees in their commitments to social impact include volunteer time off (VTO). In North and South America, hourly employees receive eight hours of paid VTO each year to volunteer with a non-profit organization they are passionate about. Through the VTO, all regular U.S., Canada and Mexico employees are given one day of paid time off from regularly scheduled work hours.

Leadership Board Match

The Leadership Board Match Program is designed to encourage C.H. Robinson leaders to deepen their engagement with non-profit organizations in the community. The C.H. Robinson Foundation will make a monetary donation on behalf of an eligible leader who is currently sitting on a non-profit board of directors. The grant must be designated to the organization for which the leader serves.

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. Find our list of current recipients online.

Employee Relief Fund

When tragedy strikes or an unavoidable crisis occurs, we come together to help each other in a meaningful way. The C.H. Robinson Foundation Employee Relief Fund is available globally to support employees across the company with financial assistance. Circumstances that may qualify are natural disaster; catastrophic circumstance; personal disaster; or personal hardship, such as serious illness, injury, or loss of life.

Strategic industry grants

The Foundation supports non-profit organizations that are committed to helping the supply chain and logistics industry thrive. Strategic grants fund organizations that support contract carriers, strengthen and diversify the supply chain workforce, provide education in transportation and logistics, and support environmental sustainability in transportation and logistics. Find our list of current recipients online.

C.H. Robinson Foundation Scholarship Program

We believe in empowering ambitious minds and making education accessible to all. The C.H. Robinson Foundation awards 50 scholarships in the amount of $5,000 each to C.H. Robinson employees, contract carriers, and their dependents. Scholarships can be used at accredited college institutions around the globe to support tuition for undergraduate and vocational-technical education.

For the 2025–2026 school year, the C.H. Robinson Scholarship Program awarded $5,000 scholarships to 25 C.H. Robinson employees or dependents and 25 truckload contract carriers or their dependents.

Disaster response

In response to severe weather events, C.H. Robinson prioritizes the health and wellbeing of its employees while supporting relief and recovery efforts in impacted communities. Through the C.H. Robinson Foundation, we support non-profit organizations that provide on-the-ground relief and recovery.

Looking ahead

C.H. Robinson and the C.H. Robinson Foundation remain committed to supporting our employees, advancing our industry, and strengthening the communities we call home. In the coming year, we will continue to invest in programs and partnerships that reflect our values, address evolving community needs, and enhance employee engagement. Together, we will build on our momentum to create meaningful, lasting impact for people and the planet.

Governance

Photo by C.H. Robinson Employee Casey Maus

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Ethics and compliance

Our approach

At C.H. Robinson, we believe doing the right thing is fundamental to who we are and how we operate. From their first day, every employee is expected to uphold the highest standards of integrity—standards that shape how we serve our customers, support partners, and strengthen our business. This commitment guides our culture and reinforces the trust placed in us across the global supply chain.

Responsible governance is central to maintaining that trust. Our Board of Directors, chaired by an independent Board member, provides oversight of responsible governance and ESG performance. Board committees regularly review ethics-related topics within their charters, ensuring strong alignment between our strategy and our ethical commitments.

Our chief legal officer leads our global ethics and compliance program, which includes training, annual reviews, policy updates, and structured escalation processes. These activities incorporate stakeholder feedback and allow us to adjust to emerging regulations and expectations. A cross-functional compliance committee—made up of senior leaders from finance, HR and ESG, legal, and business divisions—meets quarterly to review workplace and compliance concerns and elevate key insights to the Board.

Our progress

We strive for ethics and compliance practices that meet or exceed industry standards. All employees complete onboarding and annual compliance training to reinforce our policies and expectations. Each year, our company-wide "Compliance Month" brings together required tasks, including policy acknowledgments and role-specific training that reflects the responsibilities of each employee.

A core component of this program is our global Code of Ethics. The Code is reviewed and updated every year to ensure it remains aligned with evolving legal and regulatory requirements. Translated into multiple regional languages, the Code covers a wide range of critical topics, including our privacy policy, cybersecurity, human rights and anti-slavery, record retention, anti-bribery and anti-corruption, procurement policies, and more. On an annual basis, all employees and contingent workers must review the global Code of Ethics and complete additional compliance trainings, to which they attest their completion and understanding.

To help maintain the effectiveness of our ethics program, we provide:

- An anonymous reporting hotline and oversight of reporting trends
- A defined internal investigation and discipline process
- Whistleblower protections to ensure concerns can be raised without fear of retaliation

We monitor training completion closely, and our Internal Audit teams review completion patterns and confirm escalation procedures are followed.

As we continue to evolve our program, we also maintain focus on emerging areas of risk. This includes ongoing updates to our global Code of Ethics and Employee Handbooks and the introduction of new policies where needed—particularly in areas such as responsible AI use and bias mitigation.

AI-powered tools offer tremendous potential to boost productivity, foster innovation, and streamline operations. By using AI responsibly, we can harness its benefits; therefore, understanding responsible AI use at C.H. Robinson is as important as using its power. Employees are trained and provided with resources, such as:

- Electronic Data and Communications Policy, containing direction on "Utilizing Public GenAI Tools"
- GenAI employee guidelines
- A new Responsible AI in the Workplace course: AI is your assistant, not your replacement
- AI resource center to provide tools and examples of successful AI use that boost efficiency and align with our policy.

Looking ahead

Our compliance program is built for continuous improvement. We remain vigilant in monitoring legislative and regulatory changes, adapting our practices to meet new requirements, and integrating industry best practices. Above all, we are committed to doing what is right.

We aim for 100% completion of compliance tasks, supported by regular audits and a system of controls that emphasize awareness, issue identification, and whistleblower protection. As ethical expectations and global business landscapes continue to evolve, we will continue strengthening our approach to maintain a high-integrity organization worthy of the trust our stakeholders place in us.

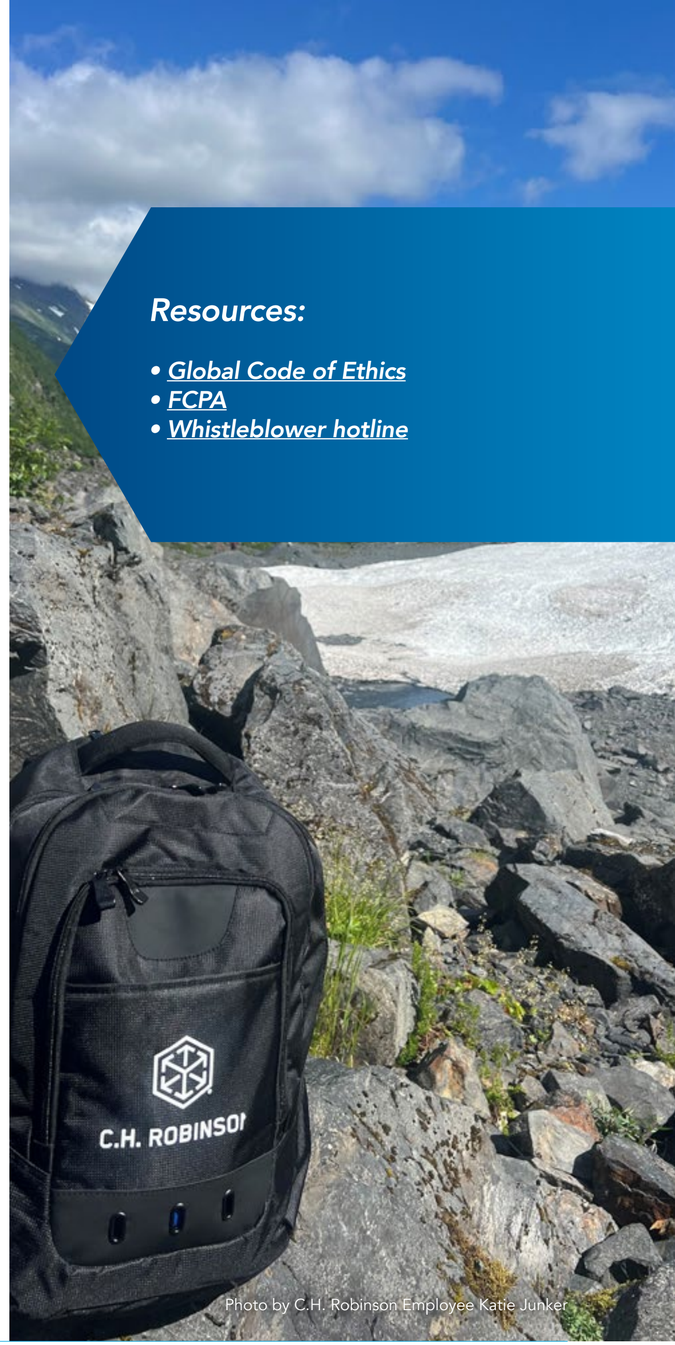

Photo by C.H. Robinson Employee Katie Junker

Resources:

- *Global Code of Ethics*
- *FCPA*
- *Whistleblower hotline*

Data privacy

Our approach

C.H. Robinson values the trust and confidence of our customers, suppliers, 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 data privacy is certified privacy professionals accredited by the International Association of Privacy Professionals (IAPP). Privacy staff attend industry conferences and receive practical training to keep abreast of new and emerging topics in privacy and effectively conduct day-to-day programmatic activities.

The C.H. Robinson privacy program is built on a harmonized framework of global privacy controls that serve as the foundation of our policies and standards. These controls are operationalized through our Global Privacy Policy, which is embedded in the C.H. Robinson global Code of Ethics. This alignment ensures every employee understands and is responsible for their conduct when handling personal information.

We actively foster a culture of privacy through employee engagement and awareness initiatives. All employees are required to complete annual privacy training, establishing a strong foundation in privacy principles and the proper management of personal data. This is reinforced by an annual review and acknowledgment of the policy, ensuring sustained commitment. Throughout the year, our privacy program delivers targeted communication campaigns and ongoing educational activities, reaching employees in all regions and continually reinforcing best practices.

Employee personal data is managed and safeguarded according to its sensitivity, in strict alignment with the Global Employee Privacy Notice, employee governance policies, and our global Code of Ethics. Privacy is not just a policy; it is a daily practice embedded in our operations. Our Data practices for Customers, Contract Carriers, and Shippers is available in our external privacy notice.

Photo by C.H. Robinson Employee Greg Wood

We prioritize transparent processing of personal information, and require that products, processes, and technologies be designed with privacy in mind, adhering to privacy-by-design principles from the outset. The privacy program collaborates closely with stakeholders across the organization to proactively address both existing and emerging privacy requirements and risks.

Our commitments to privacy are published in our Global Privacy Notice. This notice clearly explains how we collect, share, and use personal information from users of our tools, technologies, and services. It details the rights individuals can exercise, including submitting requests to access or update their information, opting out of the sale or sharing of personal data as required by California and other state laws, and submitting complaints or inquiries. We respond promptly and thoroughly to all requests, ensuring individuals' rights are respected and upheld.

Given our global footprint, C.H. Robinson is subject to lawful data transfers from the European Economic Area (EEA), United Kingdom (UK), China, and other jurisdictions. We take great care to ensure all data transfers comply with our obligations, utilizing legal mechanisms such as standard contractual clauses, consent, and data transfer agreements. Where required, we conduct transfer impact assessments (TIAs) to evaluate and mitigate risks associated with cross-border data movement.

Third-party processors entrusted with personal information must comply with all applicable laws, regulations, and contractual obligations. Our supplier procurement process rigorously ensures suppliers use personal information solely for contracted services, in line with our Global Employee Privacy Notice, Global Data Privacy Policy, and global Code of Ethics. The privacy program partners with global procurement, legal, cybersecurity, and business stakeholders to execute thorough due diligence and manage third-party risk effectively.

Incident response is a critical component of our privacy program. In the event of a data breach, a cross-functional team is mobilized to assess the scope, impact, and potential harm to individuals, as well as to determine jurisdiction-specific reporting obligations. Each incident undergoes root cause analysis, and remediation actions are implemented to prevent recurrence. Regulatory reporting and notifications to affected parties are managed in full compliance with legal requirements.

Continuous improvement and accountability are central to our privacy program. We regularly review and update our privacy controls and practices to reflect changes in regulations, technology, and business operations. Feedback from employees and stakeholders is actively sought and incorporated, ensuring our privacy program remains robust, relevant, and responsive to evolving risks and expectations.

Our progress

In 2025, the company's privacy program achieved significant progress by publishing an updated, comprehensive external privacy notice. The new notice is designed to be easier to read, more transparent, and tailored to specific audiences, enhancing understanding and trust among users of our tools and services.

Additionally, the program expanded its scope to include the assessment of artificial intelligence projects and programs across the organization, ensuring emerging technologies align with our privacy standards and ethical commitments. We also updated our cookie notice and enhanced our processes to address state privacy regulations, Global Privacy Control (GPC) signals, and to promote user-friendly and transparent data practices throughout our digital platforms.

Finally, we matured our third-party management processes by advancing our approach to privacy risk management, assessment, and automation, further strengthening governance and efficiency in our third-party relationships.

Looking ahead

Looking ahead, C.H. Robinson remains committed to continuously maturing our privacy processes and expanding our footprint to proactively assess and manage privacy risks across the organization. By building on our progress, we aim to further strengthen our privacy program, enhance risk mitigation strategies, and ensure protection of personal information in an evolving regulatory and technological landscape.

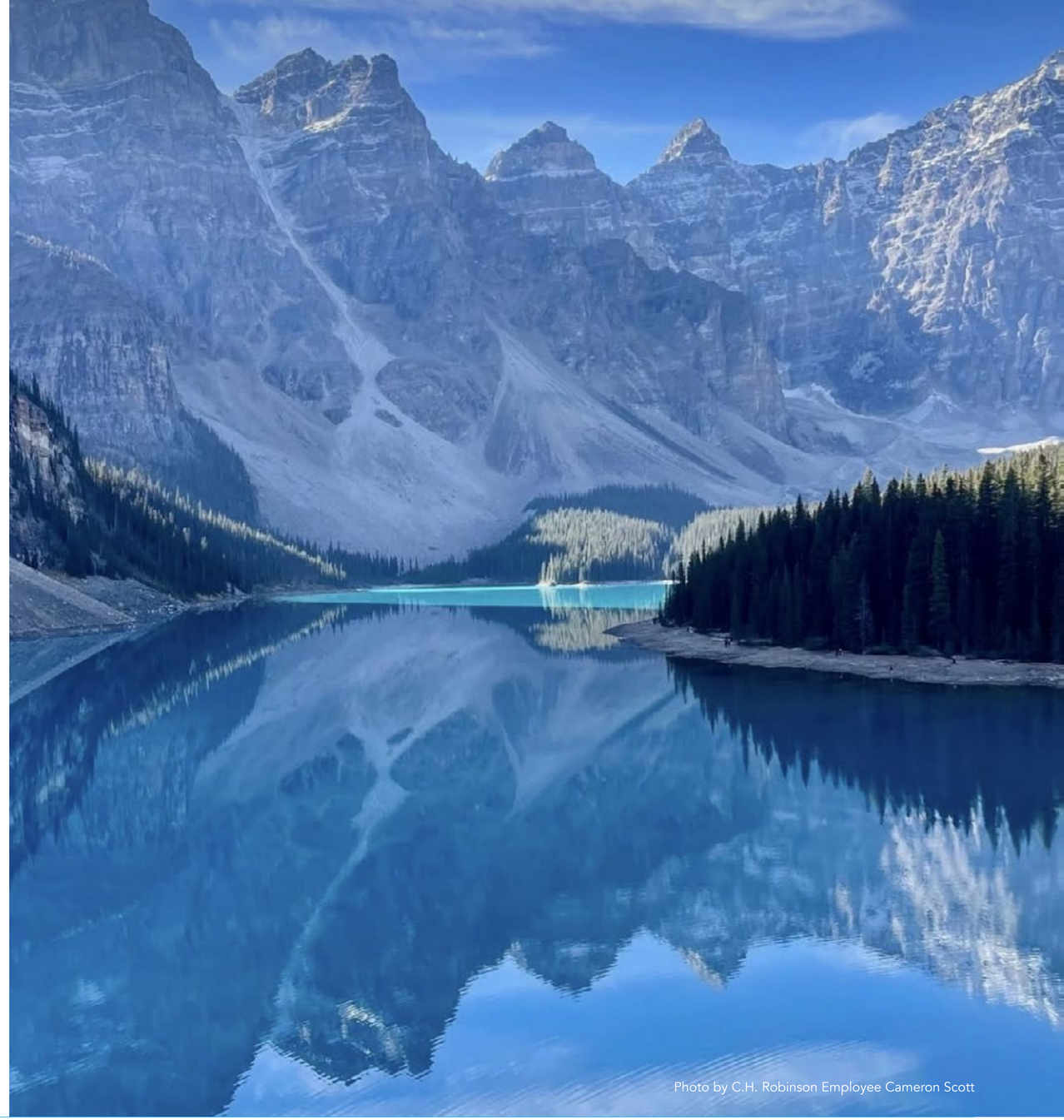

Photo by C.H. Robinson Employee Cameron Scott

Cybersecurity

Our approach

As a global organization, we are committed to responsibly protecting the data entrusted to us by customers, carriers, employees, and partners. Our cybersecurity program embeds security and data protection principles into everyday operations across all regions and functions. We follow a risk-based, multilayered approach informed by internationally recognized standards, including guidance from the NIST Cybersecurity Framework.

The global business resilience management (GBRM) team at C.H. Robinson leads planning efforts in both crisis management and business continuity around the globe. It is a part of the larger enterprise resilience organization, which reports to the chief technology officer and operates under the governance and guidance of senior business leadership. These business functions exist to allow our organization to continue serving our customers when significantly impactful events occur. The scope of the GBRM program includes business units and operational functions in all geographic regions where C.H. Robinson has offices.

Our program undergoes regular independent assessments, including annual SOC 2 Type 2 evaluations and SOC 1 Type 2 reviews for relevant divisions. These assessments help validate our controls, demonstrate accountability, and support transparency with customers and investors.

Our policies provide consistent guidance for secure development, data handling, access management, and required safeguards. We also maintain high-level customer facing materials that can be shared under a non-disclosure agreement (NDA) to support partner due diligence and provide visibility into our governance and controls.

Photo by C.H. Robinson Employee Leigh Lenis

Our progress

Our cybersecurity and technology resilience teams partner across the enterprise to align strategic goals, manage risk, and support operational continuity. These teams oversee network and system security, compliance activities, business resilience, and technology continuity, collaborating closely with the Internal Audit team to evaluate controls, recommend improvements, and support continuous oversight.

Our Cybersecurity Incident Response Plan guides preparedness and response activities, and we conduct frequent vulnerability assessments across endpoints and infrastructure to proactively identify potential risks.

We continue to enhance readiness through employee education, testing, and engagement. All employees complete role-based, risk-based, and privileged user cybersecurity training, complemented by quarterly phishing tests for all employees and additional testing for higher risk roles. Internal teams also deliver training on responsible use of AI, data protection, and privacy considerations as business needs evolve.

To further inform our roadmap, we conduct independent assessments to evaluate our controls and maturity. Previous assessments—including a formal NIST CSF maturity review that examined more than 50 policies and procedures and incorporated stakeholder interviews—continue to guide our multi year improvements.

Across the organization, our business resilience program executes business impact analyses, develops plans, and executes tabletop and scenario-based exercises of those plans. These exercises help strengthen global and regional preparedness by ensuring teams understand their roles in recovery and response.

Looking ahead

Our continuity and resilience initiatives will continue to support global, regional, and functional needs, reinforcing shared accountability across executive leaders and operational teams.

Risk management

Our approach

We manage risk through our enterprise risk management (ERM) program, which is facilitated by the Internal Audit team. The ERM program brings together leaders and subject matter experts from across the company to ensure risks are identified, evaluated, and monitored consistently across the enterprise.

Each year, we complete a formal enterprise risk assessment. As part of this process, the Internal Audit team conducts interviews with risk owners, senior leaders, and members of the Audit Committee to develop a comprehensive view of the company's risk universe. Identified risks are documented in a formal risk register and prioritized based on multiple factors, including impact, likelihood, vulnerability, and speed of onset. Results of the annual assessment are communicated to senior management and presented to the Audit Committee. In addition, the Board receives annual reports on the ERM program from the head of Internal Audit.

Sustainability-related risks—including climate, people, cybersecurity, and operational risks—are evaluated alongside other enterprise risks. These risks are ranked, incorporated into the enterprise risk heatmap, and monitored through established risk response and governance processes. Climate-related risks continue to be assessed through scenario analysis that considers both physical and transition risks.

Our internal risk assessment process also informs externally disclosed risks. Management identifies and validates risks included in public filings, including the Form 10-K, with support from legal and external counsel, as appropriate. This alignment helps ensure external disclosures reflect our internal ERM processes while recognizing the different purposes and audiences of these reports.

The Internal Audit team reports administratively to the chief financial officer and functionally to the Audit Committee of the Board. We perform our work in accordance with the Global Internal Audit Standards, and we complete annual assessments against the standards as part of the team's ongoing quality and continuous improvement efforts.

Our progress

Translating this approach into action, we made meaningful strides in 2025 in how we assess, communicate, and respond to enterprise risks.

Stakeholder engagement
We increased the frequency of engagement with risk owners across the business. More regular touchpoints support timely identification of changes in the risk environment and help keep risk considerations integrated into day-to-day decision-making.

We continued to engage cross-functionally with stakeholders across the company, including legal, human resources, sales, technology, privacy, and others, to support a comprehensive and coordinated view of enterprise risk. In addition, internal risk assessments, enterprise reviews, and leadership scorecards continued to inform the risks disclosed in public documents, including the Form 10-K and our climate-related disclosures.

Training
Training remains an important component of strengthening risk awareness across the organization. Last year, employees completed training aligned to key enterprise risks, including courses related to responsible use of technology, AI and AI governance, regulatory compliance, data protection, and ethical business conduct. These efforts are intended to reinforce risk ownership and accountability across all levels of the company.

Looking ahead

We expect continued focus on emerging risks as industry conditions, technology, and regulatory expectations evolve. Through our ongoing risk assessment activities and leadership engagement, we monitor areas that may have longer-term implications for the business.

We intend to continue refining how we communicate enterprise risks across different disclosures. This includes evaluating which risks are most appropriately discussed in the Sustainability Report versus other public filings, with the goal of maintaining transparency while protecting sensitive internal information.

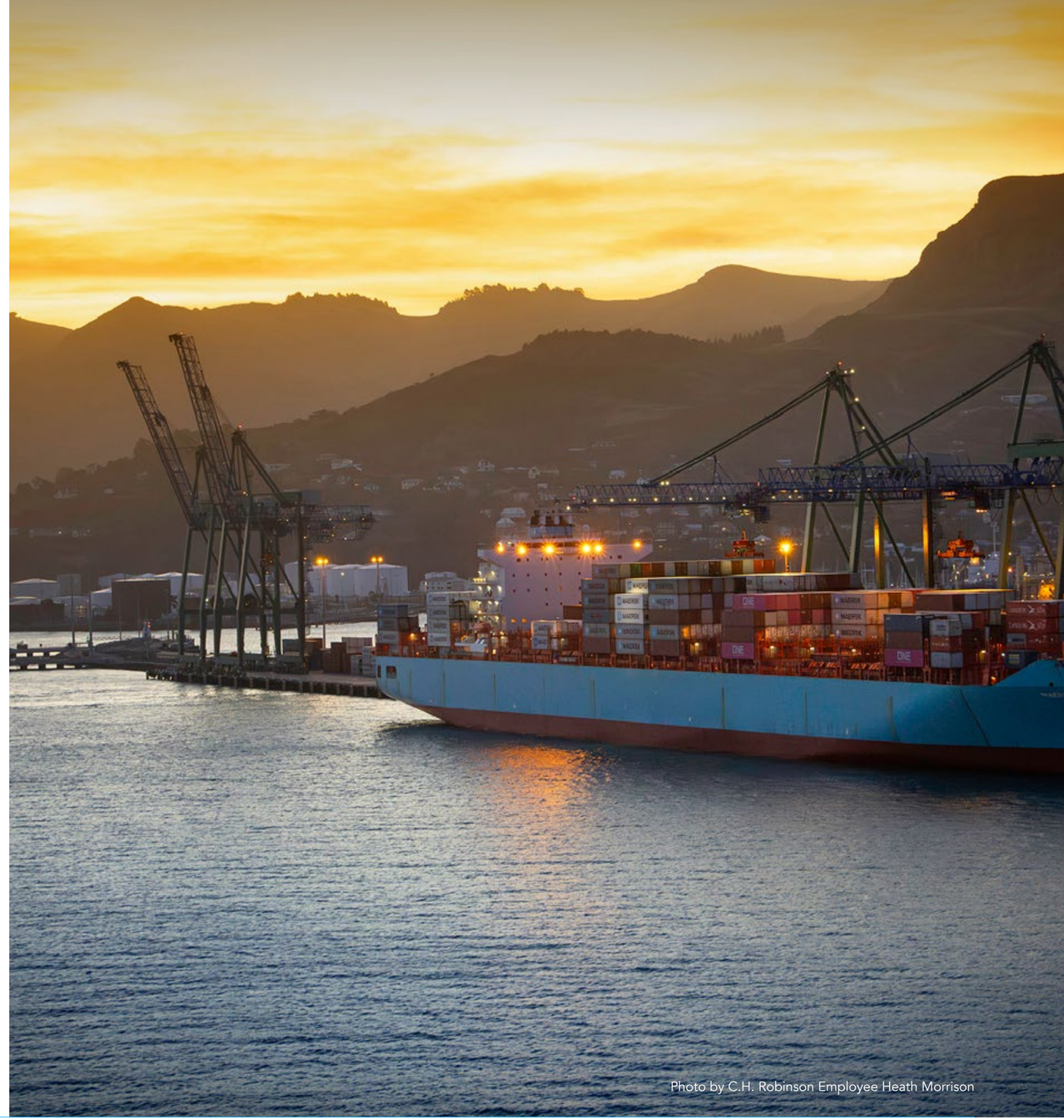

Photo by C.H. Robinson Employee Heath Morrison

Quality

Our approach

At C.H. Robinson, our quality management system brings together global standards, disciplined processes, and deep operational expertise to ensure a high bar of performance across a complex, global operating environment for customers. Through our Robinson Operating Model, quality expectations are increasingly applied across business units, supporting greater alignment while allowing teams to respond to specific customer needs.

Our quality management system (QMS) is built on a clear ownership and accountability model. Governance spans global leadership, regional quality experts, and site-level teams, each responsible for oversight, implementation, monitoring, and escalation. Core to this governance structure is disciplined document control: through Qualityze (our QMS software), teams collaborate on standard operating procedures (SOPs), manage approvals, maintain version history, and ensure the procedures in use are always current and audit ready. This system provides transparency for internal teams and confidence for external auditors and customers.

Quality at C.H. Robinson is closely linked to risk reduction and continuous improvement. Location-specific risk assessments are used as living documents, regularly reviewed, and updated to reflect operational changes. This proactive approach helps reduce disruption, strengthen resilience, and drive positive customer outcomes.

Our global quality team is comprised of experts embedded across all regions within Global Forwarding and NAST. Guided by customer requirements, the quality team evaluates business-critical sites and partners with site leadership to initiate the required ISO standard implementation, guide the site through Internal Audits and third-party certification, as well as support customer-specific audits.

Our progress

Our standards-led approach leverages internationally recognized frameworks, including ISO 9001 and good distribution practices (GDP), which form the backbone of our integrated management system. As customer and regulatory expectations evolve, this framework expands to incorporate additional standards such as ISO 45001 (health and safety), ISO 14001 (environmental management), ISO 27001 (information security), and ISO 31000 (risk management). Implementation for these certifications is regionally driven within Global Forwarding and site-specific.

In 2025, we expanded implementation and certification of ISO 9001:2015 and GDP to the NAST healthcare competency centers and supported four successful customer-specific audits.

Competency centers play a central role in our integrated management system by consolidating expertise, certification, and standardized processes in strategic locations that support consistent quality across our global network. These centers act as hubs for ISO-aligned execution—housing the teams, training, documentation, and audit-ready controls that define our standards. In 2025, we saw the expansion of our quality team and continued to centralize oversight while enabling regional flexibility. Competency centers accelerate implementation of new requirements, support expansion into high-growth industries, and ensure every branch and business line benefits from the same proven foundation. They allow us to move with speed and confidence, scaling best practices globally while delivering consistent, high-quality outcomes for our customers.

In 2025, C.H. Robinson also began a comprehensive review of our carrier onboarding processes across both North American Surface Transportation and Global Forwarding. This assessment will provide an end-to-end view of quality and security across supplier and carrier onboarding, enabling us to identify gaps and prioritize areas with the greatest risk and impact. Strengthening our quality management systems with this approach will enable us to focus resources where improved consistency and control matter most.

Looking ahead

Into 2026, we will continue working to broaden quality system coverage across additional locations and business divisions, building on earlier progress and lessons learned. C.H. Robinson plans to advance uniformity and alignment across Global Forwarding and North American Surface Transportation by migrating SOPs into a single, enterprise-wide template and workflow. We also matured the integration of EHS requirements into existing quality processes, laying out the groundwork for future ISO expansion.

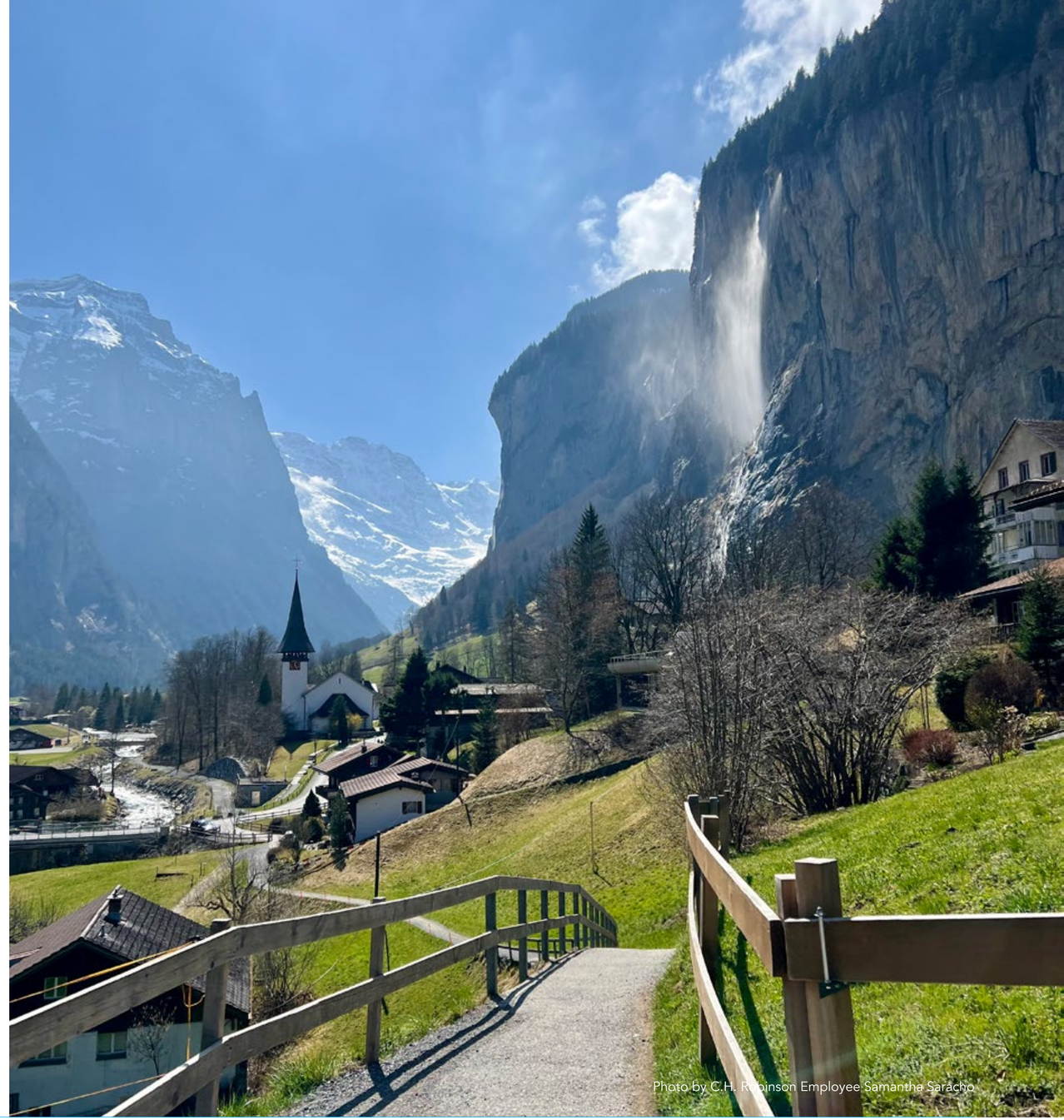

Photo by C.H. Robinson Employee Samantha Saracho

Business suppliers

Our approach

We continue to advance our commitment to responsible and ethical business practices across our global supplier network. Guided by our Procurement Policy within the global Code of Ethics, we work to ensure our sourcing activities reflect strong governance, transparent expectations, and alignment with our broader ESG priorities.

To support clarity and accessibility, suppliers can access our Supplier Code of Conduct and Information Security Addendum through our public supplier portal. Making these resources easily accessible supports a consistent understanding of our standards and reinforces the values that guide our business relationships.

In 2025, we further strengthened our approach to supplier oversight by refining how we classify and manage supplier risk. The procurement team introduced internal risk tiers supported by enhanced review processes that assess privacy, information security, business continuity, and contractual obligations. These updates provide teams with a more consistent framework across regions and help close gaps identified through prior audits.

Our progress

Our supplier engagement practices continued to evolve as we focused on building a resilient network that supports responsible operations and informed purchasing decisions. We reinforced due-diligence reviews in collaboration with privacy, security, and Internal Audit teams, improving how we evaluate supplier performance and risk. These advancements in our supplier engagement practices help ensure our teams have the information needed to make sound, values-aligned decisions when selecting and managing suppliers.

We also maintained our commitment to supporting qualified small businesses by creating opportunities across our procurement activities. Expanding representation within our supplier base to include qualified small businesses broadens our access to innovative, cost-effective partners capable of delivering value to our business and stakeholders.

Looking ahead

To further enhance our supplier management capabilities, the procurement team is evaluating tools that would enable a more centralized and streamlined supplier-qualification and onboarding process. While we currently lack an automated, self-service mechanism for suppliers to maintain their profiles, establishing such a platform would support clear communication, improve data consistency, and provide timely insights into changes that may affect supplier status.

We also plan to refresh our request for proposal (RFP) templates to better incorporate sustainability-related considerations. The team is exploring the addition of questions that allow us to differentiate suppliers when cost and quality are comparable, including topics such as human rights practices, emissions commitments, and other ESG-aligned programs.

As these enhancements progress, we will apply them consistently across regions while maintaining flexibility to meet local requirements. This approach supports stronger oversight, improved supplier engagement, and more unified standards across our global operations.

Human rights in the supply chain

As a global logistics provider, C.H. Robinson contributes to broader industry efforts that support respect for human rights across supply chains. Our contributions focus on transparency, collaboration, and alignment with widely recognized standards. Our approach is shaped by the values and expectations outlined in our **global Code of Ethics**, **UK Modern Slavery Statement**, and **Modern Slavery Act Statement**.

Business suppliers **(see p. 58 for more)**
Supplier Code of Conduct

Robinson Fresh **(see p. 24 for more)**
Supplier Code of Conduct

Actions include:

- Expanded social and responsible-sourcing audits, across preferred suppliers, focusing on worker welfare, social conditions, and environmental practices.
- Fair Trade and related certifications. Our Fair Trade program continued to expand in volume, commodities, and countries of origin, complemented by customer-specific standards and additional social certifications.

Contract carriers **(see p. 39 for more)**
Actions include:

- Truckers Against Trafficking (TAT): The C.H. Robinson Foundation donated to Truckers Against Trafficking, a non-profit organization dedicated to combating human trafficking. **TAT's mission** is to educate, equip, empower, and mobilize members of the trucking, bus, and energy industries to recognize and report instances of human trafficking. Through comprehensive training programs and resources, TAT helps drivers and industry professionals identify potential trafficking situations and take appropriate action. By providing financial support and promoting TAT's mission, we ensure more drivers are trained to spot and report human trafficking, playing a crucial role in disrupting trafficking networks. Learn more at **www.tat.org**

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 2025, or provided as of December 31, 2025, as applicable. This report was issued in May 2026.

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 Sustainability@chrobinson.com. For additional information about C.H. Robinson, visit 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.

Forward-looking statements

This Sustainability Report contains forward-looking statements within the meaning of federal securities laws. These statements include, but are not limited to, statements regarding future strategies, goals, targets, plans, initiatives, expectations, commitments, and anticipated outcomes related to sustainability, environmental performance, climate-related risks, governance, technology, and human capital. Forward-looking statements are based on current assumptions, expectations, and information available to management as of the date of this report and are not guarantees of future performance.

Actual results may differ materially from those expressed or implied by these forward-looking statements due to a variety of risks, uncertainties, and other factors, including those described in the C.H. Robinson Worldwide, Inc. filings with the Securities and Exchange Commission, including its most recent Annual Report on Form 10K. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date made. C.H. Robinson undertakes no obligation to publicly update or revise any forward-looking statements, except as required by law. Sustainability-related metrics, methodologies, and targets included in this report are subject to evolving standards, third-party data, and estimation methodologies and may differ from metrics used in regulatory filings.

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 the CSRD 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 Amy Disselkamp

Appendix

	Indicator	2021	2022	2023	2024	2025	Footnotes for Appendix Metrics
Environment							
Climate Change	Scope 1 GHG Emissions ($mTCO_2e$)	2,135	3,041	7,508	19,493	10,293	As of 9/2/2026, updates were made from the original publication to 2024 and 2025 Scope 1 and 2 metrics to ensure alignment with reporting criteria and to enhance accuracy and transparency of disclosures. The updated metrics were leveraged to update the total calculations in the following rows. In 2026, Deloitte & Touche LLP performed a review relating to specified information in the Greenhouse Gas Emissions Statement for the Year Ended December 31, 2025 per the AICPA attestation standards.
	Scope 2 GHG Location-Based Emissions ($mTCO_2e$)	30,136	24,681	24,532	18,740	13,481	
	Scope 2 GHG Market-Based Emissions ($mTCO_2e$)	24,636	19,283	19,260	16,891	11,934	
	Scope 3 GHG Purchased Goods and Services ($mTCO_2e$)	276,805	307,121	293,484	314,633	319,800	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.
	Scope 3 GHG Downstream Transportation ($mTCO_2e$)	17,083,845	21,052,243	17,703,076	17,529,908	17,491,202	
	Total GHG Scope 3 Emissions ($mTCO_2e$)	17,360,650	21,359,364	17,996,560	17,844,541	17,811,002	
	Total Scope 1 and 2 Location-Based GHG Emissions ($mTCO_2e$)	32,271	27,722	32,040	38,233	23,774	2024 figures have been updated to reflect corrected emission factor and revised methodology to improve accuracy. Updates were made from the original publication to 2025 Scope 1 and 2 metrics to ensure alignment with reporting criteria and to enhance accuracy and transparency of disclosures. The updated metrics were leveraged to update the total calculations in these rows. In 2026, Deloitte & Touche LLP performed a review relating to specified information in the Greenhouse Gas Emissions Statement for the Year Ended December 31, 2025 per the AICPA attestation standards.
	Total Scope 1 and 2 Market-Based GHG Emissions ($mTCO_2e$)	26,771	22,325	26,768	36,384	22,227	
	Total Scope 1, 2 and 3 Location-Based GHG Emissions ($mTCO_2e$)	17,392,921	21,387,086	18,028,600	17,882,774	17,834,776	
	Total Scope 1, 2 and 3 Market-Based GHG Emissions ($mTCO_2e$)	17,387,421	21,381,689	18,023,328	17,872,068	17,833,229	
	GHG emissions intensity ($mTCO_2e$/USD Revenue)	0.00116	0.00103	1.02426	1.00830	1.09842	2023-2025 intensity figures are calculated with reference to Scope 1, 2 and 3 market-based emissions and the revenue report in C.H. Robinson's public filings for that year.
EMS Systems & Reporting	Total Energy Consumption (thousand MWh)	96.94	83.92	94.68	132.14	80.55	
	Total Electricity Consumption (MWh)	62,860	31,334	57,889	46,669	36,917	
	Renewable Energy Credits / Total Renewable Energy Use (MWh)	15,061	17,365	15,789	11,630	12,475.13	Renewable energy from utility agreements and renewable energy credits total 15.48% of the total energy consumption value, and 33.79% of the total electricity consumption value.
	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 ($USD)	0	0	0	0	0	
	Non-compliance with environmental laws and regulations	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
	Hazardous waste (tons, averaged over three years)	0	0	0	0	0	
Social							
Volunteering and Giving	Annual volunteer hours	4,516	8,890	10,767	10,859	15,577	
	Corporate Cash Giving ($USD)	349,966	451,368	377,422	492,976	703,895	
	C.H. Robinson Foundation Giving ($USD)	2,176,039	3,587,578	3,633,925	4,027,715	4,678,508	
	Total Community Giving ($USD)	2,526,005	4,038,946	4,011,347	4,520,691	5,382,403	

	Indicator	2021	2022	2023	2024	2025	Footnotes for Appendix Metrics
Human							
Our People	Number of Employees	16,877	17,400	15,246	13,781	11,855	
	Number of Temporary Employees	142	140	1,138	899	729	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	2,019	1,828	31	9	7	
	Number of New Employee Hires	5,189	4,251	1,722	1,915	1,421	
	Employee Turnover Percent*	19%	19%	24%	23%	19%	Our employee turnover ratio in 2025, which is calculated as the number of employees who departed in the 12 months ended December 31, 2025, divided by the average number of employees in the 12 months ended December 31, 2025, was 19 percent
OHS & Well-being	Percent of employees receiving regular performance and career development reviews	98%	97%	97%	96%	97%	
	Average hours of training per employee per year	16	29	13	24	13	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	23	32	20	0	
	Workforce Accidents*	20	23	39	31	33	Figures are US-only
	Lost Time from Accidents (days)*	354	172	434	245	196	Figures are US-only
	Lost Time Incident Rate*	0.12	0.19	0.17	0.07	0.08	Figures are US-only. Calculated as Days Away, Restricted or Transferred (DART).
	Total Recordable Incident Rate*	0.26	0.20	0.33	0.24	0.26	Figures are US-only. Calculated as Total Case Incident Rate (TCIR).
	Fatalities—Total*	0	0	0	0	0	Figures are US-only
	Fatalities—Employees*	0	0	0	0	0	Figures are US-only
	Fatalities—Contractors*	0	0	0	0	0	Figures are US-only

	Indicator	2021	2022	2023	2024	2025	Footnotes for Appendix Metrics
Governance							
Corporate Governance	Number of Non-Executive Directors on Board	9	10	11	9	9	
	Percent of Non-Executive Directors on Board	90%	91%	92%	90%	90%	
	Number of Independent Directors	8	8	11	9	9	
	Percent of Independent Directors	80%	91%	91%	90%	90%	
	CEO Duality	No	No	No	No	No	
	Independent Chairperson	Yes	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	178:1	168:1	572:1	149:1	178:1	
	Number of Directors	10	11	12	10	10	
	Number of Women on Board	3	3	3	4	4	
	Percent of Women on Board	30%	27%	25%	40%	40%	
	Number of Female Executives	1	1	1	1	2	
	Percent of Female Executives	8%	7%	8%	9%	28%	
	Clawback Provision for Executive Compensation	Yes	Yes	Yes	Yes	Yes	
	Material cybersecurity incidents	0	0	0	0	0	
	Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0	0	0	
Ethics & Compliance	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	

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