



**C.H. ROBINSON**

**Sustainability Report 2020**







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## About this Report

This report represents data from the 2020 fiscal year, January 1 – December 31, 2020. This report is Global Reporting Initiative (GRI)-informed and includes Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) indices at the closure.

We welcome your questions and feedback; please contact us at [ESG@chrobinson.com](mailto:ESG@chrobinson.com).

For additional information about C.H. Robinson, visit [chrobinson.com](http://chrobinson.com).



# About C.H. Robinson



**\$16.2B**

Billion (USD) in 2020  
Gross Revenues



**14,888**

Employees Worldwide



**105K**

Active Customers  
Worldwide



**73K**

Active Contract Carriers  
and Transportation Providers



**Fortune**

2020 World's Most Admired Companies

**Inbound Logistics**

2020 Green Supply Chain Partner

**EcoVadis**

2021 Bronze Medal in Recognition of Sustainability

# Building a Stronger Tomorrow

In 2020, life as we knew it changed almost overnight. Around the world, a global pandemic challenged nearly every aspect of our daily lives, and the fight for social justice became front and center—shining a much overdue spotlight on the racial injustices experienced by too many.

As the year unfolded, the strength and resilience of our teams is what has helped us pivot, adapt, and take action during one of the most challenging years in recent history. Through it all, our values remained the constant driving force in how we supported each other, as well as our customers, contract carriers, and communities.

In addition to prioritizing the health, safety, and well-being of employees, we remained committed to helping customers navigate their supply chains. From food and water to hand-sanitizer and personal protection equipment (PPE), our people have leveraged their industry expertise to help companies around the world deliver essentials when and where people needed them most.

While we have focused on efforts to foster diversity and inclusion, the murder of George Floyd in May 2020, just miles from our headquarters in Minnesota, reinforced the need for us to take a stand to help dismantle the systemic racism that impacts so many. Through our internal efforts and strategic relationships, we are focused on removing barriers and creating opportunities for all. We will continue to integrate diversity and inclusion into all aspects of our business to ensure long-term, sustainable change.

We are also committed to creating a sustainable future by “rewriting” the way we look at supply chains—to make the world around us better for generations to come. To make an impact, we must all work together. That is why our environmental, social, and governance (ESG) initiatives focus on making improvements within our company, with our customers and contract carriers, and within the transportation industry as a whole.

Ultimately, we are dedicated to ensuring C.H. Robinson remains a responsible corporate citizen and an industry leader on ESG issues. Integrating this work across our business is not only core to our values, but also helps drive our success across the organization and with all our stakeholders.

We are proud to release our 2020 Sustainability Report and hope you find it inspirational and proof that businesses and individual actions have the power to make positive change. We look forward to sharing more with you in the future as we continue on our sustainability journey.

**Bob Biesterfeld**  
President and Chief Executive Officer

**Angie Freeman**  
Chief Human Resources and ESG Officer



# Supporting our Stakeholders Through COVID-19

## Our work drives the world's economy

In 2020, supply chain disruptions from the COVID-19 pandemic were felt across the globe and life as we knew it changed. Our industry plays a vital role in bringing goods, medical equipment, and fundamental supplies to communities around the world. As always, our customers looked to us for consistency performance throughout this crisis to seamlessly deliver the products and goods that drive the world's economy. We knew there would be more challenges before the situation improved and we continued to step up with our global suite of services, expertise, and people to help keep the world moving forward.



### Evolve Constantly



### Deliver Excellence



### Grow Together



### Embrace Integrity

## Our EDGE values guided our response to COVID-19

### Evolve constantly

Like many organizations, nearly all our employees around the world worked in offices prior to the pandemic. We quickly transitioned almost 84% of employees to connect remotely and securely. We shifted our daily work and communication styles, using technology to virtually connect while still maintaining our collaborative culture, all while upholding our strong data privacy and cybersecurity standards that support one of the world's largest, most connected logistics platforms. We evolved through the crisis, knowing the experience will redefine how we operate in the future.

### Deliver excellence

The work we do is critical, and we are doing it well, across the globe. Every day, we deliver excellence to nearly 200,000 customers and contract carriers across our platform. We continue to show we have the people our customers can rely on when they need us the most.

### Grow together

One of our greatest areas of pride at C.H. Robinson goes beyond conducting daily business. Through the crisis, we continued to make a difference in people's lives and supported each other. Our diverse teams across the globe were unified by this togetherness.

### Embrace integrity

Challenges like the COVID-19 pandemic allow us to leverage our strengths. During the pandemic, we demonstrated this by honoring our commitments to our customers, our contract carriers and to our people. Our actions were guided by three core pillars—maintaining the health and safety of our employees, providing supply chain continuity to our customers, and protecting the economic security of our people as much as possible.

The pandemic related economic headwinds caused us to evaluate our priorities. We will continue investing in our most critical, value-creating activities, and scale back investments in other areas to better reduce costs and complexity. We must be prepared for the current economic conditions and what comes next, to emerge stronger.

## Our customers and carriers

The one constant during the COVID-19 pandemic was knowing that we are doing meaningful work every day. From the beginning, we have supported healthcare efforts broadly by shipping hospital beds, PPE, cleaning supplies, and so much more.

For example, as new manufacturing facilities opened to support the production of N95 masks, C.H. Robinson stepped up as a reliable provider to move heavyweight machinery with same day delivery, requiring incredible communication and logistics coordination. It was a monumental task—only accomplished because of our technology, scale, and carrier relationships.

As we now look to the future and as vaccinations become more widely available, C.H. Robinson is helping customers move products that are ancillary to, but critical for, vaccine distribution. From alcohol pads to fixtures for portable vaccination stations, vaccinating the world and protecting front line workers requires a robust, team approach. Regardless of what the need is, we are here to support our customers however we can.

## Our people

We witnessed interrupted trade and disrupted financial markets, while many in our communities experienced personal loss and hardship, and we have all been challenged to think differently about the health and safety of ourselves,

With resources constrained, Minnesota and other states competed with one another to secure supplies and PPE, facing issues with availability and fraud. C.H. Robinson joined Minnesota's task force and leveraged our scale and expertise to save Minnesota \$1M in logistics solutions in order to restore emergency medical supplies stock for local hospitals.

Our dedicated technology teams and Navisphere®, our robust logistics platform, allowed us to continue meeting the needs of our customers and contract carriers throughout the pandemic. The headwinds brought by the pandemic were strong but not insurmountable. We know that we will emerge as an even stronger company.

our families, our co-workers and our communities. At the onset of the pandemic, every North America C.H. Robinson office provided a safety kit for each employee that included a reusable mask, hand sanitizer, a thermometer, and a "no touch" sanitary key. We also increased pay for our warehouse workers.

We know that our business is more than a place of work, it is often the source of financial stability for many of our employees' families—that's why we approached our pandemic response with thoughtful decisiveness and the goal of ensuring employees had timely and clear information about our next steps.

As we responded to the pandemic, our management teams relied on enterprise scenario planning and our core pillars to make decisions. We took steps to reduce costs, including eliminating non-essential travel, temporary salary reductions for company executive officers, temporary reductions in cash retainers for board members, and accelerating the use of paid time off.

## Our communities

As the world came together to face the challenges of COVID-19, we pledged \$250,000 from the C.H. Robinson Foundation to support those impacted. During the initial outbreak in the Wuhan province, an initial gift was given to support response efforts in that region. As the pandemic spread, additional gifts were given to support the driver community, as well as hunger relief efforts around the globe.



# Social Justice and Racial Equity

The tragic death of George Floyd on May 25, 2020, in Minneapolis—the backyard of C.H. Robinson’s global headquarters—had a profound impact on our local community and a ripple effect around the world. While certainly not the first tragic or senseless death of a Black person in America, including those of Breonna Taylor and Ahmaud Arbery earlier that year, Mr. Floyd’s death renewed calls for action to address racial inequities across the globe. How C.H. Robinson responded:

- Shared messages of solidarity with our employees and the broader community
- Held employee listening sessions with our Chief Executive Officer, Bob Biesterfeld
- Highlighted mental health resources for employees
- Created support resources for managers to help them engage in difficult conversations
- Joined 80 Minnesota based companies to create a coalition to address and eliminate racial disparities in Minnesota and create a just and prosperous environment for Black Minnesotans
- Provided financial support to the Center for Economic Inclusion, Minneapolis Rapid Response Coalition, NAACP Legal Defense and Education Fund, Northside Achievement Zone, Northside Funders Coalition Urban League, and the YWCA

Like so many, the shock and pain following Mr. Floyd’s death led to deeper reflection on our own actions. While diversity and inclusion (D&I) has been a focus for C.H. Robinson for many years, we recognized the need to do more. First, we took the time to listen and understand where we could take immediate action. From there, we established new commitments to accelerate our D&I efforts within C.H. Robinson and our communities.

Real, lasting change requires long-term impact. We are committed to taking an active role in driving progress and are accelerating our D&I work in the following areas:

## Talent attraction and retention

Hiring and retaining a diverse workforce that represents the communities where we live and work

## Culture and engagement

Fostering a culture of inclusivity and belonging where all employees feel valued and empowered to share their diverse experiences

## Leadership and development

Building high-performing, diverse leadership teams that continue to drive changes throughout our organization

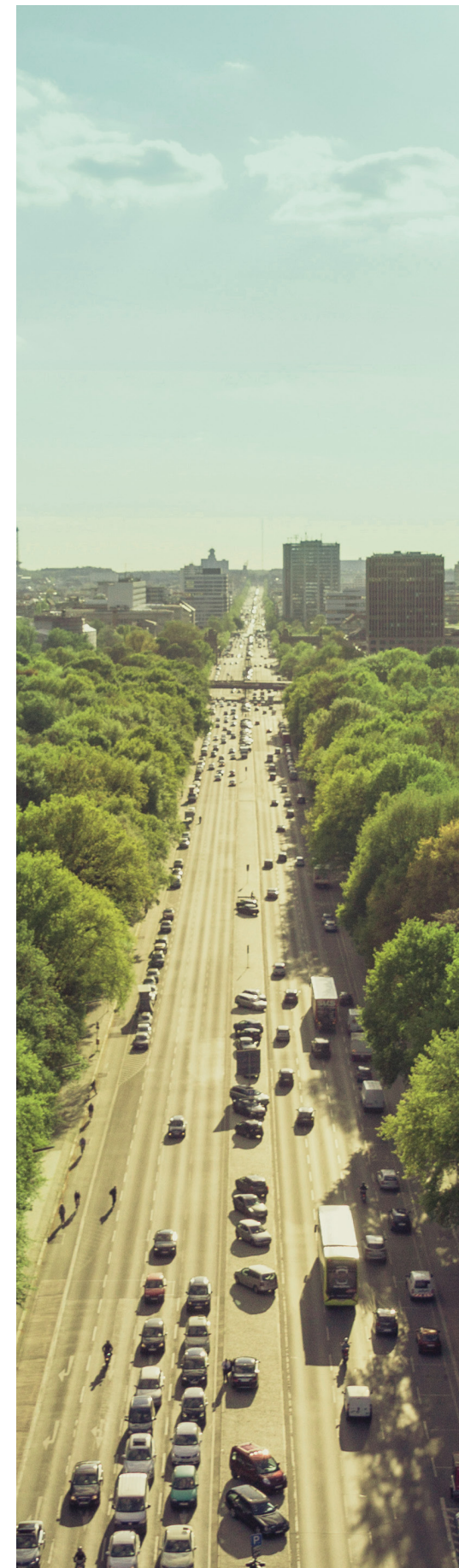
## Community and business partnerships

Investing in business and community partnerships that remove barriers and support social justice efforts

## Measurement and accountability

Holding ourselves accountable and ensuring responsibility at all levels for the success of this work

To learn more about the specific actions in each of these areas, see [p. 20](#).



# ESG at C.H. Robinson

As one of the world’s largest, most connected logistics platforms, C.H. Robinson brings together the people and products that drive the world’s economy. With more than 115 years in our legacy, we have witnessed the shared value that a strong ESG approach brings. In addition to creating visibility to opportunities that create value for our customers, it also creates a competitive advantage in today’s rapidly evolving transportation marketplace. It is why we have made our ESG efforts a critical component of our enterprise strategy.

Inspired by this mindset, we have integrated ESG into our strongest oversight structures. ESG leadership begins with our chief human resources and ESG officer, a member of our senior leadership team, along with our vice president of ESG. Our CEO receives ESG updates on a quarterly basis. On at least an annual basis, the C.H. Robinson Board of Directors receives a comprehensive update on ESG work and conducts an in-depth review of ESG performance to provide guidance on future strategy.

Additionally, the C.H. Robinson Governance Committee is invested in the success of the company’s ESG work and understand the landscape is constantly changing; they receive additional updates and provide guidance on specific ESG issues at least annually.

For other information about our Corporate Governance structures and policies, please see [p. 24](#).

Learn more about the priority ESG topics identified in our materiality assessment on [p. 12](#).



# Our Value Chain

Core to understanding our sustainability program is understanding our flexible business model. As one of the world's largest and most connected logistics platforms, we arrange the transport of our customers' freight and support supply chain optimization through data services. Industry classifications often label us as a transportation company;

however, we are unique from traditional asset-owning transportation companies in that we leverage a global network of logistics solutions without an owned fleet. As part of our engagement on ESG topics, we focus on the issues related to this unique business model.



## Our recent commitments

[ParityPledge in Support of Women and People of Color](#)

[Business Roundtable Statement on the Purpose of a Corporation](#)

[CEO Action for Diversity & Inclusion](#)

[Time to Vote movement](#)

[COVID prevention time off](#)

# Stakeholder Engagement

At C.H. Robinson, we regularly engage with our stakeholders to identify priorities, gauge risks and opportunities, and help ensure responsible business practices. In 2020, we engaged with key stakeholder groups in a variety of ways.

 <h3>Employees</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li>Onboarding programs</li> <li>Trainings: Compliance and ethics, leadership development, role specific courses</li> <li>Employee Listening Strategy: Surveys, focus groups, feedback, listening sessions</li> <li>Bi-annual performance reviews and quarterly performance discussions</li> <li>Anonymous hotline</li> <li>Internal communications</li> </ul>	 <h3>Customers</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li>Customer surveys</li> <li><a href="#">C.H. Robinson Blog</a></li> <li>Emails and newsletters</li> <li>Quarterly business reviews</li> <li>Virtual and in-person logistics events, including trade shows, industry conferences, and summits</li> <li>Social media</li> <li>Webinars and <a href="#">videos</a></li> <li><a href="#">White papers</a></li> <li><a href="#">Case studies</a></li> <li><a href="#">Trade guides</a></li> </ul>	 <h3>Investors</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li>Annual shareholder meeting</li> <li>ESG engagement calls</li> <li>Ongoing shareholder meetings</li> <li><a href="#">Quarterly calls and webcasts</a></li> <li>Materiality interview</li> <li>Participation in investor conferences</li> <li><a href="#">Investor-facing website</a></li> <li><a href="#">SEC filings</a></li> </ul>
 <h3>Government &amp; Regulators</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li>Industry association involvement</li> <li>Industry events</li> <li><a href="#">C.H. Robinson Blog</a></li> <li>EPA SmartWay® partnership</li> <li>Regulatory agency outreach</li> <li>Office visits with U.S. Senators and Representatives</li> </ul>	 <h3>Suppliers, Contract Carriers &amp; Growers</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li>Trade shows</li> <li>Industry conferences</li> <li>Logistics summits</li> <li>Carrier Advantage® dashboard</li> <li><a href="#">Online resources</a></li> <li>Emails</li> <li>Social media</li> <li>Carrier surveys</li> <li><a href="#">C.H. Robinson Blog</a></li> </ul>	 <h3>Community</h3> <h4>Engagement Activities</h4> <ul style="list-style-type: none"> <li><a href="#">C.H. Robinson Foundation</a></li> <li>Employee volunteerism</li> <li>Employee giving and volunteer match program</li> <li>Annual grants program</li> <li>Strategic grantmaking</li> <li>Annual global giving campaign</li> <li>Corporate gifts</li> <li>Event sponsorships</li> <li>Employee and Contract Carrier Scholarship program</li> <li>Employee Hardship Fund</li> </ul>



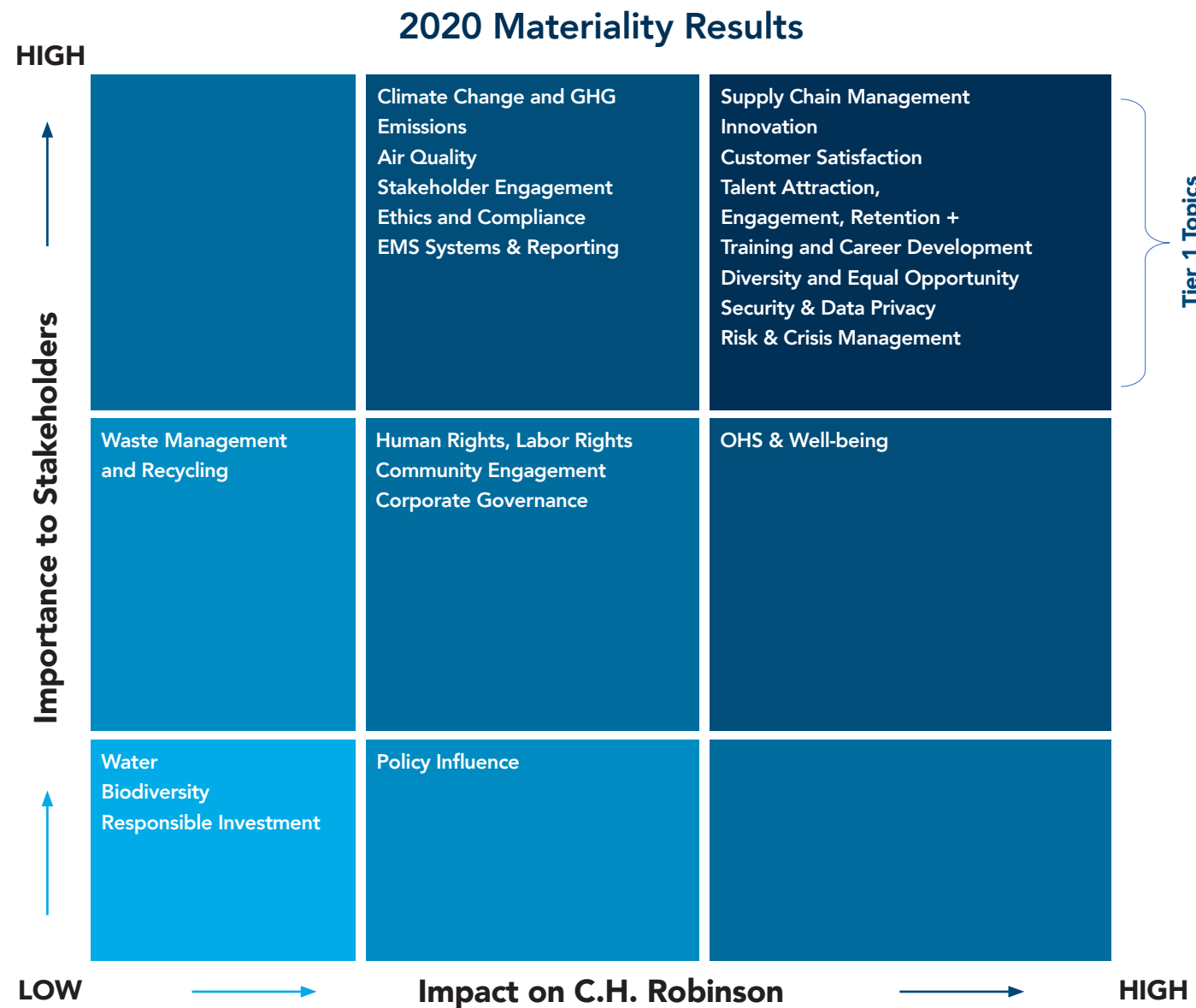
# Material Topics

In 2019, we conducted our first materiality assessment to determine the company's most critical ESG issues. These priority topics help drive ESG performance as we work to devote our efforts to manage these key areas. Topics that were both highly ranked by our stakeholders and had a strong impact on the long-term value of the business were prioritized.

A critical part of determining our material topics was leaning into diverse perspectives. To conduct this assessment, we

engaged with a wide range of internal and external stakeholders, and incorporated findings from feedback and research.

Our industry is constantly changing, and we believe it is important to continually monitor how change impacts our most critical ESG issues. In 2020, we refreshed our material topic positioning and made adjustments as indicated in the chart below. In 2021, we continue to evolve our enterprise ESG strategy and goals that act on our material topics.



# Environment

## Climate change

### How we manage

The climate crisis is one of the most pressing issues our world faces today. As an industry leader, we recognize our place as a change agent for progress. Our stakeholders agree, and indicated climate change, and environmental management systems (EMS) and reporting are high priorities for the long-term value of our organization.

Climate change is evaluated within our enterprise risk register. C.H. Robinson's internal audit team leads risk management for the company, which is reviewed on a quarterly basis and aligned to the risk factors reported annually in our Form 10-K. ESG issues and impacts of climate change, its consequences, and opportunities are included in this process, including the impact severe weather events could have on our general operations, the transportation industry, and our fresh produce sourcing.

Our CFO works closely with our CEO, chief legal officer, and chief human resources and ESG officer to review climate-related issues as they arise. They provide feedback on recommended actions and give final approval regarding which actions are brought to the Board. In addition to regularly scheduled updates to the C.H. Robinson Board of Directors, we add time to review climate-related topics if they arise outside of the scheduled time. See [p. 9](#) for more on ESG governance or [p. 24](#) for enterprise governance and compliance.

### How we engage

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

Since 2005, we have been a part of the [U.S. Environmental Protection Agency \(EPA\) SmartWay program](#), which helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. The program is a voluntary partnership between various freight industry sectors and the EPA. It establishes incentives for fuel efficiency improvements and greenhouse gas (GHG) emission reductions.

In 2020, we became an accredited partner of the [Smart Freight Centre \(SFC\)](#), a global non-profit organization dedicated to sustainable freight. Customer emissions reporting is aligned with the SFC's Global Logistics Emissions Council (GLEC) framework, the only globally recognized methodology for harmonized calculation and reporting of the logistics GHG footprint across the multi-modal supply chain.

Finally, to advance sustainability efforts within the transportation industry, C.H. Robinson collaborated with the [Massachusetts Institute of Technology Center for Transportation and Logistics \(MIT-CTL\)](#) to develop new research that supports more accurate less than truckload (LTL) emission calculations. The white paper for this original research can be found [here](#). C.H. Robinson collaborated with the EPA to test and further improve the methodology and receive SmartWay's endorsement for this approach.

### Looking ahead

Our customer surveys reveal sustainability issues were the second highest concern after capacity. At the core of achieving sustainability is the ability to solve some of supply chains' toughest issues. We believe our investment in technology and innovation is the key to create unique, scalable solutions that help our customers achieve their goals while making advancements in climate change.

### Related links

- [Governance Charter](#)
- [Annual Report and Form 10-K](#)
- [ESG at C.H. Robinson](#)



## EMS systems and reporting

### How we manage

As part of our commitment to mitigating the impacts of climate change and reducing our emissions, we are beginning to integrate environmental considerations into our management processes, from the furniture we use to the commercial real estate leases we execute.

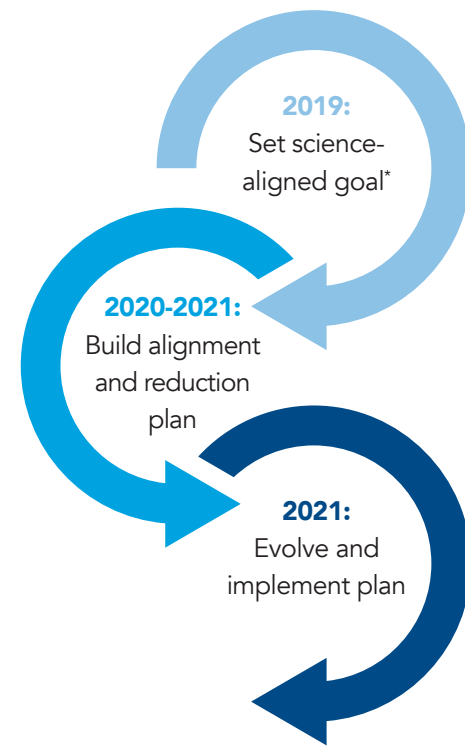
In 2019, we began conducting our first annual GHG inventory for our Scope 1 and Scope 2 emissions. Our initial assessment yielded critical data about our energy usage hot spots. In the past year, we began a more centralized approach to facility management and began adjusting our footprint. As our real estate footprint continues to evolve to meet business needs in a post-COVID-19 pandemic workplace, our priority focus related to our emissions commitment will be on those assets that will have a long-term presence and impact within our real estate portfolio.

### How we engage

As part of our ongoing commitment to mitigating the effects of climate change, we are doing our part to support our enterprise, our industry and our stakeholders in the transition to a low-carbon economy. We set a science-aligned\* goal to reduce our emissions intensity 40% by 2025 and we have begun plans to develop a robust energy roadmap to support that target. In 2020, we purchased renewable energy credits (RECs) to offset all electricity used at our headquarter buildings in Eden Prairie, MN.

Each of the facilities within our global footprint is unique and requires ongoing collaboration with site contacts to understand limitations and opportunities. We conduct an annual GHG inventory through the boundary of operational control and our calculations follow the GHG Protocol. We regularly engage and report our environmental data through several channels, including the CDP Climate Change survey, EcoVadis, and our annual Sustainability Report, among others.

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



### Looking ahead

In 2021, we will use the perspective of different business functions and pilot proprietary technology for reporting initiatives to build an alignment plan to achieve our emissions reductions goal by 2025. We also plan to standardize expectations to deliver better visibility into efficiency opportunities.

In addition to our ongoing risk assessment and reporting process, we are evaluating the possibility of conducting climate modeling and additional risk assessments in the coming years. We will continue to conduct energy audits and identify opportunities for energy conservation at our largest owned and operated facilities, assess the feasibility of onsite renewable energy use, engage with offset projects, and continue to responsibly leverage RECs.

### Related links

- [CDP website](#)
- [EcoVadis website](#)



C.H. Robinson's global suite of services supports growing interest in and expectation of measuring environmental impacts from customers seeking to improve efficiencies and measure the environmental impact of their supply chains. Our scope and scale provide unique insight into a customer's footprint, leading to efficient solutions such as load and mode optimization strategies, enhanced utilization of transportation equipment, reduced empty miles, and lowered supply chain emissions.



C.H. Robinson's sustainability services help customers better understand and reduce their own emissions footprint. Through reporting and analytics, we provide customers with visibility to their emissions from transportation, year-over-year changes, and opportunities for reduction. Our analysis identifies opportunities for carbon reduction throughout a company's supply chain. These services help customers advance their sustainability initiatives and allow C.H. Robinson to make a positive impact on the planet beyond our own operations.



# Social

## Customer Experience

### How we manage

We put the customer at the center of everything we do—listening, understanding their needs, and helping them solve their most complex logistics challenges. Our customer experience team is responsible for gauging overall customer satisfaction with our services, people, and technology, as well as providing organizational visibility to feedback, ensuring appropriate responses and action.

We train customer- and contract carrier-facing employees on our systems to provide the best support and properly manage feedback, both positive and negative. We also offer customers and carriers 24/7 support through our afterhours support center.

This year, we made headway on numerous initiatives. As part of our efforts to expand the breadth of the feedback we receive, we translated customer surveys into regional languages in global markets. We also worked to identify additional customer listening touchpoints. We integrated feedback into technology tools built for customers and contract carriers, and route that feedback in real time to our technology team as they develop improvements for these tools. This helps us continue to build industry-leading technology.

### How we engage

To understand our customers' needs, we engage with them using Voice of the Customer surveys. Even with 90%+ answering positively on continuing to do business with us, we continue to improve our customers' experiences. Senior leaders have real-time visibility to all feedback and receive quarterly reports. And as of 2019, our internal customer satisfaction goals are linked to compensation.

During the height of the pandemic, we maintained close contact with our customers, conducting a pulse check to learn about the difficulties they faced in keeping their businesses running. The pandemic exacerbated needs across the world—to consumers, this initially looked like empty grocery store shelves, limited medical supplies, and a slower pace of delivery. But, even in the face of increasing complexity and heightened pressures on supply chains, we fulfilled our customers' needs and strengthened our relationships.

### Looking ahead

We apply a model of continuous improvement to each of our relationships, regardless of positive performance. All customers—including those who don't provide feedback—receive an account action plan. It demonstrates our dedication to exceeding expectations and raising the bar for ourselves.

As we look ahead, we see important opportunities to continue to improve the customer experience. We will identify additional digital touchpoints that can provide critical information about those experiences. Adding efficiencies to the process through automation that allow our people the time and capacity to serve our customers better is also a high priority. We plan to seek the "missing voices" in our feedback process—namely, individuals who have an experience with us but often play a different role than the typical decision-maker. We value new and different perspectives and believe these "missing voices" are critical to the evolution of our work.

### Related links

- [C.H. Robinson Blog](#)

## Our People: Talent Attraction, Retention, and Development

### How we manage

At C.H. Robinson, our people drive our success. Our chief human resources and ESG officer is responsible for leading the company's global talent, ESG, D&I, and community engagement strategies. Our goal is to attract and retain the right talent and engage every employee with meaningful work. We want our employees to feel they belong here and are proud to work at C.H. Robinson, surrounded by colleagues and leaders who respect their ideas and recognize their achievements.

In 2020, we restructured our human resources team to be more agile and work in new and innovative ways to better serve our business and be able to deliver on our broader talent strategies.

Our innovative talent strategies support the development and empowerment of our approximately 15,000 people around the world, enabling the success of our customers and contract carriers to help drive our growth strategy. Our talent strategy is focused on the following pillars:

**Right talent:** Enable successful business transformation by acquiring, developing, and aligning the right talent for the future—including strong leadership strategies and diverse teams

**People experience:** Empower employees to succeed by providing a modern, engaging, and inclusive employee experience

**Performance and rewards:** Strengthen our culture of performance and employee well-being by providing flexible and competitive rewards and benefits

**HR excellence and innovation:** Drive effective and efficient global service delivery aligned to business priorities, flexible to changing needs, and provides innovative solutions that contribute to C.H. Robinson's growth

These pillars are driven forward through strategic initiatives that will help work toward three talent goalposts—**enable successful business transformation, empower employees to succeed, and strengthen our culture of high performance and employee well-being.** Underpinning all our work is our commitment to leveraging data to make informed decisions and measure the impact of our efforts.

### How we engage

Even with the backdrop of a worldwide pandemic, we made headway on numerous efforts within our talent strategies. Last year, our areas of focus were enhancing our leadership strategy, further integrating diversity and inclusion (D&I) across our talent strategies, supporting our people through the COVID-19 pandemic, and launching human capital management (HCM) software.

**Leadership development:** We are creating a systematic and intentional approach that develops leaders through clear expectations. This work supports our strategic priorities and our goal to develop diverse, high-performing leaders for today and tomorrow—those who empower teams to deliver exceptional results. We work to provide a path for advancement, including ongoing training and development programs, that helps develop high-performing leaders.

**Diversity and inclusion:** We strive to create a culture of belonging, core to our values, that embraces the unique experiences and diverse backgrounds of our people to create a stronger, more innovative, and successful team. This commitment is demonstrated by integrating D&I initiatives into our talent strategies and across our business. For more information, see [p. 20](#).

**Workplace of the future:** We are committed to building a flexible workplace that strengthens and promotes our company culture and talent brand. By prioritizing the health, wellness, and individual needs of our people, as well as offering space—both in-person and through technology—for collaboration and connection, we will emerge stronger. Our workplace of the future will be designed to balance flexibility, drive collaboration, and transform performance management. For more information on our response to the COVID-19 pandemic, see [p. 6](#).

**Launch of new Human Capital Management (HCM) software:** We launched a global HCM platform that provides one source of truth for employee data and consistent human resources processes. The system streamlines many existing processes, including onboarding, compensation, performance management, and more, improving employee experience and access to information.



In addition to our focused initiative work, we do daily work to support our people from their initial application and through their entire career—listening to them and understanding their goals along the way. After joining the C.H. Robinson team, employees take part in the ACCELERATOR onboarding program, which prepares them for success in their roles. The program is tailored to meet various needs by segmenting participants into “lanes” catered to employee experience level and role. In 2020, this program was expanded across the globe and moved to a virtual format to accommodate a remote work environment. Our human resource team is responsible for assessing our business objectives, creating and delivering new learning solutions, and measuring and evaluating their effectiveness. Through this process, we create role-specific content and skill development courses to help ensure employees can grow and thrive throughout their careers. We take pride in our commitment to the long-term personal and professional growth of our people and their advancement.

Listening to our employees is an important component of our human resources strategy and critical to our long-term success as an organization. We regularly ask for employee feedback and then action plan against that feedback to make C.H. Robinson an even better place to work. This year, we continued to build our employee listening strategy. We hosted focus groups as well as pulse and engagement surveys to continuously incorporate the voice of our employees into everything we do. Our employees’ engagement is a crucial part of our success and our 2020 engagement score was a favorable 81% globally. On top of our formal engagement and listening strategies, we have also added additional ways to stay in touch with leaders and employees through global town halls with our CEO and information and question and answer sessions for our people leaders.

We consistently provide feedback on development opportunities and recognition to help each person thrive. One way we do this is through our global performance management process. The process motivates employees and teams to perform to their highest ability through alignment of individual and company goals, frequent and clear communication and feedback, and a strong focus on employee development and growth. Having one standard performance review process helps ensure all employees are consistently assessed on both what they achieve (goals) and how they achieved it (competencies). In 2020, approximately 97 percent of our workforce received regular performance and career development reviews. Additionally, these processes enable manager-to-employee, employee-to-manager, and peer-to-peer feedback, helping establish a culture of transparency and communication.

### Looking ahead

As we look to the future, we are evolving our talent solutions to ensure that we not only have the right people in the right place, but that they are enabled to succeed from initial onboarding through every step of their career with us. Our future roadmap will give employees clear visibility to the numerous opportunities available for development and advancement, both inside and outside their current job function. This, coupled with developing the best organizational design and workplace experience, will help every employee feel confident they are doing meaningful work every day.

## C.H. Robinson offers a robust benefits and compensation package to qualifying employees, including but not limited to:

- Paid time off (PTO) and volunteer time off (VTO)
- Extended short-term disability leave, parental leave, and military leave support
- Expanded fertility services
- 401K match
- Employee Stock Purchase Plan (ESPP)
- Employee hardship fund
- Flexible work arrangements and accommodation program
- Time-off to vote

Find out more at:

<https://jobs.chrobinson.com/how-we-hire>



## Diversity & Inclusion

### How we manage

Our vision for D&I at C.H. Robinson is to create a culture of belonging that embraces the unique experiences and diverse backgrounds of our people to create a stronger, more innovative and successful team.

Our D&I efforts are led by our vice president of ESG, who reports to our chief human resources and ESG officer. Additionally, our CEO and Board of Directors have oversight on our D&I strategy and progress. While support and commitment for our D&I work starts at the top with our CEO and his senior leadership team, just as important is the support and commitment from all our employees across the globe in helping move this critical work forward. We continuously embed D&I across all aspects of our business and have several cross-functional teams actively working on diversity efforts across the company.

Our D&I strategy is core to our EDGE values and built around the following commitments:

- 1 Fostering a culture of inclusivity and belonging where all employees feel valued and empowered to share their diverse opinions
- 2 Building high-performing, diverse leadership teams across the business
- 3 Hiring and retaining a diverse workforce that represents the communities where we live and work
- 4 Investing in business and community partnerships that support our diversity and inclusion commitments
- 5 Holding ourselves accountable and ensuring we are all responsible for the success of this work

### How we engage

D&I is integrated across our business and is especially connected to our talent strategies, including how we recruit and hire, our benefits, company policies, and how we engage and develop our people.

In 2020, following a review of our recruitment and hiring processes, we identified areas for improvement around creating a more inclusive candidate experience and addressing potential unconscious biases. Based on this review, we created and integrated enhanced training and resources for recruiters and hiring managers. By signing on to the [Parity Pledge](#), we committed to interviewing a diverse slate of candidates for all top leadership roles. We also reviewed our campus relationships and engaged deeper with Historically Black Colleges and Universities (HBCUs) and the Minority Serving Institutions Program (MSIP), including sponsoring Thurgood Marshall College Fund events with plans for a continued, ongoing partnership.

Through education, training, and programming, we ensure employees understand the role they play in creating an inclusive environment and advancing the work. Last year, we launched inclusivity training for all employees around the world; and to ensure this learning is ongoing, additional trainings will be delivered throughout 2021. Additionally, D&I content is integrated into our onboarding and leadership development programs.

One way many employees engage in our D&I work is through our employee resource groups (ERGs). These groups offer an opportunity for employees to connect and provide input on D&I efforts specific to their group, while also engaging with others from around the world. In 2020 we celebrated months such as Women's History month, Pride and Hispanic Heritage Month. We currently have an average of 500 employees participating in each of the following ERGs: B.L.A.C.K ERG, Latinx ERG, Pride ERG, and Women's ERG. Our Women's ERG has chapters focused on women in sales and women in tech.

One of our D&I commitments is dedicated to investing in our business and community partnerships. Last year, the C.H. Robinson Foundation gave \$500,000 specifically to organizations addressing social justice and community rebuild efforts nationally and in the Minnesota Twin Cities area. This investment is part of a commitment to long-term

partnerships, as well as additional giving to new nonprofits that serve communities of color and support those from various dimensions of diversity. Our Australian operations are continuing to work through their Reconciliation Action Plan. This is a series of documents that support our commitment to strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-indigenous peoples, for the benefit of all Australians. Additionally, we support organizations that work to diversify the talent pipeline in our communities and industry. In 2020, we committed to starting an internal supplier diversity program. While we have long supported our customers' efforts in this space, we will now be focusing on our own diverse supplier spend.

Finally, we are intentional in our efforts and hold ourselves accountable for this work by measuring our progress. We created enterprise-wide goals in 2020 and tracked metrics and progress against these goals throughout the year. We

also shared some of our D&I metrics externally for the first time. Finally, D&I has been added as a part of our senior leadership team's performance reviews.

### Looking ahead

We are proud of our work from 2020, but know we are on a journey—so there is still important work to do. We will continue advancing the work in our focus areas, refining our goals and integrating them deeper into the business. This includes providing increased transparency of our D&I work and creating additional accountability for leaders. In the coming years, our focus will also include leadership development and succession work, talent attraction strategies and hiring processes, additional education opportunities with an emphasis on people leaders, increased engagement with employees through listening sessions, expansion of our ERGs, and formalizing our supplier diversity program.

## 2020 D&I Advancements

Culture, Engagement and Leadership	Talent Acquisition	Measurement and Accountability	Community & Business Partnerships
Launched four Employee Resource Groups (Black, Latinx, Women, and Pride)	Reviewed recruitment and hiring process to ensure inclusive candidate experience and address potential unconscious biases	Established enterprise D&I goals	Donated \$500,000 in 2020 to organizations working on social justice and racial equity issues, with intent for long-term partnerships
Hosted CEO listening sessions with employees	Enhanced recruiter and hiring manager trainings on diverse hiring	Integrated D&I into leaders' goals and performance reviews	Established foundations for internal supplier diversity program
Rolled out inclusivity training across the globe	Signed Parity Pledge to ensure diverse candidate slates for leadership roles	Created Global Diversity Council with leader representation to help direct strategy and integrate work across the business	Added volunteer time off benefit for employees to give back and engage with communities
Aligned with McKinsey Black Leadership Academy for pilot session	Sponsored Thurgood Marshall College Fund event with plans for future partnership		Increased support of organizations working to diversify talent pipelines in our communities and industry



# Innovation

## How we manage

We are committed to continuous innovation that drives smarter solutions for today's toughest logistics problems. Our people are unmatched industry experts, and we believe innovative technology enables them to do their best work. We believe our technology and innovations are competitive differentiators in the marketplace.

We measure success by whether our solutions enable the betterment of our business as well as the businesses of our customers and contract carriers. Our reporting structure reflects that value-driven approach. Our innovation and technology teams are aligned with business divisions. Technology teams report to the chief technology officer, who reports to the CEO, while some innovation teams report to the divisional presidents who report to the CEO. The Board receives regular updates each quarter and our technology teams spend time with Board members regarding innovation trends on the horizon.

Our technology teams collaborate closely with business teams to prioritize efforts that will yield the best outcome for our investments. Last year, our ability to prioritize and align resources to our most critical projects ensured we were able to continue to achieve innovation and technology goals, despite challenges from the pandemic. We identify success metrics and organize ourselves for maximum impact. As innovative solutions develop across our business, we proactively scale solutions across our customer and carrier networks, compounding efficiencies.



## How we engage

In 2019, we committed to investing \$1 billion (USD) dollars over five years toward innovation, advanced technologies, and talent to shape the future of the logistics ecosystem. This investment helps us reinvent how we work and embrace the digital economy in new ways. We also created the North American Surface Transportation transformation office (TO) to concentrate resources, reinvigorate our workflows, and create solutions that exceed the expectations of the marketplace. The TO accelerates the achievement of our goals through a value stream structure that drives the roadmap to core objectives. As these objectives are realized, the TO evolves the value streams to align with current strategy, allowing for continuous innovation and development.

In 2020, we launched Robinson Labs™, an innovation incubator that works hand-in-hand with our technology team of more than 1,000 data scientists, engineers, and developers to develop new technologies and bring them to scale. Our logistics experts and innovation teams collaborate with customers and contract carriers to create configurable solutions for ongoing challenges. One of the first technologies to emerge from our Robinson Labs is Procure IQ™, which helps customers find the best procurement strategies for their shipping lanes. We continue to advance efforts related to predicting estimated time of arrivals (ETAs), reducing empty miles for carriers, and offering insights to carbon footprints.



Tech is no longer just about “the IT department.” Our technology teams build highly secure, reliable, scalable, and innovative solutions that drive business process improvements and customer success across the globe. We have data scientists working across business units, thinking about new ways to get work done and solve complex problems. Working with the technology team, these data scientists can bring solutions to life.

In an era of digitalization, it is critical for us to focus on two areas: 1.) enhance how we connect with our customers and contract carriers and 2.) digitize processes internally by eliminating steps or providing new tools to help our employees be more efficient, as well as focus efforts on strategic work and problem solving. While digitalization is tied closely to technology, we believe the core of digitalization is about people—using the right tools to help everyone achieve more.

Digital connectivity at C.H. Robinson means accelerating digital connections with our customers, contract carriers to provide greater flexibility and efficiencies across all parties involved and in the global supply chain. Through this connectivity, we deliver on our vision to ensure Navisphere®, our proprietary technology platform, stays “the most digitally connected supply chain technology platform on the planet.”

## Looking ahead

Our solutions focus on customer delivery and satisfaction to help us remain one of the largest and most powerful logistics platforms in the world. We continue to grow our number of digital connections with enterprise resource planning systems (ERPs), transportation management systems (TMS), and third party platforms, to operate where the customers are, while also increasing the depth and breadth of our digital connections with customers.

We continue to modernize our capabilities to have near-zero downtime, the ability to scale to billions of transactions, and increase speed to value for our business. We also continue to consolidate data and analytics strategies to create a comprehensive solution that will accelerate insight to our data, identify opportunities to increase value for customers, and drive digitalization and frictionless transactions.

The COVID-19 pandemic placed pressure on global supply chains around the world. It became clear to all stakeholders that achieving sustainability meant building agility and resiliency within our supply chain networks. We will continue to innovate to enable dynamic supply chains that can flex with an ever-evolving and volatile transportation market.



# Governance

## Ethics and compliance

### How we manage

Every employee is responsible for upholding the company's values starting from the first day they join the Robinson team. Our responsible approach and strong ethics have guided us for decades as we served customers, innovated for change, and grew the business. It is an unyielding anchor at the core of our business, one that sustains us as we evolve.

A strong tone at the top has set the standard for our organization. Our 10-member Board of Directors is chaired by independent board member, Scott P. Anderson. Our Board is accountable for ensuring responsible governance and setting the strategic path forward for C.H. Robinson. The Board of Directors has oversight of ESG strategy and performance, and board committees also engage on ESG topics on the scope of their charters regularly.

It is crucial that our customers, contract carriers, vendors, and shareholders feel confident doing business with us. We have robust structures to help ensure compliance and safeguard against unethical behavior. Our chief legal officer is responsible for all global ethics and compliance protocols, training, and related matters, including an internal annual review that integrates stakeholder input, as well as addresses new regulations. A quarterly compliance committee meeting provides an open forum to review and discuss employee concerns; key findings are elevated to the Board of Directors 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.

### How we engage

We aim to have our activities comply with, if not exceed, industry standards. All employees undergo internal training to help ensure full alignment with our policies and expectations. At the time of hire, and subsequently every three years, employees participate in our global Code of Ethics training, which is reviewed annually and updated as appropriate. Translated into multiple regional languages, the Code of Ethics covers numerous topics, including our global privacy policy, record retention, anti-bribery, anti-corruption, and procurement policies, among others.



### Quick Facts About our Board

- One-tier, 10-member Board of Directors
- 9 members are independent, as is the Chairman and all of the committee members
- Board candidates are selected with consideration for diversity, as directed by the Governance Committee
- Board membership includes 3 women, including one that serves as committee chair

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:

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

### Looking ahead

We continually review our policies and procedures to protect the integrity of our organization. As our platform evolves, we will ensure we have the appropriate control measures in place and conduct compliance reviews as appropriate.

### Related links

- [Board of Directors](#)
- [Global Code of Ethics](#)
- [Annual Report and Form 10-K](#)
- [Proxy Statement](#)

## Risk and crisis management

### How we manage

The C.H. Robinson internal audit team facilitates the enterprise risk management (ERM) program, reporting up through our audit committee and chief financial officer (CFO). A significant factor of the ERM framework is the underlying risk assessment process, which formulates an in-depth understanding of the company's risk universe. ESG topics related to the business and our stakeholders are included in the scope of risks and the risk assessment process. By further classifying the risk universe into a formal risk register, the organization can prioritize risks based on impact and likelihood. Emerging risks are also captured in the ERM program and allow the organization to understand current and future exposure. Once the risk register support is gathered, business leaders align on the risk placement and risk tolerance followed by our senior leadership team and the audit committee.

In 2020, we took significant steps to advance our ERM program. Included in the advancement was identifying formal risk owners, defining responsibilities, and creating a formal ERM methodology to assess each high and emerging risk based on impact, likelihood, vulnerability, and the speed of onset. We work with risk owners to gather detailed support as a foundation for each risk, have current procedures in place to mitigate risk exposure, and proposed treatment plans for further mitigation.

### How we engage

Our risk assessment process has historically been conducted on an annual basis. With the continued advancement of the ERM program, there will be more frequent touchpoints with risk owners to ensure changes in the risk environment are captured and communicated in a timely manner. The increased frequency will allow further integration into the business and help keep risk at the forefront of decision-making. To achieve this, we engage numerous stakeholders across all shared services, including legal, human resources, government affairs, technology, privacy, and others, to ensure our audit is comprehensive.

## Looking ahead

As we evolve our program, the ESG team will continue to strengthen our collaboration with the internal audit team. In addition to our ongoing risk assessment and reporting process, we are evaluating the possibility of conducting climate modeling and additional risk assessments in the coming years.

We are developing our capabilities internally, building the muscle to actively advance climate-related issues. In addition to engaging with the CDP Climate Change survey, which is aligned with the TCFD, we are finding ways to build resiliency strongholds for our business, our industry, and the planet.

### Related links

- [Annual Report and Form 10-K](#)
- [CDP Response](#)



# Supply chain management

The C.H. Robinson approach to supply chain management is unique to our business model. As a global logistics platform, we contract with carriers to arrange the transport of our customers' freight. In addition to logistics services, we source, market, and promote the sale of fresh produce through a network of independent produce growers and food retailers and foodservice providers for our Robinson Fresh® business. These stakeholders are key drivers of our business model. Additionally, but separately, we contract with vendors that support the normal course of business, including our offices and operations. We consider these varying purposes in our approach to supply chain management.

## Contract Carriers and Growers

### How we manage

With more than 73,000 active contract carriers and with our network of Robinson Fresh growers, our suppliers are among the most critical of our stakeholders. They have been at the core of our business for over 115 years, dependably delivering value to our customers and bolstering the world's largest supply chain network.

While we do not employ the people directly involved with the delivery of our customers' freight, we continually work to manage our contracted relationships to ensure both our customers and suppliers are satisfied. In addition to the benefits we provide through our Carrier Advantage® Program, we have a policy of contracted motor carrier invoice payment upon receipt of proof of delivery in accordance with our standard payment terms. Motor carriers that would like faster payment can receive expedited payment upon receipt of proof of delivery in exchange for a discount, along with offering in trip cash advances. Simply put, contract carriers do not endure long wait times to receive payment once a transaction is fulfilled—this is a significant benefit to them.

Within our Robinson Fresh® sourcing business, our commitments to customers are dependent on successful sourcing. To ensure a stable supply of fresh produce, we occasionally make monetary advances to growers to finance their operations. Repayment of these advances is not dependent upon the growers' ability to grow and harvest marketable crops. The produce used with our third-party licensed and in-house proprietary brands is sourced through a preferred grower network to ensure we deliver the freshest produce year-round. We have also instituted quality assurance and monitoring procedures with each of our preferred growers. We work closely with our growers to innovate, delivering new products, more sustainable packaging, and the most efficient transportation and supply chain management solutions.



From field to the store, we have launched initiatives promoting sustainability with our customers in mind. Our sustainability work falls into 3 primary sustainable workstream pillars.

- 1 Product**  
Reducing food waste
- 2 Packaging**  
Improving sustainable produce packaging
- 3 Path to purchase**  
Eliminating empty miles and carbon emissions





## How we engage

Internally, we also consider it a high priority to engage our internal audit and privacy functions to ensure we implement best practices for our supply chain. Ensuring these frameworks are in place allows us to continue to be the most agile and flexible logistics platform to date.

We hold our suppliers and business collaborators to state and federal standards, as well as our internal Code of Ethics. Robinson Fresh growers also comply with the Global Supplier Code of Conduct. Additionally, C.H. Robinson requires strict compliance with applicable laws and regulations, as well as industry leading contractual requirements related to the services or products provided. Finally, we operate an anonymous hotline to allow employees, contractors, and other third-party workers to report complaints or vendor issues.

## Looking ahead

At C.H. Robinson, we believe the biggest differentiator for our business is the pairing of people and technology. As most of our contract carriers are small business owners, with five assets or less—it is important we continue to use our technology capabilities to support them as the largest segment of our supply chain network. We want to give contract carriers the most opportunities to move freight and give our customers the widest array of options for moving their freight. Each load, route, and customer is unique; our goal is to ensure each end of the transaction is fulfilled to the satisfaction of both contract carriers and customers. We will continue to make investments in this area.

### Related links

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

## Business Suppliers

### How we manage

C.H. Robinson is committed to developing a supply base that reflects our communities and our people. Our procurement program is built to support strategic business objectives, including diversity. To meet this objective, our global procurement policy mandates the consideration of diversity within the selection process. We believe fulfilling this commitment helps drive value creation for our business, and we have integrated this focus throughout our procurement process.

For information about our broader diversity and inclusion efforts, see [p. 20](#).

### How we engage

We continue to contract vendor relationships of all sizes and durations, and we encourage diverse vendors to participate in our procurement process, including BIPOC-, women-, veteran-, LGBTQ+- and disability-owned businesses. These efforts ensure we access solutions that are not only cost-effective, but innovative.

Our commitment to innovation is an important advancement that will help us leverage our supplier base to better optimize supplier engagements, resulting in stronger relationships, improved efficiencies, and fewer redundancies. And, we are increasingly connected to our privacy, security, and internal audit functions to ensure good data stewardship so our suppliers' trust in us is well-placed.

### Looking ahead

In 2021, we plan to establish a baseline for diverse spend and create a reporting system allowing us to track awards to diverse vendors within sourcing events. Next steps will include establishing a playbook for our supplier diversity program and implement goals in line with our broader ESG strategy.

### Related links

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

## Global Data Privacy

### How we manage

Personal information must be managed in accordance with C.H. Robinson policies, our global obligations, and applicable laws. Our global data privacy program aligns closely with our global cybersecurity team regarding the management of a framework that represents a harmonized set of privacy and data protection controls, encompassing our global and regional obligations to personal information. The director of our global data privacy program reports to our chief legal officer and aligns closely with regional counsel in North and South America, Asia, and Europe.

### How we engage

All C.H. Robinson employees who process personal information must comply with privacy policies and processes designed to achieve compliance. This includes reading and acknowledging our Code of Ethics, which contains our global data privacy policy and other policies that outline expectations on how personal information must be managed. Employees complete annual information protection and privacy training that supports the Code of Ethics and guides employees on their roles and responsibilities to collect, protect, use, and manage the personal information entrusted to them.

Our global data privacy program extends across our business and shared service organizations to embed privacy by design principles within our operations and in alignment and coordination with our information security program. This is done through both active data protection impact/privacy impact assessment (DPIA/PIA) engagements with business and technical partners, as well as through structured privacy by design checklists embedded into technical and business process development. Technical teams participate in regular and ongoing workshops that support security and privacy by design initiatives.

Ongoing compliance audits and risks identified during DPIA/PIA activities inform risk management processes and engagement from senior leaders, as well as visibility to the audit committee through internal audit processes on privacy risks.

### Looking ahead

We will continue implementing our privacy roadmap and engage across the organization to enable and support a strong privacy-aware culture in support of C.H. Robinson's growth initiatives.

### Related links

- [Global Privacy Notice](#)





## Cybersecurity

### How we manage

As we further our platform's global reach and the threat landscape evolves, data security and privacy remain a critical priority. Our global cybersecurity team reports to our chief technology officer. Together, they are responsible for network security, engineering processes, and business continuity. They partner with leaders from all our global regions to align strategic goals with our business priorities.

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. However, we go beyond compliance by working with employees and teams across the globe to ensure security and privacy principles are integrated into the way we all do business every day. Please see [p. 29](#) for information about our global data privacy program.

To help our people understand their accountabilities in these areas, all employees undergo training on compliance, privacy,



and security at the time of hire as well as an annual, ongoing basis. Program performance is part of a key metric reported to and monitored by senior leadership and the Board of Directors on a quarterly basis. We also ask stakeholders to complete a data processing intake, which allows legal, security, and privacy teams to conduct due diligence review on the scope of business activity and manage risk and compliance while supporting the advancement of new initiatives. And, as incidents arise within the course of standard operations, we have built in escalation paths with dedicated leaders and legal partners.

We have a harmonized set of controls that integrates guidance from the EU's General Data Protection Regulation (GDPR) and alignment with the U.S. National Institute of Standards and Technology's (NIST) framework. In addition, we submit to independent assessments by external parties, including System and Organization Controls (SOC) 2 Type 2 audit, to ensure all safeguards function as they should.

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

### How we engage

In 2020, we strengthened our procurement efforts to enable a more holistic and integrated approach to privacy and security. We also conducted a program maturity assessment against the NIST Cybersecurity Framework (CSF) and scored across domains to identify, analyze, and enhance cybersecurity capabilities. The process reviewed over 30 policies and procedures, included multiple stakeholder interviews, and resulted in an analysis and multi-year roadmap.

### Looking ahead

In the future, we will continue to refine and align our control framework to ensure our program continues to integrate the best guidance available. Finally, we will continue to see the evolution and maturation of our overall governance and program.



### Additional information

[C.H. Robinson Investor Relations](#)  
[2020 Proxy Statement](#)  
[2020 Annual Report and Form 10-K](#)  
[Global Code of Ethics](#)  
[Global Privacy Notice](#)



# Appendix

TCFD	SASB	Disclosure Topic	Metric	Note(s)
X		Governance	Disclose the organization's governance around climate-related risks and opportunities.	<b>ESG at C.H. Robinson Our Value Chain Governance</b> 2020 CDP Climate Change Response, questions C1.1-C1.3 (cdp.net)
X		Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	<b>ESG at C.H. Robinson Our Value Chain Material Topics</b> 2020 CDP Climate Change Response, questions C2.1-C2.2a (cdp.net)
X		Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	<b>Risk and Crisis Management</b> 2020 CDP Climate Change Response, questions C2.3-C3.1f (cdp.net)
X	X	Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Data provided below and on <a href="#">p. 34</a> .
TCFD	SASB	Disclosure Topic	Metric	Note(s)
	X	Greenhouse Gas Emissions	Gross global Scope 1 emissions	XXXX MTCO2e For additional information review the company's CDP response questions C6.1
	X		Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	In 2019, we conducted an initial inventory of our Scope 1 and 2 emissions within our operational control. Subsequently, we set a science-aligned goal to reduce our emissions intensity 40% by 2025, using a 2018 baseline. We have taken steps to identify "hot spots" within our footprint and create a roadmap to achieve our goal. In coming years, we will continue to conduct energy audits and identify opportunities for energy conservation at our largest owned and operated facilities, assess the feasibility of onsite renewable energy use, engage with offset projects, and continue to responsibly leverage RECs.  For additional information review the company's CDP response questions C4.1-C7.3C.
	X		Fuel consumed by: (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	ERM TR-AF-110a.3
	X	Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	ERM TR-AF-120a.1
	X	Labor Practices	Percentage of drivers classified as independent contractors	100% TR-AF-310a.1
	X		Total amount of monetary losses as a result of legal proceedings associated with labor law violations	C.H. Robinson does not currently report this metric but will continue to evaluate in the future. TR-AF-310a.2
	X	Employee Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	(1) .22 (2a) 0 (2b) 0 TR-AF-320a.1

TCFD	SASB	Disclosure Topic	Metric	Note(s)
	X	Supply Chain Management	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	C.H. Robinson does not currently report this metric but will continue to evaluate in the future. TR-AF-430a.1
	X		Total greenhouse gas (GHG) footprint across transport modes	C.H. Robinson has reported Scope 1 and Scope 2 emissions within our operational control. In 2021, we launched Emissions IQ, the first self-serve tool in the industry that give our customers visibility into their Scope 3 emissions across all transportation modes globally. TR-AF-430a.2
	X	Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	As a non-asset based logistics platform, C.H. Robinson does not implement a SMS with our contract carriers or suppliers. TR-AF-540a.1
	X		Number of aviation accidents	0 TR-AF-540a.2
	X		Number of road accidents and incidents	C.H. Robinson does not currently report this metric but will continue to evaluate in the future. TR-AF-540a.3
	X		Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	As a non-asset based logistics platform, C.H. Robinson does not implement a SMS with our contract carriers or suppliers. TR-AF-540a.4
	X	Activity Metric	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	C.H. Robinson does not currently report this metric but will continue to evaluate in the future. TR-AF-000.A
	X		Load factor for: (1) road transport and (2) air transport	C.H. Robinson does not currently report this metric but will continue to evaluate in the future. TR-AF-000.B
	X		(1) Number of employees (2) Number of truck drivers	(1) As of December 31, 2020, C.H. Robinson had a total of 14,888 employees. (2) As a non-asset global logistics platform, we contract with carriers to arrange the transport of our customers' freight. These stakeholders are key drivers of our business model but are not company employees. In 2020, we executed approximately 19 million shipments for more than approximately 105,000 customers with more than 73,000 contracted carriers. TR-AF-000.C



	Indicator	2016	2017	2018	2019	2020	
	Environment						
Climate change	GHG Scope 1 Emissions (MtCO <sub>2</sub> e)	—	—	2,834	2,168	2,045	
	GHG Scope 2 Location-Based Emissions (MtCO <sub>2</sub> e)	—	—	31,391	30,075	31,585	
	GHG Scope 2 Market-Based Emissions (MtCO <sub>2</sub> e)	—	—	—	22,980	25,751	
	Total Location-Based GHG Emissions (MtCO <sub>2</sub> e)	—	—	34,225	32,243	33,630	
	Total Market-Based GHG Emissions (MtCO <sub>2</sub> e)	—	—	—	25,148	27,796	
	GHG Scope 3 Emissions (MtCO <sub>2</sub> e)	—	—	—	—	—	
	Renewable Energy Credits	—	—	—	12,375	11,626	
	GHG emissions intensity (MtCO <sub>2</sub> e/USD Revenue)	—	—	0.000	0.000	0.00000207	
	Direct CO <sub>2</sub> Emissions (thousand MtCO <sub>2</sub> )	—	—	—	—	2.05	
	Indirect CO <sub>2</sub> Emissions (thousand MtCO <sub>2</sub> )	—	—	—	—	31.58	
	Total CO <sub>2</sub> Emissions (thousand MtCO <sub>2</sub> )	—	—	—	—	33.63	
	Direct HFC Emissions (thousand MtCO <sub>2</sub> e)	—	—	—	—	0.83	
	EMS Systems & Reporting	Total Energy Consumption (thousand MWh)	—	85.99	83.94	83	92.96
		Energy consumption within the organization (GJ)	—	309,556	—	—	334,668
Electricity Used (thousand MWh)		—	51.13	—	—	68.24	
Fleet Fuel Consumption (MWh)		—	—	—	—	4,505	
Environmental Fines (Number)		0	0	0	0	0	
Environmental Fines (\$USD)		0	0	0	0	0	
Non-compliance with environmental laws and regulations		0	0	0	0	0	
Hazardous waste (tons, averaged over three years)	0	0	0	0	0		
	Social						
Volunteering and giving	Annual volunteer hours	—	3,210	8,569	10,375	4,215	
	Corporate Cash Giving (\$USD)	818,499	673,056	647,473	821,341	326,227	
	Total Corporate Foundation and Other Giving (\$USD)	1,250,227	1,163,178	1,447,226	1,770,108	3,078,230	
	Total Community Giving (\$USD)	2,068,726	1,836,234	2,094,701	2,593,468	3,404,457	
	Human						
Our people	Number of Employees	14,006	14,906	15,123	15,327	14,888	
	Number of Temporary Employees	129	143	132	124	243	
	Number of Contractors	691	877	994	1,074	905	
	New Employee Hires	3,176	3,682	3,588	3,087	2,234	
	Employee Turnover Percent <sup>1</sup>	19.4%	21.74%	22.65%	20.40%	18.02%	
Diversity & Inclusion	Percent of Women in Workforce	43.6	44.83	44.84	45.72	46.78%	
	Percent of Women in Management <sup>2</sup>	34.39	35.06	37.14	38.87	38.13%	
	Percent of BIPOC in Workforce	22.22	22.23	22.62	23.66	24.88%	
	Percent of BIPOC in Management <sup>2</sup>	15.2	14.63	14.97	16.26	17.11%	
	Percent of Disabled in Workforce <sup>3</sup>	1.33	1.47	1.66	1.98	0.81%	
	Percent of Women of New Hires	45.84	48.66	47.35	47.44	46.96%	

<sup>1</sup>With the exception of 2016 data, all figures in this report have been provided using our current data model, supported by our new human capital management software.

<sup>2</sup>In 2020, C.H. Robinson adopted new human capital management software that provided more visibility to enterprise data. Our new data model defines "management" to include all people leaders for this report.

<sup>3</sup>Data provided in this report is from employee self-identification. C.H. Robinson does not mandate this disclosure from our employees.

	Indicator	2016	2017	2018	2019	2020
OHS & Well-being	Percent of employees receiving regular performance and career development reviews	—	—	—	98	97
	Average hours of training per employee per year	—	8.3	9.06	10.1	10.1
	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
	The number of cases of recordable work-related ill health	—	24	29	20	28
	Workforce Accidents <sup>4</sup>	—	24	29	20	28
	Lost Time from Accidents (days) <sup>4</sup>	—	246	62	10	13
	Lost Time Incident Rate <sup>5</sup>	—	0.08	0.08	0.01	0.14
	Total Recordable Incident Rate <sup>6</sup>	—	0.23	0.29	0.19	0.22
	Fatalities—Total <sup>4</sup>	—	0	0	0	0
	Fatalities—Employees <sup>4</sup>	—	0	0	0	0
	Fatalities—Contractors <sup>4</sup>	—	0	0	0	0
		Governance				
Corporate Governance	Number of Non-Executive Directors on Board	8	7	8	9	9
	Percent of Non-Executive Directors on Board	88	89	89	90	90
	Number of Independent Directors	7	8	8	8	9
	Percent of Independent Directors	88	89	89	80	80
	CEO Duality	Yes	Yes	Yes	No	No
	Independent Chairperson	No	No	No	No	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	—	—	130:01:00	135:01:00	101:1
	Number of Directors	9	8	9	10	10
	Number of Women on Board	2	2	3	3	3
	Percent of Women on Board	25	22	33	30	30
	Number of Female Executives	1	1	1	1	1
Percent of Female Executives	9	9	10	10	10	
Clawback Provision for Executive Compensation	No	No	No	No	No	
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0.00	0.00	0.00	0.00	1.00	
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

<sup>4</sup>Figures are US-only

<sup>5</sup>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.

<sup>6</sup>Figures are US-only. Calculated as Total Case Incident Rate (TCIR).





**C.H. ROBINSON**

14701 Charlson Road | Eden Prairie, MN 55347-5076 | 952.937.8500 | [chrobinson.com](http://chrobinson.com)