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Photo by C.H. Robinson Employee Casey Maus

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A letter to readers

At C.H. Robinson, we create resilient, efficient supply chains that help drive the global economy and make a positive impact on customers, carriers, people, and the planet. This past year has been a transformative one for our company, marked by significant achievements and strategic advancements.

Driven by our enterprise strategy and new operating model, we are becoming more fit, fast, and focused, better positioning ourselves to navigate and lead through disruption and complexity. We continue to advance our sustainability priorities, creating long-term success for our business, industry, communities, and our expert people who keep the world moving forward—every shipment, every challenge, every day.

In 2024, our enhanced logistics tools and tailored solutions continued to drive supply chain efficiency and reduce environmental impacts for our customers and carriers. Our investments in Gen AI are helping our expert people reshape what's possible to deliver better service, faster speed to market, and greater cost savings for our stakeholders, all while improving our performance. We expanded our Alternative Fuel Program, making it available to shippers globally across all modes, enabling our customers to leverage low-emission supply chain solutions. We also continue to create efficiencies in our own operations through employee education and training, climate scenario analysis, and more.

Through strategic collaboration and market-leading research with organizations such as Smart Freight Centre and Massachusetts Institute of Technology, we are moving our industry forward. These partnerships foster innovation and data-driven insights that help improve sustainable practices and drive supply chain efficiency. Additionally, our engagement in coalitions such as a first-of-its-kind heavy-duty electric vehicle charging pilot in the southwestern United States reinforces C.H. Robinson as a global logistics leader and offers new opportunities for customer and carrier satisfaction.

This work does not happen without the expertise, curiosity, and persistence of our global team. We consistently hear from our customers and carriers that our people are the number one reason they choose C.H. Robinson. This year, we introduced The Robinson Way to our employees, a comprehensive culture framework that encompasses our purpose, customer promise, and behavioral advantages. Our high-performance culture, grounded in The Robinson Way, fuels our commitment to excellence and focus on growth and continuous improvement—resulting in the unmatched service and results our people deliver every day.

We believe a strong sustainability strategy creates shared value and are proud of our accomplishments and progress to drive positive impact. Looking ahead, we are poised to succeed and win, resilient in a disruptive and complex global environment. We'll continue to leverage our expertise, scale, and tailored solutions to help our customers optimize their supply chains, reinforce our leadership position in the marketplace, and unlock new opportunities through our enterprise strategy and operating model. Thank you to our stakeholders for your continued trust and support. Together, we are transforming the future of logistics and making a meaningful impact for our people and communities around the world.



A handwritten signature in black ink that reads "David Bozeman".

David (Dave) Bozeman
President and Chief Executive Officer



A handwritten signature in black ink that reads "Angie Freeman".

Angie Freeman
Chief Human Resources and ESG Officer

C.H. Robinson at-a-glance

\$17.7B
2024 Total Revenues

450,000
Contract Carriers
in our Network

83,000
Active Customers
Worldwide

\$23B
Freight Under
Management

13,781
Employees Worldwide¹

37M
Annual Shipments

Awards



¹Figure aggregates total employees from network employees and shared services employees from North America, Europe, Asia and the Middle East, Oceania, and South America, as reported in [Form 10-K](#).

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. Our programs and disclosures prioritize topics that align with this unique business model.



Photo by C.H. Robinson Employee Larry Anderson



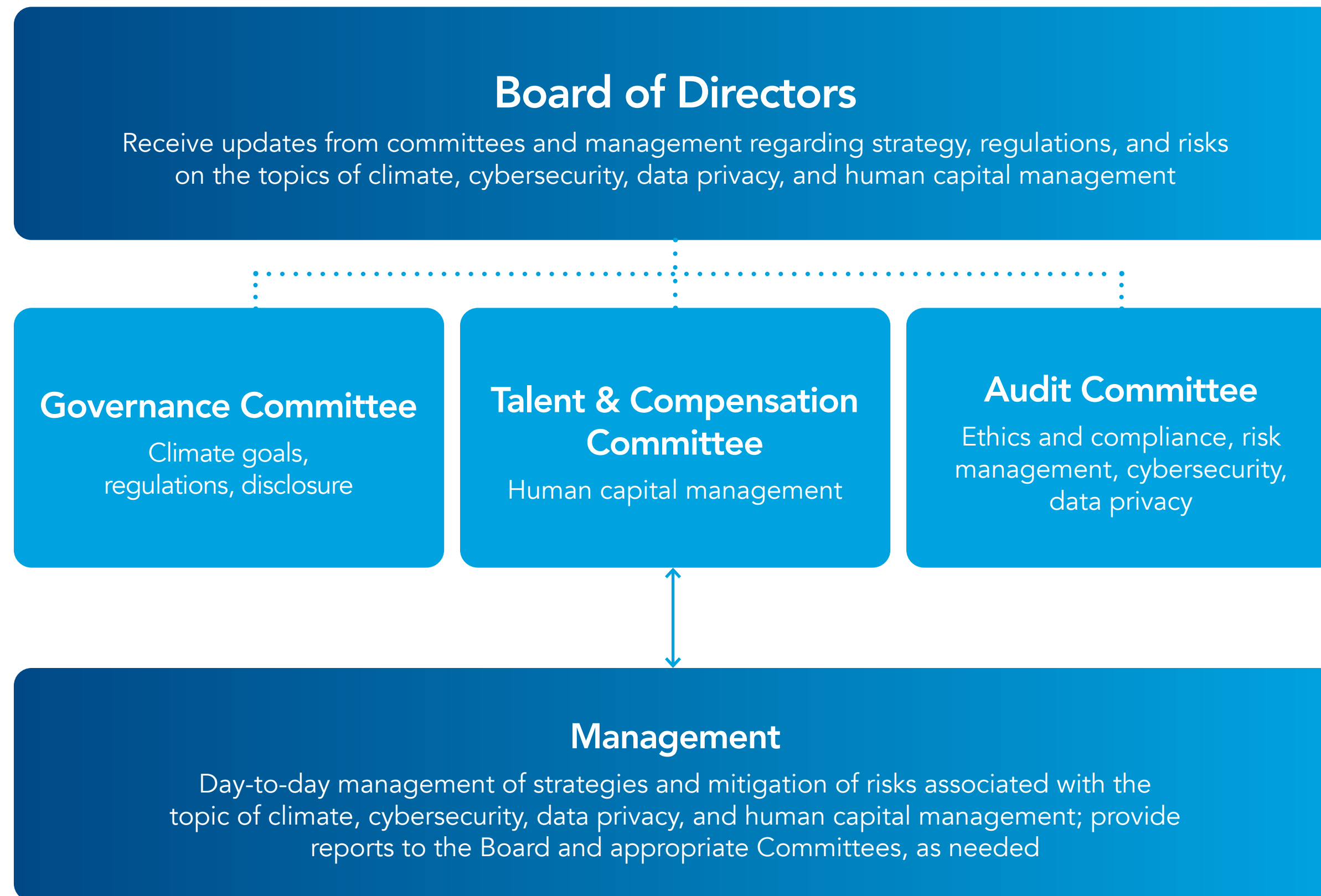
Sustainability at C.H. Robinson

Photo by C.H. Robinson Employee Marie Wimsatt

At C.H. Robinson, we create resilient, efficient supply chains that drive the global economy and make a positive impact on our people, customers, communities, and the planet. Our new Robinson operating model is helping us become more fit, fast, and focused, better positioning C.H. Robinson for strategic outcomes as we advance our enterprise strategy and embrace the technologies of tomorrow.

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- 8 Our materiality process
- 9 Our material topics
- 9 Materiality matrix
- 10 Stakeholder engagement



Sustainability is a critical part of how we foster continuous improvement and build positive momentum through our Robinson operating model. Sustainability at C.H. Robinson encompasses not only environmental stewardship, but also the resiliency and long-term success of our business, industry, and our expert people who keep the world moving forward—every shipment, every challenge, every day.

We believe strong sustainability practices do more than manage risks—they create shared value for our stakeholders and offer a competitive advantage in a constantly evolving industry. By integrating sustainability into our corporate oversight structure, we’re better positioned to reduce risks, seize new opportunities, and deliver effective sustainability solutions to our customers and contract carriers.

Oversight of our sustainability strategy starts with the Board of Directors (Board) and our CEO, as well as our Chief Human Resources and ESG Officer. The full Board receives updates from management, including our Vice President of ESG, on sustainability strategy, reporting, progress toward goals, and risk management. Additionally, the Board committees oversee specific areas of our sustainability efforts.

The Governance Committee receives regular updates on sustainability strategy, reporting, and disclosures. The Talent and Compensation Committee has oversight of talent strategies, company culture, and other talent-related topics. The Audit Committee has oversight of ethics and compliance, risk management, cybersecurity, and data privacy, as well as climate risks.

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

Materiality assessment and stakeholder engagement

C.H. Robinson conducts an enterprise-wide materiality assessment every three years to evaluate the company's impacts as well as financial and operational risks and opportunities.

Through this assessment, C.H. Robinson understands how these impacts, risks, and opportunities influence our long-term value creation and how the company's activities affect the environment and communities in which we operate. This process helps us prioritize sustainability initiatives, mitigate potential risks, and identify areas for growth that align with our business goals and stakeholder needs.

Our materiality process

In 2024, C.H. Robinson engaged an independent third party to conduct a double materiality assessment, aligned with the emerging guidelines from the European Union regulation Corporate Sustainability Reporting Directive (CSRD).

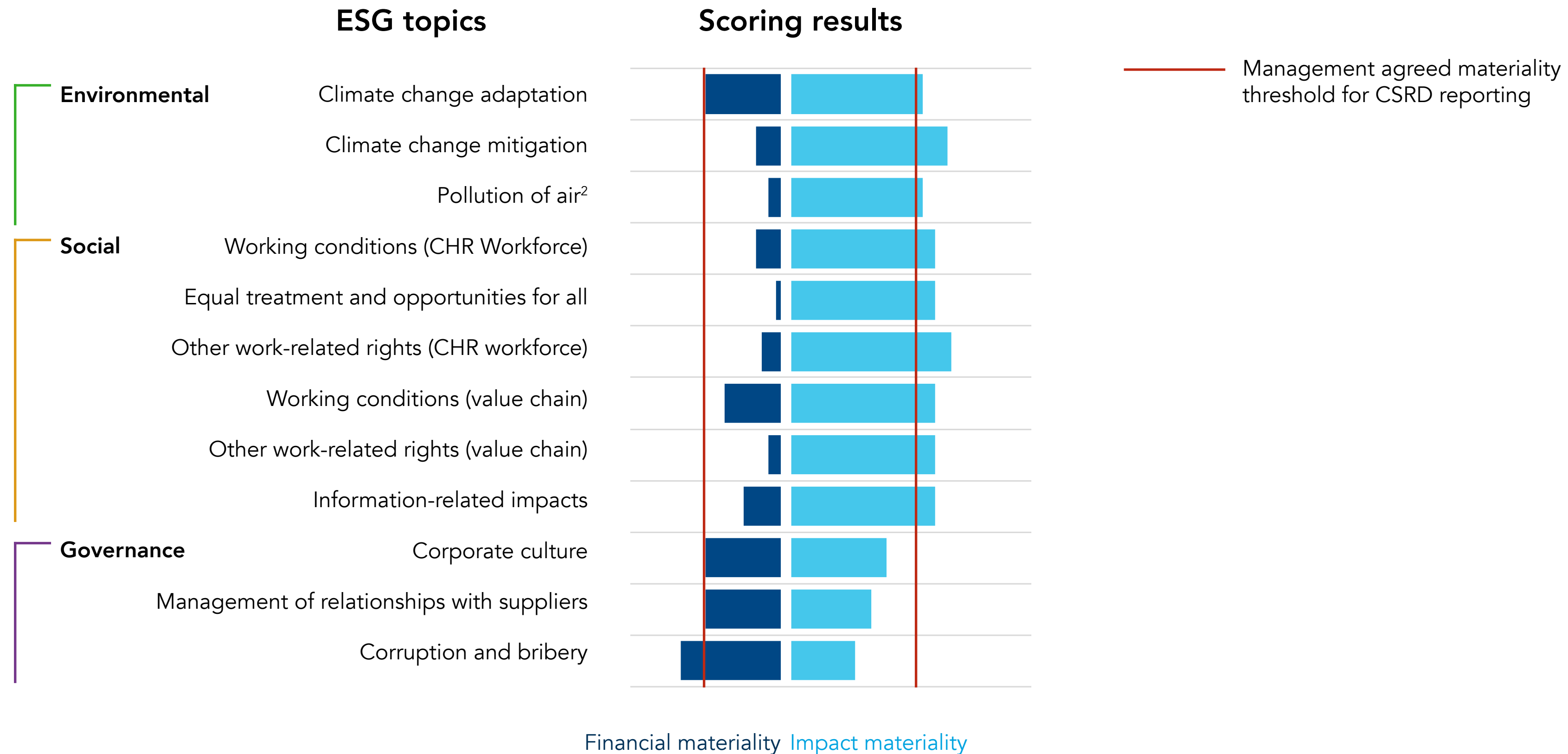
The assessment incorporated internal and external stakeholder feedback, identified industry trends, benchmarked against peers and industry leaders, and aligned with relevant regulations and best practice standards. Engagement methods, such as surveys across our divisions, interviews with subject matter experts, and feedback from customers, allowed us to gain deeper insights.

The assessment process also leveraged existing procedures and evaluation tools from other functions, such as our enterprise risk management process. The results of the materiality assessment are the foundation for our sustainability work and the associated initiatives are covered in this report.

As the company evolves and responds to changing market dynamics and global trends, we will regularly review our material topics and adjust our efforts, ensuring alignment with updated regulations and new reporting requirements.

Our material topics

Our 2024 double materiality assessment identified 12 priority topics. A topic is considered material when it meets the CSRD materiality criteria defined for impact (on people or the environment), financial (risks and opportunities), or both.¹ Both positive and negative effects were considered.



¹Footnote: 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](#)

²Footnote: 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 remain committed to supporting our customers, contract carriers, and partners to promote practices that minimize harmful air pollutants from transportation and supply chain sectors.

Stakeholder engagement

By engaging with our stakeholders, we gain necessary insight and support to help reach both our business goals and sustainability objectives. Throughout the year, C.H. Robinson regularly engages with our stakeholders to identify priorities, gauge risks and opportunities, and help ensure responsible business practices.

The Board and relevant committees consider this feedback and engagement from stakeholders when developing priorities, strategies, and objectives for the business.

Stakeholder Group	Description	Engagement Activities
Board/Leadership	The full Board receives updates from management on sustainability strategy, reporting, progress toward goals, and risk management.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Trade guides • C.H. Robinson blog • Webinars and videos • Quarterly business reviews • White papers and case studies • Virtual and in-person logistics 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 Listening Strategy: 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Industry events • Monitoring the Federal Register • Regulatory agency outreach • U.S. Environmental Protection Agency SmartWay® partnership • Industry association involvement



Environmental

Photo by C.H. Robinson Employee Sarah Gibson

C.H. Robinson is dedicated to minimizing our environmental footprint and responsible use of resources while supporting climate adaptation and mitigation initiatives relevant to our industry, key stakeholders, and communities in which we operate. Just as our customers seek our expertise in transportation, they also rely on us to address their supply chain sustainability challenges.

We focus our efforts in three areas:

Helping customers meet their sustainability goals

Managing our greenhouse gas emissions

Moving the industry forward

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Helping customers meet their sustainability goals

Our approach

As one of the world's leading global logistics providers, we have visibility into the environmental challenges facing the transportation industry, our customers, and the contract carrier community. Through our unmatched expertise and unrivaled scale, stakeholders recognize our reach and tailored solutions can drive meaningful progress.

C.H. Robinson is committed to investing in innovation that brings the value of technology, data, and analytics to our customers, helping solve their most complex logistics issues—including sustainability.

C.H. Robinson supports customers in reducing their carbon emissions and achieving other sustainability goals through our unique services, products, and industry thought leadership. We offer tailored solutions that help customers make informed decisions, collaborate with leaders to help move the industry forward, and aim to accelerate the adoption of sustainable practices across supply chains, driving both environmental benefits and long-term business value.

Our progress

C.H. Robinson is leading the industry in effectively utilizing cutting-edge technologies and tools. Below are just a few of the solutions we offer customers and carriers to support their emissions reduction efforts. For more information on our products, [see our website](#).

Emissions IQ™

Easily measure Scope 3 emissions

- Emissions IQ gives our customers a detailed overview of their Scope 3 emissions, key performance indicators (KPIs) to improve performance over time, and benchmarking capabilities to assess their performance compared to others in the industry. The tool is a self-service product aligned with the Global Logistics Emissions Council framework, the only globally recognized methodology for harmonized calculation and reporting of the logistics greenhouse gas (GHG) footprint across a multimodal supply chain.

Navisphere® Insight CO₂e Emissions

Easily measure and reduce emissions across supply chains

- Navisphere Insight CO₂e Emissions provides our customers with a baseline of their emissions and identifies opportunities for reductions across their ocean, air, and road shipments. Additional features added in 2024 give shippers a clear view of cost implications and emissions reduction opportunities when assessing cost-to-benefit ratios across multiple modes.

Supply Chain Inspection Report

Identify optimization opportunities

- The Supply Chain Inspection Report identifies opportunities within a customer's supply chain, pinpointing areas for improvement and offering actionable insights on efficiency and cost reduction

opportunities. Features enable customers to evaluate potential fixes in real time, providing a clearer understanding of how adjustments can positively impact performance and sustainability.

- In addition to traditional supply chain indicators, the C.H. Robinson Navisphere Optimizer™ tool integrated within the Report adds GHG KPIs to our typical inspection metrics, allowing account teams and shippers to consider efficiencies that would also decarbonize their supply chain.

Alternative Fuel Program

Map and leverage low-emission supply chain solutions

- Alternative fuel mapping is a platform shippers use to access alternative fueling stations offering electric, biofuels, or other options in North America based on data from the U.S. Department of Energy. These insights empower shippers and carriers to better understand public fueling infrastructure along key supply chain routes, helping them identify opportunities and focus their efforts where they'll have the greatest impact.
- Our [Alternative Fuel Program](#) helps customers reduce emissions by utilizing the C.H. Robinson contract carrier network to access alternative fuels or advanced technology, either through direct conversion or audited book-and-claim reductions within our network. In 2024, C.H. Robinson logged 2.33 million miles on alternative fuel and electric vehicles.

Advancing sustainable ocean shipping

Working with a top Fast Moving Consumer Goods (FMCG) brand, C.H. Robinson supported the first wind-powered cargo sailing across the Atlantic. Seven hundred fifty U.S. pallets were delivered seamlessly, saving an estimated 90% of CO₂e.

Photo by C.H. Robinson Employee Jyn Nolan

Managing our greenhouse gas (GHG) emissions

Our approach

Climate change adaptation and mitigation are evaluated as part of our wider enterprise risk register. The C.H. Robinson Internal Audit team leads risk management for the company, which is reviewed quarterly and our [Annual Report on Form 10-K](#). Sustainability issues and impacts of climate change, its consequences, and opportunities are part of this process. This includes the impact severe weather events could have on our general operations, the transportation industry, and our fresh produce sourcing. Key progress on this work has been made in the last several years:

In 2023, the company conducted joint quantitative and qualitative climate scenario analyses for risks and opportunities in our global operations using several climate risk scenarios. Results of the analysis are available in the [C.H. Robinson TCFD Report](#).

In 2024, the company also evaluated climate change and air pollution topics through a double materiality assessment, leveraging the enterprise risk scoring methods to set thresholds and determine impact.

Our sustainability initiatives are underpinned by the C.H. Robinson Sustainability Policy, which describes our commitment to using resources responsibly and reducing risk related to activities and facilities within the company's operational control. The policy outlines our commitment to stakeholder engagement, compliance, resource efficiency, and continuous improvement of our environmental performance through regular monitoring, measurement, and evaluation.

In 2025, the policy was incorporated into the Global Code of Ethics and communicated to 100% of our employees through annual attestation processes. The sustainability policy can be found within the [C.H. Robinson Code of Ethics](#).

Our progress

As part of our roadmap, we set a science-aligned goal to reduce our Scope 1 (owned) and Scope 2 (purchased) emissions intensity by 40%¹ by 2025 from a 2018 baseline. In 2023, C.H. Robinson exceeded that goal two years early, reducing our emissions intensity by 47%.

Efforts to reduce the impact of our Scope 1 and Scope 2 emissions include:

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

C.H. Robinson conducts an annual GHG inventory through the boundary of operational control, and our calculations adhere to the GHG Protocol. Our Scope 3 (supply chain) emissions related to transportation and logistics activities are calculated

according to the Smart Freight Centre Global Logistics Emissions Council (GLEC) framework, which is specific to the transportation and logistics industry.

As an asset-light logistics provider, our Scope 1 and 2 emissions reflect the facilities under our operational control or the energy we purchase to power and heat these locations. We also purchased renewable energy credits (RECs) to offset all electricity used at our corporate headquarters in Eden Prairie, MN. In 2024, we sourced 11,630 MWh, or about 25%, of our total electricity consumed through renewable energy purchases.

In 2022, C.H. Robinson began reporting on our Scope 3 emissions.² C.H. Robinson reduce Scope 3 transportation emissions YOY, reporting 17,533,676 mtCO₂e in 2024. Our YOY emissions footprint for Scope 1, Scope 2, and material Scope 3 categories can be found on Appendix page 53.*

Our global teams are key to advancing sustainability efforts for customers, contract carriers, and our company, particularly in identifying solutions for and reporting on Scope 3 emissions. Our customers are increasingly prioritizing Scope 3 emissions as part of their sustainability strategies, and they rely on C.H. Robinson to provide robust reporting tools and solutions that help them track and reduce their carbon footprint across their supply chains. To enhance our teams' knowledge, understanding,

and engagement, we introduced two educational training courses in 2024. These trainings covered foundational sustainability concepts and how C.H. Robinson integrates sustainability into various areas of the business, including the role of biofuels in reducing GHG emissions and the reduction strategies and tools offered to our customers—such as our Alternative Fuel Program. As part of our commitment to continuous improvement, we will provide additional professional development opportunities that support our employees' learning and growth, while meeting the needs of our global customers.



We're proud C.H. Robinson was recognized for our contributions to accelerate a more sustainable future. In the Achieved GHG emissions reduction structured target category, C.H. Robinson received a Supplier Sustainability recognition from @Flexintl, a global diversified manufacturing partner. This was for the accomplishment of meeting our 2025 corporate emissions intensity reduction goal two years early.

¹This goal has not undergone review by the Science-based Targets Initiative but is science-aligned, and supports the scale of reductions required to keep global temperature increase below 2°C above pre-industrial temperatures. It was developed using the Sectoral Decarbonization Approach (SDA) for Services/Commercial Buildings via the Science-based Targets initiative.

²We conducted an initial evaluation of Scope 3 material categories using the spend-based method and determined our most material categories to be Category 1: purchased goods and services associated with our Robinson Fresh® division, as well as Categories 4 and 9: the transportation and distribution we arrange for our customers and the Robinson Fresh® division.

Moving the industry forward

Our approach

C.H. Robinson is committed to advancing sustainability efforts that encourage industry-wide transformation. As one of the world's leading logistics providers, we have long been recognized as an innovative thought leader that is uniquely positioned to solve some of the most complex issues facing our industry today.

Our progress

C.H. Robinson partners with institutions and universities, such as the Massachusetts Institute of Technology (MIT), to combine industry expertise with research in logistics and supply chain management. These partnerships aim to drive innovation and improve supply chain efficiency through data-driven insights and sustainable practices. Areas of research have included optimizing supply chain routes, improving inventory management, and reducing carbon emissions. [Read the white paper.](#)

As an original member of the U.S. EPA's SmartWay® program, C.H. Robinson partners with the program to enhance supply chain sustainability. The SmartWay® initiative provides participating carriers with an environmental scorecard based on their fuel use, emissions, and efficiency. This score helps companies assess how they're doing in terms of reducing their environmental impact. Through this partnership, C.H. Robinson shippers can measure and track what percentage of their freight is moved by SmartWay®-certified, environmentally efficient contract carriers. [Register with the SmartWay® Program.](#)

As global supply chains become more complex, collaboration and thought leadership are critical to identifying impactful sustainability solutions that help move our industry forward. That's why we are premium members of the [Smart Freight Centre](#), an international non-profit organization dedicated to bringing together shippers, contract carriers, and other logistics partners to overcome sustainability problems together.

Critical to the development of sustainable solutions is helping great ideas advance into reality. The C.H. Robinson Foundation provides strategic industry grants to organizations that support environmental sustainability efforts in transportation and logistics, including fleet vehicle transition plans, research, launching trainings and education, and more. Review the [2024 recipients list](#) online and learn more about the C.H. Robinson Foundation on page 36.

We were honored by *Inbound Logistics* for our commitment to sustainability and ongoing efforts in supply chain efficiency. The Green Supply Chain Partner award recognized our carbon reduction goal achievement, the Alternative Fuel Program launch, innovative technology that supports customers and contract carriers, and thought leadership related to reducing transportation emissions.

BNSF Railway recognized C.H. Robinson with its 2024 Sustainability Award for our achievements in sustainability and supply chain efficiency. This award demonstrates our commitment and work in helping build more resilient, efficient, and sustainable supply chains.



Partnering on long-range electric vehicle deployment

In addition to our work with academic institutions, C.H. Robinson joined the I-10 corridor consortium working to accelerate long-range electric vehicle deployment along the I-10 corridor between Los Angeles, CA, and El Paso, TX. The consortium is a shipper-carrier coalition that includes Smart Freight Centre, Terawatt Infrastructure, Maersk, Microsoft, PepsiCo, and others in the industry. It aims to develop a wider ecosystem for electric trucks and demonstrate the benefits of fleet emissions reduction. Read the [press release](#).

Hosting Smart Freight Centre Fall Meeting

In 2024, we were honored to host Smart Freight Centre's Fall Member Meeting in Chicago, IL. Hundreds of participants attended the three-day event, which provided an opportunity to discuss the latest advancements in sustainable freight practices and collaborate on carbon emissions reduction strategies with leaders in the industry.

Photo by C.H. Robinson Employee Sarah Gibson

U.S. EPA SmartWay® program

In 2023, approximately 2.30% of C.H. Robinson contracted motor carriers were SmartWay® program participants and nearly 47.42% of all C.H. Robinson brokered shipments were moved using SmartWay® participating motor carriers. The EPA SmartWay® Program recognizes more than 900 total companies as "Logistics" companies based on their 2023 SmartWay® Carrier Performance Rankings. C.H. Robinson is ranked in the top 20% of these companies for positive performance, measured by CO₂ grams per ton mile.



Photo by C.H. Robinson Employee Laura Broadstone

Robinson Fresh®

Our approach

At Robinson Fresh®, sustainability is more than just an initiative—it is embedded in the way we do business. As a global leader in fresh produce sourcing and fresh produce supply chain solutions, we are dedicated to helping our customers meet their sustainability goals while strengthening the resilience of their supply chains. Our approach to offering produce sourcing and logistics is driven by our enterprise strategy and operating model, grounded in The Robinson Way, and our commitment to how we serve our customers, support growers, and drive innovation across this industry.

Our progress

Enhancing supply chain resilience through geographic diversification

Fresh produce supply chains are becoming increasingly complex due to climate change, logistical disruptions, and evolving customer demands. To maintain a steady, year-round supply of high-quality produce, Robinson Fresh has strategically expanded sourcing beyond traditional regions.

One significant example is our lime program. Just three years ago, the majority of our lime supply came from Mexico. Today, we have successfully diversified our sourcing to include multiple countries and distinct regions, ensuring greater supply stability, reducing regional risk exposure, and providing customers with more predictable pricing structures.

We apply this approach to diversification across other areas of our produce sourcing as well. By leveraging our deep commodity expertise and the extensive C.H. Robinson logistics network, we have expanded sourcing for asparagus, melons, citrus, avocados, and water-rich vegetables known as “row crop vegetables.” Our proactive management of supply networks enables us to create more sustainable, efficient, and flexible supply chains that support both our customers’ needs and the long-term viability of fresh produce sourcing and the logistics industry.

Warehouses4Good: Building a food network for rural America

Robinson Fresh and Warehouses4Good are working to foster sustainable and efficient supply chains that reduce food loss and deliver high-quality produce to underserved areas. [Warehouses4Good](#), a grant partner of the C.H. Robinson Foundation, is building a national network of 100 food warehouses serving rural America, increasing the capacity and integrity of our food value chain. As a key contributor to philanthropic logistics, Warehouses4Good facilities will:

- Significantly increase delivery of fresh food donations to rural food-insecure families, improving their nutrition, health, and wellbeing
- Provide valuable support to rural food hubs, improving local economies, increasing supply to urban markets, and helping reduce food loss and waste
- Make food supply in many communities, and the nation, more resilient

Innovating in sustainable packaging

Sustainability begins where our produce is grown but extends throughout the entire supply chain, including packaging. Robinson Fresh continues to develop and implement packaging solutions that reduce environmental impact, enhance recyclability, and align with the broader sustainability commitments of our customers and partners.

Recent innovations include:

- Recyclable asparagus hang tags, designed and developed internally by our packaging team, provide an eco-friendly alternative to traditional labeling methods.
- Eden Green’s top-seal herb packaging reduces plastic usage by 30% while maintaining product integrity and extending shelf life.



Recyclable asparagus hang tags



Eden Green’s top-seal herb packaging



Robinson Fresh and Thx! help dreams come true for farmworkers

Thx!, a U.S.-based company, operates with shippers across the world to highlight their farmworkers on packaging being sent to retailers. Thx! generates QR codes on packaging that, when scanned, brings the consumer to a video highlighting the personal dreams of individual farmworkers. Responsible sourcing requirements and ethical treatment of farmworkers is front of mind for both Thx! and Robinson Fresh. Robinson Fresh is partnering with Thx! on Chili Pepper packaging being sent to some of the world's largest retailers.



Reducing emissions through supply chain optimization

We actively work with customers to identify and implement strategies that help reduce carbon emissions across their supply chains. By optimizing logistics, consolidating shipments, and streamlining transportation routes, we have effectively lowered fuel consumption, decreased overall mileage, and minimized waste for some of our largest retail customers.

Driving sustainability through partnerships

Collaboration is essential in driving industry-wide sustainability improvements. Robinson Fresh is partnering with organizations that are leading the way in reducing food waste, enhancing environmental responsibility, supporting farmworkers, and pioneering innovative solutions for a more sustainable agricultural ecosystem.

Commitment to responsible sourcing

Sustainability begins at the source, and Robinson Fresh is dedicated to upholding high ethical and environmental standards across our supplier network. We expect our suppliers to adhere to responsible sourcing practices that promote ethical labor conditions, food safety, and environmental stewardship. Our key priorities include:

- Encouraging suppliers to conduct responsible sourcing and social audits to ensure compliance with labor, health, safety, and environmental standards.
- Supporting the transition away from Neonicotinoids and Chlorpyrifos, promoting

the use of Integrated Pest Management (IPM) strategies that enhance soil health and minimize chemical reliance.

- Facilitating proactive tracking of sustainability efforts through self-assessments and independent third-party audits.

By working with ethical growers and maintaining rigorous sustainability standards, Robinson Fresh continues to play a leading role in fostering a more responsible and resilient food system.

Looking ahead

As we move forward, Robinson Fresh remains committed to driving sustainability, fostering innovation, and enhancing operational efficiency throughout the fresh produce supply chain. We are not only challenging industry norms, but also providing practical solutions that help our customers meet their evolving sustainability objectives. Together, we are making fresh, sustainable.

Related Links

[ESG Hub](#)

[EcoVadis](#)

[CDP](#)



Social

Earth Day: HandsOn Twin Cities

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Investing in our workforce: attraction, development, and retention

Our approach

Our company thrives because of the talent and dedication of our people. 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.

Our customers and contract carriers consistently cite our people as the number one reason for choosing C.H. Robinson, which is why we continue to lead in a rapidly evolving industry, remaining resilient through change.

We attract, retain, and reward exceptional talent through our performance culture, which is grounded in our purpose, and a commitment to their career development and growth. As a service company, we know that to succeed and win in the market we need to provide a workplace environment where our people believe they are empowered to succeed, can grow and learn, and are proud to work.

Our talent strategy builds on our existing strengths while addressing areas and capabilities we need to evolve to drive future success. 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.

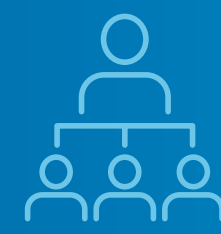
We seek to attract and grow exceptional, talented people who provide industry-leading expertise, innovative solutions, and superior service to our customers and contract carriers.

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.



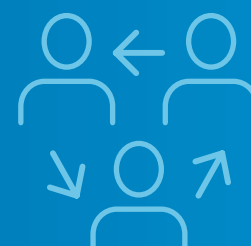
Incentives

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



Culture

Empowered employees with a dynamic and collaborative mindset who deliver exceptional service and high value through our 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, our communities, and our industry stronger.

Our people

We are a global company with a large and varied customer and contract carrier base. We work with over 83,000 customers across a wide variety of industries, with 450,000 contract carriers in our network. As of December 31, 2024, we had a total of 13,781 employees in 38 countries. Our employees speak 70 languages and encompass four generations in the workplace.

An important part of our success is that our workforce reflects the communities where we live, work, and draw top talent from, as well as the communities of our customers and contract carriers. We leverage the unique perspectives, skills, and experiences of our global network of supply chain experts to 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.



Coaching Clinic Journey

Our progress

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 culture inspires the day-to-day behaviors and decisions that result in the high value, exceptional service we deliver to customers through expertise, scale, and tailored solutions.

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 committed and driven, adaptable, team-oriented, and innovative problem solvers.

Generative AI has become a talent differentiator, starting with the hiring process. Candidates leveraging Generative AI during interviews helps us identify continuous learners and innovators. Generative AI is rapidly enhancing our work, enabling our employees to create robust, meaningful, and actionable solutions.

We actively drive retention by focusing on employees' top priorities, including career growth and development, work-life balance, and compensation. This focus enables us to maintain a voluntary turnover rate of 13%, lower than companies of similar size and industry. 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 2024 engagement survey generated a 70% engagement score. Strengths include manager capabilities, strong

relationships, and understanding customer needs. Another forum for gathering and addressing employee feedback is our internal "Ask Me Anything" (AMA) sessions, where employees have the opportunity to 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.

Onboarding and development

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 Charlie, 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, continuous learning opportunities, and training sessions 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. 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 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 LEAN.

Leadership development

We have a strategic approach to developing great leaders, leveraging our scale, global footprint, and relationships. Currently, 78% of our people leaders have been with C.H. Robinson for more than five years, and over half for more than 10 years. We identify strong talent early and have a defined success profile illustrating what leadership excellence looks like at C.H. Robinson.

We use data to measure leadership effectiveness and support our people with strong, knowledgeable leaders, optimized through our Robinson operating model, technology tools, and culture. Development programs for leaders are focused on leadership capabilities such as giving coaching and feedback for impact and accelerating strategic initiatives.

Leaders then participate in activities and programs, including sponsorship programs, stretch assignments, 1:1 coaching, assessments, action learning, and AI-powered simulations for crucial conversations.

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.

New training launched in 2024 included behavior and skills training using conversation AI simulation modules. In addition, we've expanded training focused on commercial excellence and upskilling our commercial employees to be strategic partners for our customers.

Program spotlights

- **Leadership Learning Journeys**
This program strengthens leadership capabilities across the company. Through in-person and virtual training, coaching circles, and on-the-job application, participants develop essential leadership, coaching, and strategic execution skills.

Impact: In 2024, 105 employees participated in our Learning Journey programs, which support our Talent Management Strategy by elevating our leadership system to build a deep bench of leaders whose diverse experience can execute, inspire, and drive our business today and into the future.

- **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 unique perspectives and talents of our global employees to drive innovation, growth, and business impact while reinforcing belonging and inclusion at C.H. Robinson.

Impact: BIGs directly contribute to our business goals and high-performance culture. They provide employees with additional opportunities for professional development, leadership, and



Photo by C.H. Robinson Employee David Pollitt

networking across all areas and levels of the company, while delivering an enhanced sense of community and unified purpose.

Supporting employee wellbeing

Beyond career development, we are committed to providing comprehensive benefits that support the financial, physical, and mental wellbeing of our employees. In 2024, we expanded:

- **Global mental health and behavioral support.** Lyra Health (EAP) – Global 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.
- **Robust retirement benefits.** Including market-leading 401(k) defined contribution plan, 401(k) match, employee stock purchase plan, and financial education through Fidelity.
- **Paid time off.** 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.

Health

Two medical plans to choose from offering

- Preventative care covered at 100%
- Virtual visits/telemedicine
- Prescription drug coverage
- Wellness programs
- Enhance fertility benefits
- 2nd opinion service

Vision

Lyra Health: Behavioral Program and Work Life Services (Enhanced EAP)

- Integrated with medical plans to allow for continued care beyond the initial eight free sessions offered

Two dental plans

Short and long-term disability

Wealth

401(k) plan and generous company match

Employee stock purchase plan (ESPP)

Flexible spending account (FSA)

Dependent care account (FSA)

Health savings account (HSA)

Basic term life insurance plan

Supplemental life insurance available

Self

Work-life balance

- Remote working options
- Flexible working times
- Paid vacation
- Paid company holidays
- Paid time off to volunteer
- Paid time off to vote

Critical illness, accident insurance, and hospital indemnity

Legal assistance benefit

Lyra Health: Behavioral Program and Work Life Service (Enhanced EAP)

- Eight free sessions with a therapist or coach
- On-demand and virtual content

Family-friendly benefits

- Paid parental leave
- Enhanced fertility benefits
- Adoption assistance program

Looking ahead

As we move forward, we will continue to prioritize a high performing, engaged workforce that is aligned with our strategic direction. We are reinforcing leadership development, strengthening cross-functional collaboration, and ensuring every employee has the resources and support they need to excel.

Our enterprise strategy and operating model, brought to life through The Robinson Way, will guide us as we navigate the future—building a culture where authenticity, persistence, accountability, curiosity, and unity drive success for our people and our business.



Peak Performer winners

Employee environmental, health, and safety

Our approach

The safety of our team is a top priority at C.H. Robinson. As a responsible and ethical company, we are committed to creating and maintaining a safe and secure workplace for all employees, business suppliers, customers, and visitors. Our safety efforts across divisions and regions are united by the warehouse environmental, health, and safety policy, which is publicly available in the company's [global Code of Ethics](#).

The Workplace Safety and Environment principles and expectations in regional Employee Handbooks outline the practices and expectations of employees to ensure a friendly, healthy, safe, and secure work environment. The importance of upholding sound environmental, health, and safety (EHS) practices also gives assurance to our customers that C.H. Robinson is a trusted company to provide uninterrupted service and support.

At C.H. Robinson, we focus our safety programs on consistent processes and practices, with environmental, health, and safety scorecards that allow us to frequently review safety programs, including incidents and injuries, and make any necessary adjustments.

Our local safety committees allow us to gather needed information, insight, and feedback from those on the ground to ensure the maximum level of engagement and buy-in. Facilities with these committees receive their own engagement score and develop their unique action plan based on the context and needs of their location.

Our North America warehouse safety department, led by the general manager of safety and training and guided by our EHS policy, defines the standards that drive our actions and make up our safety programs. The department is tasked with program development, implementation, training and education, and continuous improvement.

We run comprehensive EHS programs to ensure a safe and healthy work environment for all employees. In each European Union country, we conduct a thorough risk assessment to identify and manage potential hazards effectively. Additionally, we have developed a set of safety principles and responsibilities that apply to all employees across Europe. We actively promote awareness of health, safety, and wellbeing by regularly sharing educational materials and fostering a culture of safety and mindfulness in the workplace.



The C.H. Robinson safety department, safety committees, and related EHS policy are guided by the Occupational Safety and Health Act (OSHA) in the United States and by ISO 45000 and local OHS law in Europe. In our global forwarding offices, the implementation of ISO 9001:2015 for quality management systems (QMS), including safety standards, is increasing to additional locations, including two in China by year-end 2025. These standards help ensure our operations maintain safety practices and uphold operational excellence.

Photo by C.H. Robinson Employee Tyler Davis

Our progress

The past year showed considerable progress and improvement related to EHS. In 2024, C.H. Robinson North American warehouses achieved an impressive 45% injury reduction rate year-over-year, with three warehouses being accident free, including a reduction from 15 to zero accidents at one of our largest sites. Additionally, all of our audited warehouses achieved compliance of 80% or higher in safety, quality, operations, and engagement.

Employee engagement and training

We know employee engagement is critical to the progress and continuous improvement of our safety program, which is why high importance is placed on employee participation, feedback, and training. Our employees participate in EHS training through both formal and self-directed channels. In 2024, 26 training topics included process improvement, tracking for OSHA compliance (e.g., forklift and pallet jack operation), and facility safety walkthrough checklists, among others.

Office workplace safety

We provide our employees with knowledge in key areas related to their workplace safety. This includes office safety rules, such as workstation ergonomics and accident prevention. Depending on the country, employees are also familiarized with specific legal requirements applicable there. For example, we may provide employees with first aid basics to ensure they know how to respond in emergency situations. Part of the first aid training includes fire safety and evacuation procedures.

Continuous improvement

In 2024, C.H. Robinson also certified five additional warehouses under the Global Food Safety Initiative (GFSI), an internationally recognized framework that demonstrates a company has implemented a comprehensive and effective food safety management system. Four C.H. Robinson sites received a perfect score of 100% compliance, with the fifth receiving a 99% score.



Photo by C.H. Robinson Employee Tyler Davis

In 2024, C.H. Robinson achieved a 45% injury reduction rate year-over-year

Looking ahead

As part of our commitment to continuous improvement, we will continue to assess and evolve our employee EHS. In 2025, additional facilities will implement ISO 9001:2015 standards and incorporate safety and sustainability principles.

Customer engagement and experience

Our approach

At C.H. Robinson, our customers expect more than logistics —they seek trusted experts who understand their challenges, anticipate their needs, and deliver solutions that drive their success. We believe fostering authentic, long-term relationships requires more than just providing services; it demands responsiveness, adaptability, and a deep commitment to continuous improvement. Our Robinson operating model, brought to life through The Robinson Way, enables our people to work even more powerfully across divisions, services, and modes of freight transportation, and ensures our customers receive unparalleled support and expertise at every stage of their journey with us.

Our progress

Building trust through customer insights

Customer relationships are at the core of everything we do, and in 2024, our Voice of the Customer program reinforced the significance of trust, responsiveness, and tailored solutions as key differentiators in our service model. By continuously refining our approach based on direct feedback, we ensure we not only meet, but consistently exceed, our customers' expectations.

Key initiatives in 2024

- **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 transitioning to NPS as a primary metric for customer loyalty, we achieved high scores, reflecting the strength of our partnerships and service quality. Our customers are overwhelmingly and extremely satisfied with us. An impressive 92% of customers rated C.H. Robinson seven or higher, with nearly two-thirds ranking us in the top category with scores of 9–10.
- **Personalized customer reporting:** By customizing quarterly reports based on regional and industry-specific needs, we enabled account teams to deliver highly relevant insights and recommendations to our customers, fostering more strategic and value-driven engagements.
- **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.

Adapting to customer needs

As the market continues to evolve, we have implemented a series of initiatives aimed at ensuring our customers remain ahead of the curve.

- **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-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.
- **Thought leadership & academic partnerships:** Our collaborations with leading universities, including MIT, Georgia Southern, and Penn State, 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.

Looking ahead

We remain steadfast in our commitment to evolving alongside our customers, leveraging their feedback and industry trends to drive meaningful improvements that create lasting impact.



Photo by C.H. Robinson Employee Fairose Jaffar

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. Their work keeps industries running and ensures essential goods reach businesses and households globally.

At C.H. Robinson, we recognize supporting our contract carrier community goes beyond offering competitive freight opportunities—some of our priority initiatives include providing enhanced payment terms to advance financial stability, operational efficiencies that help their businesses run smoothly, and a sense of community for the people that support the fabric of our daily lives. These efforts, enabled by the fit, fast, and focused approach of our Robinson operating model, deliver high-value enhancements to the contract carrier experience.



Truck Driver Appreciation Week

“Every day we’re grateful to truck drivers for their unwavering commitment to one of the most challenging and crucial jobs. We’re always working to make drivers’ lives easier, offering them a seamless digital experience from load-matching and booking to in-transit updates and getting paid.”

Michael Castagnetto,
President of North American Surface Transportation
C.H. Robinson



Carrier of the Year Awards



Truck Driver Appreciation Week

Truck Driver Appreciation Week: Over the course of a week, C.H. Robinson met with hard-working contract carriers in 13 cities across the United States and Mexico. As part of National Truck Drivers Appreciation Week, our employees connected with drivers and heard stories from the road as they shared food and 1,000 hand-assembled thank you packages with goodies and hand-written notes of gratitude from our team.

In addition, the C.H. Robinson Foundation contributed \$100,000 to the 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.

Carrier of the Year: This flagship program celebrates the dedication of our top-performing contract carriers, providing them with both industry recognition and strategic business insights to enhance their operations.

Listening and responding to contract carriers' needs

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 detractors 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 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.



Truck Driver Appreciation Week



Carrier of the Year Awards



Truck Driver Appreciation Week



Carrier of the Year Awards



Truck Driver Appreciation Week

Our progress

Technology and financial solutions

With increased market volatility and heightened competition, contract carriers faced significant challenges in 2024, including fluctuating demand, tighter margins, and evolving regulatory pressures. Despite these hurdles, our focus has remained on building enduring relationships that provide contract carriers with both stability and growth opportunities. In 2024, we expanded our contract carrier programs to enhance their experience, making it easier for them to thrive in an increasingly competitive marketplace.

- **Highway onboarding platform:** This [new onboarding system](#) enhances fraud prevention and risk assessment, significantly reducing instances of stolen loads and increasing overall operational security for both contract carriers and C.H. Robinson. This platform ensures contract carriers can operate with confidence, knowing that their loads are secure. Learn more at [Carrier Registration](#)
- **Triumph payment system:** Contract carriers often face cash flow challenges due to 30- to 90-day payment terms, leaving them waiting weeks for funds needed to cover essential expenses like fuel, maintenance, and payroll. In collaboration with Triumph Financial, C.H. Robinson introduced

[C.H. Robinson Financial™](#) in January 2025, a suite of digital payment solutions aimed at increasing the speed of cash flow for contract carriers.

The new payment solutions have transformed what once took days or weeks into near-instant payments, significantly enhancing contract carriers' financial liquidity and operational efficiency. The reduction in administrative burdens allows contract carriers to focus on growing their business and maximizing their available time hauling freight. [Read the press release](#)

- **Enhanced load matching platform:** In July 2024, C.H. Robinson launched an enhanced load matching platform powered by data science and artificial intelligence (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.

- **The Carrier Advantage Program:** This program supports contract carriers that commit to tracking success and provide the highest level of on-time pickup and delivery. Contract carriers get access to

the most freight along with better payment terms and contract carrier rewards, while those that do not meet these expectations will have limited freight access and may be restricted from booking. [Read the top benefits of our Carrier Advantage Program](#)

Community & wellbeing

Every day, truck drivers embark on journeys that span hundreds of miles, facing challenges and triumphs, 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 Foundation proudly supports the following initiatives:

Carrier Scholarship Program: In 2024, the C.H. Robinson Foundation announced it would double its annual scholarship award. Now in its thirteenth year, our Carrier Scholarship Program annually provides 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: Addressing the unique physical and mental health challenges faced by truck drivers, St. Christopher Truckers Relief Fund offers critical resources and financial assistance to those in need. C.H. Robinson Foundation provides an annual grant to support this program reinforcing our commitment to carrier wellbeing:

- **Health Habits for the Long Haul:** A 12-week course to support over-the-road (OTR) contract carriers with managing chronic diseases, such as high blood pressure, high cholesterol, heart disease, etc.
- **Get Preventative Screenings (GPS):** 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.

New this year, the C.H. Robinson Foundation made additional donations to the St. Christopher Truckers Relief Fund for every hour C.H. Robinson employees volunteered for Truck Driver Appreciation Week activities. [See Truckers Relief Fund Health & Wellness programs](#)

Truckers Against Trafficking (TAT): TAT is 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 that more drivers are trained to spot and report human trafficking, playing a crucial role in disrupting trafficking networks. Learn more at <https://tatnonprofit.org/>

Looking ahead

We will 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.



Community impact

Our approach

At C.H. Robinson, strengthening our communities, people, industry, and partners is a core part of our values and culture—it's just one of the areas in which we continue to raise the bar. This commitment comes to life through the C.H. Robinson Foundation and the giving spirit of our people. Every day our global team delivers exceptional support for our customers and contract carriers as well as our communities and each other. It's what sets us apart.

Our community relations strategy goes beyond grantmaking to include robust engagement and volunteerism initiatives. In 2024, our employees volunteered more than 10,000 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.

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 2024, this included services 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.



Earth Day

C.H. Robinson and the Foundation contribute to organizations that make a positive impact on our communities, industry, and planet. Through our Foundation programs, we provide general operating and program support to non-profit organizations. Our approach to giving is informed by community input, partner dialogue, and regional needs. In 2024, total charitable giving from the company and the C.H. Robinson Foundation was more than **\$4 million** across approximately **1,125 charities**.

Earth Day employee volunteer event



Martin Luther King Jr. Day Breakfast in Minneapolis, Minnesota

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.

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. Some examples from 2024 include:

- **Martin Luther King Jr. Day (MLK Day):** A day of service to honor Dr. King’s legacy of racial equality, nonviolence, and justice.
- **Earth Day:** Activities such as park clean-ups and discussions on sustainability raise awareness of environmental challenges.
- **Robinson Cares Month:** Held in September, this month-long event brings employees together to make a deeper impact in local communities.
- **Season of Giving:** During the holidays, activities like Friendsgiving and pantry drives celebrate generosity and community spirit.

Employee gift match and volunteer match programs

The global C.H. Robinson Foundation Employee Match Program gives C.H. Robinson employees the opportunity to double their impact—whether that’s through volunteerism or monetary donations—to qualified non-profit or non-governmental organizations (NGOs).

Employees who choose to volunteer or make a monetary donation to a qualified non-profit or NGO are eligible for matching funds of up to the equivalent of \$10,000 annually from the C.H. Robinson Foundation. Volunteering is also matched at the equivalent of \$15 per hour for each hour an employee volunteers, and monetary donations are matched one-for-one. In 2024, employees donated \$1 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, employees receive one day of paid VTO each year to volunteer with a non-profit organization.

Leadership Board Match

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

Twin Cities Grants

The Foundation helps strengthen the Minneapolis-St. Paul metropolitan area, where the company is headquartered, by providing general operating and program grants in the following focus areas: hunger, shelter, education, and workforce development.

[Learn more](#) on our website.

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.

More than 84% of employee recipients report they have regained financial stability, resulting in enhanced wellbeing, greater productivity, and retention.

Strategic Industry Grants

The Foundation supports non-profit organizations that are committed to helping the supply chain and logistics industry thrive. Contributing to organizations doing meaningful work is what moves us. 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 2024–2025 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. Additionally, the company has partnered with organizations such as the American Logistics Aid Network to deliver critical supplies for disaster recovery.



Photo by C.H. Robinson Employee Ring Xu



Bike MS: MS 150, Minnesota



Photo by C.H. Robinson Employee Kelsey Jaeckle



Photo by C.H. Robinson Employee Luis Alvarez



Photo by C.H. Robinson Employee Ring Xu

Looking ahead

C.H. Robinson and the C.H. Robinson Foundation support our employees and the causes they care about most, the people who keep our industry driving forward, and the organizations that help ensure our communities thrive.

We're proud to invest in strategic partnerships that strengthen the local communities where we live and work. As we look ahead, we will continue to support philanthropic efforts around the world that make a meaningful and positive difference for people and our planet.

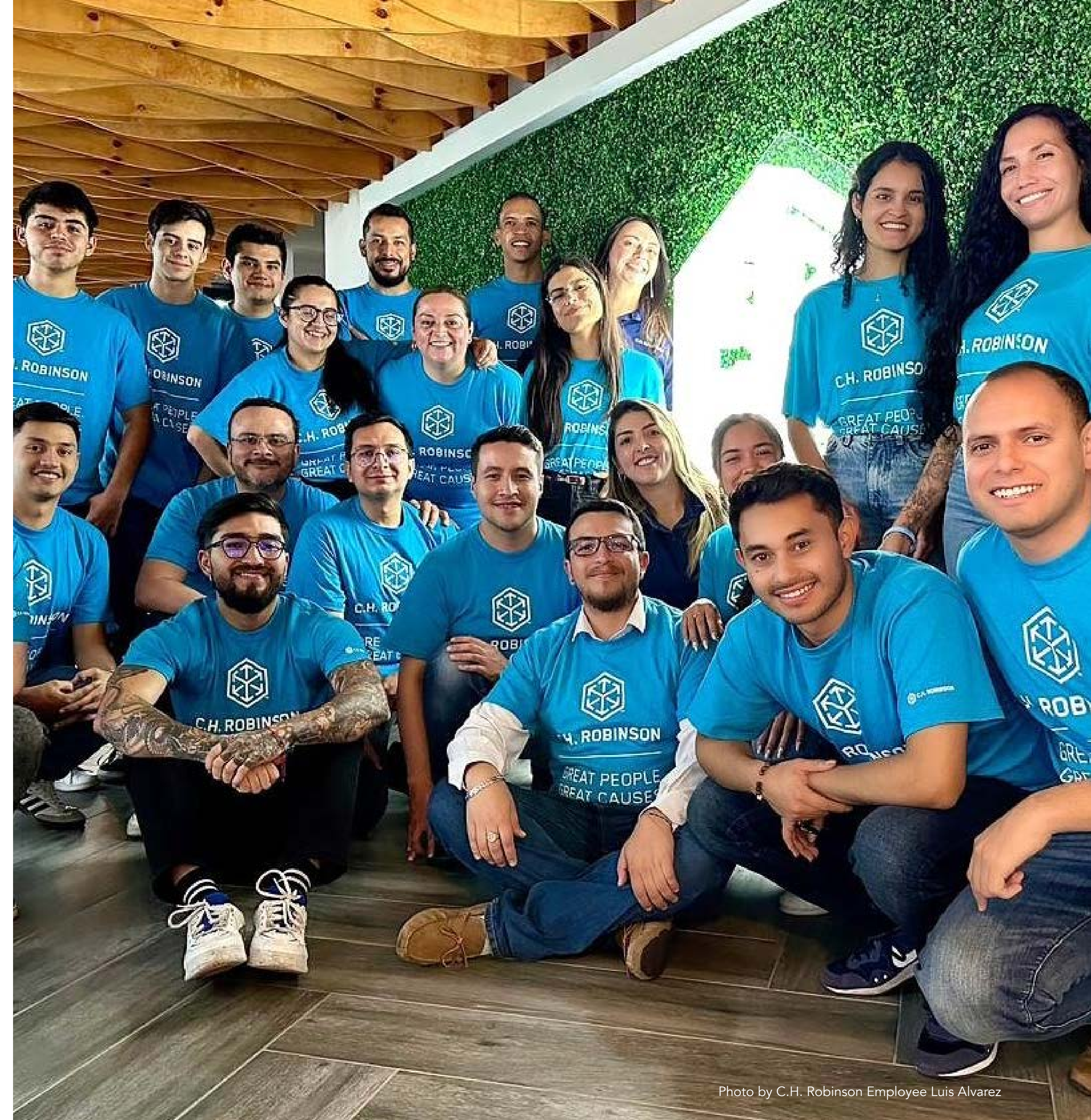


Photo by C.H. Robinson Employee Luis Alvarez



Governance

Photo by C.H. Robinson Employee Casey Maus

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Ethics and compliance

Our approach

Every employee is responsible for demonstrating the highest levels of integrity starting the first day they join the C.H. Robinson team.

Our strong ethics and responsible approach to all we do have guided us for decades and continue to impact the way we serve customers, innovate for change, and grow our business. Put simply, we believe in doing the right thing and that unyielding anchor is at the core of our business—sustaining us as we evolve.

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

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

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

A quarterly compliance committee meeting provides an open forum to review and discuss employee concerns and key findings are elevated to the Board for review. The compliance committee members include the chief financial officer, chief human resources and ESG officer, chief legal officer, and one or more vice presidents of business divisions.

Who we engage



EMPLOYEES

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



CUSTOMERS

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



INVESTORS

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



CONTRACT CARRIERS & SUPPLIERS

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



GOVERNMENT & REGULATORS

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



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.

How we engage with our investors

We continuously seek to strengthen investor relationships through proactive engagement focused on gaining insight into what matters most to those who choose to invest in our organization. We know their perspectives are critical to our continued success. The long-standing investor outreach program at C.H. Robinson centers around listening and responding to the positions and priorities of our investors through quarterly earnings calls, individual and group investor calls and meetings, investor conferences, as well as our annual shareholders meeting. Additionally, we held an Investor Day in 2024 to share more about our long-term strategy and priorities.

TOPICS OF ENGAGEMENT

- Business overview and marketplace dynamics
- Financial performance drivers
- Strategic initiatives
- Capital allocation strategy
- Talent and culture
- Sustainability priorities, reporting, and disclosures
- Additional topics from governance and leadership transitions to executive compensation, among others

WHO IS INVOLVED IN ENGAGEMENT

- Chair of the Board
- Chief Executive Officer
- Chief Financial Officer
- Chief Strategy and Innovation Officer
- President of North American Surface Transportation
- President of Global Freight Forwarding
- Chief Human Resources & ESG Officer
- Senior Director of Investor Relations

Our progress

We aim to have employee-focused ethics and compliance activities meet or exceed industry standards. All employees undergo internal training to help ensure full alignment with our policies and expectations.

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

Included within this program, employees participate in our global Code of Ethics training every three years, which is reviewed and updated annually. Translated into multiple regional languages, the [Code of Ethics](#) covers numerous topics, including our global privacy policy, cybersecurity, human rights and anti-slavery, record retention, FCPA and anti-bribery, anti-corruption, and procurement policies, among others. Through our yearly revision and enhancement of the Code of Ethics and regional employee handbooks, we ensure our alignment with any new legislation and regulatory requirements. This process helps maintain the relevance of our ethical business practices. On an annual basis, all employees must review the Code of Ethics and complete additional compliance trainings, to which they attest their completion. Other tools for ensuring effectiveness of the Code of Ethics include:

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

Looking ahead

Within our compliance program, we have a system in place that drives continuous improvement. Our efforts are focused on ensuring compliance with changing legislation, regulatory, and government requirements; monitoring compliance trends; staying abreast of evolving best practices; and above all—doing what is right. We continually review our policies and procedures to protect the health and reputation of our organization. We hold ourselves accountable to our expectation of 100% completion of compliance tasks by auditing our compliance program completion rates. Additionally, we have a system of controls focused on compliance awareness, investigating issues, and protecting whistleblowers. As our program continues to evolve and improve, we will continue our strong focus on meeting our compliance obligations and being an high-integrity company.

Related links:

[C.H. Robinson Code of Ethics](#)

[C.H. Robinson Anonymous Reporting Hotline](#)

Data privacy

Our approach

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

The C.H. Robinson global data privacy team is responsible for developing, implementing, and managing our privacy program. The program's mission is to provide C.H. Robinson with a sustainable privacy framework that engages employees and fosters cooperation, informs business risk decisions, and protects the privacy and rights of the individuals whose data has been entrusted to us. The team responsible for data privacy are certified privacy professionals accredited by the 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.

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

Privacy program requirements are inclusive of a harmonized set of global privacy controls that are the basis of our policies and standards. Our Global Privacy Policy is embedded in our [Code of Ethics](#) and outlines compliance rules and conduct for employees when using and processing personal information.

C.H. Robinson prioritizes employee engagement and awareness through annual privacy training, annual review and acknowledgment of the policy, and ongoing communication campaigns that reinforce best practices. Employee data is managed and secured in alignment with its sensitivity and in accordance with the Global Data Privacy Policy and employee governance policies, including our Asset Protection and Information Classification Policy, Electronic Data and Communications Policy, Procurement Policy, Human Resources Data Governance Policy, and Data Retention Policy. At a high level, the [Global Data Privacy Policy](#) includes language about:



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

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

We prioritize transparent processing of personal information, and require products, processes, and technology to be designed with privacy in mind (Privacy by Design). The privacy program collaborates closely with stakeholders to address existing or emerging privacy requirements and risks. C.H. Robinson has a structured incident response process to manage and mitigate risks associated with

data breaches. When breaches are reported, a cross-functional team is engaged to determine the scope of the breach, impact, risk of harm to individuals, and applicable reporting obligations based on jurisdiction. A root cause analysis is conducted, and necessary remediation actions are taken to prevent recurrence. Regulatory reporting and affected party notifications are managed in accordance with legal requirements.

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

Individuals have the right to:

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

Due to our global footprint, C.H. Robinson is subject to lawful data transfers from the European Economic

Area (EEA), United Kingdom (UK), China, and other jurisdictions. As such, we take care to transfer data, in alignment with our obligations. We utilize various legal mechanisms to transfer data including standard contractual clauses, consent, and data transfer agreements in our contracts and internally.

Additionally, we conduct transfer impact assessments (TIAs) as appropriate and as required. Third-party processors that handle personal information must comply with laws, regulations, and contractual obligations.

The supplier procurement process ensures suppliers use personal information only for contracted services in line with our Global Data Privacy Policy in the [Global Code of Ethics](#) and the [Global Privacy Notice](#). Our privacy program partners with the global procurement team, legal, cybersecurity, and business stakeholders to ensure due diligence processes on third parties with which we engage are executed and risk is appropriately managed.

Our progress

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

Another initiative in 2024 included the expansion of global privacy's communication, awareness, training, and education program with additional internal engagement activities. The objective of these initiatives is to drive a culture of privacy across the organization, ensuring all stakeholders are equipped with the knowledge and skills to comply with policies and proactively engage in privacy risk management activities.

Looking ahead

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

Provided in the [Global Code of Ethics](#) are: Human Resources Data Governance Policy, Electronic Data and Communications Policy, and Accurate Books and Records Policy



Photo by C.H. Robinson Employee Jeremy Tindall

Cybersecurity

Our approach

As a global company, we understand our compliance obligations and have processes and programs in place to meet those obligations, ensuring we are good stewards of the data entrusted to us by our stakeholders. We work with employees and teams across the globe to integrate security and data protection principles into the way we do business every day. For information about our global data privacy program, please see page 43.

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

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

Our technology resilience program follows industry standards for disaster recovery practices, including alignment with ISO 27031:2011 and the Disaster Recovery Institute International's Professional Practices framework. Our program includes multiple components that act as an additional line of defense—among them are regular functional recovery and tabletop exercises, cybersecurity exercises, program audit and maintenance, awareness and training, business impact analysis, and risk evaluation and controls.

Our cybersecurity Incident Response Plan provides procedures for incident response and contingency measures, including outlining a plan from activation to remediation. C.H. Robinson did not experience any material cybersecurity incidents in 2024.

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



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

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

As part of our third-party engagements, we require vendors/partners to complete a risk assessment to support and help manage risk and compliance while supporting the advancement of new business initiatives.

And as incidents arise within the course of standard operations, we have built-in escalation paths with dedicated leaders and expert external partners.

Our progress

In 2024, we conducted a program maturity assessment against the NIST Cybersecurity Framework (CSF). The assessment scored our controls across domains to identify, analyze, and enhance cybersecurity capabilities. The process reviewed over 50 policies and procedures, included multiple stakeholder interviews, and resulted in analysis and a progress report from our 2023 assessment and multi-year roadmap.

Looking ahead

In 2025, we will continue to make new investments in our cybersecurity programs and lean on best practices to improve our posture against general and specific threats.

Risk management

Our approach

The C.H. Robinson internal audit team facilitates the Enterprise Risk Management (ERM) program and involves our global cybersecurity team, reporting administratively to the chief financial officer and functionally to the Audit Committee of the C.H. Robinson Board of Directors.

The ERM program allows the company to evaluate risks and their potential impact to the company based on multiple factors, including but not limited to, business conditions, company capabilities, and risk tolerance. The ERM program utilizes a framework to identify and classify risks, assign risk owners, facilitate risk mitigation efforts, and communicate results to senior management and the Audit Committee. Changes in the company's risk profile may also be identified through routine internal audits and ongoing discussions with members of the company's operational staff and management.

A significant component of the ERM program is the annual risk assessment, which includes interviews with various key personnel and risk owners within the company, as well as with members of the Audit Committee. This formulates an in-depth understanding of the company's risk universe, which drives the classification of the risk universe into a formal risk register. Based on this risk register, the company prioritizes risks based on impact, likelihood, vulnerability, and speed of onset. The results of the annual risk assessment are presented to the Audit Committee.

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

Our progress

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

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

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

In 2024, the company evolved the enterprise climate risk process to include a joint quantitative and qualitative climate scenario analysis for risks and opportunities in our global operations across

the value chain. Results were finalized and reported through our annual TCFD Report and the CDP Climate Change survey, among other outlets. For full details, see our [ESG resources hub](#).

Looking ahead

As we evolve our program, we will continue to further our climate-related disclosures in alignment with the TCFD recommendations.

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

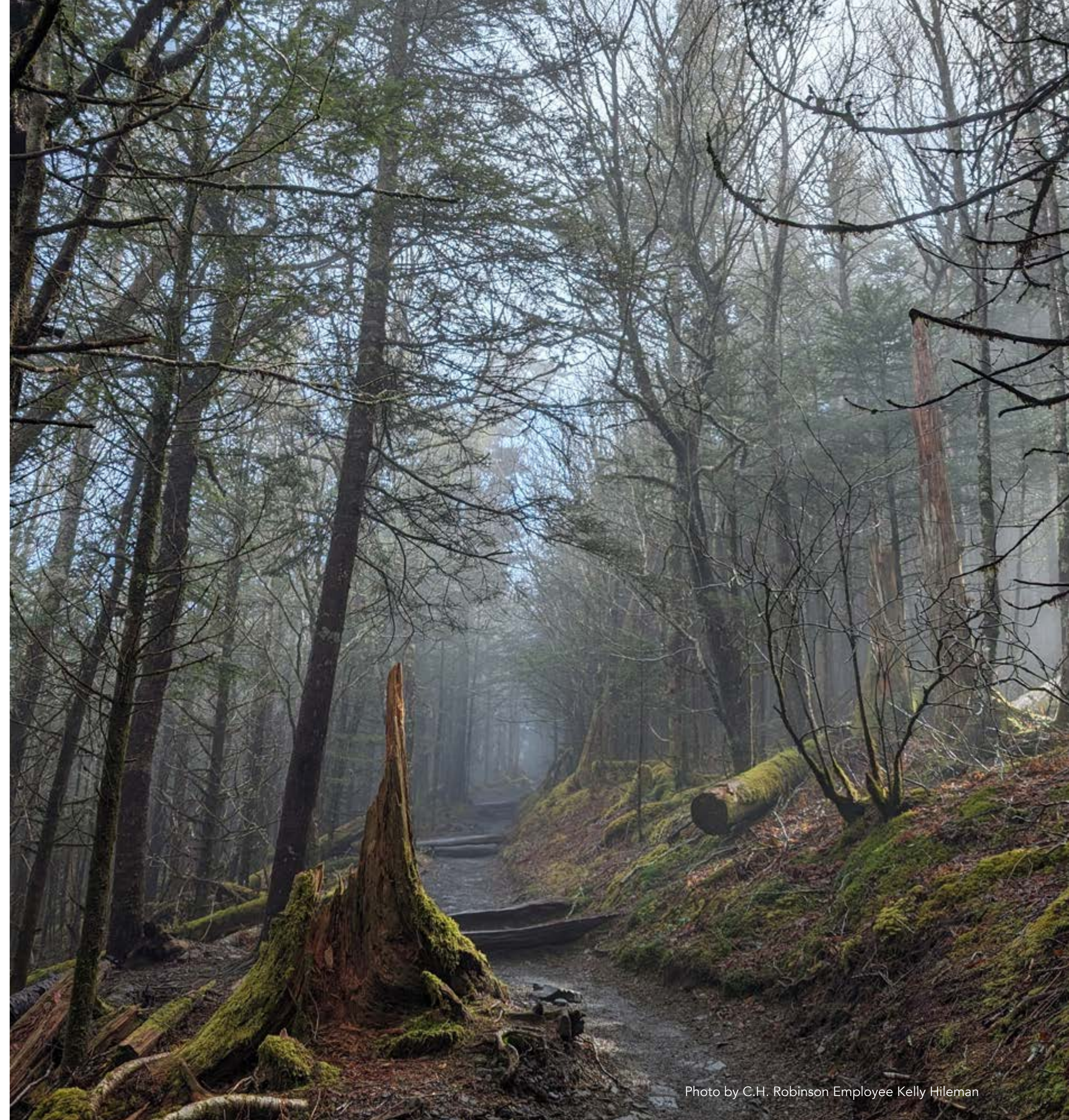


Photo by C.H. Robinson Employee Kelly Hileman

Business suppliers

Our approach

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

The Company maintains a public business supplier portal for easy, immediate access to the C.H. Robinson [Supplier Code of Conduct](#) and the Information Security Addendum. Having our commitments front and center ensures all stakeholders are aware of our expectations and conduct business in line with our values.

We believe fulfilling this commitment helps drive value creation for our business and stakeholders.

Our progress

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

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

These efforts ensure we have access to qualified suppliers that are not only cost-effective, but innovative.

Related links:

[C.H. Robinson Supplier Portal](#)

[C.H. Robinson Supplier Code of Conduct](#)

[C.H. Robinson Modern Slavery Statement](#)



Appendix

	Indicator	2020	2021	2022	2023	2024	Footnotes for Sustainability Report
Climate Change	Scope 1 GHG Emissions (mtCO ₂ e)	2,045	2,135	3,041	7,508	12,017	YOY intensity has declined, though absolute emissions have increased. This is due to a change in methodology, increasing the number of estimates to be more conservative, and updating emission factors for normalization to AR5 or AR6 where possible. In 2025, C.H. Robinson sold the EST portion of the company, and future reporting will exclude that division's output.
	Scope 2 GHG Location-Based Emissions (mtCO ₂ e)	31,585	30,136	24,681	24,532	32,339	
	Scope 2 GHG Market-Based Emissions (mtCO ₂ e)	25,751	24,636	19,283	19,260	11,320	
	Total Scope 1+2 Location-Based GHG Emissions (mtCO ₂ e)	33,630	32,271	27,722	32,040	44,356	
	Total Scope 1+2 Market-Based GHG Emissions (mtCO ₂ e)	27,796	26,771	22,325	26,768	23,337	
	Scope 3 GHG Purchased Goods and Services (mtCO ₂ e)	–	276,805	307,121	293,484	314,633	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 ₂ e)*	–	17,083,845	21,052,243	17,703,076	17,529,908	In our initial use of the Quantis Evaluator tool, we determined that Category 1 and combined Categories 4 and 9 totaled more than 99.5% of total Scope 3 emissions. The remaining categories are considered immaterial as they totaled less than 0.5% and are therefore excluded from this report.
	Total Scope 3 GHG Emissions (mtCO ₂ e)	–	17,360,650	21,359,364	17,996,560	17,844,541	
	Total Scope 1, 2 and 3 Location-Based GHG Emissions (mtCO ₂ e)	–	17,392,921	21,387,086	18,028,600	17,888,897	
	Total Scope 1, 2 and 3 Market-Based GHG Emissions (mtCO ₂ e)	–	17,387,421	21,381,689	18,023,328	17,867,879	
	Renewable Energy Credits / Total Renewable Energy Use (MWh)	12,375	15,061	17,365	15,789	11,630	
GHG emissions intensity (mtCO ₂ e/USD Revenue)	0.00371	0.00116	0.00103	1.02426	1.00806	Beginning in 2025, 2023 and 2024 intensity figures are now calculated with reference to Scope 1, 2, and 3 market-based emissions. The revenue reported in C.H. Robinson's 2024 public filings (reported as \$17,724,956 thousands USD) and Scope 1, 2 and 3 market-based emissions total (17,867,414 mtCO ₂ e).	
EMS Systems & Reporting	Total Energy Consumption (thousand MWh)	92.96	96.94	83.92	94.68	132.08	
	Total Electricity Consumption (MWh)	68,236	62,860	31,334	57,889	46,669	
	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	
Volunteering & Giving	Annual volunteer hours	4,215	4,516	8,890	10,767	10,859	
	Corporate Cash Giving (\$USD)	326,227	349,966	451,368	377,422	492,976	
	Company and C.H. Robinson Foundation Giving (\$USD)	3,078,230	2,176,039	3,587,578	3,633,925	4,027,715	
	Total Community Giving (\$USD)	3,404,457	2,526,005	4,038,946	4,011,347	4,520,691	

	Indicator	2020	2021	2022	2023	2024	Footnotes for Sustainability Report
Our People	Number of Employees	14,888	16,877	17,400	15,246	13,781	
	Number of Temporary Employees	243	142	140	1,138	899	
	Number of Contractors	905	2,019	1,828	31	9	
	New Employee Hires	2,234	5,189	4,251	1,722	1,915	
	Employee Turnover Percent	17%	19%	19%	24%	23%	
OHS & Wellbeing	Percent of employees receiving regular performance and career development reviews	97%	98%	97%	97%	96%	
	Average hours of training per employee per year*	10	16	29	13	24	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	28	20	23	32	20	
	Workforce Accidents*	28	20	23	39	31	Figures are US-only
	Lost Time from Accidents (days)*	13	354	172	434	245	Figures are US-only
	Lost Time Incident Rate*	0.14	0.12	0.19	0.17	0.07	Figures are US-only. Calculated as Days Away, Restricted or Transferred (DART). Please also note that in 2020, we acquired Prime Distribution Services ("Prime"), which influenced our 2020 figures.
	Total Recordable Incident Rate*	0.22	0.26	0.20	0.33	0.24	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
Corporate Governance	Number of Non-Executive Directors on Board	9	9	10	11	9	
	Percent of Non-Executive Directors on Board	90%	90%	91%	92%	90%	
	Number of Independent Directors	8	8	8	11	9	
	Percent of Independent Directors	80%	80%	91%	92%	90%	
	CEO Duality	No	No	No	No	No	
	Independent Chairperson	Yes	Yes	Yes	Yes	Yes	

	Indicator	2020	2021	2022	2023	2024	Footnotes for Sustainability Report
Corporate Governance	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	101:1	178:1	168:1	572:1	149:1	
	Number of Directors	10	10	11	12	10	
	Number of Women on Board	3	3	3	3	4	
	Percent of Women on Board	30%	30%	27%	25%	40%	
	Number of Female Executives	1	1	1	1	1	
	Percent of Female Executives	9%	8%	7%	8%	9%	
	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	1	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	

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 2024, or provided as of December 31, 2024, as applicable. This report was issued in May 2025.

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.

Caution concerning forward-looking statements

This report contains certain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. When used in this report, the words or phrases “believes,” “may,” “could,” “will,” “expects,” “should,” “continue,” “anticipates,” “intends,” “will likely result,” “estimates,” “plans,” “goals,” “projects,” or similar expressions and variations thereof are intended to identify such forward-looking statements. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience or our present expectations, including, but not limited to, our ability to execute our ESG strategy because of market or competitive conditions; economic, industrial, and governmental developments that may impact our operations; and other risks and uncertainties, including those described in Item 1A, Risk Factors. Forward-looking statements speak only as of the date they are made. We undertake no obligation to update these statements in light of subsequent events or developments.

Materiality

For purposes of this report, we report against our material ESG topics identified through our internal materiality assessments [and our stakeholder engagement]. For purposes of this report, we use 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.

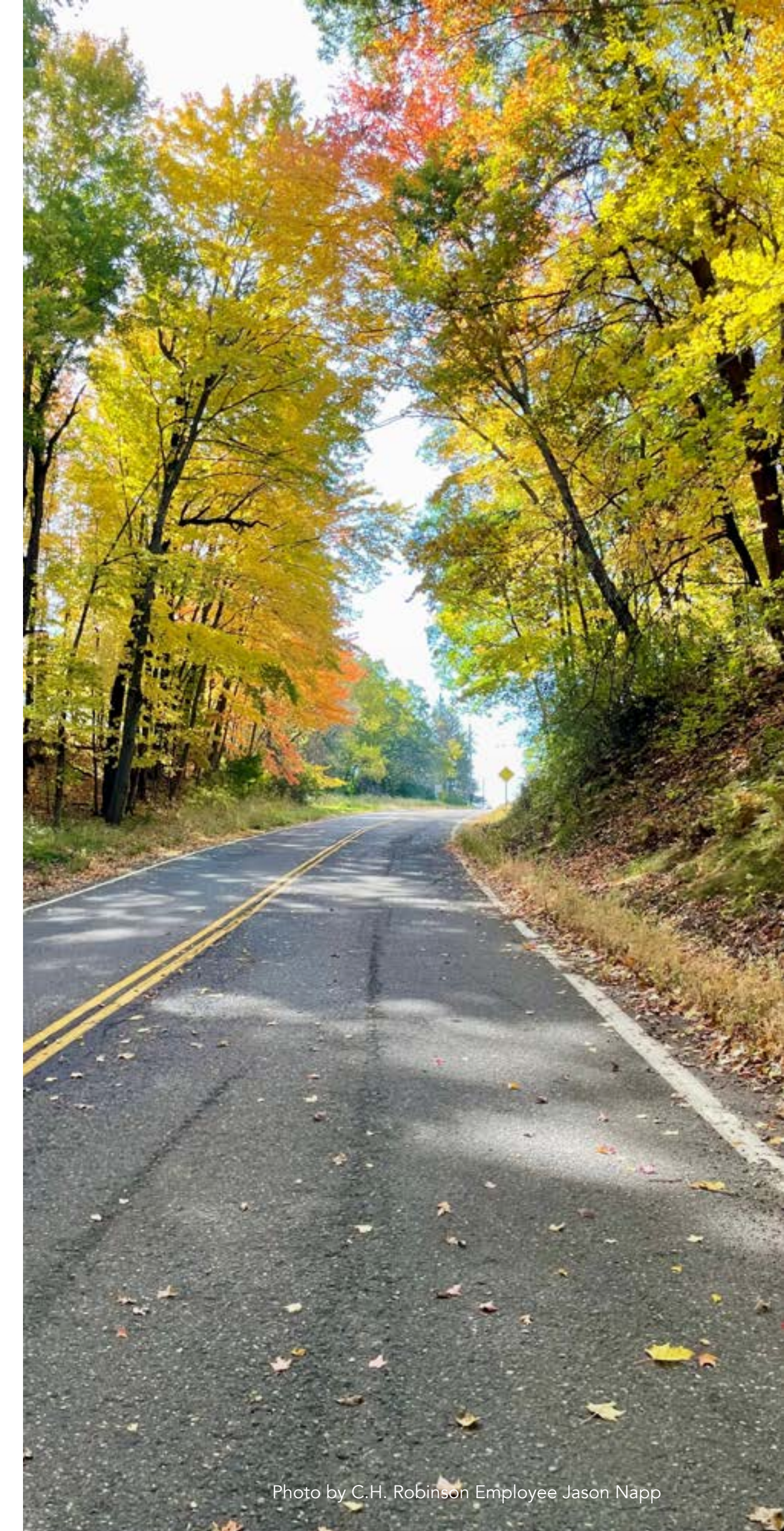


Photo by C.H. Robinson Employee Jason Napp



C.H. ROBINSON