



C.H. ROBINSON

ESG Report 2021

ENVIRONMENTAL | SOCIAL | GOVERNANCE

About this report

This report represents data from the 2021 fiscal year, January 1 – December 31, 2021. Published on an annual basis, this report is Global Reporting Initiative (GRI)- informed and includes Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) indices at the closure.

We welcome your questions and feedback; please contact us at ESG@chrobinson.com.

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

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About C.H. Robinson

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.

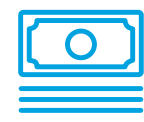
Our Value Chain



E · D · G · E

- Evolve constantly
- Deliver excellence
- Grow together
- Embrace integrity

C.H. Robinson Worldwide, Inc. ("C.H. Robinson," "the company," "we," "us," or "our") is one of the largest global logistics companies in the world with consolidated total revenues of \$23.1 billion in 2021. We transform the way the world moves, improving the global supply chain through our people, processes, and technology. We are driven to provide exceptional experience to our customers and suppliers by providing freight transportation services and logistics solutions to companies of all sizes in a wide variety of industries. In 2021, we handled approximately 20 million shipments and worked with approximately 100,000 customers. Operating throughout North America, Europe, Asia, Oceania, and South America we offer a global suite of services using tailored, market-leading differentiated technology built by and for our global network of supply chain experts working with our customers to drive better outcomes by leveraging our experience, data, technology, and scale. Our EDGE values are the core of our strategy and drive us to Evolve constantly, Deliver excellence, Grow together, and Embrace integrity.



\$23.1B
Billion (USD) in 2021
Gross Revenues



100,000
Active Customers Worldwide



85,000
Active Contract Carriers
and Transportation Providers



16,877
Employees Worldwide

Newsweek

2022 America's Most Responsible Companies

Fortune

2021 World's Most Admired Companies

Inbound Logistics

2021 Green Supply Chain Partner

EcoVadis

2021 Bronze Medal in Recognition of Sustainability



Photo by C.H. Robinson Employee Greg Blahetka

Accelerating our impact

In 2021, the rest of the world learned what we already knew: the global supply chain and the people who make it run are vital to the world's economy and way of life. For more than 115 years, the C.H. Robinson team has helped keep the world moving forward. We are proud that throughout a year of continued supply chain disruptions, our customers continued to tell us we are the people they rely on, delivering on our values to evolve constantly, deliver excellence, grow together, and embrace integrity.

Despite supply chain challenges and the ongoing impact of COVID-19, we continued to drive our ESG work forward and make a positive impact on our customers, contract carriers, and communities. We are proud to report notable progress in several areas.

Through a combination of efficiency projects and the use of renewable energy, we are on pace to reach our carbon emissions goal ahead of schedule, having surpassed the halfway point toward our 2025 climate goal of reducing emissions intensity by 40%.

Our produce division, Robinson Fresh, reduced food waste through our partnership with Apeel® by diverting 1.5 million limes from going to waste in 2021 — giving them a shelf life two times longer with plant-based protection.

We continue to demonstrate our deep commitment to supporting our people and our communities. We are making progress toward becoming a more diverse and inclusive organization, and in 2021, we increased our BIPOC and women's representation at the management and senior leadership level.

We established targeted programs to champion growth for our BIPOC employees and celebrated the 15th year of our women's leadership development program. C.H. Robinson and the C.H. Robinson Foundation gave nearly \$3M to support our people, communities, and industry. We also collectively volunteered 4,500 hours and donated more than \$1.3M to nonprofits through the employee match program.

We advanced our technology to solve complex problems for our 100,000 customers and 85,000 contact carriers by creating a new product organization under our newly appointed Chief Product Officer. The tools launched through Robinson Labs create personalized solutions using premier technology in the industry, including our customer emissions visibility tool, **Emissions IQ**.

Through it all, our organization and our people emerged stronger in 2021. As we look to the future, we will continue to focus on our commitment to making the world a more sustainable, efficient, and inclusive place for all.



Bob Biesterfeld
President and Chief Executive Officer



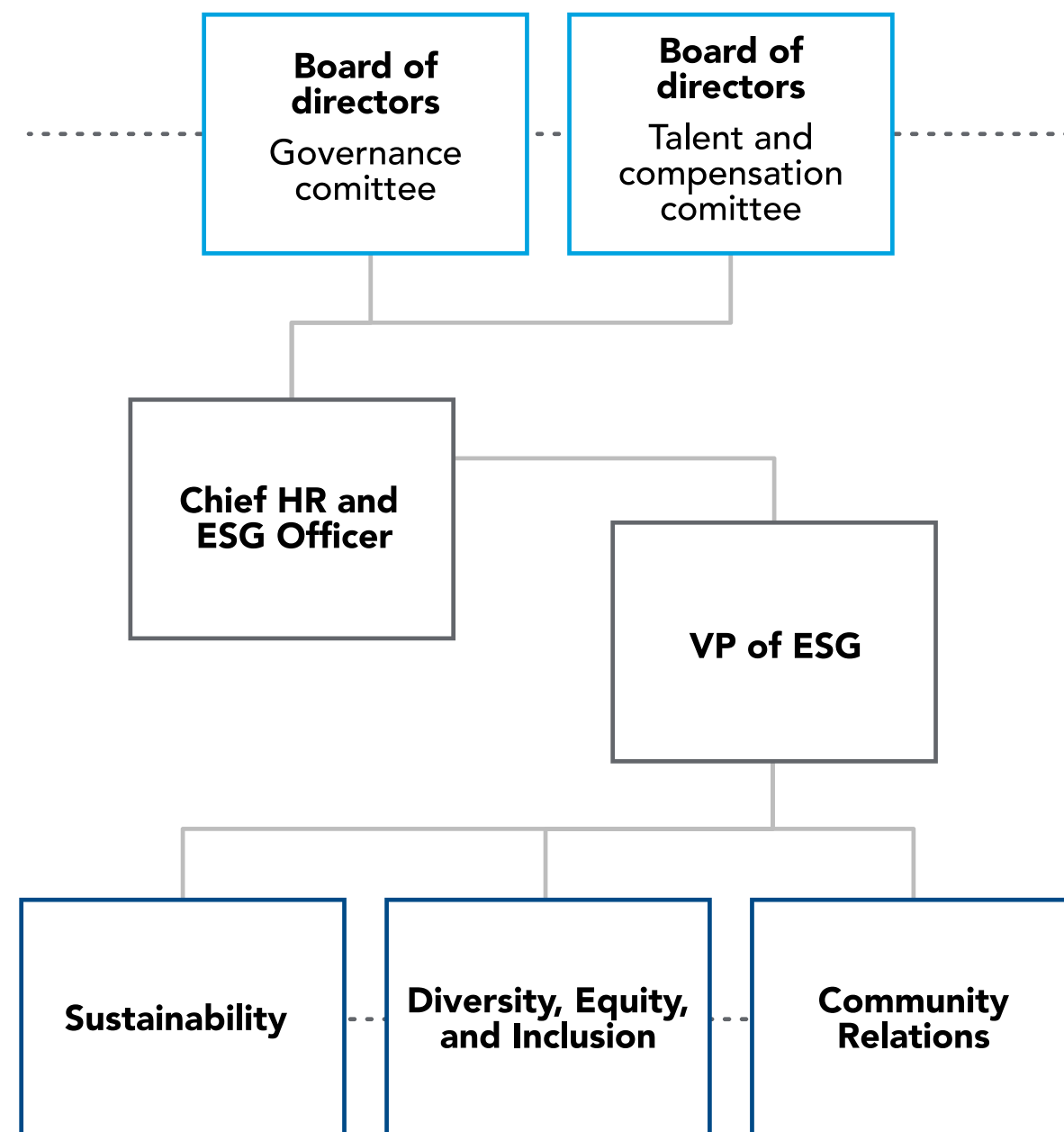
Angie Freeman
Chief Human Resources and ESG Officer

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 a strong ESG approach brings. In addition to creating visibility to opportunities that create value for our stakeholders, 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

ESG Structure



senior leadership team, along with our vice president of ESG. Our chief executive officer (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 a review of ESG performance to guide future strategy.

The C.H. Robinson Governance Committee has additional oversight of the company’s ESG work due to the ever evolving ESG landscape; they receive additional updates and provide guidance on specific ESG issues. As part of their charter, the Governance Committee commits to review, at least annually, the company’s policies, practices, performance, disclosures and progress toward goals with respect to significant issues of ESG, including the alignment of such efforts with the company’s overall strategy. Read the Governance Committee Charter.

Our Board of Directors and Talent and Compensation Committee have oversight of our human capital management and diversity, equity, and inclusion (DEI) efforts. They receive regular updates from our chief human resources and ESG officer on our key strategic initiatives, success measurements and other relevant matters pertaining to human resources and DEI including, but not limited to, hiring and retention, culture, employee engagement, succession planning, compensation and benefits and human resources or DEI-related risks. As part of their charter, the Talent and Compensation Committee reviews, at least annually, the company’s policies, practices, performance, disclosures and progress toward goals with respect to significant issues of DEI and Human Capital Management, including the alignment of such efforts with the company’s overall strategy. Talent and Compensation Committee Charter.

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. 5](#).

Find more ESG resources on our [ESG Hub](#).

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 2021, we engaged with key stakeholder groups in a variety of ways.



Employees

Engagement Activities

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



Customers

Engagement Activities

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



Investors

Engagement Activities

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



Government & Regulators

Engagement Activities

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



Suppliers, Contract Carriers & Growers

Engagement Activities

- Trade shows
- Industry conferences
- Logistics summits
- Carrier Advantage® dashboard
- [Online resources](#)
- Emails
- Social media
- Carrier surveys
- [C.H. Robinson Blog](#)



Community

Engagement Activities

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



Materiality assessment

In 2021, we refreshed our first formal materiality assessment, engaging both internal and external stakeholders to determine the focus areas most critical for our ESG strategy.

Priority material topics

High importance to stakeholders and high impact on C.H. Robinson

Climate Action

Mitigating the effects of climate change and enabling industry transformation

- Climate change and GHG emissions
- Air Quality
- EMS Systems and Reporting

People Empowerment

Investing in our people, communities and suppliers to create equitable spaces, diverse teams and empowered people

- Innovation
- Diversity and equal opportunity
- Supply chain management
- Customer satisfaction
- Talent attraction, engagement, retention, and training and career development
- Stakeholder engagement
- Community engagement
- OHS & Well-being

Responsible Business Practices

Driving the world's economy through responsible business practices that have positive impacts on our society and our planet

- Corporate governance
- Human rights, labor rights
- Ethics and compliance
- Security & data privacy
- Risk & crisis management

Other material topics

Mixed importance to stakeholders and impact on C.H. Robinson

Other

- Waste management and recycling
- Water
- Biodiversity
- Responsible investment
- Policy influence

ENVIRONMENTAL

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SOCIAL

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GOVERNANCE



Environmental

Climate change

How we manage

The climate crisis is one of the most pressing issues the world faces today. As an industry leader, we recognize our place as a change agent for progress. Our stakeholders agree and indicate 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 quarterly 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. In 2021, C.H. Robinson’s ESG team, its business continuity group and our internal audit function partnered to conduct a qualitative climate scenario analysis for our U.S. and Canada operations using the **IEA 2DS** transition scenario. This is the first step in an evolving climate risk process.

Our chief financial officer 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. 4** for more on ESG governance or **p. 24** for enterprise governance and compliance.

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

How we engage

We believe finding solutions to tackle climate change challenges demands investment and innovation with our industry partners. Some examples include:

Partnering with U.S. EPA SmartWay®

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.

Building data-driven climate solutions for our customers

Since 2020, we have been an accredited partner of the Smart Freight Centre (“SFC”), a global non-profit organization dedicated to sustainable freight. Customer emissions reporting in our Emissions IQ tool is aligned with the SFC’s Global Logistics

Emissions Council framework, the only globally recognized methodology for harmonized calculation and reporting of the logistics GHG footprint across the multi-modal supply chain.

Engaging on cutting-edge industry solutions

To advance sustainability efforts within the transportation industry, C.H. Robinson joined an effort spearheaded by the World Economic Forum and the SFC to develop a book and claim chain of custody system for tracking and accounting for freight emissions reduction actions to accelerate decarbonization. This system will allow for emissions reduction actions through insetting and support industry organizations to effectively reduce their carbon footprint.

Looking ahead

We believe our investment in technology and innovation is the key to creating unique, scalable solutions to help our customers achieve their goals while making advancements in climate change. And we will continue to accelerate our progress with global frameworks, such as the TCFD.

In 2020

We launched **Robinson Labs™**, an innovation incubator that works hand-in-hand with our product and technology teams of more than 1,000 data scientists, engineers, and developers to develop new technologies and bring them to scale.

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.



SmartWay™ — C.H. Robinson EPA SmartWay Partnership

C.H. Robinson has been a member of the EPA SmartWay program since 2005. This is a voluntary partnership between various freight industry sectors and the United States Environmental Protection Agency. It establishes incentives for fuel efficiency improvements and greenhouse gas emissions reductions.

The EPA SmartWay Program is comprised of a total of 3,551 carriers based on the EPA’s 2020 SmartWay Carrier Data provided to C.H. Robinson.

C.H. Robinson submits an aggregate of “all” matching EPA SmartWay carrier data as well as “all” Non-SmartWay carrier data each year for EPA SmartWay Partner Certification as well as emissions scoring.

In 2020, nearly 48% of all C.H. Robinson brokered shipments were moved using SmartWay participating motor carriers. Approximately 3 percent of C.H. Robinson’s contracted motor carriers were SmartWay program participants.

The EPA SmartWay Program recognizes 593 total companies as “Logistics” Carriers based on their 2020 SmartWay Carrier Performance Rankings. C.H. Robinson ranks in the top 40% of all 593 Logistics providers in terms of CO2 emissions per g/ton mile.

EMS systems and reporting

How we manage

We are doing our part to support our enterprise, our industry and our stakeholders in the transition to a low-carbon economy. As part of our commitment, we set a science-aligned* goal to reduce our Scope 1 and Scope 2 emissions intensity 40% by 2025 using a 2018 baseline. We are pleased to announce that as of December 31, 2021, we have reduced our emissions intensity by 36%.

Reducing our emissions intensity in 2021 by 36%

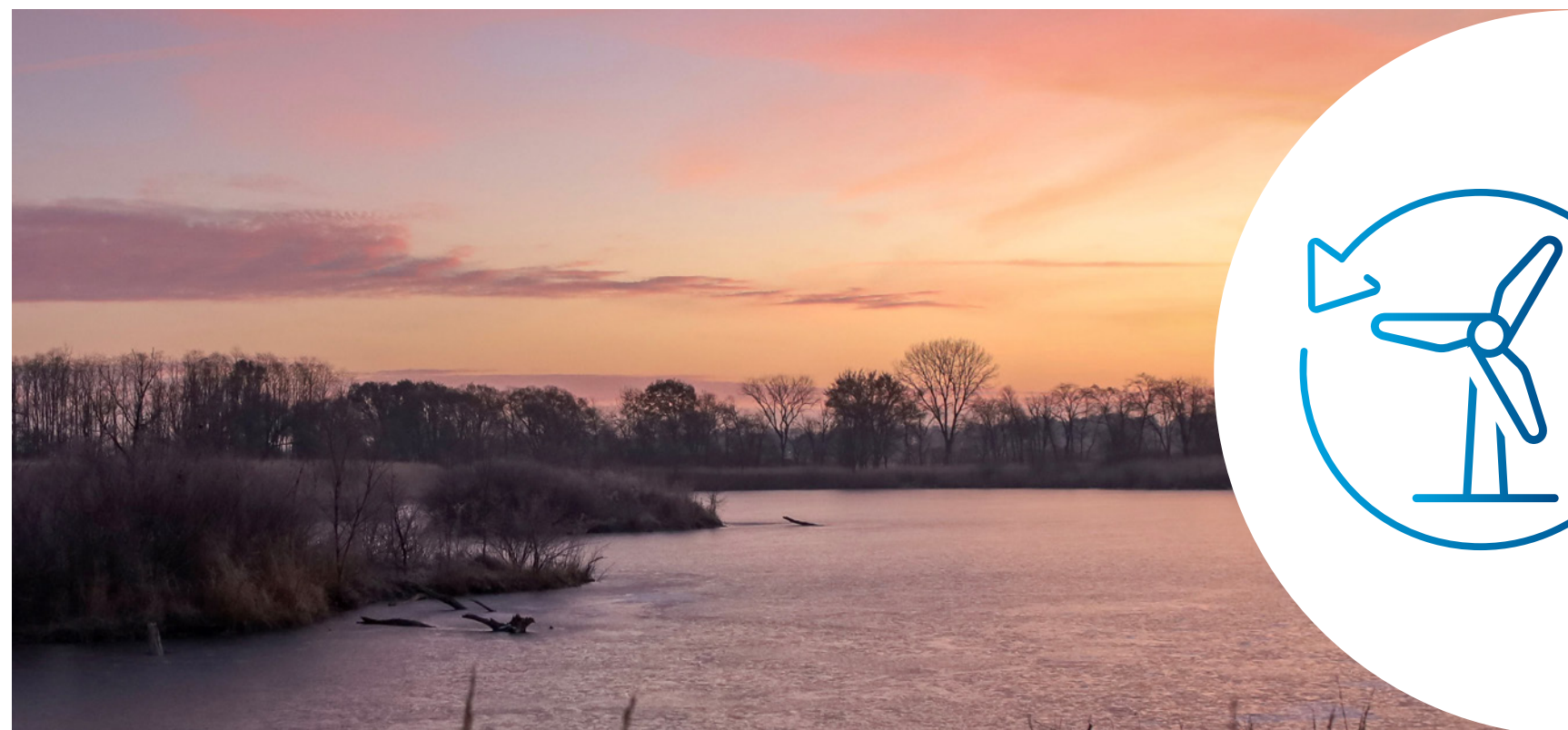
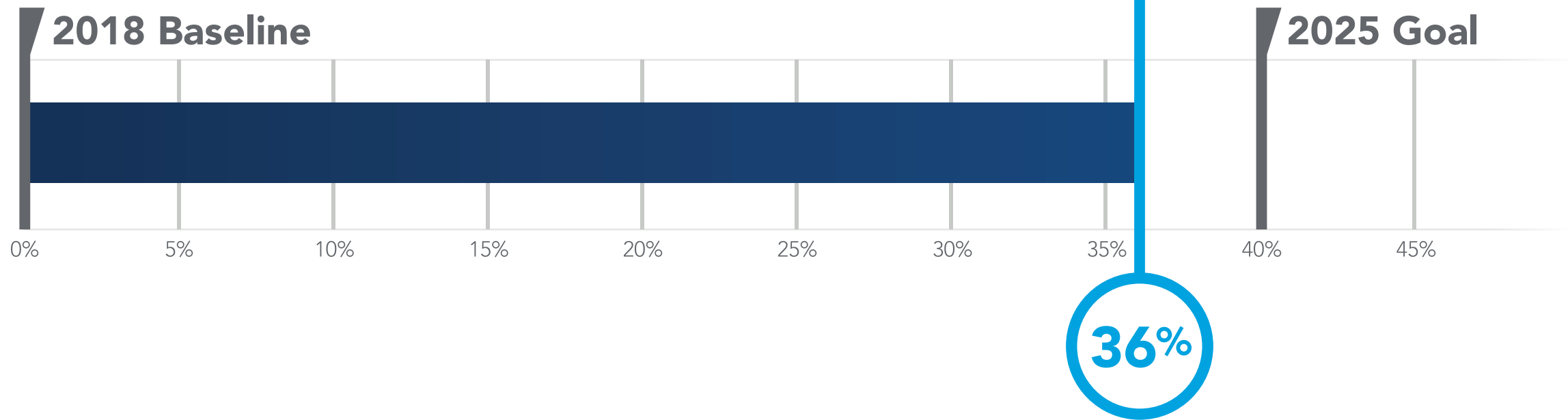
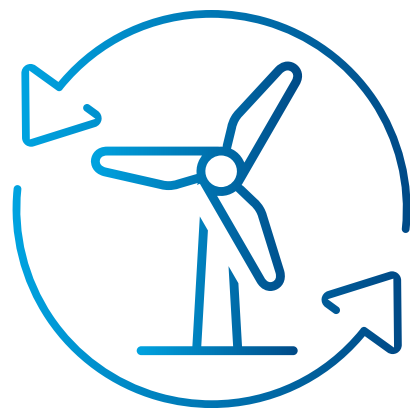
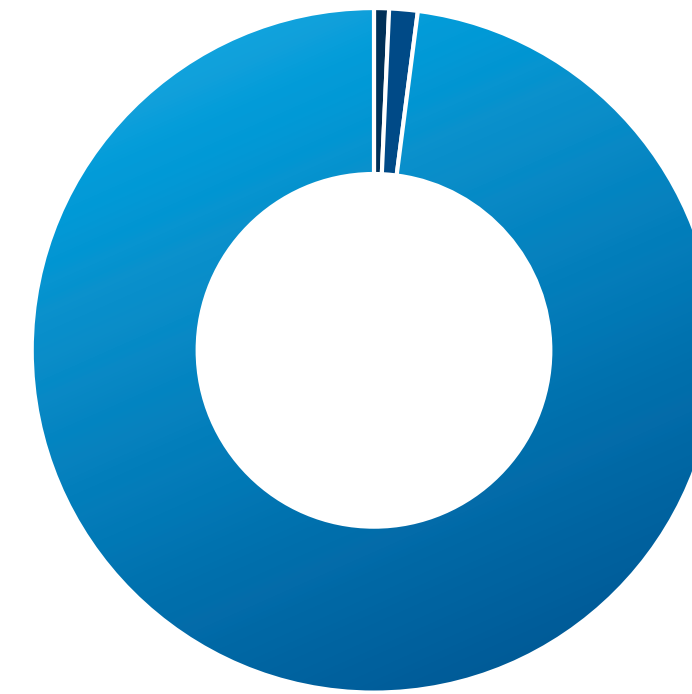


Photo by C.H. Robinson Employee Greg Blahetka



Increased renewable energy purchases
30%
year-over-year

2021 Results



C.H. Robinson GHG Footprint

- Scope 1**
0.01%
Direct emissions from our facilities and offices
Includes fuel use for generators, boilers, forklifts, etc.
- Scope 2**
0.14%
Purchased energy and heat
Market-based emissions, including our REC purchases
- Scope 3**
99.85%
Value chain emissions
Scope 3 emissions are indirect emissions created in the value chain, including the emissions associated with the logistics we arrange for our customers. Our disclosure here represents the magnitude of opportunity within the industry for engagement and partnership.

Relevant emissions within Scope 3 relate to the following:

- Robinson Fresh
- Transportation we arrange for our customers

How we engage

Since 2018, we have publicly reported our Scope 1 and Scope 2 emissions. These are emissions that come directly from our facilities or the energy we purchase to power and heat these locations. As part of our energy roadmap, we continue to purchase renewable energy credits (RECs) to offset all electricity used at our headquarter buildings in Eden Prairie, MN and multiple facilities throughout our operations. In 2021, renewable energy purchases constituted 24% of total electricity consumed in CY2021.

We continue to evolve our annual GHG inventory process to extract critical data about our energy usage and emissions hot spots. We conduct an annual GHG inventory through the boundary of operational control and our calculations follow the GHG Protocol. In 2021, we took a significant step in the evolution of our reporting to include Scope 3 emissions in our inventory, disclosed in this year's ESG report for the first time. We first utilized the spend-based method within the Quantis Scope 3 Evaluator Tool to estimate our Scope 3 emissions and determine the most relevant categories for deeper estimation.

This revealed that purchased goods and services associated with our Robinson division, as well as the transportation and

distribution we arrange for our customers were most relevant. Following confirmation of this exercise, we engaged a third-party to conduct a deeper analysis and calculation. Scope 3 emissions are indirect emissions associated with supply chain – activities that are not owned or controlled by C.H. Robinson. These emissions are by nature are difficult to estimate and require robust data collection and inventory management plan to ensure continuous improvement in our emissions accounting processes. In 2021, we reported that our total Scope 3 emissions were 17,360,650 MTCO₂e.

We regularly engage and report our environmental data through several channels, including the CDP Climate Change survey, EcoVadis, and our annual ESG report, among others.

Looking ahead

We have begun leveraging a third-party platform to augment our environmental management and monitoring efforts, which will help accelerate our emissions reductions strategy. 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 leverage RECs responsibly.

*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 Settoral Decarbonization Approach (SDA) for Services / Commercial Buildings via the Science-based Targets Initiative.



As one of the largest produce providers and a division of the world's largest logistics platform, C.H. Robinson, Robinson Fresh® specializes in sourcing and transporting fresh produce for consumers around the world.

At Robinson Fresh, we believe it is our responsibility to nourish both our communities and the planet. Through our network of growers and customers, we leverage sustainability practices to do just that.

At a glance

We are committed to advancing sustainable solutions that protect the resiliency of our farmers and communities and nurtures land, all while bringing fresh product to market.



Product Fair Trade

At the heart of a sustainable food system are the farmers who dedicate their lives to nurturing the land to bring fresh food to our store shelves.

Over the past few years, Robinson Fresh has partnered with Fair Trade USA to offer several Fair Trade Certified™ products, like watermelons and limes, in collaboration with growers across the world. Our Fair Trade Certified products program supports income stability for growers, community development, and environmental stewardship, so growers and their families can thrive for generations to come. In the first year of Robinson Fresh's fair trade program, farm workers in our supply chains earned over \$143k in additional Fair Trade Premium funds for investment into their communities. Since 2004, the Fair Trade Certified products produce program has generated over \$80 million dollars in community development funds for projects, education, healthcare, housing/infrastructure improvements, and more.

Product

110 MTCO₂e avoided by preventing 1.5 million limes from going to waste

Reached 440 workers and generated \$143,000 for the Fair Trade Community Development Fund

19 million gallons of water conserved through Apeel



Path to purchase

23% reduction in emissions intensity within the Robinson Fresh supply chain YOY

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



Packaging

Robinson Fresh is a member of the Sustainable Packaging Coalition®, which allows us to achieve our goal at developing a range of sustainable packaging solutions across our product portfolio.



"We are so proud to partner with Robinson Fresh, a produce industry leader, who represents such opportunity to positively impact the people behind the fruits and vegetables that we enjoy every day. With over 7.4 million pounds of Fair Trade Certified limes, melons, and pineapples sold in the first two years of their fair trade program, they are unlocking life-altering benefits to hundreds of farm workers in Mexico."

-Paul Rice, Founder & CEO, Fair Trade USA

Beyond giving back to growers and farm workers through financial means, Robinson Fresh has a direct connection and ability to support the grower community through:

Crop and harvest planning: We help growers plan crops according to historical foodservice and grocery supply demands, while providing valuable insights on labor reduction and supply cost reduction to provide the best grower returns. By supporting growers from the ground up, we also have the ability to align supply with customer demand to ensure year-round supply.

Grower education: Growers who want to continue to have a successful product and growing business year after year are connected with our experts. We promote and provide knowledge on the best practices in farming, fertilization, cross-pollination, yield optimization, business management, and more. With teams of “in the crop” personnel, we help to establish growing practices that are designed to ensure the best possible yields.

Sustainability support: In addition to providing sustainable environmental and physical health benefits, we provide support to growers with financial services so their businesses can survive well into the future.

“We are proud to partner with innovative suppliers like Robinson Fresh, who share our mission to prevent food waste and create a more sustainable food system,” said Jessica Vieira, VP of Sustainability at Apeel. “Together, we are bringing fresh, longer-lasting produce to new categories, markets and customers. We can make a greater impact on the satisfaction of consumers, while reducing the supply chain’s environmental impact.”



Apeel®

Robinson Fresh has partnered with Apeel®, a company dedicated to reducing food waste by ensuring longer-lasting produce and creating value throughout the supply chain. Produce treated with Apeel’s plant-based protection has a shelf life two times longer than produce without Apeel, which allows for a longer window of time to eat produce at the right ripening stage and resulting in fewer products thrown away throughout the supply chain.

Apeel estimates that working with Robinson Fresh, we’ve prevented 1.5 million limes from going to waste in 2021. As a result of this waste reduction, Apeel-treated limes supplied by Robinson Fresh over the past year have helped avoid 110 MTCO₂e of greenhouse gas emissions, and conserve 19 million gallons of water. Apeel utilized its third-party reviewed life cycle assessment methodology to quantify these environmental benefits.

Looking ahead

Food waste is a problem that will not disappear overnight. As members of the food and beverage industry, we believe it is our responsibility to research, identify, and implement new ways to help reduce food waste across the supply chain. As technology and science continue to evolve, we will stay operationally flexible, implement new food innovations, and promote sustainability overall.

Our goal is to reduce food waste by **over 3 million pounds by 2023**



Avoided lime waste based on waste reduction measured during retail pilot programs in 2020 and 2021. Assumes an average lime size of 0.098 kg/lime (mix of size 200 and size 150). GHG and water metrics calculated using Apeel’s third party-reviewed LCA methodology, an example of which can be found on the Apeel website.

Packaging

Sustainable Packaging Coalition

As members of the Sustainable Packaging Coalition®, we develop and launch innovative packaging solutions and alternatives to single-use plastic. The Sustainable Packaging Coalition® is a membership-based collaborative that believes in the power of industry to make packaging more sustainable. They are the leading voice on sustainable packaging and are passionate about creating packaging that is good for both people and the environment.

How2Recycle

How2Recycle is a standardized labeling system that clearly communicates recycling instructions to the public. As a member of this coalition, we join a group of forward-thinking brands who want their packaging to be recycled and are empowering consumers through smart packaging labels.

Looking ahead

We are in the process of adapting our current packaging in the Robinson Fresh label to include the How2Recycle logo on all future packaging designs. This will allow us to better set a benchmark to in the future and is a step toward setting a sustainability packaging goal toward in the future. Also, by including the How-2-Recycle logo on all Robinson Fresh packaging going forward, it gives the consumers of our branded product clear communication as whether the package is recyclable.

Daily 'Dos

An example of our work to expand sustainable packaging solutions is our Daily 'Dos Stay Fresh packaging for avocados. Robinson Fresh Daily 'Dos avocados are carefully selected, pre-ripen, and hand-packed to offer the shopper the perfect avocado to eat now...and later. With 60% of buyers purchasing avocados routinely, we are working to minimize environmental impact within a high-demand area.

Path to purchase

Robinson Fresh works to advance C.H. Robinson's enterprise-wide goal to reduce global emissions intensity by 40% by 2025. Robinson Fresh-controlled warehouses use 100% renewable energy through the purchase of renewable energy credits. We will continue to make progress through finding energy efficiencies and responsibly leveraging renewable energy certificates.

We are also committed to supporting our customers' sustainability goals. We will increase Robinson Fresh sustainable business practices and outcomes to guide customers through the process of network optimization for sustainability to offset their supply chain carbon emissions.

Looking ahead

We will continue to leverage our team of supply chain experts to develop custom solutions for our network, remaining steadfast in our commitment to reduce our environmental impact. And, beyond miles and trucks – we are focused on making our warehouse and service center facilities as efficient as possible.

Robinson Fresh has always been in the business of improving supply chains as we bring fresh fruits and vegetables to market, and we believe the future of agriculture will rely on advancements in Controlled Environment Agriculture (CEA). This type of farming considerably reduces land and water use, limits exposure to food safety risks, and allows for produce to be grown near densely populated areas, significantly reducing food miles and improving shelf life. Today, Robinson Fresh currently markets product for three CEA farms, growing many vegetables and herbs, and we continue to develop relationships to expand our footprint in this space.





ENVIRONMENTAL

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SOCIAL

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GOVERNANCE

Social

Customer experience

How we manage

Each of our customers faces a unique set of challenges, and we aim to provide solutions to help each of them succeed. With this in mind, we built our customer experience team to capture those unique needs end-to-end. This 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. We also offer customers and carriers 24/7 support through our after-hours support center.

Senior leaders have real-time visibility to feedback and receive quarterly reports. We strive to close feedback loops through methodical processes intended to mature and enhance our services and offerings so we can continue to improve the experience for our customers. Since 2019, our internal customer satisfaction goals have been linked to aspects of certain of our employees' compensation.

How we engage

To understand our customers' needs, we engage with them using annual Voice of the Customer surveys across every global region where we operate. In 2021, we strategically identified critical digital touchpoint opportunities that allow us to gather meaningful feedback in-the-moment. These opportunities identify how we can improve the way we interface with customers as they try to accomplish a task – booking a load, tracking a shipment, and more.

Customers continue to face complexities and bear the brunt of heightened pressures on supply chains. Some of these challenges have changed the face of global commerce for the long-term. Our customers turn to us for industry-leading advice that aligns with their business needs and their company values. We are proud that 89% of customers answered positively on continuing to do business with us, and we will continue to improve our customers' experiences.

Our continuous improvement model drives our relationships regardless of positive performance. All customers—including those who don't provide feedback—receive an account action plan, which is built into ongoing engagement. This process demonstrates our dedication to exceeding expectations and raising the bar for ourselves.

Looking ahead

We put the customer at the center of everything we do—listening, understanding their needs, and helping them solve their most complex logistics challenges. As we look ahead, we will continue to use digital touchpoints to capture actionable feedback and introduce it into our workstreams to develop solutions that are not only industry-best but support the unique needs of our customers.

Case Study – Market Rate IQ

With global disruption, customers told us they needed support to navigate the spot market as they battled with last-minute changes and short-term decisions. This customer feedback fueled the vision for a solution developed by C.H. Robinson's tech incubator, Robinson Labs. Market Rate IQ is a tool that provides customers with transparency on their rates and how they compare to market so they can keep their business running and continue to find cost-savings.



We put the customer at the center of everything we do—listening, understanding their needs, and helping them solve their most complex logistics challenges.



Supporting the importance of the Carrier Industry

National Truck Driver Appreciation Week

C.H. Robinson has been celebrating National Truck Driver Appreciation Week for over two decades. Truck drivers are essential for both business and everyday life, delivering every day and in our most challenging of times. The last two years have proven just that – from delivering lifesaving materials to consumer goods to fill shelves for us and our families throughout a global pandemic, drivers never got off the road.

In 2021, more than 1,500 people submitted to C.H. Robinson’s website, [ThankTruckDrivers.com](https://www.thanktruckdrivers.com), meaningful notes of appreciation to drivers for their tireless work. Additionally, the C.H. Robinson Foundation made a donation for every thank-you message received. The donation of \$25,000 went to St. Christopher Truckers Relief Fund, which helps truck drivers in need. [Learn more.](#)

Carrier of the Year

Every year, we recognize a selection of top carriers from our over 85,000 contracted motor carrier network with our exclusive Carrier of the Year Award. The award is based on a list of criteria including the ability to consistently deliver on time and in full for customers, their adoption of carrier technology to drive efficiencies for themselves and shippers, and their effort to go above and beyond to successfully support shippers’ needs. [Learn more about this year’s winners.](#)

Thank you truckers for keeping our shelves stocked! You truly are essential to keeping America moving.



Advocating for diversity in trucking

We continue to advocate for creating a more inclusive and equitable workplace for women in the trucking industry. Last year, C.H. Robinson supported the Promoting Women in Trucking Workforce Act which would have required the Administrator of the Federal Motor Carrier Safety Administration to establish an advisory board focused on creating opportunities for women in the trucking industry. In 2022, our chief human resources and chief ESG officer, Angie Freeman, represented C.H. Robinson at a White House Roundtable on Women in the Trucking Industry to help advance these issues.

We also support the Women in Trucking Foundation to help advance the group’s mission to support ambitious students, drivers, and professionals in the trucking industry who seek to grow their skills through classroom and vocational training. Qualifications for the application are any women who will be attending a training facility for the purpose of advancing their career in the areas of safety, driving, technical or leadership in the trucking industry.

Expanding access to education through the Global Carrier Scholarship Program

Administered by Scholarship America®, The C.H. Robinson Foundation Scholarship Program provides tuition assistance to motor carriers and their children across the globe in the pursuit of undergraduate study. By providing these scholarships to our contract carrier community, the C.H. Robinson Foundation can support and expand the educational success of both C.H. Robinson contract carriers and their children.

[Learn more about the program.](#)

Building carrier-centric technology

For carriers around the world, maintaining a constant flow of business is the key to success. It can also be one of the most challenging aspects of hauling freight—especially during times of market volatility. Built on carrier feedback to solve key pain points, Navisphere® Carrier offers carriers the loads they want in the lanes they need instantly through the online and mobile platform. Learn more about innovation at C.H. Robinson on [p. 22](#).



The backbone of our global supply chain, our over 85,000 contracted motor carriers are the reason we can build the most efficient and resilient freight network in the world.



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 and sustainability, DEI, and community engagement strategies. To ensure we have the experience, the resources, and the expertise to execute our enterprise priorities, our goal is to attract and retain the right talent and engage every employee with meaningful work. We aim to create an environment where people know what is expected of them, can build connections and belonging, learn and grow, perform at their highest, and create a career that enhances their life. Our hybrid work approach balances the interaction and collaboration employees value from our in-office culture with the flexibility and autonomy to decide where they work best. Working in this way, we combine the best of a blended virtual and in-person environment to be ready for the future of our industry.

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.

Our innovative talent strategies support the development and empowerment of our approximately 16,900 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 an 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.



How we engage

Our areas of focus include enhancing our leadership strategy, further integrating DEI across our talent strategies, supporting our people through the shift to a hybrid work environment, and establishing a career framework that grows our talent from within and prepares employees for success in their current and future roles.

To help us sharpen our efforts, act with urgency, ensure our customers and people are at the center of all our decision making, we introduced our Leadership Principles to people leaders across the organization. Based on our EDGE values, the Leadership Principles provide a common set of behaviors that bind us together with a shared definition of what it means to work for and make decisions at C.H. Robinson. They reinforce our relationships with

customers, carriers, partners, the marketplace and each other. They define who we are and how we do things – and they are brought to life by the diverse people and perspectives that make up C.H. Robinson.

In addition to our focused initiative work, our human resource team provides excellent service delivery by supporting our people from their initial application through their entire career—listening to them and understanding their goals along the way. To ensure we are united in our common goals, after joining the C.H. Robinson team all employees participate in our ACCELERATOR onboarding program. The program is tailored to meet various needs by segmenting participants into “lanes” catered to employee experience level and role.

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 and advancement of our people.

Listening to our employees is an important component of our talent 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 2021 engagement score was a favorable 81% globally. On top of our formal engagement and listening strategies, we have also added new ways to stay in touch with leaders and employees through global town halls with our chief executive officer and question and answer sessions for our people leaders. At C.H. Robinson, we are dedicated to attracting, engaging

and retaining the best employees. That’s why it’s important to recognize employees who demonstrate the values and behaviors that define the company we aspire to be. We believe that providing ongoing feedback and recognition helps 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 2021, approximately 97.7% 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

C.H. Robinson is a global company guided by our EDGE values and connected by a shared culture that values diversity, equity and belonging for all. As we look to the future, we are evolving our talent solutions to ensure that we have the right people and an inclusive culture where everyone has the support and empowerment to succeed. 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. We embrace the unique experiences and diverse backgrounds of our people in order to create a stronger, more innovative and successful team.



Employee OHS & Well-being

How we manage

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

How we engage

Last year, we launched a suite of Environmental, Health and Safety (EHS) training through a new learning platform with over 1000 eLearnings on EHS, adding a variety of content for employees, including Cal/ Occupational Safety and Health Administration (“OSHA”) in multiple languages. Education covers a wide range of topics from introduction to OSHA to injury and prevention.

In 2021, the Company convened a Safety Council to steer warehouse facilities on OSHA compliance and maintain safety principles that uphold operational excellence. Safety sub-committees were constructed on the following topics:

- Monthly Facility Safety Walkthrough Checklist
- Quarterly Safety Committee Meetings within each Warehouse Facility
- Compliance Tracking Tool for OSHA Compliance, e.g. forklift and pallet jack operation

Looking ahead

We will continue to broaden the reach of our Safety Council as we evolve and mature our program.

Health

- Two medical plans to choose from offering:
 - Preventative care covered at 100%
 - Virtual visits
 - Telemedicine
 - Prescription drug coverage
 - Wellness programs
 - Enhanced fertility benefits
 - 2nd opinion service
- Vision
- Two dental plans
- Short- and long-term disability

Wealth

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

Self

- Work-life balance
 - Remote work options
 - Flexible work times
 - Paid vacation
 - Paid company holidays
 - Paid time off to volunteer
 - Paid time off to vote
 - Paid time off for COVID-19 vaccine
- Employee assistance program (EAP)
- Family-friendly benefits
 - Paid parental leave
 - Enhanced fertility benefits
 - Adoption assistance program

U.S. Offerings

Diversity, Equity & Inclusion (DEI)

How we manage

Our vision for DEI at C.H. Robinson is to create a culture of belonging that embraces the unique experiences and diverse backgrounds of our people to create a stronger, more innovative and successful team. In 2021, following a review of our practices, we made the decision to add the word equity to our title. This addition reflects the way we approach DEI and the work we do. At C.H. Robinson we believe that naming and acknowledging equity allows us to create solutions that account for the imbalances that exist due to systemic barriers.

Our DEI efforts are led by our vice president of ESG, who reports to our chief human resources and ESG officer. Additionally, our chief executive officer and Board of Directors have oversight on our DEI strategy and progress. While support and commitment for our DEI work starts at the top with our chief executive officer and his senior leadership team, the support and commitment from all employees is critical to help move this work forward. DEI was added to our senior leadership team’s performance reviews and compensation score last year and this year we are taking it a step further into the organization for additional management levels.

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

Our DEI strategy is core to our values and is grounded by the following principles that drive our work:

Our DEI strategy is core to our EDGE values and is grounded by the following principles that drive our work:

1

Social and racial inequalities exist and we must work to remove barriers to success for all.

2

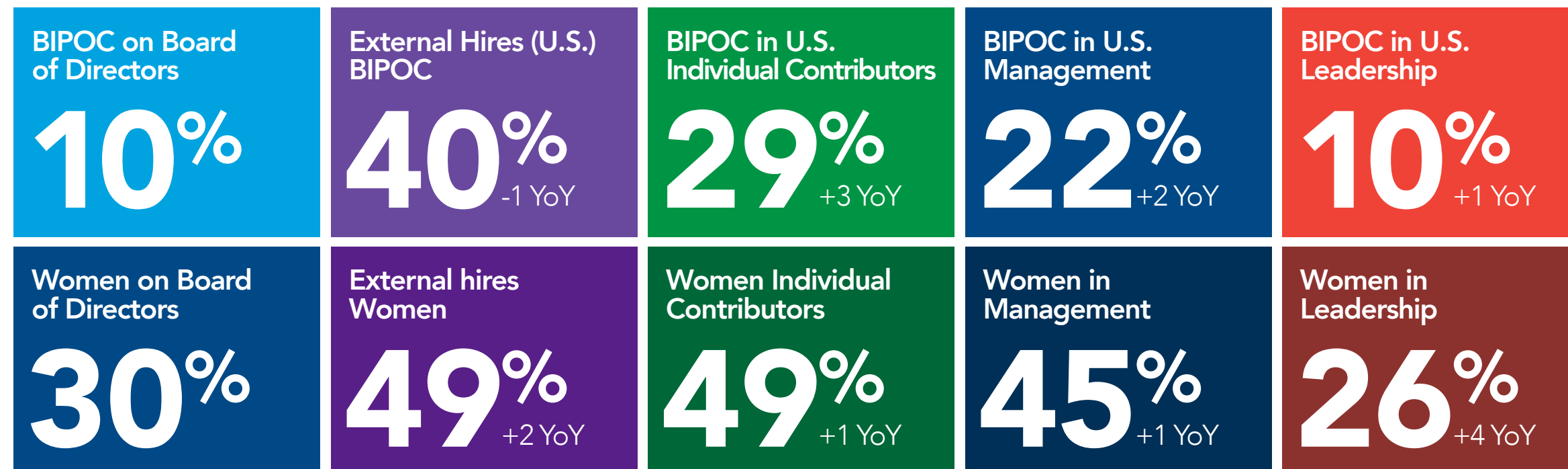
DEI is embedded in our values, and we will continue to integrate into all aspects of our business to ensure long-term, sustainable change.

3

Our differences make us stronger and better able to meet the needs of our customers, carriers, people, and communities.

4

Every employee plays an active role in creating a culture of inclusion and belonging where all people can contribute and thrive.



How we engage

Our DEI efforts and engagement are driven around our foundational pillars – Workplace, Workforce, Partnerships and Accountability. We have enterprise-wide goals focused on the following: increasing the representation of women and Black, indigenous, and people of color (“BIPOC”) employees in leadership roles, hiring and retaining a diverse staff, equitably retaining women and BIPOC employees and ensuring engagement scores for women and BIPOC employees are at parity with the overall Company scores. We track metrics and progress against these goals throughout the year, ensuring we have ample time to monitor results and make changes to our actions when needed. This year our annual engagement survey saw employees rank a higher sense of inclusion at the organization, which was a positive reflection of the work we are doing.

After signing on to the Parity Pledge in 2020 where we committed to interviewing a diverse slate of candidates for all top leadership roles, we created a Hiring Review Committee. This committee is made up of employees who are trained to listen for and check for bias in candidate debrief discussions. This allows objective observers who were not part of the interview team the ability to listen and ask questions to hiring teams and ensure we are making decisions free of bias.

Our Employee Resource Groups (ERGs) continue to grow and are an important driver of the culture of belonging we are creating. These groups offer an opportunity for employees to connect and provide input on DEI efforts specific to their group while engaging with others from around the world. In 2021, our ERGs recognized and celebrated heritage months including Black History Month, Women’s History Month, Pride Month and Hispanic Heritage Month. These events, like membership in our ERGs, are open and inclusive for all employees to join, regardless of whether they identify with the dimension of diversity the ERG is focused on. This past year we increased

the average number of employees currently participating in each of the following ERGs: B.L.A.C.K, LatinX, Pride, Women’s, Women in Tech and Women in Sales from 500 to 797, an almost 60% increase.

2021 saw us complete our year-long rollout of global inclusivity courses for all employees. Each inclusivity course had an accompanied leader discussion guide to help bring the concepts to life. Additionally, DEI content was further integrated into our onboarding and leadership principles and development programs.

Another highlight of our work this year was our first annual Global Inclusion Week. This inaugural event was built around the theme of ‘You Belong’ which was inspired by the ongoing work we are doing as an organization to be an inclusive place for all our employees. The week featured a keynote speaker, daily activities, a newly created video featuring employee testimonials and a guide for leaders to help support the week’s

events and beyond. The presentations and materials were made accessible to all global employees via translations and either recording or holding sessions at times that accommodated multiple time zones.

C.H. Robinson continued supporting and partnering with organizations doing work that aligns with and supports our DEI commitments. Aiming to maintain our long-term relationship with existing partners, we also recognize the need to respond as community members when needed. This year saw an increase in anti-Asian American sentiment and hate crimes, and we made sure to include in our donations an organization that is working to address this. Our Australian operations continue to work through their Reconciliation Action Plan with partner organizations. 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.

Looking ahead

While we continue to make strides on our DEI journey, we are aware this work has great opportunity and is long-term work without an end date. With that in mind, we will continue advancing in our focus areas, refining our goals and integrating them deeper into the business. This includes providing increased transparency of our DEI progress on work and creating additional accountability for leaders through divisional DEI action plans. Looking for ways to recognize, celebrate and support additional dimensions of the diversity of our employees. We will also build upon our DEI learning by creating new opportunities using a framework rooted in the concept of allyship. We expect to see our ERG program expand this year with the addition of new groups. The DEI team continues to partner with the Talent Acquisition team to drive new recruitment strategies designed with a goal to increase diversity in both candidate slates and hires.

In 2021 we donated approximately **\$475,000** in DEI grants.

Select community partners and grant recipients included:

- Asian-American Legal Defense and Education Fund
- Cristo Rey
- Girls Who Code
- Green Light Fund
- Human Rights Campaign Foundation
- Minnesota Business Coalition for Racial Equity
- NAACP Legal Defense and Education Fund
- National Urban League
- Northside Achievement Zone
- Pillsbury United Communities
- The Center for Economic Inclusion
- Transgender Law Center
- United Negro College Fund
- Women in Trucking
- YWCA



Community Relations

How we manage

Community Relations is embedded in the ESG function at C.H. Robinson, which includes DEI, Sustainability, Community Relations and the C.H. Robinson Foundation.

Established in 2005, the C.H. Robinson Foundation is funded by C.H. Robinson and creates a long-term resource for giving back to our communities through the support of 501(c)(3) non-profit organizations. The budget is determined and approved by the Foundation board of directors. A charitable trust entity provides checks and balances while ensuring compliance with Internal Revenue Service guidelines and corporate tax law.

In 2021, total charitable giving from the company and the C.H. Robinson Foundation was more than **\$2.5 million**



How we engage

The C.H. Robinson Foundation awards grants to non-profit organizations through a portfolio of programs:

Twin Cities Grants. The C.H. Robinson Foundation helps strengthen the community in the Minneapolis – St. Paul metropolitan area, where the company is headquartered. We provide grants to a variety of organizations providing services in the following focus areas: hunger, shelter and education.

Employee Gift Match and Volunteer Match Programs. Each year, C.H. Robinson employees generously give their money, time and talents to their communities through our Volunteer Match and Gift Match program. Employees who donate their time and/or money are eligible for a match of up to \$10,000 annually.

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

Strategic Grants. The Strategic Grant Program is managed by the Foundation, with input from senior leaders, to advance racial justice and social equity, support recruitment and retention of diverse talent and support organizations that address industry needs.

Robinson Cares

Robinson Cares Committees are employee-driven groups that activate the Company's commitment to giving back by engaging employees in volunteering and giving to nonprofits in their local communities. The committees are creative in continuing to find ways to engage throughout the pandemic environment by creating virtual, remote activities and opportunities. Over the past five years, employees have given more than \$4.46 million to charities during the annual Robinson Cares Campaign.

Global Employee Engagement

Despite the challenges with volunteering due to COVID-19, our LatinX ERG organized across the enterprise to make an impact in their communities. For example, Argentinian offices hosted blood drives, ultimately helping 39 adults needing a blood transfusion or 260 platelet transfusions for 260 babies. And, in Brazil, our offices engaged a local organization, Green Farm CO2Free, in a multi-year agreement to advance socio-environmental sustainability in Brazil through an environmental preservation of a forest area.

C.H. Robinson Foundation



Global Scholarship Program

is proud to sponsor two global scholarship programs to assist C.H. Robinson employees and their dependent children and truckload contract carriers and their dependent children as they pursue undergraduate degrees. In 2021, we awarded 50 scholarships across North America to employees, contract carriers or their dependents.

The C.H. Robinson Employee Hardship Fund

was established to assist our employees financially in a time of need. When tragedy strikes or crisis is unavoidable, our employees come together to help each other in a meaningful way.

Looking ahead

- Continuing our work to support nonprofit organizations that amplify DEI and promote social and racial justice in BIPOC communities
- Support the carrier community through the challenges of supply chain disruptions and increased consumer demand in the pandemic environment
- Continue to recognize and reward employee excellence and values-based service delivery, including rewards and incentives related to onboarding, employee milestones and professional development

In 2021, employees contributed **\$1,276,740**, including matching gifts, to 944 nonprofit organizations throughout North America. Employees volunteered **4516 hours** in 2021, leveraging Volunteer Time Off and the Volunteer Match Program to donate to the causes they care about.

	2016	2017	2018	2019	2020	2021
Annual volunteer hours	--	3,210	8,569	10,375	4,215	4,516
Corporate Cash Giving (\$USD)	818,499	673,056	647,473	821,341	326,227	349,966
Total Corporate Foundation and Other Giving (\$USD)	1,250,227	1,163,178	1,447,226	1,770,108	3,078,230	2,176,039
Total Community Giving (\$USD)	2,068,726	1,836,234	2,094,701	2,593,468	3,404,457	2,526,005

As of December 31, 2021



Key partnerships

We proudly support organizations focused on removing barriers and creating opportunities for all. Through strategic grants, we support organizations such as GWC, Truckers Against Trafficking, St. Christopher Truckers Relief Fund, Women in Trucking, NAACP Legal Defense & Educational Fund, YWCA, National Urban League and more.

C.H. Robinson launched a thank-you campaign and sweepstakes designed to galvanize the nation behind an important goal: appreciating truck drivers who never left the road and never stopped delivering, even during the most challenging of times. A \$25,000 donation went to St. Christopher Truckers Relief Fund, which helps truck drivers in need. Thousands of thank you notes were submitted and, as part of the campaign, and C.H. Robinson gave away \$100,000 in cash sweepstakes to truck drivers and carriers during National Truck Driver Appreciation Week in September.

Through the corporate giving program, C.H. Robinson supports the Massachusetts Institute of Technology ("MIT") Center for Transportation & Logistics in its pursuit of responsible and sustainable supply chain management. In partnership with the Council of Supply Chain Management professionals, MIT issues the annual State of Supply Chain Sustainability report, which aims to bring members from the supply chain, logistics and sustainability communities together to develop empirical research that addresses important questions about investments in technologies and solutions, prevalent practices and changes over time.

Product Innovation

How we manage

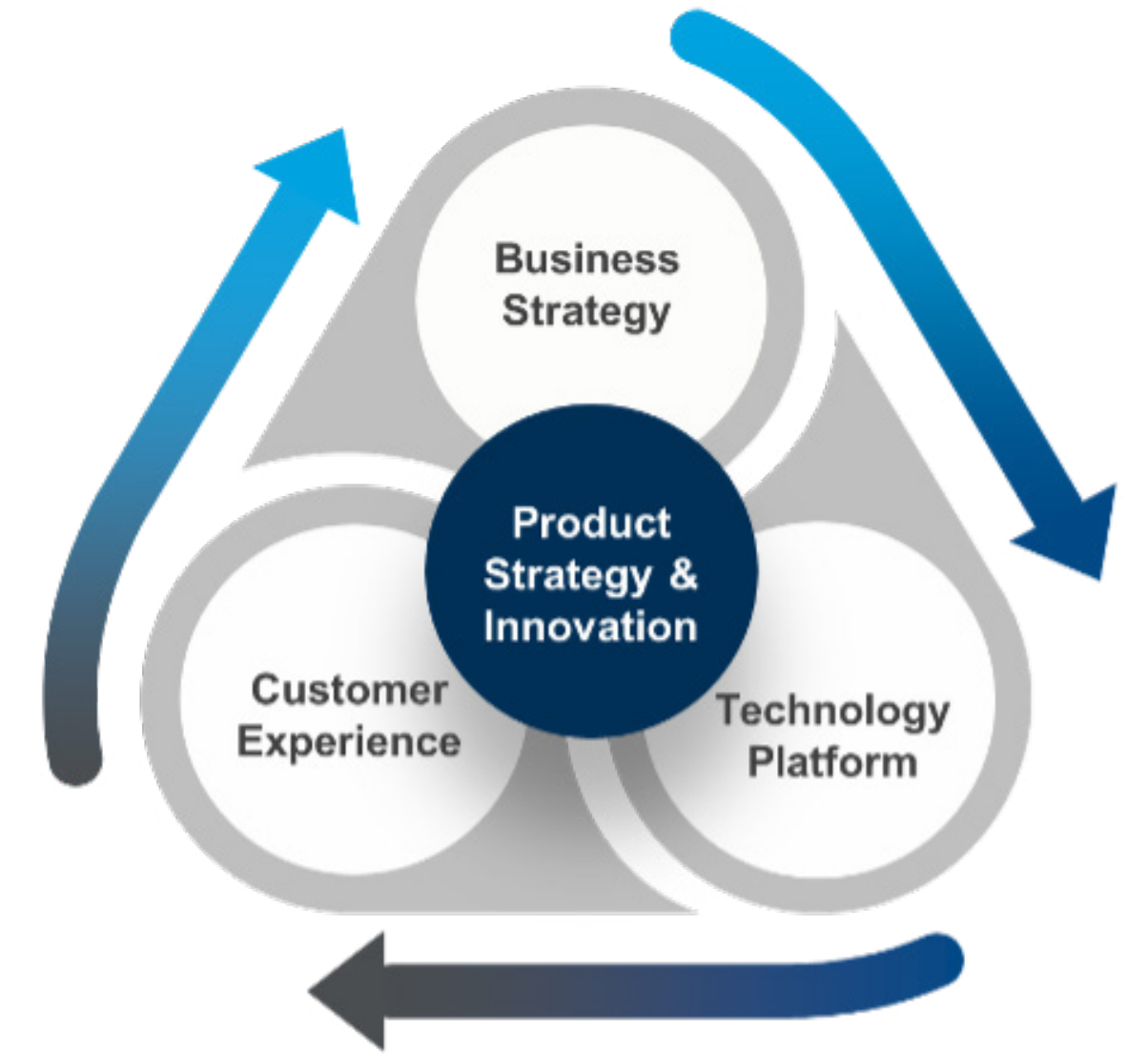
In 2021, C.H. Robinson announced the creation of a new enterprise Product organization that sits at the center of our business strategy and technology platforms to drive a consistent, industry-leading customer and motor carrier experience. It prioritizes customer and carrier goals and business outcomes and drives global digital capabilities across all our products. To lead this crucial work and build the Product team, Arun Rajan joined the executive team as chief product officer (CPO) in August 2021.

By connecting our business and technology teams more purposefully to provide meaningful data, information and insights, we are changing the way we deliver value for our customers, carriers and employees by:

- 1 Removing internal barriers to improving the customer and carrier experience
- 2 Driving changes that connect capabilities across the organization
- 3 Creating a structure that allows employees to execute with creativity and speed

“This enhanced focus is our opportunity to leverage what we have done to accelerate our position in the marketplace and further differentiate us from our competition as we drive value for our customers, carriers and shareholders. This is a critical next step as we continue to be a leader in an ever more competitive and digital global market.”

–Arun Rajan, Chief Product Officer



How we engage

The Product organization began adding value by launching new features and enhancements to C.H. Robinson’s Navisphere Carrier web and mobile platforms. The goal of this initial focus is to continue to build our loyal contract carrier base to move into a digital-first future. We believe having a strong self-service solution for our contracted carriers will give us access to additional carriers who value a digital environment. Access to new capacity gives us the opportunity to cover more freight on behalf of our customers, thereby improving the customer experience as well.

Looking ahead

We will work backwards from customer and carrier needs and where we can add value to inform our technology investments in a way that delivers on the business outcomes we seek.

We will take a learning mindset, move quickly and use those insights to evolve and iterate our global suite of services.



ENVIRONMENTAL
—
SOCIAL
—
GOVERNANCE

Governance

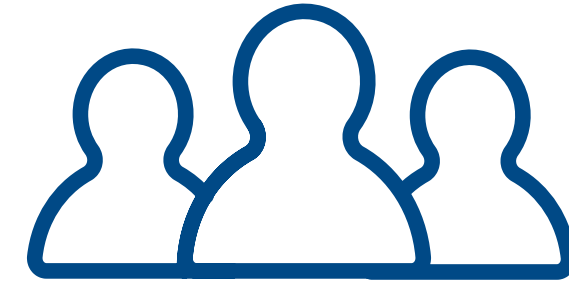
Ethics and compliance

How we manage

Every employee is responsible for upholding the Company's values starting from the first day they join the C.H. Robinson team. Our strong ethics and responsible approach to all we do have guided us for decades and continue to as we serve 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 ten-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 the 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, suppliers, and shareholders feel confident doing business and investing with us. We have robust structures to help ensure compliance and safeguard against unethical behavior. Our chief legal officer 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.



Quick facts about our board

- One-tier, 10-member Board of Directors
- 90% 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 30% women, including one that serves as committee chair and 10% BIPOC

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.

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.

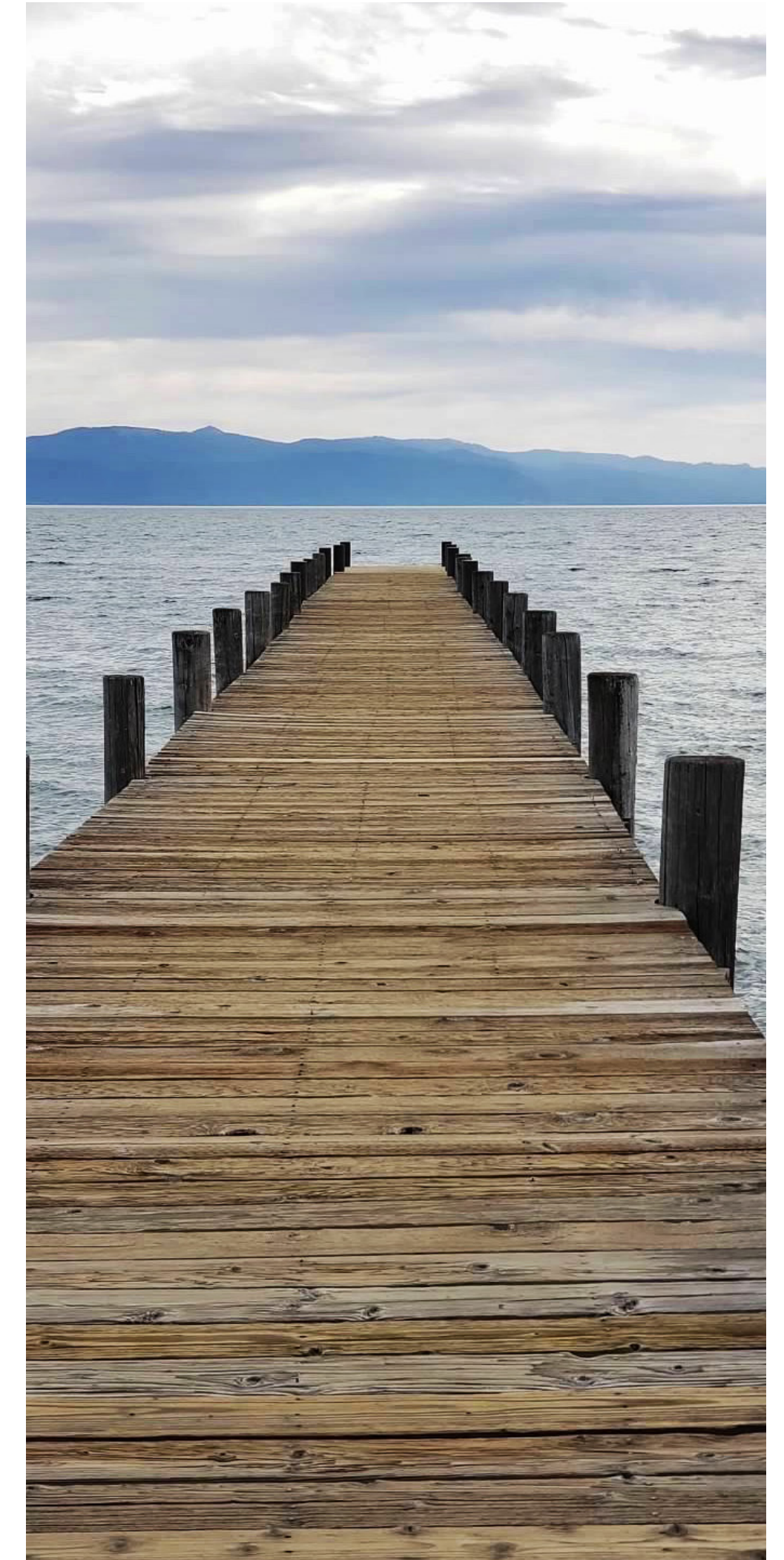


Photo by C.H. Robinson Employee **Carita Hibben**

Risk and crisis management

How we manage

The C.H. Robinson internal audit team facilitates the enterprise risk management (ERM) program, reporting through our audit committee and chief financial officer. 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, likelihood, vulnerability, and speed of onset. 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.

ESG topics were evaluated with leaders to determine overall risk rank, heatmap placement, and risk response plans. This evaluation determined climate change to be an emerging risk and was added to a heat map with other emerging risk exposures needing a detailed risk analysis and response plans.

How we engage

With the continued advancement of the ERM program, there are more frequent touchpoints with risk owners to ensure changes in the risk environment are captured and communicated promptly. The increased frequency allows further integration into the business and helps keep risk at the forefront of decision-making. To achieve this, we engage numerous stakeholders across the Company's shared service organizations, including legal, human resources, government affairs, technology, privacy, and others, to ensure our audit is comprehensive.

Looking ahead

As we evolve our program, the ESG team will continue to strengthen our collaboration with the internal audit and finance teams. In addition to our ongoing risk assessment and reporting process, we will continue to evolve our disclosure in alignment with the TCFD recommendations.

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.



Photo by C.H. Robinson Employee **Carita Hibben**

Business suppliers

How we manage

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

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

C.H. Robinson is committed to developing a supply base that reflects our communities and 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 our stakeholders.

For information about our broader diversity and inclusion efforts, see [p. 14](#).

How we engage

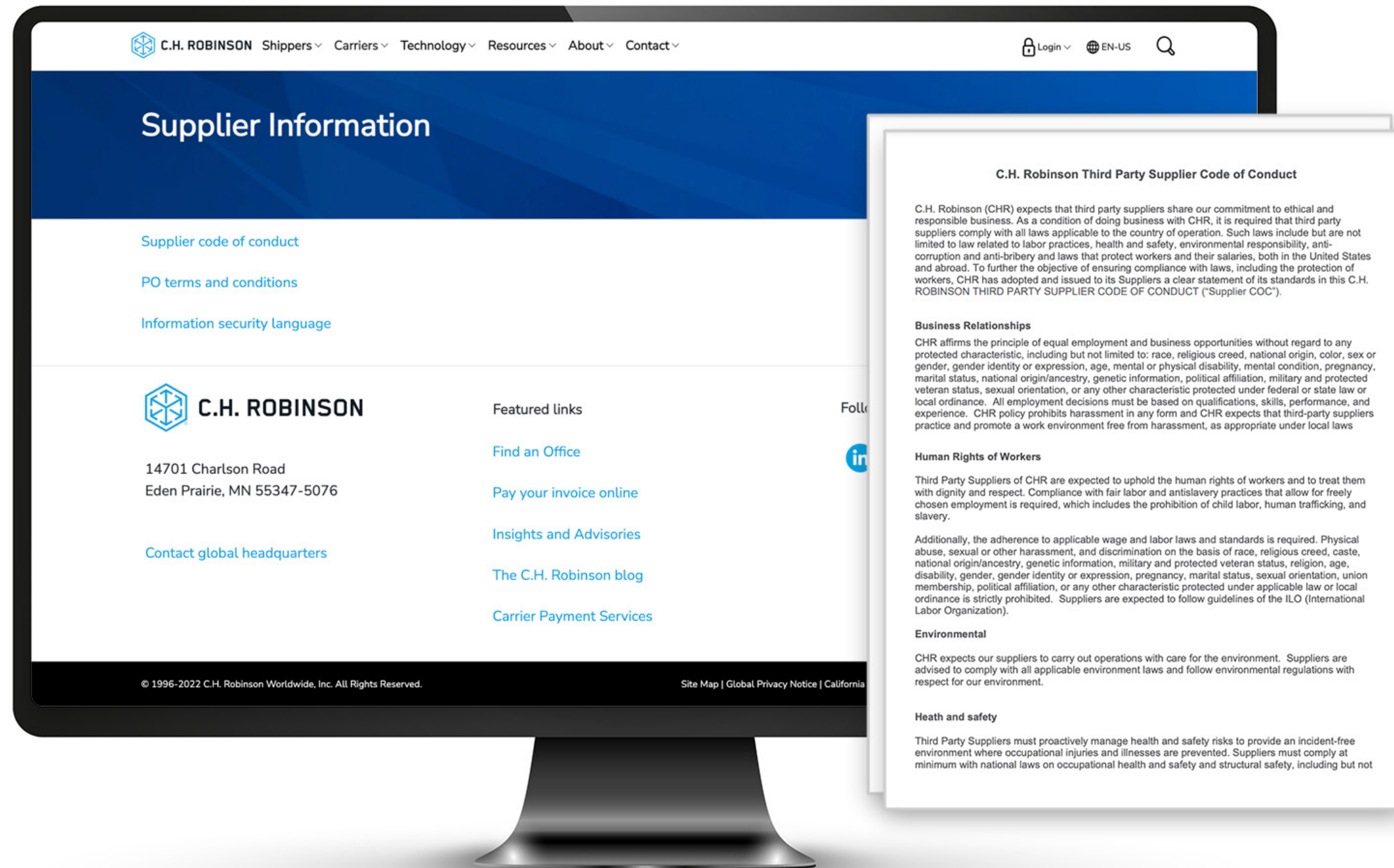
We continue to leverage our supplier base to optimize supplier engagements, resulting in stronger relationships, improved efficiencies, and fewer redundancies. In the last year, we successfully launched enhanced due diligence processes that strengthen the relationship and oversight from our privacy, security, and internal audit functions.

Our procurement processes drive the best value for the organization while also building a global network of responsible suppliers. As part of this commitment, C.H. Robinson seeks to provide qualified diverse and small businesses with procurement opportunities across our business. This focus is integrated throughout our procurement process, and relevant spend and inclusion goals are established to drive continued improvement in diversifying our supply base. We encourage diverse vendors to participate in our procurement process, including BIPOC, women, veteran, LGBTQIA+ and disability-owned businesses. These efforts ensure we have access to solutions that are not only cost-effective but innovative.

In 2021, we created a reporting system that allowed us to track awards to diverse vendors within sourcing events. We also collaborated with a third-party expert to validate and enhance our approach to our baseline.

Looking ahead

We are working toward increasing access to diverse supplier pools to support the overall program.



Global data privacy

How we manage

Personal information must be managed in accordance with C.H. Robinson's 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.

C.H. Robinson's Global Privacy Notice explains how C.H. Robinson respects your privacy, including the collection, retention, deletion, and processing of personal information obtained via our enterprise-wide operations, websites, application software and mobile apps.

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 tech-

nical 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. We have continued to implement our privacy roadmap and engaged across the organization to enable and support the strong privacy-aware culture at C.H. Robinson. In this next phase of our maturity scale, there is increasingly proactive integration of the global privacy team in existing processes. In 2021, the global data privacy team partnered with the global procurement team to enhance the vendor engagement process, including augmented data mapping, contractual review and risk reviews.

Looking ahead

In 2022, we will continue to mature and expand our privacy processes. This includes increased compliance verifications and evolving the governance of our program to align with our progress.



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 centrally 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. We go beyond compliance by working with employees and teams across the globe to ensure security and data protection principles are integrated into the way we do business every day. Please see [p. 27](#) for information about our global data privacy program.

We have a harmonized set of controls that integrates guidance from the EU's General Data Protection Regulation 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 functional recovery and tabletop exercises, cybersecurity exercises, program audit and maintenance, awareness and training, business impact analysis, and risk evaluation and controls.

How we engage

To help our people understand their accountabilities within this program, all employees undergo training on compliance, privacy, and security at the time of hire as well as on an annual, ongoing basis. 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 reviews 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 expert external partners.

In 2021, we 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 50 policies and procedures, included multiple stakeholder interviews and resulted in analysis and a multi-year roadmap.

Looking ahead

In 2022, we will continue to refine and align our risk control framework according to best practices. We will conduct another program maturity assessment against the NIST Cybersecurity Framework (CSF) and prepare our environment for a Zero Trust model. 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.





“Through it all, our organization and our people emerged stronger in 2021. As we look to the future, we will continue to focus on our commitment to making the world a more sustainable, efficient, and inclusive place for all.”

Appendix

TCFD	SASB	Disclosure Topic	Metric	Note(s)
X		Governance	Disclose the organization's governance around climate-related risks and opportunities.	ESG at C.H. Robinson Our Value Chain Governance 2021 CDP Climate Change Response
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.	ESG at C.H. Robinson Our Value Chain Material Topics 2021 CDP Climate Change Response
X		Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	Risk and Crisis Management 2021 CDP Climate Change Response
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.
TCFD	SASB	Disclosure Topic	Metric	Note(s)
	X	Greenhouse Gas Emissions	Gross global Scope 1 emissions	2,135 MTCO ₂ e For additional information review the company's response to the 2021 CDP Climate Change Questionnaire."
	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. As of December 31, 2021 C.H. Robinson reached our goal three years ahead of schedule. In addition to reducing our facility footprint, we leveraged renewable energy credits (RECs), to increase market-based renewable energy. For additional information review the company's response to the 2021 CDP Climate Change Questionnaire.
	X		Fuel consumed by: (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	Not applicable - C.H. Robinson is a non-asset based logistics platform.
	X	Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	Not applicable - C.H. Robinson is a non-asset based logistics platform.
	X	Labor Practices	Percentage of drivers classified as independent contractors	100%
	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.
	X	Employee Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	"(1) .26 (2a) 0 (2b) 0"

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.
	X		Total greenhouse gas (GHG) footprint across transport modes	17,360,650 MTCO ₂ e
	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.
	X		Number of aviation accidents	0
	X		Number of road accidents and incidents	C.H. Robinson does not currently report this metric but will continue to evaluate in the future.
	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.
	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.
	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.
	X		(1) Number of employees (2) Number of truck drivers	(1) As of December 31, 2021, C.H. Robinson had a total of 16,877 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 2021, we executed approximately 20 million shipments for approximately 100,000 customers with approximately 85,000 contracted carriers.

Appendix

	Indicator	2018*	2019	2020	2021	Note(s)
	Environment					
Climate change	GHG Scope 1 Emissions (MtCO2e)	2,459	2,168	2,045	2,135	
	GHG Scope 2 Location-Based Emissions (MtCO2e)	38,389	30,075	31,585	30,136	
	GHG Scope 2 Market-Based Emissions (MtCO2e)	39,041	22,980	25,751	24,636	
	Total Location-Based GHG Emissions (MtCO2e)	40,849	32,243	33,630	32,271	
	Total Market-Based GHG Emissions (MtCO2e)	41,500	25,148	27,796	26,771	
	GHG Scope 3 Emissions (MtCO2e)	—	—	—	17,360,650	
	GHG Scope 3 Purchased Goods and Services (MtCO2e)	—	—	—	276,805	90% of reported emissions were calculated using spend data combined with US EPA Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities, published in 2020 and modified in v1.1.1, January 2022. The spend based emissions calculations include an upstream transportation component. We will seek to refine our calculations in the future to separate out upstream transportation entirely from our purchased goods and services calculations.
	GHG Scope 3 Downstream Transportation (MtCO2e)	—	—	—	17,083,845	Downstream transportation is reported for transportation organized by CH Robinson on behalf of its customers. (see below for potential additional note on scope categorization) 92% of the reported emissions were calculated using actual distance traveled and weight transported data tracked by CH Robinson. Emissions factors were sourced from EPA, "Emission Factors for Greenhouse Gas Inventories," Scope 3 Category 4: Upstream Transportation and Distribution and Category 9: Downstream Transportation and Distribution, April 1, 2022 8% of the reported emissions were estimated using financial data combined with the US EPA Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities, published in 2020 and modified in v1.1.1, January 2022
	Renewable Energy Credits (MWh)	—	12,375	12,375	15,061	
	GHG emissions intensity (MtCO2e/USD Revenue)	0.00473	0.00549	0.00371		
EMS Systems & Reporting	Total Energy Consumption (thousand MWh)	154.94	82.74	92.96	96.94	
	Electricity Used (MWh)	52,254	53,588	68,236	62,860	
	Fleet Fuel Consumption (MWh)	—	—	—	—	
	Environmental Fines (Number)	0	0	0	0	
	Environmental Fines (\$USD)	0	0	0	0	
	"Non-compliance with environmental laws and regulations"	0	0	0	0	
	Hazardous waste (tons, averaged over three years)	0	0	0	0	
Social						
Volunteering and giving	Annual volunteer hours	8,569	10,375	4,215	4,516	
	Corporate Cash Giving (\$USD)	647,473	821,341	326,227	349,966	
	Total Corporate Foundation and Other Giving (\$USD)	1,447,226	1,770,108	3,078,230	2,176,039	
	Total Community Giving (\$USD)	2,094,701	2,593,468	3,404,457	2,526,005	
Human						
Our people	Number of Employees	15,123	15,327	14,888	16,877	
	Number of Temporary Employees	132	124	243	142	
	Number of Contractors	994	1,074	905	2,019	
	New Employee Hires	3,588	3,087	2,234	5,189	
	Employee Turnover Percent*	22.65%	20.40%	17.26%	19.07%	
Diversity & Inclusion	Percent of Women in Workforce	44.84%	45.72%	46.78%	47.85%	
	Percent of Women in Management	37.14%	38.87%	38.13%	40.60%	In 2020, C.H. Robinson adopted new human capital management software that provided more visibility to enterprise data. Our new data model defines "management" to include all people leaders for this report.
	Percent of BIPOC in Workforce	22.62%	23.66%	24.88%	27.77%	
	Percent of BIPOC in Management	14.97%	16.26%	17.11%	18.52%	In 2020, C.H. Robinson adopted new human capital management software that provided more visibility to enterprise data. Our new data model defines "management" to include all people leaders for this report.
	Percent of Disabled in Workforce	1.66%	1.98%	0.81%	2.33%	Data provided in this report is from employee self-identification. C.H. Robinson does not mandate this disclosure from our employees.
	Percent of Women of New Hires	47.35%	47.44%	46.96%	48.72%	

*2018 emissions baseline has been adjusted to reflect current portfolio

	Indicator	2018	2019	2020	2021	Note(s)
OHS & Well-being	Percent of employees receiving regular performance and career development reviews	—	98%	97%	98%	
	Average hours of training per employee per year	9.06	10.1	10.1	23.6	
	Hazard identification, risk assessment, and incident investigation	Yes	Yes	Yes	Yes	
	Occupational health services	Yes	Yes	Yes	Yes	
	Worker training on occupational health and safety	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	29	20	28	20	
	Workforce Accidents	29	20	28	20	Figures are US-only
	Lost Time from Accidents (days)	62	10	13	354	Figures are US-only
	Lost Time Incident Rate	0.08	0.01	0.14	0.12	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	0.29	0.19	0.22	0.26	Figures are US-only. Calculated as Total Case Incident Rate (TCIR).
	Fatalities—Total	0	0	0	0	Figures are US-only
	Fatalities—Employees	0	0	0	0	Figures are US-only
Fatalities—Contractors	0	0	0	0	Figures are US-only	
Governance						
Corporate Governance	Number of Non-Executive Directors on Board	8	9	9	9	
	Percent of Non-Executive Directors on Board	89%	90%	90%	90%	
	Number of Independent Directors	8	8	8	8	
	Percent of Independent Directors	89%	80%	80%	80%	
	CEO Duality	Yes	No	No	No	
	Independent Chairperson	No	No	Yes	Yes	
	Independent Lead Director	No	Yes	Yes	Yes	
	Number of Corporate Executive Officers on Board of Directors	1	1	1	1	
	Poison Pill Plan	No	No	No	No	
	Proxy Access Bylaw or Provision	Yes	Yes	Yes	Yes	
	Stakeholders' involvement in remuneration	Yes	Yes	Yes	Yes	
	CEO pay ratio	130:01	135:1	101:1	178:1	
	Number of Directors	9	10	10	10	
	Number of Women on Board	3	3	3	3	
Percent of Women on Board	33%	30%	30%	30%		
Number of Female Executives	1	1	1	1		
Percent of Female Executives	10%	10%	10%	10%		
Clawback Provision for Executive Compensation	No	No	No	No		
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0.00	0.00	1.00	0.00		
Ethics & compliance	Operations assessed for risks related to corruption	Yes	Yes	Yes	Yes	
	Communication and training about anti-corruption policies and procedures	Yes	Yes	Yes	Yes	
	Confirmed incidents of corruption and actions taken	0	0	0	0	
	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0	0	0	0	



C.H. ROBINSON

14701 Charlson Road | Eden Prairie, MN 55347-5076 | 952.937.8500 | chrobinson.com