



DRIVEN FOR YOU™

2025 SUSTAINABILITY DATA SUPPLEMENT



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TO CREATE THE
Most Efficient
Transportation Network
IN NORTH AMERICA



Sustainability Highlights

4.4 Million

MT CO₂e

Estimated emissions avoided by **converting over-the-road loads** to intermodal in 2025

64

Military service members participated in our SkillBridge program in 2025, supporting their transition from military service to civilian careers

28,231

MT CO₂e

Emissions avoided through continued fleet modernization and **improved fuel efficiency** in 2025

24.1 million

Gallons of company fleet fuel from **biogenic sources** in 2025, which is 15% of fleet fuel consumption

91%

of total tires purchased were retreaded tires in 2025 as part of our tire retread program, equaling **351,537 tires**

268

Total **alternative energy vehicles** owned or operated on behalf of our customers in 2025

\$2 Million+

Company and employee contributions toward **J.B. Hunt's company giving pillars** of Healthcare, Veterans, Crisis Management and Education in 2025

6,558 MWh

Renewable electricity generated by J.B. Hunt's owned solar farm, offsetting 45% of power consumed by Lowell, AR corporate campus.

1 Million

Work hours achieved **without a safety incident** by our Cedar Rapids, Iowa, maintenance shop in 2025

59

ELEVATION ideas validated in 2025 to **drive efficiency and cost savings**

1 of 4

Ground transportation companies named to the **Dow Jones Best-in-Class** North America Index for 2025, the only trucking and logistics company among them and our second consecutive year on the index (previously 1 of 5)

3 Years

Of consecutive **record safety performance** based on DOT preventable collisions per million miles, one of our key metrics in safety

Message From Our President and CEO



Our vision remains clear: to build the most efficient transportation network in North America. In realizing that vision, sustainability emerges as part of the value we create.

As we entered 2025, market conditions shifted quickly amid global uncertainty and supply chain volatility. However, we remained focused on what we could control. By executing with operational excellence, cost discipline and strategic improvement, we reinforced our ability to deliver both financial performance and sustainability outcomes.

Our sustainable growth strategy enables us to make progress regardless of market conditions, ensuring we can grow responsibly and sustainably over time. It is grounded in three priorities that guide all of our decisions:

- focusing on disciplined growth driven by operational excellence
- leveraging our investments in People, Technology and Capacity to drive sustainable competitive advantages in our business
- repairing margins and driving long-term shareholder value

These efforts create value for our people, customers and shareholders, but they are also essential to managing our environmental impact.

When it comes to reducing emissions, we start with what we can control today. We continue to improve fuel economy, optimize our network, expand intermodal conversion and make better use of our existing capacity. Intermodal remains one of our most impactful solutions, reducing a shipment's carbon footprint by an average of 65% while also improving efficiency across the supply chain. J.B. Hunt maintains a leading position in intermodal, an area with one of the largest long-term growth opportunities.

By the end of 2023, we surpassed the halfway mark toward our ambitious emission-reduction goal. In 2024, external factors like changes to tax policy impacted the availability of biogenic fuels and slowed our progress. We've faced some real challenges here. While it's not linear, we are making real progress toward our goal and remain committed to improving fuel efficiency, expanding the use of lower-emission fuels and advancing technologies that support long-term emissions reduction. The path forward will require continued innovation, supportive policy and economic alignment, but we are confident in our ability to make meaningful progress.

Our progress is also reflected in how customers and external organizations view our work. In 2026, we were named to the Dow Jones Best-in-Class North America Index for the second consecutive year. We also earned more than 55 awards across sustainability, safety, service and innovation. These recognitions reflect the consistency and commitment of our people who are at the center of everything we do. Their commitment to improving how we operate, serve our customers and adapt through change is what enables our progress.

Our role extends beyond our own operations. We support our customers in advancing their sustainability objectives. By combining deep industry expertise with data-driven tools, we provide consultation on ways to reduce carbon intensity within

their supply chains. Our Carbon Diet Methodology creates a collaborative framework to evaluate solutions such as intermodal conversion, biogenic fuels and operational efficiencies, helping customers prioritize the most impactful and economically viable actions.

Looking ahead, we will continue to pursue sustainability in a way that is practical, disciplined and aligned with long-term value creation. We will not rely on market conditions to drive outcomes. Instead, we will continue to own our performance by focusing on efficiency, execution and investments that strengthen our business.

And we want to invest in solutions that act as a force multiplier of our people's excellence and drive long-term value. Advancements in automation, artificial intelligence, equipment efficiency and low carbon technologies are helping us improve productivity, reduce complexity and lower emissions, all while strengthening our operational performance.

The work we are doing today to improve efficiency, lower our cost to serve and build a more resilient network positions us to lead in both performance and sustainability for years to come.



Shelley Simpson
President and Chief Executive Officer



Awards & Recognition

2025

S&P Global

Named to the Dow Jones Best-in-Class North America Index

Inbound Logistics

Named Top 100 3PL Provider for the 16th consecutive year by Inbound Logistics

Named Top 100 Trucker by Inbound Logistics for the 15th consecutive year

Named Top 75 Green Supply Chain Partner (G75) for the 13th consecutive year by Inbound Logistics Morningstar Sustainalytics

Logistics Management

Received the 2025 Quest for Quality Award – Dry Freight Carriers for the 2nd consecutive year from Logistics Management

Received the 2025 Quest for Quality Award – Rail/Intermodal Service Provider for the 5th consecutive year from Logistics Management

Received the 2025 Quest for Quality Award – Third-Party Logistics Companies Transportation Management for the 6th consecutive year from Logistics Management

Received 2025 Logistics Management Quest for Quality Award – Intermodal Marketing Companies

Transport Topics

Ranked in the top 10 Transport Topics Top 100 list of Largest For-Hire Carriers for the 20th consecutive year

Ranked in the top 10 Transport Topics Top 50 list of Logistics Companies for the 18th consecutive year

FreightWaves

Named to the 2026 FreightTech 25 List by FreightWaves for the 9th consecutive year

VIQTORY

Named Military Friendly Employer for the 19th consecutive year by VIQTORY

Named Top 10 Military Friendly Employer for the 2nd consecutive year by VIQTORY

project44

Received 2025 Preferred Carrier Award – Platinum Winner from project44

Arkansas Trucking Association

Received Large Carrier Safety Award from Arkansas Trucking Association

American Legion

Received Employment & Education National Award – Large Employer from American Legion

VETS Indexes

Named a 4-Star Military Employer by VETS Indexes

Military Times

Named to Best for Vets Employer List for the 2nd consecutive year by Military Times

Norfolk Southern

Received the Thoroughbred Sustainability Partner Award – Innovation Award from Norfolk Southern

2026

S&P Global

Named to the Dow Jones Best-in-Class North America Index for the second consecutive year *(1 of 4 North American transportation companies, and the only road transportation company)*

Inbound Logistics

Named Top 75 Green Supply Chain Partner (G75) by Inbound Logistics for the 14th consecutive year

FourKites

Named FourKites Premier Carrier List

Fleet Owner

Ranked in America’s Top 500 For-Hire Carriers by Fleet Owner

Transport Topics

Ranked in the top 10 Transport Topics Top 50 list of Logistics Companies for the 18th consecutive year

CargoNet

Named Best in Cargo Security for 2025 by CargoNet

Where You Work Matters

Named a Where You Work Matters Gold Employer

U.S. Veterans Magazine

Named a Top Veteran Employer for U.S. Veterans Magazine

VETS Indexes

Named a 5-Star Military Employer by VETS Indexes



Environmental

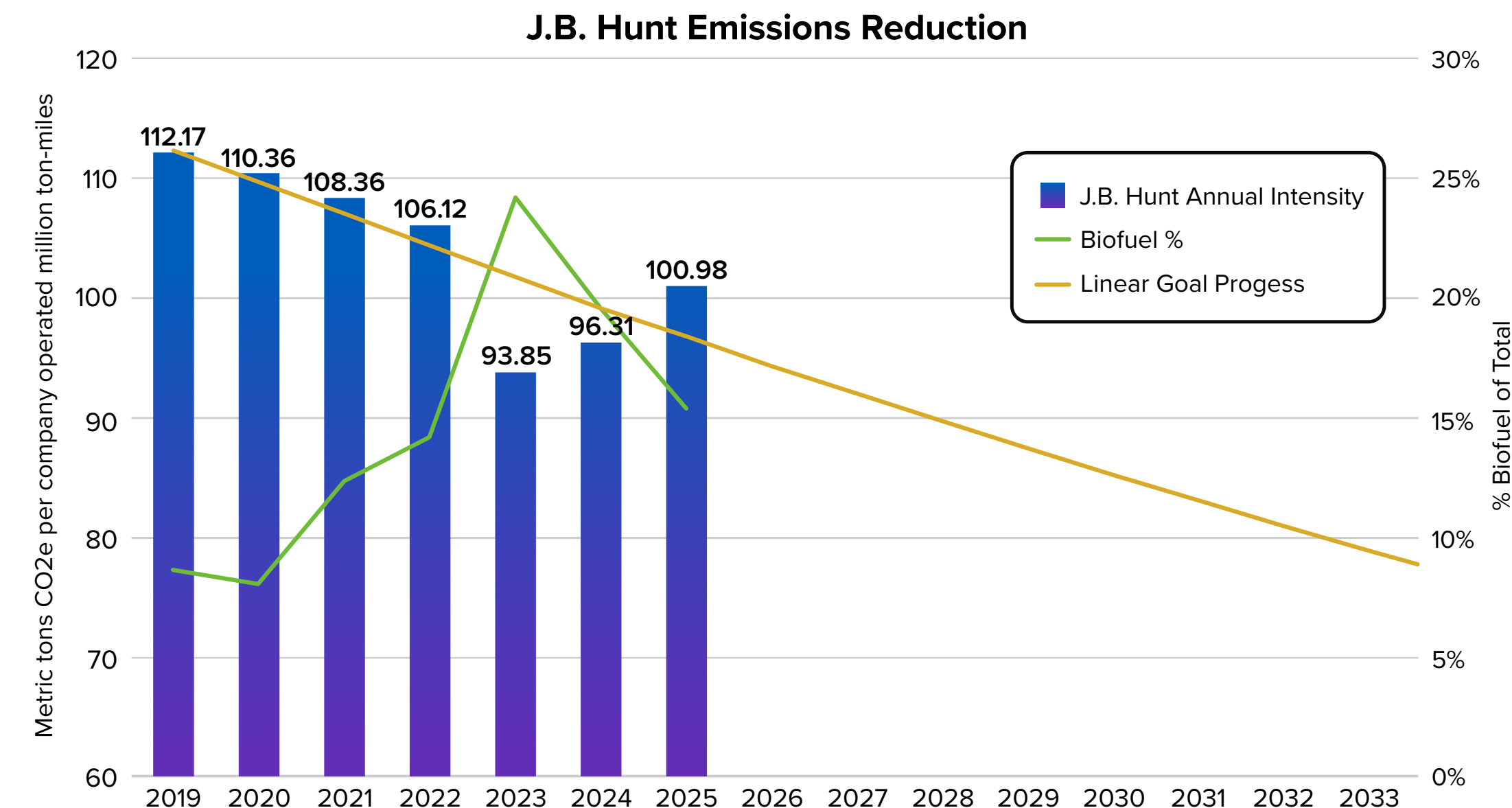
Commitment to Emissions Reduction and Progress

In 2022, we formalized our commitment to sustainability by [announcing an ambitious goal](#) to reduce our Scope 1 and Scope 2 carbon emission intensity 32% by 2034 from a baseline of 100.20. This ambitious goal is in alignment with the original goal of the Paris Climate Agreement to limit global warming to two degrees Celsius. A core concept of J.B. Hunt's culture is our "say-do" approach. The ambition level of our target is deliberately set based on realistic assumptions and a fact-based approach, with a commitment backed by a clear Climate Action Plan.

Our greenhouse gas target was developed over 18 months of deliberation, research and consultation with truck manufacturers, energy providers, utilities providers, consultants, regulators, industry trade groups, industry analysts and more. These discussions were centered on the maturation of applicable decarbonization technologies throughout the timeline of our goal.

This level of decarbonization is premised on commercially viable solutions through J.B. Hunt investments. Higher levels of carbon abatement may be achievable but will likely require and rely on shipper decarbonization investments as well.

Progress as of the end of 2025 is a 10% reduction in GHG emissions intensity. While year to year progress may fluctuate due to biogenic fuel availability in the market, the long-term trend in lower emissions intensity remains our focus.



Biogenic Fuel

J.B. Hunt's decarbonization goal is significantly impacted by the ability to leverage capacity of biofuels in the market. The biofuels market has seen significant disruption from 2024 to 2026. The industry saw a surge in availability of biofuels between 2022-2023 due to implementation of Low Carbon Fuel Standards in certain states as well as tax policies that support economic viability. The retirement (expiration) of the Section 40A biodiesel/blenders tax credit—which ended for most fuels on December 31, 2024—has had several direct and indirect impacts on biofuel capacity. These effects show up through plant utilization, new investment decisions, and overall supply economics.

Net effect on biofuel capacity

- Short-term (2025–2026)
 - › Production Shutdowns: Biofuel production has now idled or decommissioned over 1.5 billion annual gallons of domestic capacity.
 - › Future Investment freeze
- Medium-term (2027–2029)
 - › Capacity reconfiguration, not just declines
- Long-term Total capacity depends on:
 - › Refinement of federal tax incentive policy
 - › Carbon intensity standards
 - › Crude oil and biofuels feedstocks economics

Bottom line

J.B. Hunt's key strategies towards GHG intensity reduction remain, as stated in 2022, improved fuel economy in diesel trucks, incorporation of alternative fuel vehicles, and increased use of biogenic fuels. The retirement of the 40A tax credit has significantly disrupted biofuel supply in the market throughout 2025 and 2026. These changes are expected to further impact and reduce biogenic fuel availability into 2027 while the market reconfigures to the new 45z tax credit. As a key component of our strategy, we will continue to monitor and support efforts that keep biogenic fuels widely available to our industry.



Social

Commitment to Our People

J.B. Hunt prioritizes employee well-being, development, safety and community impact across its workforce of more than 31,000 employees.

Employee Benefits and Career Development

The company supports employee and family well-being through benefits addressing physical, mental and financial health, including medical coverage, wellness programs, financial education and free mental health services. J.B. Hunt invests significantly in employee development, with more than 700,000 annual training hours. Programs include safety training, leadership development, and specialized initiatives such as the Technician Career Advancement program. And through an annual structured talent review and succession planning process employees are provided ongoing feedback and advancement opportunities, supported by instructor-led training, digital learning, mentorship and coaching within a defined skills framework.

Employee and Community Safety

Safety is central to operations, supported by investments in training, technology, and continuous improvement. Through key initiatives such as advanced driver-assistance systems, AI-enabled in-cab video technology, and Smith System defensive driving certification, the company achieved a reduction in preventable collisions per million miles in 2025, continuing a multi-year improvement.

Employee Impact

J.B. Hunt uses surveys, focus groups, and leadership feedback tools as methods of monitoring employee sentiment. The company enables workforce-driven innovation through its ELEVATION program, which has generated more than 35,000 ideas since 2015. And through our Inclusion Council and Employee Resource Groups, employees can contribute and support programs designed to strengthen engagement, collaboration and diverse perspectives across the workforce.





Governance

Commitment to Our Standards

J.B. Hunt maintains a well-established corporate governance structure, strong ethical standards, and an ongoing commitment to environmental and social responsibility.

Board Governance and Structure

As highlighted in our 2024 Sustainability Report, the company retains a Board of Directors supported by Audit, Executive Compensation, and Nominating and Corporate Governance committees. Annual self-evaluations and diverse committee appointments ensure effective oversight within the Board and its contribution to the company.

Risk Governance

J.B. Hunt maintains a risk governance framework with Board-level oversight of key risks. We structure our risk management responsibilities using a three-lines of defense model that includes operational risk ownership, risk management and compliance oversight, and independent audits. Key risks and related developments are reviewed through established management and governance processes and elevated to executive leadership and the Board, as appropriate. This framework enables us to align risk oversight with strategic priorities and ensure appropriate visibility at the highest levels of the organization.

Business Ethics and Integrity

J.B. Hunt follows a comprehensive Code of Ethics that guides directors, officers, and employees, as well as a Supplier Code of Conduct that informs our procurement and holds suppliers accountable. These codes emphasize integrity, accountability, and provide mechanisms for reporting unethical conduct. Human rights are an integral aspect of our corporate responsibility and are formalized within our Human Rights Statement.

Sustainability Policies and Procedures

Our commitment to sustainability and to having a positive impact on the environment is a priority of J.B. Hunt and is reflected in our Environmental Policy Statement. This statement outlines our dedication to environmental protection and reducing greenhouse gas emissions through a variety of initiatives.

J.B. Hunt focuses on continuous improvement and takes steps to increase our sustainability efforts and share our progress with our stakeholders. Through the work of our Sustainability Committee, led by the EVP of Safety, Sustainability, and Maintenance, we take responsibility to improve our performance and continually disclose on our progress. This has led to J.B. Hunt being named to the Dow Jones Best-in-Class North America Index by the S&P Global for the second consecutive year.





Appendix

About This Report

In recent years, J.B. Hunt has increased disclosure of our ESG performance to our stakeholders in our annual proxy statement, on our website, in our 2020 Sustainability Report, 2021 Data Supplement, 2022 Sustainability Report, 2023 Data Supplement and our 2024 Sustainability Report. This year, we continue that effort with this 2025 Sustainability Data Supplement. This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards, and in alignment with the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) frameworks. Additional information on our sustainability program is available on the J.B. Hunt website.

The information covered in this report includes data spanning financial years 2023 to 2025 for the operations of J.B. Hunt Transport Services, Inc. (J.B. Hunt) and its consolidated subsidiaries.

J.B. Hunt also voluntarily discloses through other ESG platforms such as CDP (formerly the Carbon Disclosure Project), S&P Global and EcoVadis. In addition, J. B. Hunt monitors ESG ratings from Institutional Shareholder Services (ISS) Annual Policy Survey, Sustainalytics and MSCI.

Supporting Our Employees: Demographics Data Set

The employee demographic information published by the Company is presented solely to satisfy data reporting requests and expectations of the ESG reporting frameworks and platforms referenced above. All employment decisions are made based on job-related qualifications, performance and business needs, in compliance with applicable equal employment opportunity laws. Demographic data is reported and disclosed only in aggregated form and is not used to make decisions affecting individual employees.

This information:

- is not used to make, influence or justify any employment decisions, including hiring, promotion, compensation, discipline or termination, or any other aspect of the employee experience.
- is not used to establish or support hiring quotas, targets, set-asides, or references based on race, sex, ethnicity or any other characteristic.
- is not part of any illegal or impermissible DEI practice, or in conflict with applicable federal, state or local employment laws.
- does not represent goals, mandates or required outcomes for workforce composition.

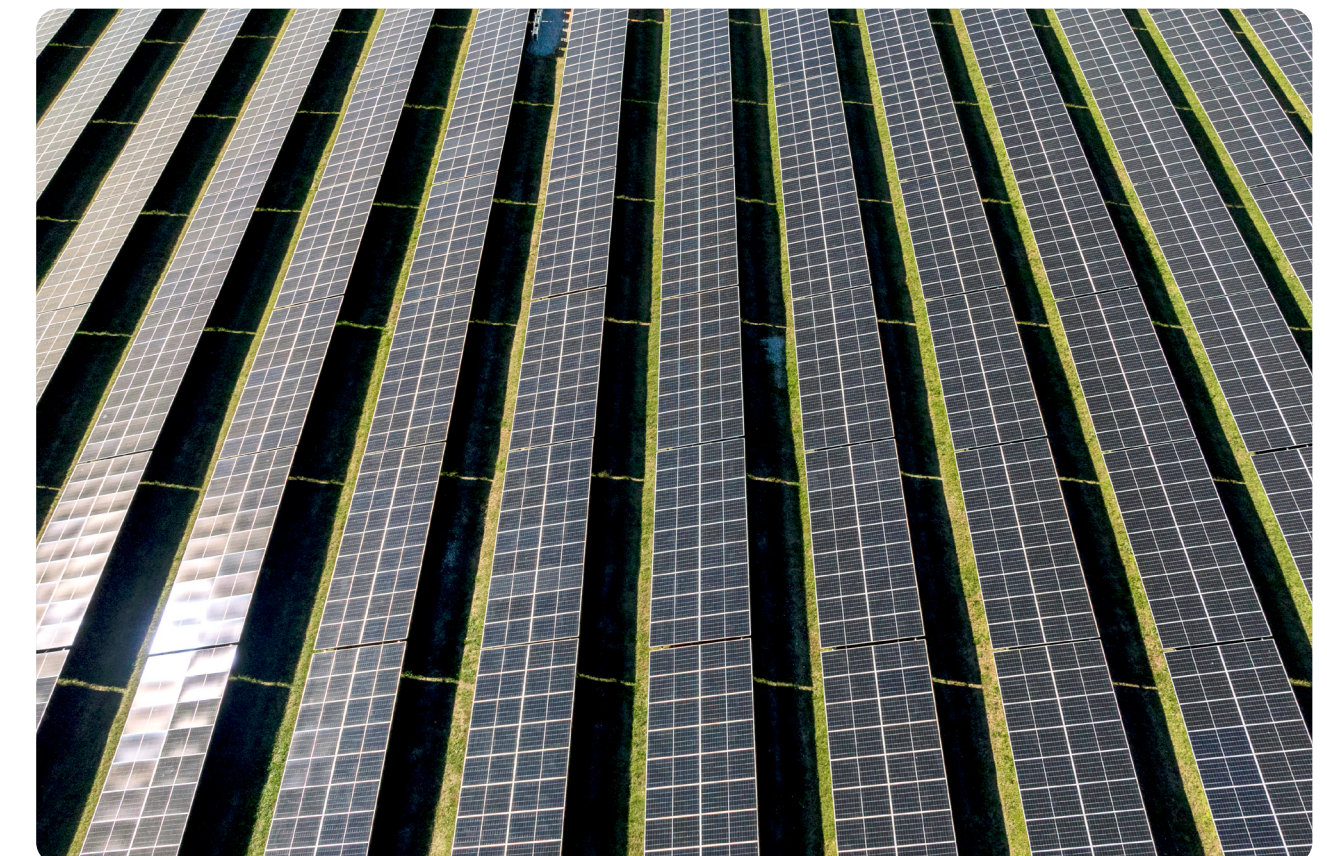
Forward-Looking Statement

This report, including documents that are incorporated by reference and other documents which we file periodically with the Securities and Exchange Commission (SEC), contains statements that may be considered to be “forward-looking statements.” Such statements relate to our predictions concerning future events or operations and are within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. When we use words like “may,” “plan,” “contemplate,” “anticipate,” “believe,” “intend,” “continue,” “expect,” “project,” “goals,” “strategy,” “future,” “predict,” “seek,” “estimate,” “likely,” “could,” “should,” “would,” and similar expressions, you should consider them as identifying forward-looking statements, although we may use other phrasing. Forward-looking statements are inherently uncertain, subject to risks, and should be viewed with caution. These statements are based on our belief or interpretation of information currently available. Stockholders and prospective investors are cautioned that actual results and future events may differ materially from these forward-looking statements as a result of many factors. Some of the factors and events that are not within our control and that could have a material impact on future operating results include, but are not limited to, those discussed in Item 1A of our Annual Report filed on Form 10-K for the year ended December 31, 2025. J.B. Hunt assumes no obligation to update any forward-looking statements to the extent the company becomes aware they will not be achieved for any reason.

Assurance

Scope 1, 2, and partial Scope 3 carbon data was audited by an independent third party, TÜV SÜD America, Inc., in accordance with ISO 14064-3:2019 with a reasonable level of assurance for Scope 1 and 2 and a limited level of assurance for Scope 3.

J.B. Hunt follows the GLEC Framework for calculating GHG emissions.





D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Governance & Economic				
Board of Directors				
Female	% of Board	33%	33%	22%
African-American	Total Number	0	0	0
Hispanic	Total Number	0	0	0
Caucasian	Total Number	3	3	2
Male	% of Board	67%	67%	78%
African-American	Total Number	0	0	0
Hispanic	Total Number	1	1	1
Caucasian	Total Number	5	5	6
Age				
Age 30-60	% of Board	56%	56%	56%
Over Age 60	% of Board	44%	44%	44%
Tenure				
0-10 years	Total Number	4	4	2
11-20 years	Total Number	3	3	3
20+ years	Total Number	2	2	4
Skills and Qualifications ¹				
Industry Experience	% of Board	67%	67%	80%
Public Policy	% of Board	100%	100%	100%
CEO/Senior Management Experience	% of Board	100%	100%	100%
Economic/Accounting/Finance	% of Board	100%	100%	100%
Human Resources Management	% of Board	67%	67%	20%
Developing & Implementation of Risk Management Systems	% of Board	83%	83%	40%
Regulatory/Legal	% of Board	100%	100%	100%
Environmental and Climate	% of Board	50%	50%	60%

¹ Includes information provided for “Independent” Directors only.



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Governance & Economic <i>continued</i>				
Business Units and Revenues				
Total Consolidated Revenue	Revenue (\$ Million)	\$11,999	\$12,087	\$12,830
J.B. Hunt Total Company Operated Revenue Ton - Miles	Million Company Operated Ton-Miles (Mt.m)	50,169	53,113	52,046
Intermodal (JBI)	Revenue (\$ Million)	\$5,975	\$5,956	\$6,208
	% of Total Revenue	49.8%	49.3%	48.4%
	Loads	2,138,191	2,090,732	2,044,980
Dedicated (DCS)	Revenue (\$ Million)	\$3,376	\$3,396	\$3,543
	% of Total Revenue	28.1%	28.1%	27.6%
	Loads	3,885,463	3,985,221	4,274,677
Integrated (ICS)	Revenue (\$ Million)	\$1,109	\$1,141	\$1,390
	% of Total Revenue	9.2%	9.4%	10.8%
	Loads	553,126	609,854	764,839
Final Mile (FMS)	Revenue (\$ Million)	\$824	\$910	\$918
	% of Total Revenue	6.9%	7.5%	7.2%
	Stops	3,831,619	4,316,578	4,596,715
Truckload (JBT)	Revenue (\$ Million)	\$734	\$702	\$789
	% of Total Revenue	6.1%	5.8%	6.1%
	Loads	432,794	389,832	410,091



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Governance & Economic <i>continued</i>				
Business Units and Revenues				
Total Spend on Goods and Services	\$ Million	\$7,439	\$7,580	\$9,270
Purchases by Category ²				
Purchased Transportation	%	67%	67%	60%
Tractors and Trucks	%	6%	7%	11%
Fuel	%	10%	10%	9%
Trailing Equipment	%	2%	2%	6%
Maintenance	%	5%	5%	5%
Other Goods and Services	%	10%	9%	9%
Anti-Corruption Status				
Confirmed incidents of corruption ³	Total Number	0	0	0
Incidents in which employees were dismissed or disciplined for corruption	Total Number	0	0	0
Incidents when contracts with business partners were terminated/not renewed due to violations related to corruption	Total Number	0	0	0

D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Serving our Customers				
Customer Privacy and Losses of Customer Data				
Complaints received from outside parties and substantiated by the organization	Total Number	0	0	0
Complaints from regulatory bodies	Total Number	0	0	0
Total number of identified leaks, thefts, or losses of customer data	Total Number	0	0	0

² Excludes payments to J.B. Hunt employees like wages, 401K contributions, other compensation.

³ Reporting areas include bribery, conflicts of interest, money laundering and insider trading.



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Supporting our Employees				
Occupational Health & Safety				
Number of road accidents and incidents	Number	1,173	1,145	1,106
Total recordable incident rate (TRIR)	Incident rate	1.74	1.79	1.86
Lost time incident rate (LTIR)	Incident rate	1.34	1.46	1.46
High-consequence Injuries (excluding fatalities) ⁴	Number	54	72	85
High-consequence Injury (excluding fatalities) Frequency Rate ⁴	High-consequence injuries per 200,000 Workhours	0.15	0.19	0.21
Total Number of Fatalities	Number	0	2	1
Fatality Frequency Rate for Direct Employees	Fatalities per 200,000 Workhours	0.000	0.003	0.002
Fatality Frequency Rate for Contract Employees	Fatalities per 200,000 Workhours	0.000	0.0026	0.000
Safety Measurement System BASIC percentiles				
Unsafe Driving	%	13%	25%	49%
Hours-of-Service Compliance	%	58%	58%	63%
Driver Fitness	%	30%	37%	52%
Controlled Substances/Alcohol	%	0%	0%	1%
Vehicle Maintenance	%	74%	74%	73%
Hazardous Materials Compliance	%	67%	72%	45%

⁴ Fluctuations occur due to the timing of notation. Events will populate, or be removed throughout the year.



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Total Employees	Total Number	31,750	33,646	34,706	Total Number	31,750	33,646	34,706
Full-Time Total Number	Total Number	31,535	33,402	34,435	Total Number	31,535	33,402	34,435
Gender Demographics								
Total Population								
Total Males	Total Number	27,068	28,547	29,413	% of Total Employees	85.3%	84.8%	84.7%
Total Females	Total Number	4,682	5,096	5,289	% of Total Employees	14.7%	15.1%	15.2%
Does not identify	Total Number	0	3	4	% of Total Employees	0.0%	0.0%	0.0%
Drivers								
Total Males	Total Number	19,808	20,756	21,051	% of Total Drivers	91.9%	92.0%	92.5%
Total Females	Total Number	1,747	1,816	1,703	% of Total Drivers	8.1%	8.0%	7.5%
Does not identify	Total Number	0	1	1	% of Total Drivers	0.0%	0.0%	0.0%
Total People of Color	Total Number	15,155	15,483	15,046	% of Total Drivers	70.3%	68.6%	66.1%
Non-Drivers								
Total Males	Total Number	7,260	7,797	8,362	% of Total Non-Drivers	71.2%	70.4%	70.0%
Total Females	Total Number	2,935	3,274	3,586	% of Total Non-Drivers	28.8%	29.6%	30.0%
Does not identify	Total Number	0	2	3	% of Total Non-Drivers	0.0%	0.0%	0.0%
Total People of Color	Total Number	3,736	4,029	4,257	% of Total Non-Drivers	36.6%	36.4%	35.6%
Management								
Male	Total Number	2,733	2,860	3,035	% of Total Management	76.1%	75.5%	75.8%
Female	Total Number	857	927	971	% of Total Management	23.9%	24.5%	24.2%
Does not identify	Total Number	0	0	1	% of Total Management	0.0%	0.0%	0.0%
Total People of Color	Total Number	1,168	1,203	1,221	% of Total Management	32.5%	31.8%	30.5%
Non-Management								
Male	Total Number	4,527	4,937	5,327	% of Total Non-Management	68.5%	67.8%	67.1%
Female	Total Number	2,078	2,347	2,615	% of Total Non-Management	31.5%	32.2%	32.9%
Does not identify	Total Number	0	2	2	% of Total Non-Management	0.0%	0.0%	0.0%
Total People of Color	Total Number	2,568	2,825	3,036	% of Total Non-Management	38.9%	38.8%	38.2%



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Age Demographics								
Under Age 30	Total Number	5,226	5,805	6,378	% of Total Employees	16.5%	17.3%	18.4%
Age 30-50	Total Number	16,455	17,189	17,378	% of Total Employees	51.8%	51.1%	50.1%
Over age 50	Total Number	10,069	10,652	10,950	% of Total Employees	31.7%	31.7%	31.6%
Race Demographics								
White	Total Number	12,859	14,132	15,399	% of Total Employees	40.5%	42.0%	44.4%
Black or African-American	Total Number	10,287	10,710	10,433	% of Total Employees	32.4%	31.8%	30.1%
Hispanic or Latinx	Total Number	6,201	6,269	6,360	% of Total Employees	19.5%	18.6%	18.3%
Asian or Asian-American	Total Number	1,315	1,399	1,431	% of Total Employees	4.1%	4.2%	4.1%
Two or More Races	Total Number	651	677	624	% of Total Employees	2.1%	2.0%	1.8%
American Indian or Alaskan Native	Total Number	299	317	320	% of Total Employees	0.9%	0.9%	0.9%
Native Hawaiian or Other Pacific Islander	Total Number	133	130	127	% of Total Employees	0.4%	0.4%	0.4%
Other ⁵	Total Number	5	12	12	% of Total Employees	0.0%	0.0%	0.0%
Other Demographics								
Total number of veterans employed	Total Number	3,248	3,659	4,005	% of Total Employees	10.2%	10.9%	11.5%
Tenure and Attrition								
Average Employee Tenure	Years	5.3	5.0	4.7	Years	5.3	5.0	4.7
New Hires								
Total New Hires	Total Number	10,608	11,010	11,444	% of Total Employees	33.4%	32.7%	33.0%
Employee Turnover								
Voluntary Turnover	Total Number	7,368	7,227	8,906	% of Total Workforce	23.2%	21.5%	25.7%
Involuntary Turnover	Total Number	5,066	4,814	4,847	% of Total Workforce	16.0%	14.3%	14.0%
Training Efforts								
Hours of training completed by employees	Total Hours	703,166	719,285	740,579				

⁵Includes Aboriginal Peoples - Canada, Canadian Visible Minority, and those who do not identify. Zero percent represents any value less than 0.1%.



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Protecting Our Environment				
Greenhouse Gas Emissions				
Direct (Scope 1) ⁶	Metric Tons CO ₂ e	1,786,516	1,821,012	1,739,774
Energy indirect (Scope 2)	Metric Tons CO ₂ e	16,829	19,266	23,095
Other Indirect (Scope 3)	Metric Tons CO ₂ e	2,934,027	2,366,080	2,406,687
J.B. Hunt-specific metric used to calculate Emissions Intensity (EI) Ratio	Million Company Operated Ton-Miles (Mt.m)	17,998	19,054	18,566
GHG Emissions Intensity Ratio (Scope 1&2) ⁶	Million Metric Tons CO ₂ e / Mt.m	100	96	94
NO _x	Metric Tons	1,384	1,397	1,260
SO _x	Metric Tons	16.6	17.0	16.0
Particulate matter (PM10)	Metric Tons	63	64	58
Intermodal Emissions Savings Highlight				
J.B. Hunt Intermodal (JBI)				
Intermodal Revenue Ton Miles	Million Revenue Ton-Miles (Mt.m)	42,956	42,155	40,755
Total Diesel Used ⁷	Million Gallons (Net)	196.3	200.1	189.4
- Percentage Renewable of Gallons Used	% Fuel	5.12%	7.02%	8.95%
Intermodal Revenue Ton Miles per Gallon	RTM/Gallon	219	214	216
GHG Emissions ^{7,8}	Million Metric Tons CO ₂ e	2.67	2.73	2.58
Avoided GHG Emissions by Intermodal Use				
Avoided Fuel Use ⁷	Million Gallons	322	325	313
Avoided Metric Tons CO ₂ e ^{7,8}	Metric Tons CO ₂ e	4,390,903	4,430,064	4,263,684
Emissions Intensity Comparison				
Intermodal GHG Emissions Intensity Ratio ^{7,8}	Metric Tons CO ₂ e / Intermodal Mt.m	47.50	49.60	48.34
Company Operated GHG Emissions Intensity Ratio	Metric Tons CO ₂ e / Company Operated Mt.m	98.60	96.61	95.11

⁶ Omits emissions from biogenic sources.

⁷ Amended for Inclusion of all empty miles; asset re-location (empty miles)

⁸ Amended for inclusion of well-to-tank carbon impacts (GLEC alingment.)



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Protecting Our Environment <i>continued</i>				
Energy Efficiency Initiatives				
Fuel Reduction (Avoided Fuel Use)	Million Gallons (Mgal) Diesel	325	328	316
	Million Megajoules	45,469	45,917	44,232
Conversion to Automated Manual Transmissions	% of Fleet	100%	100%	100%
	Avoided Fuel Use (Mgal diesel)	2.78	2.98	2.94
	Avoided Emissions (Metric Tons)	28,231	30,295	30,280
Conversion to Intermodal	Avoided Fuel Use (Mgal diesel)	322	325	313
	Avoided Emissions (Million Metric Tons)	4.39	4.43	4.26
Tire Retread Program	Tires Retreaded	351,537	327,740	310,304
	Retread Ratio (Retreads / Total Tires)	90.77%	90.33%	90.32%
	Avoided Emissions (Metric Tons)	9,281	8,652	8,192
Energy Consumption				
Diesel (ULSD)	Million Gallons	171.7	175.7	167.0
	Million Megajoules	24,894	25,260	24,016
Renewable Diesel	Million Gallons	15.6	20.5	24.0
	Million Megajoules	2,260	3,007	3,518
Biodiesel	Million Gallons	9.8	14.8	17.0
	Million Megajoules	1,315	1,963	2,256
Gasoline	Million Gallons	0.08	0.09	0.12
	Million Megajoules	11.0	11.5	16.0
Natural Gas	Million Cubic feet	147	134	163
	Million Megajoules	179	146	177



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Protecting Our Environment <i>continued</i>				
Propane	Million Gallons	0.013	0.09	0.09
	Million Megajoules	1.28	7.9	8.0
Electricity	Million KWH	50.4	58.5	57.6
	Million Megajoules	182	209	206
Renewable Energy	% of Total Energy	12%	16%	19%
	Million Megajoules	3,575	4,970	5,774
Total Direct Consumption	Million Megajoules	28,842	30,605	30,197
Energy Intensity Ratio	Joules/Mt.m	581,363	576,216	580,197
Waste				
Total Waste Disposed	Metric Tonnes	43,090	39,595	44,647
Total Waste Recycled/Reused	Metric Tonnes	20,180	18,521	21,176
Landfilled	Metric Tonnes	22,910	21,075	23,471
Incinerated with energy recovery	Metric Tonnes	0	0	0
Incinerated without energy recovery	Metric Tonnes	0	0	0
Waste otherwise disposed	Metric Tonnes	0	0	0
Data coverage (as % of denominator)	% of	100%	100%	100%
Water				
Water Consumption	Million Gallons	244	227	232



D A T A		U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Protecting Our Environment <i>continued</i>					
Road Fleet by Fuel Type ⁹					
Diesel	Total Number		19,306	19,324	19,684 ¹⁰
	% of Total Fleet		99.7%	99.8%	99.9%
Compressed Natural Gas	Total Number		18%	3	3
	% of Total Fleet		0.1%	0.0%	0.0%
Battery Electric (BEVs)	Total Number		14%	14	8
	% of Total Fleet		0.1%	0.1%	0.0%
Hydrogen Fuel Cell Electric (FCEVs)	Total Number		23%	23	3
	% of Total Fleet		0.1%	0.1%	0.0%
Plug-In Electric (PHEVs) ¹¹	Total Number		0	0	
	% of Total Fleet		0.0%	0.0%	
Battery-Assisted Hybrid (BAHVs) ¹¹	Total Number		0	0	
	% of Total Fleet		0.0%	0.0%	
Liquid Petroleum Gas ¹¹	Total Number		0	0	
	% of Total Fleet		0.0%	0.0%	
Flex Fuel ¹¹	Total Number		0	0	
	% of Total Fleet		0.0%	0.0%	
Number of Environmental Violations and Fines					
Number of significant environmental violations of legal obligations/ regulations ¹²		Total Number	0	0	0
Amount of fines/penalties related to significant environmental violations		\$	0	0	0

⁹ Represents J.B. Hunt-owned assets. In addition to these trucks, in 2025 there were 386 independent contractor diesel trucks. There are also 827 customer-owned trucks (208 natural gas trucks, 12 electric trucks, and 614 diesel trucks).

¹⁰ Amended truck count from what was originally reported in 2023 Sustainability Data Supplement.

¹¹ 2024 is the first year of reporting this metric.

¹² Significant environmental violation is defined as a violation accompanied by a fine/penalty individually costing more than \$10,000 USD. Amounts equal to or less than \$10,000 USD are not considered significant.



D A T A	U N I T S	2 0 2 5	2 0 2 4	2 0 2 3
Hazardous Materials Transport				
Number of spills and releases to the environment	Number	8	5	4
Aggregate volume of spills and releases to the environment	Cubic meters (m ³)	0.8	0.9	0.5
Charitable Contributions and Spend				
Cash Contributions	\$	2,750,552	1,826,983	2,716,871
In-kind Giving	\$	109,075	271,191	716,955
Management Overhead	\$	40,400	165,190	158,517
Total Charitable Contributions	\$	2,900,027	2,301,764	3,614,255



"Statement of use"

J.B. Hunt has reported the information cited in this GRI content index for the period January 01, 2025 to December 31, 2025 with reference to the GRI 1 Standards.

GRI 1 used

GRI 1: Foundation 2021

INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 2: General Disclosures 2021		
2-1	Organizational details	2025 Annual Report Item 1. Business , pg. 99
2-2	Entities included in the organization's sustainability reporting	Appendix About this Report
2-3	Reporting period, frequency and contact point	Appendix
2-4	Restatements of information	Appendix Sustainability Performance Data Tables
2-5	External assurance	Appendix Assurance
2-6	Activities, value chain and other business relationships	2025 Annual Report Item 1. Business , pgs. 99-104
2-7	Employees	Sustainability Performance Data Tables Supporting our Employees
2-8	Workers who are not employees	Sustainability Performance Data Tables Supporting our Employees
2-9	Governance structure and composition	2025 Annual Report Governance Highlights, pgs. 23-24 2025 Annual Report Corporate Governance, pgs. 36-48
2-10	Nomination and selection of the highest governance body	2025 Annual Report Corporate Governance, pgs. 36-48
2-11	Chair of the highest governance body	2025 Annual Report Chairman of the Board, pg. 31
2-12	Role of the highest governance body in overseeing the management of impacts	2025 Annual Report Corporate Governance, pgs. 36-48
2-13	Delegation of responsibility for managing impacts	2025 Annual Report Executive Officers of The Company, pgs. 34 2025 Annual Report Corporate Governance, pgs. 36-48
2-14	Role of the highest governance body in sustainability reporting	2025 Annual Report Corporate Governance, pgs. 45-46
2-15	Conflicts of interest	Code of Ethical and Professional Standards, pg. 6
2-16	Communication of critical concerns	2025 Annual Report Communications With the Board, pg. 41
2-17	Collective knowledge of the highest governance body	"2025 Annual Report Corporate Governance, pg. 46 Sustainability Performance Data Tables Governance and Economic
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Guidelines Leadership Evaluation, pg. 5
2-19	Remuneration policies	"2025 Annual Report Director Compensation, pgs. 32-33 2025 Annual Report Executive Compensation, pgs. 50-65
2-20	Process to determine remuneration	2025 Annual Report Executive Compensation Committee, pg. 45
2-21	Annual total compensation ratio	2025 Annual Report CEO Pay Ratio, pg. 75
2-22	Statement on sustainable development strategy	Message from our President and CEO
2-23	Policy commitments	Code of Ethical and Professional Standards, pg. 12
2-24	Embedding policy commitments	Code of Ethical and Professional Standards, pg. 3
2-26	Mechanisms for seeking advice and raising concerns	Code of Ethical and Professional Standards, pg. 14
2-27	Compliance with laws and regulations	Sustainability Performance Data Tables Number of Environmental Violations and Fines
2-28	Membership associations	Political & Lobbying Expenditures 2025
2-29	Approach to stakeholder engagement	2023 Sustainability Data Supplement/Materiality Assessment and Stakeholder Engagement
2-30	Collective bargaining agreements	2025 Annual Report Human Capital Resources, pg. 102
2-30	Collective bargaining agreements	J.B. Hunt Corporate Social Matters Summary, pg. 6



INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality Assessment and Stakeholder Engagement; 2022 Sustainability Report Stakeholder Engagement
3-2	List of material topics	Materiality Assessment and Stakeholder Engagement; 2022 Sustainability Report Stakeholder Engagement
3-3	Management of material topics	Materiality Assessment and Stakeholder Engagement; 2022 Sustainability Report Stakeholder Engagement
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Sustainability Performance Data Tables Business Units and Revenues
201-2	Financial implications and other risks and opportunities due to climate change	2025 CDP Climate Change Response: C2. Risks and opportunities
201-3	Defined benefit plan obligations and other retirement plans	2025 Annual Report Wellness and Safety, pgs. 102-103
GRI 205: Anti-corruption 2016		
205-3	Confirmed incidents of corruption and actions taken	Sustainability Performance Data Tables Anti-Corruption Status
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Sustainability Performance Data Tables Protecting Our Environment
302-3	Energy intensity	Sustainability Performance Data Tables Protecting Our Environment
302-4	Reduction of energy consumption	Sustainability Performance Data Tables Protecting Our Environment
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Data Tables Protecting Our Environment
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data Tables Protecting Our Environment
305-4	GHG emissions intensity	Sustainability Performance Data Tables Protecting Our Environment
305-6	Emissions of ozone-depleting substances (ODS)	Sustainability Performance Data Tables Protecting Our Environment
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Performance Data Tables Protecting Our Environment
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Sustainability Performance Data Tables Supporting our Employees
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2025 Sustainability Report Enhancing Employee Benefits
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	J.B. Hunt Corporate Safety Summary
403-2	Hazard identification, risk assessment, and incident investigation	J.B. Hunt Corporate Safety Summary
403-3	Occupational health services	J.B. Hunt Corporate Safety Summary
403-4	Worker participation, consultation, and communication on occupational health and safety	J.B. Hunt Corporate Safety Summary
403-5	Worker training on occupational health and safety	J.B. Hunt Corporate Safety Summary
403-6	Promotion of worker health	J.B. Hunt Corporate Safety Summary
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	J.B. Hunt Corporate Safety Summary
403-9	Work-related injuries	Sustainability Performance Data Tables Supporting our Employees
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Sustainability Performance Data Tables Supporting our Employees
404-2	Programs for upgrading employee skills and transition assistance programs	2024 Sustainability Report Growth and Professional Development
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Sustainability Performance Data Tables Supporting our Employees



INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	"J.B. Hunt conducted a human rights assessment which covers forced labor, human trafficking, child labor, freedom of association, right to collective bargaining, equal remuneration and discrimination for our own employees, the industry, and third party contracted labor. This risk assessment includes an evaluation of women, children, indigenous people, and local communities in which we operate identifying inherent and residual risks. The results of our assessment showed J.B. Hunt has not caused nor contributed to any human rights violations therefore no remediating actions have been taken. J.B. Hunt will conduct this assessment on a bi-annual basis." J.B. Hunt, Human Rights Statement
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	J.B. Hunt, Human Rights Statement
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	J.B. Hunt, Human Rights Statement
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	J.B. Hunt, Human Rights Statement
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Performance Data Tables Serving our Customers



S U S T A I N A B I L I T Y D I S C L O S U R E T O P I C S & A C C O U N T I N G M E T R I C S					2 0 2 5 R E S P O N S E	2 0 2 4 R E S P O N S E	2 0 2 3 R E S P O N S E
Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment	Response/Comment	Response/Comment
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO ₂ -e	1,790,073 metric tons of CO2e	1,822,539 metric tons of CO2e	1,739,774 metric tons of CO2e
	TR-RO-110a.2	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	Discussion and Analysis	n/a	See the Environmental section of our 2024 Sustainability Report	See the Environmental section of our 2024 Sustainability Report	See the Working Toward A Low Carbon Future section of our 2022 Sustainability Report
	TR-RO-110a.3	(1) Total fuel consumed (2) percentage natural gas (3) percentage renewable	Quantitative	Gigajoules (GJ) Percentage (%)	(1) 28,731,477 Gigajoules (2) 0.9% natural gas (3) 12% renewable	(1) 30, 604,561 Gigajoules (2) 0.5% natural gas (3) 16% renewable	(1) 30,197,000 Gigajoules (2) 0.5% natural gas (3) 19% renewable
Air Quality	TR-RA-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O) (2) SOX (3) particulate matter (PM10)	Quantitative	Metric tons (t)	(1) NOx (excluding N2O) = 1,384 (2) SOX = 16.6 metric tons (3) PM10 = 63 metric tons"	(1) NOx (excluding N2O) = 1,397 (2) SOX = 17.0 metric tons (3) PM10 = 64 metric tons	(1) NOx (excluding N2O) = 1,260 (2) SOX = 16.0 metric tons (3) PM10 = 58 metric tons
Driver Working Conditions	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for direct employees	Quantitative	Rate	(1) 1.74 per 200,000 work hours (2) 0.00 per 200,000 work hours	(1) 1.79 per 200,000 work hours (2) 0.002 per 200,000 work hours	(1) 1.86 per 200,000 work hours (2) 0.002 per 200,000 work hours
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees ¹³	Quantitative	Rate	(1) Voluntary turnover rate = 23.2% (2) Involuntary turnover rate = 16.0%	(1) Voluntary turnover rate = 21.5% (2) Involuntary turnover rate = 14.3%	(1) Voluntary turnover rate = 25.7% (2) Involuntary turnover rate = 14.0%
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Discussion and Analysis	Description	See Commitment to Safety in Social section of 2024 Sustainability Report	See Commitment to Safety in Social section of 2024 Sustainability Report	See Strengthening a Culture of Safety and Investing in Our People section of our 2022 Sustainability Report.
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	The number of road accidents and incidents: 1,173 0.782 DOT accidents per million miles 0.196 DOT preventable accidents per million miles	The number of road accidents and incidents: 1,146 0.748 DOT accidents per million miles 0.208 DOT preventable accidents per million miles	The number of road accidents and incidents: 1,106 0.713 DOT accidents per million miles 0.212 DOT preventable accidents per million miles
	TR-RO-540a.2	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	Quantitative	Percentile	(1) Unsafe Driving = 13% (2) Hours-of-Service Compliance = 58% (3) Driver Fitness = 30% (4) Controlled Substances/Alcohol = 0% (5) Vehicle Maintenance = 74% (6) Hazardous Materials Compliance = 67%	(1) Unsafe Driving = 25% (2) Hours-of-Service Compliance = 58% (3) Driver Fitness = 37% (4) Controlled Substances/Alcohol = 0% (5) Vehicle Maintenance = 74% (6) Hazardous Materials Compliance = 72%	(1) Unsafe Driving = 49% (2) Hours-of-Service Compliance = 63% (3) Driver Fitness = 52% (4) Controlled Substances/Alcohol = 1% (5) Vehicle Maintenance = 73% (6) Hazardous Materials Compliance = 45%
	TR-RO-540a.3	(1) Number (2) Aggregate volume of spills and releases to the environment	Quantitative	Number, Cubic meters (m3)	(1) Number of spills = 8 (2) Aggregate volume of spills = 0.8 cubic meter	(1) Number of spills = 5 (2) Aggregate volume of spills = 0.9 cubic meter	(1) Number of spills = 4 (2) Aggregate volume of spills = 0.5 cubic meter

¹³ Voluntary and involuntary turnover rate provided is for all J.B. Hunt employees and not just driver employees.



ACTIVITY METRICS							
SASB Code	Activity Metric		Category	Unit of Measure			Response/Comment
TR-RO-000.A	Revenue ton miles (RTM)		Quantitative	Million Revenue Ton-Miles	50,169	53,113	52,046
TR-RO-000.B	Load factor		Quantitative	Number	Load factor = 83.77%	Load factor = 86.09%	Load factor = 86.07%
TR-RO-000.C	(1) Number of employees (2) Number of truck drivers		Quantitative	Number	"(1) Total employees = 31,750 (2) Truck drivers = 21,555"	"(1) Total employees = 33,607 (2) Truck drivers = 22,516"	"(1) Total employees = 34,697 (2) Truck drivers = 22,754"



TCFD Descriptor	TCFD Index Reference
1. Governance	
A. Describe the board’s oversight of climate-related risks and opportunities	See 2025 CDP Climate Change Response: C4.1.2, and the 2024 Sustainability Report/Governance/Sustainability Policies and Procedures
B. Describe management’s role in assessing and managing climate-related risks and opportunities.	See 2024 CDP Climate Change Response: C4.3, and J.B. Hunt Nominating and Corporate Governance Committee Charter
2. Strategy	
A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	See 2025 CDP Climate Change Response: C2.1, C3.1, C3.1.1, C3.6.1
B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	See 2025 CDP Climate Change Response: C3.1.1, C3.6.1, C5.1.2, C5.2, C5.3.1, C5.3.2, C5.14, C5.14.1
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario	See 2025 CDP Climate Change Response: C5.1, C5.1.1, C5.1.2
3. Risk Management	
A. Describe the organization’s processes for identifying and assessing climate-related risks	See 2025 CDP Climate Change Response: C2.1, C2.2.1, C2.2.2, C2.2.5, C2.2.6, C2.2.8, C2.2.9
B. Describe the organization’s processes for managing climate-related risks.	See 2025 CDP Climate Change Response: C2.1, C2.2.1, C2.2.8, C2.2.9
C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	See 2025 CDP Climate Change Response: C2.1, C2.2.1
4. Metrics and Targets	
A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	See 2025 CDP Climate Change Response: C7.52, C7.54, C7.54.1, C7.54.2 and the Working Towards a Low-Carbon Future of the 2022 Sustainability Report
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	See 2025 CDP Climate Change Response: C7.6, C7.7, C7.8, C7.8.1 and the Sustainability Data Tables of this report
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	See 2025 CDP Climate Change Response: C7.53, C7.53.2, C7.54, and the Environmental section of the 2024 Sustainability Report