

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 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.	ESG at C.H. Robinson Our Value Chain Material Topics 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.	Risk and Crisis Management 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 p. 34 .
TCFD	SASB	Disclosure Topic	Metric	Note(s)
	X	Greenhouse Gas Emissions	Gross global Scope 1 emissions	2,045 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	As a non-asset based logistics platform, C.H. Robinson does not currently report this metric but will continue to evaluate in the future.
	X	Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	As a non-asset based logistics platform, C.H. Robinson does not currently report this metric but will continue to evaluate in the future.
	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) .22 (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	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.
	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, 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.

	Indicator	2016	2017	2018	2019	2020	
	Environment						
Climate change	GHG Scope 1 Emissions (MtCO ₂ e)	—	—	2,834	2,168	2,045	
	GHG Scope 2 Location-Based Emissions (MtCO ₂ e)	—	—	31,391	30,075	31,585	
	GHG Scope 2 Market-Based Emissions (MtCO ₂ e)	—	—	—	22,980	25,751	
	Total Location-Based GHG Emissions (MtCO ₂ e)	—	—	34,225	32,243	33,630	
	Total Market-Based GHG Emissions (MtCO ₂ e)	—	—	—	25,148	27,796	
	GHG Scope 3 Emissions (MtCO ₂ e)	—	—	—	—	—	
	Renewable Energy Credits	—	—	—	12,375	11,626	
	GHG emissions intensity (MtCO ₂ e/USD Revenue)	—	—	0.000	0.000	0.00000207	
	Direct CO ₂ Emissions (thousand MtCO ₂)	—	—	—	—	2.05	
	Indirect CO ₂ Emissions (thousand MtCO ₂)	—	—	—	—	31.58	
	Total CO ₂ Emissions (thousand MtCO ₂)	—	—	—	—	33.63	
	Direct HFC Emissions (thousand MtCO ₂ 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 ¹	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 ²	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 ²	15.2	14.63	14.97	16.26	17.11%	
	Percent of Disabled in Workforce ³	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%	

¹With 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.

²In 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.

³Data 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 ⁴	—	24	29	20	28
	Lost Time from Accidents (days) ⁴	—	246	62	10	13
	Lost Time Incident Rate ⁵	—	0.08	0.08	0.01	0.14
	Total Recordable Incident Rate ⁶	—	0.23	0.29	0.19	0.22
	Fatalities—Total ⁴	—	0	0	0	0
	Fatalities—Employees ⁴	—	0	0	0	0
	Fatalities—Contractors ⁴	—	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

⁴Figures are US-only

⁵Figures 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.

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