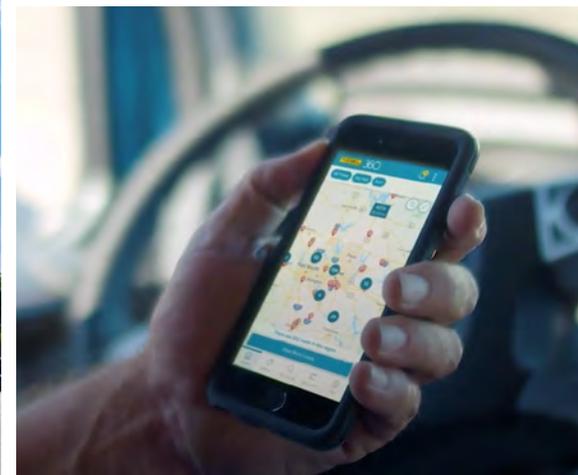




2020 SUSTAINABILITY REPORT



HIGHLIGHTS

Helped our drivers avoid an estimated **4.3 million** empty miles with J.B. Hunt 360[®]

Championed inclusion in 2020 by adding a **fifth employee resource group, PLUS(+)**, which provides a safe, authentic space for LGBTQIA+ employees and supporters

Avoided an estimated **3.5 Million MT** CO₂e emissions by converting over-the-road loads to intermodal

Celebrated our first **5 million mile** safe driver

Completed our first heavy duty class 8 **electric vehicle** delivery

Increased our annual revenue by **5%** despite disruptions caused by COVID-19

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CEO MESSAGE



John Roberts,
President and CEO

This past year has challenged us in many unexpected ways. Through it all, our mission to create the most efficient transportation network in North America remained our guiding principle. With this mission in mind, we worked to protect the health and well-being of our employees and

honor the promises and commitments we made to our customers. We are proud of the role J.B. Hunt essential workers have played throughout the COVID-19 pandemic to keep supply chains moving and deliver essential goods. Our Business Continuity and Disaster Recovery (BCDR) Team enabled us to respond quickly and ensure our employees were, and continue to be, protected and well-informed throughout this fast-evolving crisis.

In response to the COVID-19 pandemic, we acted quickly to transition our corporate staff to remote work and ensure our field managers, maintenance teams, and drivers had the support and protective equipment necessary to perform their jobs safely. This included implementing safety protocols such as enhanced cleaning, as well as new technologies like an Electronic Bill of

Lading (eBOL) to keep our essential employees safe while serving our customers. Not only did we work tirelessly to keep our employees safe, but we also deployed our resources to support COVID-19 relief efforts in our communities. In May 2020, J.B. Hunt collaborated with the Northwest Arkansas Council to distribute nearly 300,000 pieces of personal protective equipment (PPE) to medical facilities in Northwest Arkansas. The donation and delivery, valued at almost \$600,000, included much-needed supplies such as masks, gowns, and goggles to ensure the safety of healthcare workers and patients during the COVID-19 pandemic.

Today, almost a year later, we continue to put our people first in all that we do. In February 2021, we turned the parking lot of our J.B. Hunt corporate headquarters into a drive-through COVID-19 vaccine clinic run by the Northwest Arkansas Council to support vaccination efforts for the region. We have also hosted clinics on our corporate campus for J.B. Hunt employees, contractors, eligible members of their households, and the public to support vaccination efforts for our employees and communities. As of May 31, 2021 more than 28,000 doses had been given out to our local communities at J.B. Hunt facilities in Northwest Arkansas and even more at various company facilities throughout the country.

This commitment to our employees and communities embodies the small company

workplace culture we strive to maintain. J.B. Hunt has built a culture of inclusion that respects the individual, values diversity, and empowers our employees. Our inclusive culture fosters open lines of communication between employees of all levels; allows us to attract and retain talented, high-quality employees; and creates a foundation for the company to thrive. Our ELEVATION initiative, a process where anyone in the organization can submit an idea for consideration on any topic that will help improve the company, embodies this culture of inclusivity. Our employees have submitted more than 20,000 ideas for evaluation and nearly 1,000 have been selected for implementation.

In addition to providing a culture driven by our objective of “listen, understand, care,” we also work to break down barriers to diversity by recruiting from historically black colleges and universities and Hispanic-serving institutions. This commitment to diversity continues through our employee resource groups (ERGs), which support connection and professional development for all employees. We are committed to creating a workplace culture that values entrepreneurship, innovation, and execution of best practices and empowers our employees to continuously add value through innovative services, meaningful solutions to problems, and a collaborative customer experience.

CEO MESSAGE CONTINUED

J.B. Hunt has built a culture of inclusion that respects the individual, values diversity, and empowers our employees.

We have been challenged by the COVID-19 pandemic to look beyond our prior accomplishments, focus on our future, and leverage our people, processes, and technology to capitalize on our competitive advantages in new ways. Despite the turmoil 2020 created, we have gained more clarity and reassurance that our business model and strategy are solid. Our multimodal digital freight initiative, based in our J.B. Hunt 360° platform, continued to grow and gain speed. The demand for Final Mile Services® (FMS) increased during the pandemic, and we anticipate future growth due to broader and increased e-commerce purchasing trends. Meanwhile, the expansion of dry and temperature-controlled intermodal (TCI) and our J.B. Hunt 360box™ services are the impetus for progress inside our core businesses of Intermodal and Highway Services, respectively. Finally, Dedicated Contract Services® (DCS®), a segment in which we are positioned as a clear leader, continues to provide growth opportunities for our company and value for our customers.

At the heart of all our services is our commitment to customer satisfaction. As you will see throughout this report, J.B. Hunt provides tailored services to each and every customer

that build strong and lasting relationships. Our customers trust our expertise and view us as an indispensable extension of their business rather than just as a service provider. This is a testament to the personalized service and innovative solutions we bring to every customer, large or small.

Not only do we offer innovative solutions and services that help our customers perform better and minimize costs—we also pride ourselves on delivering the most sustainable transportation solutions. Through a myriad of approaches, we help our customers reduce their carbon footprints and, in turn, reduce our own. Our CLEAN Transport™ carbon calculator allows customers to calculate their transportation-related carbon footprint and offers mode conversion solutions, allowing our customers to easily understand how much carbon reduction can be achieved by converting their loads from a truck-only to an intermodal shipment. We also use optimization software and our J.B. Hunt 360° platform to minimize empty movements of equipment, which reduces both costs and carbon emissions for our customers. To prepare for the low-carbon future and make sure we are ready to provide our customers with the lowest carbon transportation options as they become viable, we are currently participating in pilot programs for renewable natural gas (RNG) vehicles, battery electric vehicles (BEVs), and fuel cell electric vehicles

(FCEVs). In this way, we continue to lead the conversation regarding carbon reduction, use of alternative fuel sources, and sustainability in freight transportation. With the expansion of our environmental, social, and governance (ESG) disclosures in this 2020 Sustainability Report, we are taking the next step on our sustainability journey with the addition of reporting on both Task Force on Climate-related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI) performance indicators. We are excited about this progress and are proud to be leaders in sustainable transportation, helping to drive the industry toward a low-carbon future.



John N. Roberts, III
President & Chief Executive Officer (CEO)

AWARDS & RECOGNITION



Recognized in 2021 for sustainability leadership under CN's EcoConnexions Partnership Program.



Ranked #2 in *The Journal of Commerce* list of Top U.S. Truckload Carriers in 2020.



Ranked #3 in 2020 in *The Commercial Carrier Journal* Top 250 list.



Forbes list of America's Best Employers for Diversity in 2021.



Named by Food Logistics as a Top 3PL and Cold Storage Provider in 2020.



FreightWaves 2021 FreightTech 25 in recognition of our technology-oriented innovation and positive disruption across the transportation and logistics industry.



FreightWaves Live @Home virtual logistics conference 2020 Best in Show.



Inbound Logistics Top 100 3PL, Top 100 Trucker, and Top 75 Green Supply Chain Partner (G75) for 2020.



Logistics Management 2020 Quest for Quality Awards in the areas of transportation management solutions, truckload/dry freight carrier, and intermodal/rail marketing.



United States Environmental Protection Agency (USEPA) 2020 SmartWay® Excellence Award for the eleventh consecutive year.

USEPA 2020 SmartWay® High Performer: Multimodal Carrier for utilizing opportunities that maximize mode efficiency while transporting freight, reducing cost, and impacting the environment.



Ranked #4 in *Transport Topics* list of Top 100 Largest For-Hire Carriers and list of Top 50 Logistics Companies in 2020.



VIQTORY 2021 Military Friendly® Employer for the fourteenth consecutive year.



VIQTORY 2021 Gold-level status in the large revenue employer category.

Individual Awards

Company founder, Johnelle Hunt, was named a Legacy of Leadership Honoree at the 2021 Arkansas Business of the Year Awards.

Shelley Simpson, Chief Commercial Officer (CCO) and Executive Vice President (EVP) of People and Human Resources, was recognized as one of the Top 100 Women in Supply Chain by *Supply Chain Digital* on International Women's Day 2021. Simpson was also recognized by DiversityFIRST as one of 2021's Top 50 Human Resources Professionals.

Jessica Brooks, Vice President (VP) of Customer Experience, was named among the 2021 Top Women to Watch in Transportation by the Women in Trucking Association.



ENVISIONING SUSTAINABILITY



ENVISIONING SUSTAINABILITY

Our Sustainability Strategy

J.B. Hunt understands that our future success rests on creating a sustainable business model that allows us to adapt to a low-carbon future. We are continuously working to reduce our carbon footprint and maintain sound environmental and social responsibility. J.B. Hunt aims to lead the transportation industry in sustainability. Our company mission “to create the most efficient transportation network in North America” reflects our commitment to this goal. This means preparing for the low-carbon transition today. Our business strategy supports this and constantly evolves to offer the necessary mix of transportation and logistics services to minimize our carbon footprint. Our position as a leader in intermodal solutions demonstrates this evolution perfectly. These actions support our mission while in turn helping our customers to reduce their value chain carbon emissions.

We actualize our mission by assessing alternative fuels and emerging technologies

that reduce our carbon footprint, introducing efficiencies through behavioral change, and shifting services and business strategy to leverage our network and services to deliver efficient, low-carbon transportation solutions. Currently, we are piloting numerous alternative fuel sources and have committed to converting 25% of our day cab and straight truck fleet to alternative fuels by 2035. This goal is just the beginning—J.B. Hunt envisions a future in which our entire fleet is powered by low-carbon alternative fuel sources.

We are not only committed to combating climate change but also to improving the places where we live and work. That is why we consider business decisions that prioritize positive ESG impacts. We strive to be responsible citizens by providing an inclusive and equitable workplace and supporting causes our stakeholders care about. J.B. Hunt understands that our robust sustainability strategy will drive the future success of our company.



“We are committed to taking care of our people and our planet, both today and in the years to come. As the industry leader in intermodal, we know that moving goods via intermodal is 2.5 times more efficient than highway transport. That’s why we are passionate about helping our industry become more sustainable, one load and one solution at a time.”

Craig Harper, Chief Sustainability Officer and EVP

VISION & VALUES

Our Sustainability Vision

Move the freight industry forward towards a low-carbon future while preserving and protecting the interests of our employees, customers, carriers, investors, and the world in which we live.

Our Mission

Create the most efficient transportation network in North America.

Our Differentiators

Differentiators set us apart from our competitors and help to define our focus areas and drive us forward in unique ways.



Value

We strive to support our customers' business success and sustainability goals by providing creative solutions and adding value every day.



People

We aim to create a fair and inclusive workplace where all people are welcomed and supported, and strive to foster equity and growth in our communities.



Innovation

We work to develop and implement new strategies that improve the services we offer and drive the transportation industry towards a low-carbon future.



Sustainability

We are conscious of the effects of our operations and aspire to be a good steward for the environment and the communities in which we operate.



Safety

We are committed to the well-being of our employees and the public. Creating safe workplaces, whether in the cab of a truck, an office setting or working from home, is a core value and fundamental to our culture.



Technology

We continuously test and integrate new technologies to upgrade our service offerings and increase the efficiency of our network.

Stakeholder Engagement

In early 2021, we carried out an internal review of material topics. This internal process included a survey of key groups within our leadership team to understand what is important to J.B. Hunt. Following the survey, we engaged internal stakeholders in one-on-one interviews to further explore the survey results and prioritize material ESG topics. Groups surveyed and interviewed included our executive leadership team and individuals who specialize in various disciplines, including procurement, compliance, operations, legal, human resources, investor relations,

marketing, customer service, health and safety, and our various service offerings to obtain a wide range of viewpoints. As a result, we were able to prioritize 13 material ESG topics for J.B. Hunt.

The next step in our stakeholder engagement process is to complete a formal materiality assessment including internal and external stakeholders in late 2021. We will use these stakeholder interactions to refine the material topics for J.B. Hunt and provide a complete picture of what is important to our stakeholders and our business success.

Outside of the materiality process, we take a proactive approach to engaging our stakeholders, both internal and external. We regularly conduct employee surveys to gather feedback on what is most important to our employees. For our shareholders, we make sure to engage regularly on important ESG topics. Through our Customer Value Delivery® process, we conduct multiple reviews with our customers annually to collect their feedback, discuss how we can support their sustainability journeys, and ensure we are providing the best service possible by adding value to their business.





SERVING OUR CUSTOMERS



VISION

CUSTOMERS

EMPLOYEES

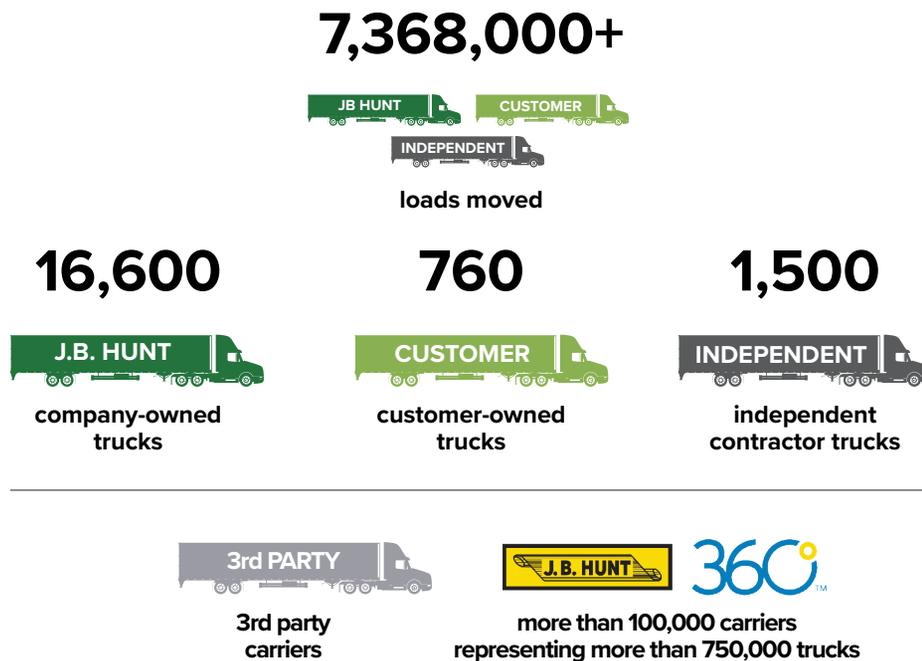
ENVIRONMENT

COMMUNITIES

APPENDIX

SERVING OUR CUSTOMERS

J.B. Hunt is one of the largest transportation and logistics companies in North America, providing best-in-class, cost-competitive services for customers throughout the continental United States, Canada, and Mexico. Our service network serves customers in the retail, general merchandise, food and kindred products, manufacturing, wholesale trade, paper, electrical equipment, chemical, transportation, and transportation equipment industries. We are committed to creating the most efficient transportation network in North America and investing in the future of transportation.



Our dedication to our customers and the strength of our customer relationships are reflected by the accolades that we receive. In recent years, J.B. Hunt was recognized with the following customer awards:

- Hillman Group – U.S. Intermodal Carrier of the Year (2019)
- Lowe’s – Intermodal Carrier Partner of the Year (2019)
- Target Corporation – Domestic First Mile Facility Carrier of the Year (2019)
- KBX Logistics – Carrier of the Year (2020)
- General Mills – Intermodal Carrier of the Year (2020)
- Bob’s Discount Furniture – Carrier of the Year (2020)
- Walmart – Intermodal Carrier of the Year (2020)
- Amazon – Intermodal 4th Quarter Carrier Award (2020)
- Shaw – Intermodal Carrier of the Year (2020)
- The Home Depot – Intermodal Carrier of the Year, Dedicated Van Carrier of the Year, and Appliance Delivery Carrier of the Year (2020)

Note: Loads for fiscal year 2020 and capacity counts as of 12/31/20.



Adapting to the Unprecedented Circumstances of 2020

The year 2020 presented us with some of the greatest challenges we have ever experienced. The COVID-19 pandemic presented complex challenges to keeping our employees and customers safe while navigating significant disruption to supply chains. These challenges reaffirmed our commitment to two vital and long-standing priorities—to protect the health and well-being of our employees, and to honor the promises and commitments we make to our customers. Our approach was threefold—our BCDR Team established an emergency operation center in February 2020 to guide the company through the pandemic, we adjusted our daily operations, and we utilized the density of the J.B. Hunt network and flexibility of our service offerings to help customers succeed.

First Things First: Activating Our Game Plan

Our BCDR Team plays an essential role in maintaining the continuous operation of our services if we experience disruption or loss from a natural disaster, cyber threat, or public health crisis. Advanced planning and implementation of a prevention and recovery system provided us with an immediate game plan. Our BCDR Team facilitated effective communication and information-sharing across the entire organization and remains actively engaged in guiding our efforts to

combat the pandemic. The team also meets daily to share data on events occurring where our employees live and work.

Adjusting Operations for Employee Safety

We transitioned our corporate headquarters to remote working in mid-March 2020 as the pandemic began to take hold in the United States and initiated enhanced safety protocols to protect the health of our employees. As federally recognized essential workers, our field managers, drivers, and maintenance teams kept our operations in motion, continuing to serve customers through modified operations protective of health. Their dedication has been exemplary, and we are grateful and proud of the roles they have played throughout the pandemic to keep goods moving through supply chains.

Leveraging Network Density

Not only did we strive to keep our employees safe during the COVID-19 pandemic, we also leveraged our diverse customer base and markets served to avoid layoffs during this period of economic downturn. We were able to shift personnel and assets from industries with reduced demand to meet the needs of industries with increased demand and keep our workforce and our trucks moving.





Updating Final Mile Operations

Our customers experienced new trends in their businesses, driven in part by the pandemic—unprecedented sales volumes, delayed shipments, and shortages of key supplies. Consumers were spending more time at home during the pandemic, triggering both an uptick in furniture and household appliance sales and demand for home delivery service. J.B. Hunt understands that the delivery experience is an extension of the goods our customers ship, and that customer service is among the highest-ranking factors in consumer satisfaction. We also recognize that regardless of sales volumes, J.B. Hunt cannot compromise the safety of our employees and customers. To ensure the continuity of FMS, we expanded our health and safety policies and protocols such as: social distancing, temperature checks, masks, gloves, and sanitizing. In addition, we implemented policies requiring vehicles to be wiped down before and after making deliveries and deployed digital documentation to allow our employees to make deliveries while maintaining appropriate social distance.



Supporting Sustainable Supply Chains

J.B. Hunt offers key advantages for customers looking to reduce their carbon footprint. We continuously assess alternative fuels and emerging technologies with potential to reduce carbon emissions throughout our business segments, and we leverage our network and services to deliver innovative and efficient transportation solutions. These abilities mean we can tailor shipping experiences to ensure the responsible use of resources. The services that underpin this adaptability include:

J.B. Hunt Intermodal (JBI)

With the largest fleet of company-owned, 53-foot containers and drayage in North America, our intermodal customers have access to a variety of transportation options, including temperature-controlled, international, expedited, and transloading. J.B. Hunt has longstanding relationships with major rail providers to ensure capacity. Intermodal is also a sustainable mode of transport and is 2.5 times more efficient than highway truck transportation.

Dedicated Contract Services (DCS)

DCS provides outsourcing solutions for companies operating a private fleet or already outsourcing with another provider. DCS uses asset-based capacity to assume all fleet responsibilities, optimize efficiency, mitigate risks, and control costs. Our experts help customers choose the right option for their operations.

Integrated Capacity Solutions (ICS)

Our ICS segment provides non-asset, asset-light, traditional freight brokerage, and transportation logistics solutions to customers.

J.B. Hunt Truckload (JBT)

Truckload, our over-the-road business segment, provides scalable truckload capacity through our company-owned tractor fleet and third-party carrier providers.

J.B. Hunt 360box, our trailer pool drop-and-hook service, adds capacity to our third-party carrier providers customers' supply chains while moving freight more efficiently.

Final Mile Services (FMS)

FMS provides customers with direct-to-consumer delivery, completing their products' journey from retail locations or warehouses into consumer homes.

J.B. Hunt 360[®]

We are transforming the shipping experience with J.B. Hunt 360, our multimodal digital freight marketplace. J.B. Hunt 360 provides access to the right truck at the right price at the right time, driving out waste and creating a more sustainable supply chain. Our J.B. Hunt 360 platform can leverage opportunities across each of our business units to provide efficiency for both shippers and carriers.



Supporting Sustainable Supply Chains, Continued

Two proprietary tools help us proactively work with our customers toward our goal to support sustainable supply chains: our Carbon Diet service and CLEAN Transport™ carbon calculator. Our dedicated Engineering Solutions Team uses these tools to help customers optimize their shipping strategy.

J.B. Hunt Carbon Diet Services

The J.B. Hunt Carbon Diet is a five-step best practice guide to supply chain sustainability that we use to educate our customers on how to reduce their carbon emissions while also reducing costs. The basics of this five-step process are outlined below:

- Know your carbon footprint as a starting point
- Eliminate miles
- Increase payload
- Convert to energy-efficient modes
- Use efficient SmartWay® carriers

CASE STUDY

Small Changes with a Big Impact

J.B. Hunt helped a West Coast retail customer reduce costs by creating a more efficient delivery schedule. The customer had grown over the years and its delivery schedule had not been adapted to its larger footprint. Our Engineering Solutions Team helped this customer design a delivery schedule that was specific to each of its markets to reduce the frequency of truck deliveries each week. The team was able to do this by aligning inbound deliveries and outbound backhauling of goods, standardizing daily delivery volume, and increasing volume per delivery. These strategic changes save an estimated 150,000 empty miles per year, reducing both cost and carbon emissions.

J.B. Hunt CLEAN Transport™ Carbon Calculator

This tool is used to calculate the carbon footprint of customer shipments and to make decisions in coordination with our customers that help to reduce their carbon footprint. For example, the CLEAN Transport carbon calculator can estimate how much carbon reduction would be achieved by converting an over-the-road (OTR) shipment to an intermodal shipment based on a customer's historical shipping data.

One such success story is Tyson Foods. A long-time customer, in 2020, Tyson Foods used our CLEAN Transport carbon calculator to make the case to transition some of its shipments from OTR to TCI. The company made the change and converted approximately 50 shipments per week to TCI, generating an annualized emissions savings of more than 1,104 metric tons of carbon dioxide equivalent (MT CO₂e) compared to traditional OTR shipment.

Our dedicated Engineering Solutions Team uses these tools to help customers minimize total miles, maximize payload, and reduce carbon emissions.



CASE STUDIES

Intermodal Success for Lagunitas Brewing Company

Lagunitas Brewing Company is a top craft beer company with high standards for product freshness and quick delivery to customers. For more than a decade, Lagunitas Brewing Company relied on OTR shipments. The company had concerns about using intermodal shipping, fearing it would be too slow, would vibrate too much and damage the product, and would be unable to maintain the needed product temperature during transfer from rail to truck.

We were confident that J.B. Hunt could provide intermodal solutions that would meet Lagunitas Brewing Company's requirements. To demonstrate this, we carried out a pilot program that successfully illustrated our ability to ship its product using intermodal methods. Implementation of the subsequent intermodal contract took place in late 2017, as regulatory changes and extreme weather combined to create a challenging scenario. J.B. Hunt's focus on communication and attention to detail during that time helped to forge a stronger relationship with the Lagunitas Brewing Company team, expanding beyond the initial effort with TCI services to provide technology and expertise that help guide decision-making at Lagunitas Brewing Company.

Alternative Fuel Vehicles for Major Food and Beverage Customer

DCS continues to serve a more than 20-year customer with strong commitments to sustainable logistics and overall business practices. In 2014 and 2015, we collaborated to transition 166 J.B. Hunt diesel units to customer-sourced compressed natural gas (CNG) powered equipment. This conversion reduced 4,500 tons of carbon dioxide (CO₂) emissions per year when adjusting emissions reduction for consumption rates. Additional fleet upgrades have been completed in 2021. The 166 CNG tractor fleet upgraded to a new fleet of 180 units fueled by renewable natural gas (RNG). The two fleets are expected to travel more than 8.5 million miles each year. By upgrading the trucks within these fleets to RNG, the customer expects to reduce its emissions by more than 70% compared to conventional diesel fuel and therefore reduce its carbon footprint. This relationship demonstrates our commitment to supporting our customers' sustainable supply chains by successfully implementing alternative fuel technologies.



CASE STUDY

Dedicated Contract Services Success for United States Cold Storage, Inc.

United States Cold Storage, Inc. (USCS) has been servicing food manufacturers across the country for more than 100 years by providing refrigerated warehouse space and temperature-controlled transportation. It began experiencing new growth in 2014, while the transportation industry, as a whole, was facing capacity shortages. This propelled USCS to search for a dedicated shipping provider to complement its expanding services in the Midwest and the Northeast. However, finding the right service provider was a challenge because of the multi-vendor and multi-stop nature of its business. While some providers simply supplied rates per truck when asked for a quote, J.B. Hunt took a different approach.

“J.B. Hunt insisted on coming in, meeting with us, really understanding our needs,” said Keith Mowery, Senior VP of Logistics at USCS. “They came up with a solution that not only benefited USCS, but also benefited our customers.”

J.B. Hunt’s Dedicated team offered a fleet tailored solely to USCS’ specific distribution requirements, allowing optimization of the size and configuration of the fleet. In addition, J.B. Hunt’s Dedicated team included on-site client managers who provided USCS with collaborative assistance in making critical choices. Managers and their assembled team of professionals were held accountable to performance metrics and were expected to share data and report on progress toward unique performance indicators to ensure maximum efficiency. To guarantee USCS preserved its brand identity, USCS received assigned J.B. Hunt drivers who wore USCS uniforms, allowing them to act as brand ambassadors. This also meant drivers were able to run familiar routes, allowing them to better understand critical delivery windows and special handling needs, resulting in an improvement of on-time service. By embedding our managers and drivers at USCS warehouse locations and providing detailed analytics, J.B. Hunt was able to offer logistics solutions to USCS that improved both efficiency and service while ensuring strong oversight of deliveries.

 **Watch as USCS leadership describes the excellent service and solutions provided by J.B. Hunt.**



Fostering Innovation

Since 2017, J.B. Hunt has invested approximately \$500 million in technology and innovation to support our mission of creating the most efficient transportation network in North America. We are especially proud of our multimodal digital freight marketplace, J.B. Hunt 360°, which creates efficiency, cost savings, and visibility across supply chains.

Today's carriers rely on a patchwork of information technology systems for supply chains, capacity utilization, pricing, and transportation execution. The J.B. Hunt 360° multimodal digital freight marketplace centralizes data from across these different systems, helping reduce waste and inefficiencies.

Seamless shipping relies on collaboration and flexibility. As observed throughout the disruption experienced during the COVID-19 pandemic, moving freight in today's environment requires agility and efficiency, broadening the focus to be more solutions-driven and less mode-dependent. J.B. Hunt 360° combines human insight and artificial intelligence (AI) to provide carriers and shippers access to a dynamic marketplace that uses data-driven processes and industry-leading expertise to improve efficiency and reduce fragmentation in the industry. J.B. Hunt 360° brings large and small carriers together on one platform to unlock hidden capacity, breaking down old pricing and procurement models to

allow more transparent and true pricing and capacity.

J.B. Hunt believes that small- and medium-sized businesses (SMBs) have traditionally been underserved by the technological transformation of the logistics industry because many digital brokerages and other logistics providers have focused on growing wallet share only at Fortune 500 companies. J.B. Hunt 360° offers SMB shippers access to the same types of market data and transportation options as large companies, which can increase available capacity and lower costs for the shipper.

Carrier 360™

Carrier 360™ helps carriers avoid empty miles and maximize their available hours through our easy-to-use platform. Powered by machine learning and data, Carrier 360 provides better access and transparency to the right loads exactly when carriers need them, allowing them to plan their time more efficiently and eliminate time wasted searching for loads. We still provide one-on-one support for questions and unique scenarios via phone calls or email. The Carrier 360 difference is in the way we combine technology with the personal approach and expertise of our people.

For carriers, making the most of available hours of service can be challenging. The Carrier 360 mobile app allows them to save time by viewing and anticipating

planned loads, streamlining check calls, and uploading documents virtually. The eBOL feature also helps protect drivers by minimizing their physical contact with individuals at receiving facilities – a feature that has been particularly important during the COVID-19 pandemic.

Dispatchers can quickly and efficiently pre-plan trips, update load assignments, and monitor delivery status without having to make phone calls. Everything is available within Carrier 360, bringing data into one streamlined platform. Plus, when drivers use tracking via Carrier 360 or electronic logging device integration, arrival check calls are automated, which saves even more time-consuming phone calls.



Bolt Carriers chooses Carrier 360 not only for its smart, streamlined platform but for the personal service provided by J.B. Hunt.

“Eliminating waste in the supply chain is crucial to good environmental stewardship. J.B. Hunt 360 reduces empty miles, leading to greater overall efficiency and a more sustainable planet.”

Stuart Scott, Chief Information Officer and Executive Vice President

“J.B. Hunt 360 helps me find and bid on loads quickly and easily so I do business on my time. The app is easy to use and navigate and has become indispensable to my business. Since I started using J.B. Hunt 360 I have been able to grow my business, purchase an additional truck and trailer, and hire a new driver.”

Wayne Garcia, Owner of Wayne Garcia Trucking LLC

Shipper 360™

Shipper 360™ allows shippers to quickly find capacity and make informed decisions based on cost, transit time, and performance, saving them time and effort. Shipper 360 provides truckload pricing up to 13 days in advance and real-time visibility into load statuses and available capacity. The J.B. Hunt 360 platform helps make freight markets more transparent for all participants by aggregating data on performance and shipping and receiving facilities.

Shipper 360 is designed to reduce workload by housing every shipment in one place. We connect with thousands of reliable carriers to match every load with the right truck at the right price and the right time on behalf of customers. J.B. Hunt aims to empower shippers to make the best decisions for their business while benefiting the overall supply chain through greater access to capacity, more transparent information, and a real-time understanding of freight transportation.

Shipper 360 also brings multiple modes together, including truckload, less-than-truckload (LTL), and intermodal, helping to

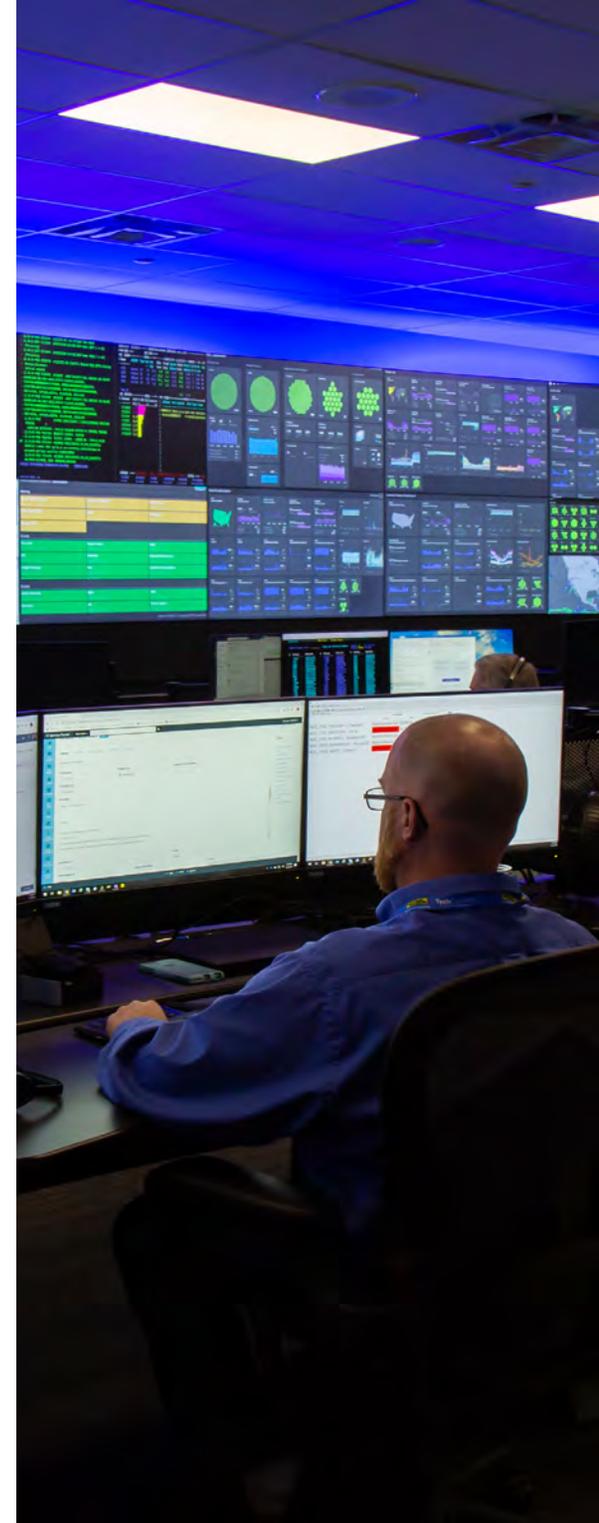
streamline decisions. With Shipper 360, J.B. Hunt has taken another step toward becoming a truly mode-agnostic transportation provider. Shippers can choose the mode that works best for each shipment with access to the top 25 LTL carriers and capacity from more than 100,000 carrier companies and service from the world’s largest intermodal provider.

“We work with several portals, and none can even come close to J.B. Hunt 360. We also thank you for always having your phone lines and emails available for us. We love J.B. Hunt and we hope to continue to do business with you all!”

Tony Howard, Shipping Clerk, IDX Corporation

Our Commitment to Continuous Improvement

With nearly 60 years in the industry, J.B. Hunt understands the importance of listening to carriers and shippers to learn what they need to operate a successful business. User feedback helps us identify features and improvements to the J.B. Hunt 360° platform that will change the way we do business for the better. App store reviews and comments are always welcome and encouraged. We also host roundtable discussions and offer users the opportunity to pilot new features. The continual innovation of J.B. Hunt 360° tools is a cycle of listening to customer needs and solving their problems in new and better ways. As customer and carrier behavior adjusts to new technologies and circumstances, we study the data, pivot to merging opportunities, and then double down to accelerate the rate of change. We are committed to an innovation cycle of disrupting, adapting, and accelerating transportation efficiency – our Cycle of Innovation™.



J.B. HUNT 360

Increased the amount of data moving through the platform by **400%** since launch

Facilitated access to more than **750,000** trucks

5 billion sets of data points covering lane information, pricing trends, and carrier interest

1.2+ million loads recorded in 2020

Gathered **590,000+** ratings for **50,000+** shipping and receiving facilities

\$1.4+ billion in transactions in 2020

Allowed search of **30+ million** carrier loads annually

Potential future cost savings of **7%** by eliminating excess transit

Expanding the Advantage

As promised, J.B. Hunt continues to enhance the capacity of J.B. Hunt 360°. In 2020, we integrated the platform with the KeepTruckin Smart Load Board fleet management platform, bringing together two of the most influential technology leaders in transportation and logistics. The integration provides greater visibility into capacity and offers carriers freight opportunities that better align with their operations.

KeepTruckin is a trusted name among carriers, and we believe this cross-platform functionality will help businesses move freight with even greater efficiency. KeepTruckin's load-matching algorithms ingest billions of data points each day to ensure the right load gets in front of the right carrier. Through the integration, freight available in J.B. Hunt 360° is accessible through KeepTruckin's Smart Load Board, the latest addition to KeepTruckin's industry-leading fleet management platform. Approved carriers can book loads and make offers on available freight using the Smart Load Board's web or mobile platform, connecting trucks with available freight in a seamless, convenient process. Carriers can also opt-in to provide their location data for the duration of the load, giving shippers the ability to track and trace the status of their shipments in real-time using J.B. Hunt 360°.

In February 2021, Google and J.B. Hunt announced a multi-year strategic alliance to accelerate J.B. Hunt's digital transformation and collaborate on next-generation supply

chain platform technology. Powered by Google Cloud's innovative cloud technologies, J.B. Hunt will expand its J.B. Hunt 360° platform that digitally connects shipments and available capacity, increasing efficiencies and enhancing visibility within the platform.

By leveraging Google's Data Cloud, J.B. Hunt 360° will better predict outcomes and empower users to make informed decisions. Using advanced AI and machine learning (ML) tools from Google Cloud, J.B. Hunt will develop new services to digitally transform the shipping and logistics experience for shippers, carriers, and service providers. Not only do Google's technology goals align with our own but its commitments to decarbonization align with our focus on making the transportation industry more sustainable through innovation. We are excited to join forces with companies that share our commitment to a low-carbon future.

Our alliance will focus on three transformational areas: creating a sophisticated operating model, driving efficiency, and driving future solutions:

Open Cloud Capabilities to Create a Sophisticated Operating Model:

Google Cloud's leading AI and ML tools, including Cloud AI Platform, AutoML, and Recommendations AI, combined with J.B. Hunt's transportation expertise, will create enhanced levels of visibility into the supply chain.

“Joining forces with Google was a natural fit, considering both companies’ histories of trailblazing and industry disruption. Powering J.B. Hunt 360° on Google Cloud will help drive us forward in our mission to create the most efficient transportation network in North America. This alliance is groundbreaking in our industry and we expect it will produce innovative solutions meeting transportation and logistics needs. This is an exciting time for our organization and those we serve, as we launch this initiative alongside Google.”

John Roberts, President and CEO

Data Science to Drive Efficiency:

J.B. Hunt will leverage Google Cloud's Data Cloud to be able to quickly produce ML models and break down data silos to optimize solutions in real-time and offer predictive analytics for shippers, carriers, and other service providers.

Co-Innovation to Drive Future Solutions:

Google and J.B. Hunt are creating an innovation framework and roadmap that bring together our engineering talents to create entirely new solutions that will be rolled out over time, including real-time visibility and predictive modeling. In addition, by leveraging Google's data analytics solutions such as BigQuery, we can now create a secure, scalable, and cost-effective data warehouse to support the J.B. Hunt 360° marketplace.



Championing Intermodal Conversion

J.B. Hunt has a long history of intermodal transportation, dating back to 1989, with our first joint service arrangement with Santa Fe Railway Company to transport freight using a combination of truck and rail services. Over the last 30 years, our continuous innovation, investment, and focus on meeting customer needs have made us the largest U.S. asset-owning intermodal provider and the leader in intermodal transportation.

We operate the largest fleet of company-owned 53-foot containers and one of the largest drayage fleets in the world. Our expansion from a few hundred containers as the intermodal pioneer to almost 100,000 containers on rails today reflects a focus on our customers. Being the industry leader in intermodal is a tremendous advantage and our reliability and commitment keep customers coming back. Our customers benefit from J.B. Hunt’s proprietary rail and intermodal technology, which supports all areas of network planning, equipment management, and service execution.

J.B. Hunt technology includes:

- Integrated railroad electronic information systems for real-time load status updates

- A web-based customer portal for booking and tracing intermodal orders
- Electronic Data Interchange (EDI) available between J.B. Hunt rail providers and many large dray carriers
- An internet interface allowing dray carriers to process real-time data

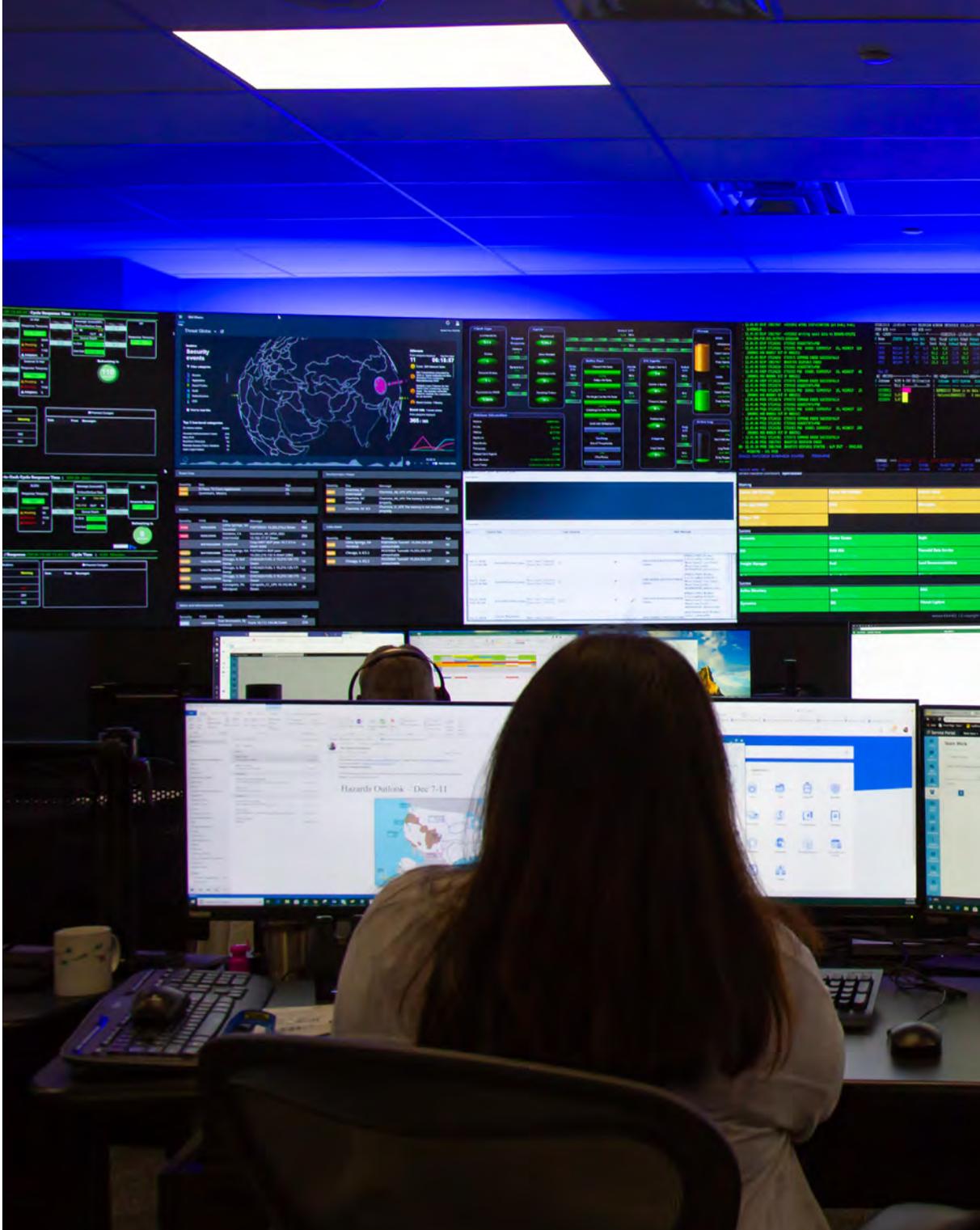
Combined with our industry-leading drayage network, this technology enables the customization of our intermodal services to exact customer requirements and provides for priority loading of all premium service level shipments, with expedited and temperature-controlled service available on select routes. All of these resources combined with our highly experienced team allow us to offer unparalleled service.

We are working to accelerate the conversion of traditional truck traffic to intermodal transportation by designing our services to be competitive with truckload moves, offering both transcontinental and local intermodal service. In 2020, J.B. Hunt invested additional capital to grow our TCI container fleet, doubling the number of 53-foot refrigerated containers in our fleet to approximately 2,500 units.

Trucks deliver 70% of all freight transported within the United States, and most perishable goods are moved on trucks because of factors such as temperature sensitivity, speed-to-market, and the number of pallets that can be moved in a container due to weight restrictions. The expansion of the J.B. Hunt TCI container fleet provides new opportunity for OTR refrigerated transportation conversion.

J.B. Hunt leads the industry in converting OTR shipments to the safer, more efficient, cost-effective, and environmentally friendly intermodal services. Conversion to intermodal is 2.5 times more fuel efficient than standard truck transport. We estimate that in 2020, our intermodal segment helped to avoid 3.5 million MT CO₂e compared to transportation by truck alone—the equivalent of removing more than 750,000 passenger vehicles from the road for a year. Based on analysis of Shipper 360 transactions and our annual bid activity, J.B. Hunt estimates that an additional 7 to 11 million shipments could be converted to intermodal, generating further carbon reductions, while supporting long-term growth opportunities for our intermodal business.





Data-Driven Insights Create Continuous Improvement

Data is paramount in the logistics business. J.B. Hunt's data insights make visible areas of business where efficiencies can be realized in supply chains and offer comparable carrier performance indicators, which allow our customers to adjust to changing market conditions.

J.B. Hunt offers data collection and analysis capabilities to bring structure and understanding to historical and seasonal market rates and shipping data, carrier behaviors and preferences, and capacity utilization. Our data analyses also enable J.B. Hunt to make data-driven recommendations to customers for improving service, cost, and access to capacity, and to inform short- and long-term decision-making on data management and supply chain optimization. Engineers in the Intermodal, Truckload, and DCS business units use proprietary optimization software to adjust routes and reduce empty miles while also improving delivery times and maintaining business continuity.

In 2020, J.B. Hunt introduced a new truck idle reduction program to reduce non-productive fuel burn. Our proprietary DRIVE app gives drivers immediate visibility into their engine idling in comparison to their peer group, using gamification as a reduction catalyst. This initiative reduced our carbon emissions by 1,543 MT CO₂e.





SUPPORTING OUR EMPLOYEES



VISION

CUSTOMERS

EMPLOYEES

ENVIRONMENT

COMMUNITIES

APPENDIX

SUPPORTING OUR EMPLOYEES



Drivers are the lifeblood of our company. No matter the circumstances, these essential workers deliver important supplies when and where they're needed most.

Adapting to COVID-19

The disruption caused by the COVID-19 pandemic has offered an opportunity for all of us to pause and consider what is important to us. For J.B. Hunt, this internal reflection has led to prioritizing the well-being of what has always been our most valuable asset: our people.

Everything we have done since the onset of the pandemic has been focused on creating positive outcomes for the people who are part of our business—our employees and their families, customers, stakeholders, and communities. In March 2020, we directed all employees who could work remotely to do so and provided all employees with PPE and other supplies, including masks, hand sanitizer, and disposable gloves, as well as booties for drivers and delivery teams to wear when making FMS deliveries to homes.

We kept our safety promise to drivers by not requiring them to deliver to areas under shelter-in-place orders where COVID-19 infection rates were highest if they were not comfortable delivering in those areas. We moved quickly to establish appropriate safety protocols, update our facilities to

accommodate pandemic conditions, and provide necessary PPE to keep our people safe and allow our essential workers to continue to do their jobs. We also published [Social Distancing Best Practices for Supply Chains](#) to promote appropriate safety measures at customer facilities and help establish safety expectations for the destinations our drivers visit. To further protect our drivers, we added a COVID-19 screening questionnaire to the scheduling process for Final Mile deliveries and developed an eBOL to reduce physical contact during the delivery process.

To support our employees who may have been exposed to COVID-19 despite precautions, we implemented a COVID-19 paid time off (PTO) policy covering up to 80 hours of leave designed to provide financial support to employees who were unable to report to work due to COVID-19 infection or quarantine. After vaccines became available, we introduced eight hours of available emergency COVID-19 vaccination PTO in early April 2021 to cover time off necessary for our employees to receive the vaccine.

“The safety and health of J.B. Hunt employees and their families are of the utmost importance to us. We are humbled and grateful for their dedication to ensuring critical supplies reach the destinations that so need them during these challenging times.”

John Roberts, President and CEO



J.B. Hunt continues to closely monitor the COVID-19 pandemic and update our business continuity plans to further mitigate the risk to employees, customers, and the communities where we operate. We obtain the most up-to-date information by consulting guidance from the CDC and national and local government organizations regularly in the development of our plans.

Bonuses of Appreciation for COVID-19 Response Efforts

Our recognition of the bravery and hard work of our employees in the face of COVID-19 began in March 2020. We provided a one-time bonus of \$500, totaling \$14 million, for drivers and personnel at field operations and customer facilities supporting the drivers who kept the country’s freight moving as the effects of the COVID-19 pandemic were beginning to take hold.

“All of our employees have gone above and beyond the call to action during this crisis. And nearly all of our field-level, frontline employees, and certainly all of our drivers, are required to operate in-person and have upheld the high standards of our company. They have kept pace with the evolving supply chain needs of our customers in the face of great uncertainty. These bonuses serve as a token of our appreciation for their service and hard work during these unprecedented times.”

John Roberts, President and CEO



CCO and EVP of People and HR, Shelley Simpson, helps distribute safety supplies, April 2020





Our eBOL feature is not only easy and safe to use but helps make the lives of customers, drivers, and carriers more efficient.

Elevation of Employee Ideas Leads to Touchless Proof of Delivery

Since 2015, our efforts to foster inclusivity and engagement have included the implementation of an initiative called ELEVATION, a process where anyone in the organization can submit an idea for consideration on any topic that will help improve the company. The year 2020 saw our 20,000th idea submitted and to date, nearly 1,000 have been selected for implementation.

In 2020, we implemented a timely idea submitted by Brandon Sarchet, VP of Intermodal Operations, called Digital Documentation. The original purpose of Digital Documentation was to eliminate paper in operations processes for both J.B. Hunt and our customers. However, as the pandemic evolved, this idea also presented a solution to make the proof of delivery (POD) process safer by minimizing physical contact.

Our DRIVE technology team quickly moved into development of Touchless POD to provide our customers, drivers, and carriers protection by eliminating the physical exchange of paper BOLs during the receiving process. Due to the urgency of the COVID-19 pandemic, development and testing spanned a short eight weeks, which required considerable cross-functional engagement and coordination across many internal teams.

Touchless POD is now accessible to all drivers, allowing both drivers and receivers to execute the POD process in a safe manner that does not require physical contact. To implement the touchless POD functionality, drivers using the DRIVE app and carriers using the Carrier 360 app can digitally access the eBOL, send the document via email or QR code, and secure an electronic signature. This allows the signed document to be automatically indexed internally and sent to the customer for their records.

Not only does this innovative idea help keep our drivers safe during the ongoing COVID-19 crisis, but it will have long-lasting effects on our environmental footprint by significantly reducing the paper waste we generate, combining our core values of safety and environmental sustainability.



Creating an Inclusive Culture

J.B. Hunt actively seeks to build an inclusive workplace because we recognize the benefits that a broad spectrum of ideas, perspectives, skills, values, and beliefs bring to our operations every day. People—our employees, our customers, our suppliers, and our communities—are our business.

We embrace people of all backgrounds and do not tolerate discrimination or unfair treatment against any person on the basis of race, color, religion, sex, national origin, age, sexual orientation, gender identity, veteran status, or disability, and we are proud of the inclusive policies outlined in our Equal Employment Opportunity and [Human Rights Statements](#). To closely marry our values of diversity, equity, and inclusion (DEI) with J.B. Hunt’s culture, our Inclusion Steering Committee reviews initiatives and success measures each quarter to ensure we are always aligned with our DEI best practice goals of self-awareness and training, talent management, workplace inclusion, employee inclusion and development, and community engagement.

We actively shape our culture to promote belonging and inclusivity through the way we train our people. In 2019, we integrated unconscious bias training into our Foundational Leadership course for all

management and for new hire trainings. In 2020, we expanded our efforts by creating a standalone DEI virtual training course to communicate our values of inclusivity and how they benefit and connect us all. We also ask all employees to complete anti-harassment and discrimination training and require all behavior to be in line with these principles. To date, more than 97% of our frontline managers have completed DEI training.

To ensure strong executive oversight of inclusivity in our hiring practices, we broadened Shelley Simpson’s role as our Chief Commercial Officer (CCO) by nominating her as EVP of People and Human Resources. Our People and Human Resources teams now report to Simpson as we seek to accelerate our efforts in inclusion and diversity and cultivate a closer connection between our talent management function and the hiring needs of our individual business units. This will allow us to have a more comprehensive focus on growing our workforce in a way that fosters diversity and inclusion.

In 2021, we hired Jermaine Oldham, a five-year employee and former United States Air Force service member, as our first VP of Inclusion. Jermaine will work to expand and lead our Enterprise Inclusion strategy and help foster a more inclusive culture at J.B. Hunt.



“Inclusion is a key part of everything we do in our organization. It helps drive us, move us forward, and accelerate into our next generation of innovation at J.B. Hunt. We are focused on making sure all 30,000 of our employees feel their voices are heard and respected.”

Shelley Simpson, CCO and EVP of People and Human Resources



Employee Resource Groups

Through our Employee Resource Groups (ERGs), employees can learn from and engage with individuals with similar, or different, interests and participate in community and employee events. Our ERGs welcome ideas and foster the interests of all company employees, regardless of race, sexual orientation, or gender. ERGs help colleagues connect and share their journeys of personal and professional development and are open to all employees. J.B. Hunt encourages employees to get involved with the group that best fits their personal interests.

Growing and Retaining Outstanding Women

Growing and Retaining Outstanding Women (GROW) was J.B. Hunt’s first ERG. Founded in 2015, the group is dedicated to empowering and engaging employees in our

organization to support the professional and personal success of women. GROW celebrates the women in our workplace and communities. Sponsored by Chief Operations Officer (COO) and EVP Nick Hobbs, GROW supports the success of women through recruitment and retainment, professional development, and building connections.

Throughout the year, GROW hosts lunch-and-learn presentations, networking events, and volunteer activities that align with its mission to celebrate women in the workplace and build community. The impact of GROW extends outside of J.B. Hunt. GROW works with several local organizations that provide support for women, giving members the chance to serve their local community and connect with women outside of the company.



“Fostering community and connection also empowers and advocates for women inside J.B. Hunt—and throughout our sphere of influence.”

Jennifer Nix, Senior Experience Manager



Desiree Sizemore, Tractor Technician



Trucks are for Girls Initiative

GROW works to foster gender equity not only within the trucking industry but within our communities. In late 2019, GROW hosted the inaugural Trucks are for Girls event in Fayetteville, Arkansas. The event was powered by the Women In Trucking Association (WIT) through its Girl Scout Transportation Patch program. Thirty Girl Scouts from the Northwest Arkansas region participated in the event designed to provide an introduction to supply chain logistics.

The girls had an interactive session with Tami Allensworth, Senior VP of Customer Experience, where she spoke about supply chain and how it affects the Girl Scouts personally. From ingredients to delivery, the girls learned how their cookies move from point to point until they reach happy customers. J.B. Hunt hopes to host more empowering events when it is safe to do so.

Women in Trucking Gold Partnership

J.B. Hunt renewed its Gold Level Partnership with WIT in 2021, helping the nonprofit association encourage more women to see the vast opportunities in trucking, whether as a professional driver, dispatcher, mechanic, recruiter, or business leader.

Since its inception in 2007, WIT has been committed to sparking conversations around gender diversity within the industry, drawing attention to key issues, showcasing success stories, and ultimately increasing the number of women in transportation. In addition to financial support, our employees who are passionate for the cause lend their time and skills. For example, Rachel Christensen, VP of Intermodal Operations, serves on the WIT Board of Directors as Vice Chair. Jodi Edwards, a Million Mile driver, shares her expertise as a member of the WIT Image Team.

“We are proud to support Women in Trucking at the gold level for the seventh consecutive year as we work collectively to advance the voice and interest of women in transportation and logistics.”

Shelley Simpson, CCO and EVP of People and Human Resources



**WOMEN IN
TRUCKING**





International Women's Day Celebrations

GROW hosts a week-long celebration for International Women's Day, packed with professional development opportunities, fun events, panel discussions, and keynote speakers. In 2020, GROW invited participants to write thank you cards to our female drivers and compete in a thank you card design contest. The designs were creative and inspiring and reflected our appreciation and support for women in the transportation industry.



Latinos Engaging, Advancing, and Developing

Latinos Engaging, Advancing, and Developing (LEAD) seeks to drive innovation by inspiring people through the inclusion of Latino culture. LEAD embraces the Latino and Hispanic culture at J.B. Hunt by increasing cultural awareness within our company. Sponsored by Brad Hicks, EVP and President of Highway Services, LEAD aims to positively influence the long-term success of our Latino and Hispanic employees through educational events and networking opportunities.

LEAD focuses its efforts on three pillars: Connect and Collaborate, Community Engagement, and Recruitment.

“We believe increasing cultural awareness and inclusion can definitely drive innovation for J.B. Hunt and our community.”

Ary Neuwirth, LEAD member and Sales Development Executive

In fall 2019, before the pandemic restricted gatherings, LEAD hosted a booth at the Seventh Annual Northwest Arkansas Hispanic Heritage Festival to foster and promote J.B. Hunt’s Latino culture and connect with our community.



African American Employee Resource Group

Our African American ERG (AAmERG) serves as a corporate thought leader and strategist for incorporating African American employees' insights and co-creating lasting benefits and connection. Sponsored by EVP of Highway Services Eric McGee, AAmERG hosts events that promote engagement and professional development.

AAmERG focuses its efforts through three pillars:

- **Engagement and Connectivity:** Identify opportunities to engage and connect employees at corporate and in the field and have a positive presence with local communities.
- **Recruit and Retain:** Identify opportunities to attract, recruit, and retain diverse talent.
- **Business Alignment:** Identify opportunities to involve AAmERG in decisions.

In 2020, AAmERG held a number of events to foster open dialogue during the important social reckoning that occurred during this year. Events included several Black History Month engagement sessions, Educational Lunch & Learns, Chat & Chews with executive leadership, an internal resume workshop, and an all-week American Heart Association education initiative. AAmERG also joined with the Arkansas Urban League's Northwest Arkansas Chapter to host a voter registration event at our corporate headquarters in October 2020. Through continual engagement in 2020, AAmERG increased overall membership by 33%.



AAmERG Members at Our Corporate Headquarters



Veterans Employee Resource Group

J.B. Hunt is dedicated to the veterans in our workforce. Our Veterans ERG (VERG) connects veterans to resources that help them transition into the transportation and logistics industry and thrive at J.B. Hunt and in their communities. VERG is backed by CSO and EVP, Craig Harper.

Read more about [Our Long-Standing Commitment to Veterans.](#)

LGBTQIA+ Employee Resource Group (PLUS(+))

PLUS(+) provides a safe and authentic space for individuals who identify as lesbian, gay, bisexual, transgender, queer (or questioning), intersex, and asexual (LGBTQIA+) and employees who support them. Led by Shelley Simpson, CCO and EVP of People and Human Resources, the PLUS(+) mission is to share knowledge, inspire authenticity, and create community. PLUS(+) involves our employees in conversations around inclusion and connection with the goal of molding J.B. Hunt into an understanding and accepting place to work.

“I honestly feel like PLUS(+) is helping me to be a better human. Getting to hear other people’s stories makes me more well-rounded, it makes me more empathetic, and it makes me want to interact and connect with people to understand them better.”

Jackie Lawrence, PLUS (+) member and Talent Optimization Consultant



PLUS(+) employee resource group members explain what it means to be in a supportive environment at J.B. Hunt.



PLUS(+) Members at Our Corporate Headquarters



Equitable Hiring Practices

Our approach to diversity extends to our recruiting practices. We frequently recruit from historically black colleges and universities and Hispanic-serving institutions. Each year, we engage with these minority-serving institutions through classroom presentations, networking with student organizations, skills workshops, and smaller information sessions. We reach out to, for virtual or in-person engagement, more than 3,000 student organizations that champion minorities in business, supply chain, and technology. Through these organizations, we host programming for students on topics including Diversity & Inclusion at J.B. Hunt, How to Utilize Your Diversity in the Recruiting Process, and ERGs at J.B. Hunt.

We also strongly support gender diversity in hiring and do so through specific outreach to a handful of all-female educational institutions. Each year, we engage with all-women student organizations that champion supply chain, technology, and business to further the growth of women in transportation.

Finally, we value the character and skill that veterans bring to the transportation logistics industry. We are fully committed to hiring and supporting veterans, with nearly one in seven J.B. Hunt employees having prior military service.

Read more about [Our Long-Standing Commitment to Veterans](#).

Working Together

Supporting Drivers

J.B. Hunt is a big company with a small company feel. Our large network of locations means 93% of our drivers are local or regional; therefore, our drivers are home more often than is typical for the trucking industry. Our large network also means we can provide an appropriate management-to-driver personnel ratio that fosters their ability to build a healthy working relationship together. We create opportunities for open lines of communication among management, operations, and drivers and strive to demonstrate our objective of “listen, understand, care.” Our [J.B. Hunt Experience Team](#), created in 2014, works every day to help improve the quality of life for our drivers by seeking out and sharing best practices to provide drivers with a positive experience at J.B. Hunt.

Our open door policy is the foundation of our managers’ working relationships and fosters an environment that embraces workplace safety and fair treatment for all. J.B. Hunt prides itself on offering fair, competitive pay and benefits and supporting quality of life for our drivers.

Driver Flexibility

The variety of service offerings we provide to customers allows us to offer flexible work arrangements and schedules for drivers. Driving opportunities in our DCS segment provide regular schedules and routes

for drivers because they only serve one customer. Most DCS drivers are home with their families daily or weekly. J.B. Hunt also offers internal job placement and opening services to allow drivers to relocate to a new company location easily for family or personal reasons. These offerings have helped establish J.B. Hunt as the industry leader in driver support.



**Intermodal Driver Diana Johnson,
South Gate, California**



People Matter

Workforce Retention and Promotion

We work to maintain healthy relationships with our employees and have since we were founded nearly 60 years ago. We believe the best way to retain and care for our employees is by providing for their needs, listening to their concerns, and being their first line of support when issues arise.

We strive to maintain a strong promote-from-within culture with competitive pay and benefits to ensure our employees feel valued and want to build a long-term career with J.B. Hunt. Our success at retaining the best people is reflected in our low employee turnover rate. While the American Trucking Association reports an average 2020 industry turnover rate for large carriers of 90%, our overall 2020 driver turnover rate was 50%.

Workforce Training and Education

Creating learning opportunities for our workforce helps J.B. Hunt retain our talent and build the next generation of leaders. In 2020, we delivered more than 288,000 hours of training to our employees,

including 106,000 hours of career development content.

We offer support to employees who want to advance professionally through formal education, training, instructional, and certification opportunities including:

- Higher education tuition reimbursement
- In-house virtual and instructor-led training for technology and software products, soft skills, and leadership development
- Comprehensive career development programs for operations management, engineering, sales, human resources, and brokerage
- Reimbursement for professional certifications such as Six Sigma, Organizational Consulting and Change Management, and Professional in Human Resources
- Formal mentorship program for non-driver employees to assist with skill growth, career paths, leadership, and executive development

SkillBridge Internship Program

J.B. Hunt is proud to participate in the [United States Department of Defense SkillBridge program](#), which provides opportunities for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during their last 180 days of service. SkillBridge connects service members with industry partners in real-world job experiences.

SkillBridge helps J.B. Hunt connect with the world's most highly trained and motivated workforce—veterans. We actively seek to recruit military veterans. A SkillBridge internship with J.B. Hunt prepares them for promotion to Transportation Manager when they transition from the military to permanent employee status upon completion of the program. We work with the SkillBridge candidates to find a training program location that will be conducive to a successful internship experience with a high potential for permanent placement.

Read more about [Our Long-Standing Commitment to Veterans](#).





A Culture of Safety

Safety is a core value for all J.B. Hunt employees and contractors operating under our Department of Transportation (DOT) authority. To ensure the safety of the motoring public, we have implemented safety protocols above those required by the DOT. Prior to employment, all J.B. Hunt employees must pass a hair drug test. Additionally, drivers must complete a urine drug test as required by Federal Motor Carrier Safety Regulations. Our defensive driving program is based on the Smith System® Five Keys to defensive driving, which ensures a rigorous standard of driver education across all of our operations. We are also constantly implementing the newest available safety technologies in our fleet to amplify our safety impact, including collision mitigation and forward-facing cameras. Once onboard, we maintain driver safety through a regular training program. In 2020 alone, our drivers completed 182,000 hours of safety training. We also offer a variety of safety reward programs to inspire our drivers and reward them for keeping our roadways safe.

Driver of the Month/Driver of the Year Program

Each month, managers review their drivers' performance, including productivity, critical vehicle event performance, collision avoidance, and number of safe miles accumulated, and select a Driver of the Month who is awarded a monetary bonus. These drivers are also eligible to be named Regional Driver of the Month, which is selected by each regional VP. The winning driver receives an additional monetary bonus. At the end of the year, all Drivers of the Month are invited to an annual celebration and one is named Driver of the Year and awarded \$5,000.

Annual Safe Driving Award

On each driver's anniversary, if they have been accident-free for a year, we mail them a display box that contains three patches, a wallet card, and a safety pin, all marking their number of accident-free years.

Safety Points Program

Our DRIVE app has a Safety Points Program where drivers can achieve points for milestones and have bragging rights over their peers. The app assigns points for days without a critical vehicle event, tenure, safe miles, clean roadside inspections, log accuracy, and being a certified trainer.

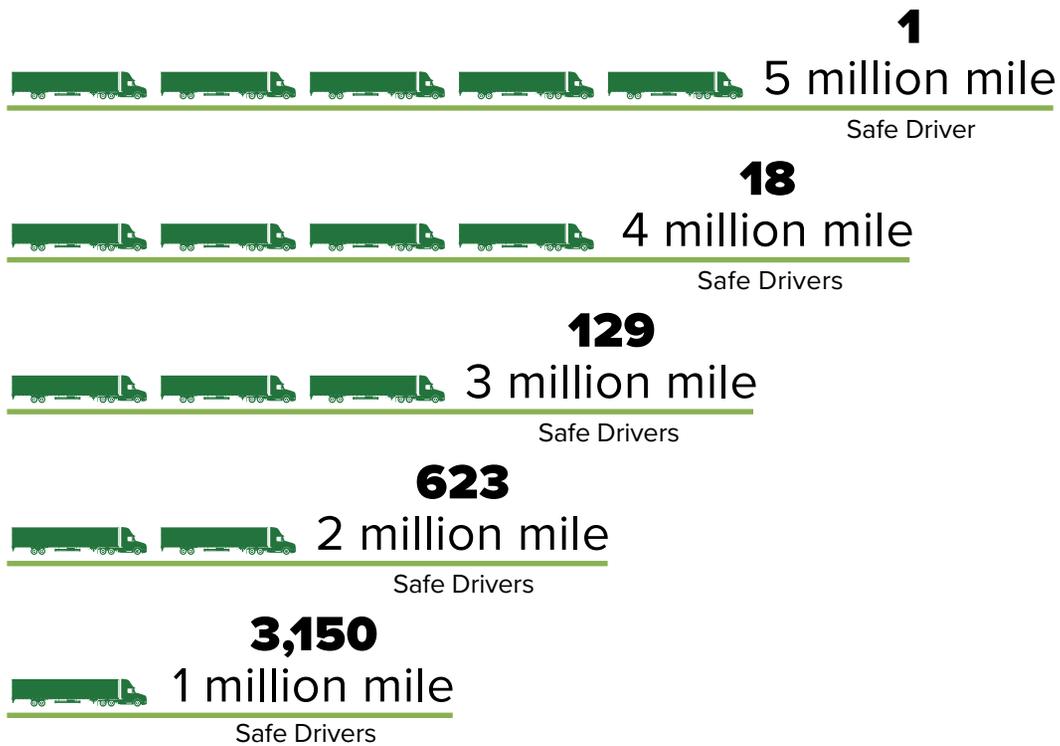


Two million mile driver T-Bone discusses the vital role safety has played in his career at J.B. Hunt.

Million Mile Safe Driving and Recognition Awards Program Highlight

Each year, we recognize and reward our safest drivers through our Million Mile Safe Driving and Recognition Awards Program. We implemented this program in 1996 and have since recognized more than 3,900 company drivers for achieving one million-plus safe miles. Each driver is listed on the Million Mile Wall at our corporate headquarters and receives a safe driving bonus for their achievement. In total, the company has awarded more than \$31 million in safe driving bonuses.

We have hosted an annual ceremony since 2001 to recognize drivers who achieve one, two, three, four, and now five million safe miles. In addition to an honorary lunch and visit with company leadership, drivers participate in J.B. Hunt's Million Mile Walk of Fame, a long-standing tradition where employees line four flights of stairs to congratulate them with applause and high-fives as the drivers and their guests descend the stairs. Our 2020 celebrations were virtual.



NUMBERS ARE AS OF 12/31/2020



In 2020, we recognized our first company driver to complete five million safe miles without a preventable accident—an unprecedented achievement for the company and a rarity for the industry. Phil Fortin, a J.B. Hunt Intermodal driver who started here in 1984 and is based in South Gate, California, reached five million safe miles in December 2019.



Employee Health and Well-Being

A holistic view of well-being begins with a commitment to personal health. J.B. Hunt supports this individual commitment by providing accessible resources for care, health maintenance, and stress reduction for all employees.

Truck driving as a profession has some of the highest incidence rates of diabetes, tobacco use, and obesity in the United States. J.B. Hunt equips drivers and all of our employees with resources and tools to promote overall wellness.

Healthcare for Employees and Their Families

We provide quality, affordable healthcare choices to meet each employee's individual and family needs, including dental and vision plans. Low-cost telemedicine options are available through all company-sponsored healthcare coverage plans, providing employees with access to medical care

anytime and to help keep families safe during the COVID-19 pandemic.

Support for Employee Wellness

To support physical health, we offer access to Castlight, a comprehensive health tool that employees can use to improve their health journey, whether they are healthy, managing a condition, or actively seeking medical care. In addition, all employees can utilize our free health and wellness coaching for better nutrition, increased physical activity, tobacco cessation, stress management, chronic disease management, and weight loss. COVID-19 vaccine locators were added to assist employees and their families in finding vaccine sites nearby.

Our corporate campus includes amenities such as a 24-hour fitness center, walking/jogging trails, fitness classes, bike storage, and employee-led recreational groups for cycling, volleyball, and ultimate frisbee.

We provide discounted gym memberships across the nation.

To support mental health and suicide prevention efforts, we provide a free, 24/7 national hotline to all employees and their family members. We also provide support and resources for coping with life-altering situations including divorce, illness, abuse, aging parents, or other life events.

Support for Financial Health

To help employees create a workable household budget and manage accounts, investments, and debt, we provide a comprehensive financial wellness tool; goal-based financial planning options such as health savings accounts, flexible spending accounts, and 401(k) options with company match; and access to professional investment advice.





PROTECTING OUR ENVIRONMENT



PROTECTING OUR ENVIRONMENT

J.B. Hunt is committed to the efficient use of natural resources and energy to reduce carbon emissions by making business choices and implementing practices that have a positive impact on the environment. We strive to offer transportation solutions that help our customers reduce costs and carbon emissions while meeting or exceeding operational needs.

Our efforts include continuing to lead the industry in converting OTR shipments to intermodal and utilizing energy-efficient practices such as shipment consolidation. We have continuously worked to improve our fuel efficiency, identify alternative fuel sources, reduce carbon emissions, and evaluate potential new technologies for alternative fuel vehicles. A shining example is our J.B. Hunt 360° multimodal digital freight management platform, through which we are able to help carriers and shippers operate more efficiently and eliminate wasted miles and fuel.

Developing Efficiency Initiatives

While J.B. Hunt's mission is to create the most efficient transportation network in North America, part of our responsibility is to be a good steward of the environment. We are committed to environmental protection and reducing our carbon emissions.

These commitments are outlined in our [Environmental Policy Statement](#).

We recognize that the transportation services industry is heavily reliant on fossil fuels to operate, and we are conscious of the environmental effects of our operations. Therefore, we strive to be a responsible steward of non-renewable resources. J.B. Hunt has committed to monetizing the efficient use of fossil fuels, such as adopting the most advanced technologies provided from original equipment manufacturers (OEMs), deploying aftermarket products to reduce fuel burn, adopting policies to incentivize reduced fuel burn, and assisting manufacturers in developing commercially viable zero emission vehicle trucks by supporting pilot programs. J.B. Hunt has already made credible progress in reducing our use of fossil fuels and will continue to make deliberate business decisions to reduce adverse impacts to the environment.

J.B. Hunt reduces its environmental footprint through a variety of efficiency and innovation initiatives:

Intermodal Conversion:

J.B. Hunt's intermodal service offerings represented 48.5% of our 2020 revenue and enabled significant reduction of carbon emissions. By moving freight by rail through our intermodal service offering in 2020, we estimate that approximately 3.5 million MT CO₂e of carbon emissions were avoided as

compared to moving the same freight by truck alone. This achievement is equivalent to removing more than 750,000 passenger vehicles from the road for a year.

The rail sector is also undertaking initiatives to improve efficiencies and reduce its own carbon footprint. For example, many rail providers have implemented Precision Scheduled Railroading (PSR), which has improved efficiency by running longer direct route trains and optimizing assets. However, the industry faces challenges, namely decreased flexibility. We believe when PSR is consistently implemented, such issues will be resolved, and we will have a stronger value proposition to convert more OTR truck freight to intermodal.

Fleet Modernization with Energy-Efficient Trucks and Equipment:

J.B. Hunt incorporates fuel-saving upgrades into our fleet, including the latest tractor aerodynamics, efficient drivetrain gear ratios, idle reduction technologies, and automated manual transmissions (AMTs) with predictive cruise control. We maintain a modern fleet with an average truck age of 2.25 years, compared to the 5.6-year industry average. In addition, we are working to rapidly modernize our fleet with tractors certified under USEPA Greenhouse Gas (GHG) Phase II regulations to support our carbon reduction journey. Using newer equipment ensures that we take advantage of the latest in emission-reduction technologies.

Since 2014, J.B. Hunt has aimed to capture the operational and environmental benefits of AMTs and set a goal to convert 100% of our fleet to AMTs by 2022. At the end of 2020, approximately 86% of our fleet was converted and we expect to meet our 2022 target. AMTs are approximately 1.5% more fuel efficient than traditional manual transmissions, which results in carbon emissions reductions. In 2020, AMTs resulted in an overall carbon emissions reduction of 21,877 MT CO₂e, or approximately 1% of our emissions.

Fuel Technology:

In 2020, 51% of all J.B. Hunt fuel purchased was a biodiesel blend. Biodiesel is a fundamental component of our fuel purchasing and consumption. We incorporate biodiesel blends where economical while also adhering to manufacturer recommendations for fuel type to ensure vehicle durability and engine performance.

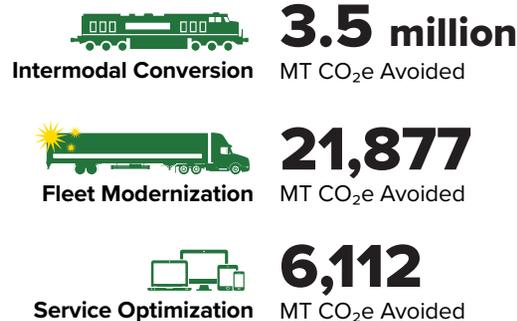
Service Optimization:

We balance service requirements with fuel economy and safety by governing the maximum speed of our tractors, which in turn supports our safety programs and initiatives. Regulating speed improves fuel efficiency and reduces Scope 1 carbon emissions. As a rule of thumb, our J.B. Hunt engineers believe every mile-per-hour above 55 equates to a 1% reduction in fuel economy. We estimate that governing the speed of tractors improves our fleet’s fuel economy by 2.5 to 3.0%.

J.B. Hunt continues to invest in aerodynamic features on both our tractors and trailers to reduce drag and maximize fuel efficiency. Company-owned trailers and containers are also equipped with solar-powered tracking units, and drivers are equipped with in-cab Samsung tablets, which can be used to make voice calls, collect electronic signatures, and route electronic documents.

J.B. Hunt 360° enabled us to eliminate 4.3 million out-of-route/empty miles from our network in 2020 and reduce our carbon emissions by 6,112 MT CO₂e. J.B. Hunt engineers in our Intermodal, Truckload, and DCS business units use proprietary optimization software to eliminate empty movement of assets, which reduces costs and needless fuel burn.

Avoided 3.53 million MT of CO₂e in 2020 resulting from J.B. Hunt’s innovative efficiency initiatives



Working Toward a Low-Carbon Future

Reducing carbon emissions is crucial to the future of our company and our planet. J.B. Hunt is elevating conversations regarding reduction of carbon emissions, use of alternative fuel sources, and sustainability in freight transportation. We are active in CDP (formerly the Carbon Disclosure Project) and the Alternative Clean Transport Fleet Forum.

A Proactive Approach to Alternative Energy Vehicles

Our long-term goal is to reduce additional carbon emissions by converting at least 25% of our day cab and straight truck fleet to an alternative power fuel source by 2035. Achieving this goal is unavoidably dependent on factors such as the availability of alternative vehicles with a total cost of ownership at least equivalent to that of diesel-powered equipment and that offer similar performance specifications including range, weight, reliability, and uptime.

J.B. Hunt actively evaluates and pursues alternative energy trucks. New technologies such as battery electric, hydrogen, or natural gas Class 8 vehicles have the potential to significantly reduce carbon emissions. Therefore, we are working to reduce the perceived obstacles to new technologies: capital costs, increased operation and maintenance costs, resale market limitations, OEM reputation and reliability, and insufficient refueling infrastructure.

We proactively participate in alternative fuel vehicle pilot programs to support the transition to a low-carbon future:

Renewable Natural Gas Pilot Program:

Natural gas vehicles initially emerged as a viable alternative fuel and emission reduction opportunity in 2008. Since that time, we have worked directly with OEMs, component suppliers, fuel suppliers, and infrastructure developers to address both short- and mid-term equipment strategies and test various natural gas trucks. We have also prepared total cost of ownership and viability studies.

We continue to operate 180 natural gas-powered trucks with a select customer as an alternative to diesel-powered trucks. Use of natural gas still results in carbon emissions; however, a reduction of approximately 15 to 30% in carbon emissions is realistically obtainable (depending on the amount of RNG in the operation’s supply stream) in comparison to diesel fuel combustion.

Battery Electric Vehicle Pilot Program:

J.B. Hunt is one of the first transportation companies to place an order for Class 8 battery electric vehicle (BEV) trucks and we remain optimistic about their future. We deployed five Class 4 eCanter BEV trucks in our Final Mile operations between January 2019 and September 2020. In the long term, we anticipate our Final Mile segment to be a potential opportunity for BEV equipment, given the smaller truck size and shorter range needed to complete home deliveries. Our initial experience with this pilot program showed that range, speed, available cube

space, and required infrastructure created operational and financial challenges.

In 2020, we completed our first delivery using the Freightliner eCascadia, Daimler Trucks North America’s (DTNA’s) all-electric Class 8 truck. We conducted a three-month pilot program that integrated the eCascadia into our day-to-day fleet operations in Los Angeles. The program is part of DTNA’s Freightliner Customer Experience Fleet. DTNA plans to start production on the vehicles in 2022. On a full charge, the series-produced eCascadia is expected to have a driving range of up to 250 miles, making it potentially well-suited for local and regional distribution and drayage. We are working with several OEMs, including DTNA, Navistar, PACCAR, and Volvo, to pilot their BEVs designated for regional, local distribution, and last-mile logistics applications. Collaboration between vehicle manufacturer and transportation logistics experts is a necessity to develop these effective industry-leading technologies, and J.B. Hunt is proud to participate.

We are also looking ahead, considering the robust support system that must be developed to support BEV initiatives, including additional tractor depots and charging stations. J.B. Hunt is a launch customer of all-electric semi-trucks with multiple manufacturers including Tesla and Freightliner with multiple trucks on order.

Fuel Cell Electric Vehicles Exploration:

To promote the production of long-haul fuel cell electric vehicles (FCEVs) by 2024, J.B. Hunt is collaborating with Navistar

International Corporation, General Motors Company, and OneH2 to pilot test FCEVs in late 2022. It is anticipated that FCEVs will provide lighter-weight and longer-range trucks that require fewer charging station visits in comparison to BEVs. Based on third-party studies, and dependent on the source of the hydrogen, FCEVs have the potential to eliminate carbon emissions entirely, but the technology is emerging and untested for large vehicles and would require significant supporting infrastructure investment.



Switching Our Corporate Headquarters to Solar

We aim to make not only our trucks but also our corporate offices more sustainable. In 2020, J.B. Hunt worked with a third-party consultant, Edison Energy, to help design a solar project that will offset more than 80% of the electricity consumed at our main corporate headquarters. We conducted a request for proposals and awarded the project to NextEra Energy.

When implemented, the project will consist of two arrays. The first will be a nearly 5-MWac ground-mount system that will be located on land within brief driving distance of the corporate campus. The second system will be a 420-kWac solar carport that will provide cover for more than 140 employee vehicles. Ten electric vehicle chargers will be installed under the carport that are capable of charging 20 electric vehicles simultaneously. J.B. Hunt is finalizing contracting and design, completing property due diligence, and working to obtain Public Service Commission permit approval. The project is scheduled to break ground in 2022.



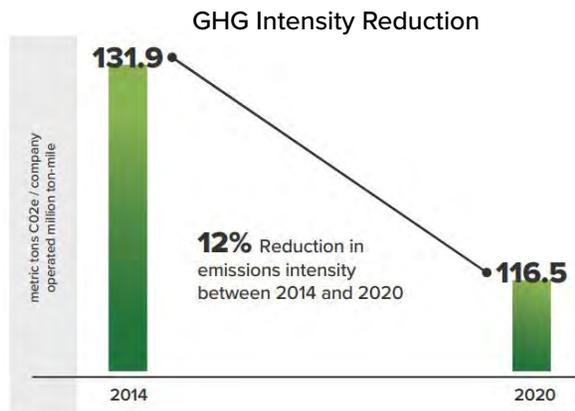
Progress on Our Emissions Reduction Journey

J.B. Hunt understands that it is important to our stakeholders that we continually work to decrease carbon emissions from our operations and value chain, and we are committed to taking proactive action. For more than 15 years, we have been identifying and implementing new technologies and processes to drive efficiencies in our value chain and reduce our carbon emissions. From 2018 to 2020, J.B. Hunt significantly grew company-operated ton miles by 15.6%. While our total Scope 1 emissions increased by 5.7% for the same time period, our Scope 1 emissions intensity improved by 8.5% to 116.5 MT CO₂e per company operated million ton-mile.

Our near- and long-term carbon emissions reduction goals demonstrate how far we have come on our sustainability journey:

- By 2025, J.B. Hunt intends to reduce our MT CO₂e per million company-operated ton-miles (Scope 1) by 3% from a 2019 base year.
- By 2035, J.B. Hunt intends to convert at least 25% of our day cab and straight truck fleet to an alternative power fuel source. Achieving this goal is unavoidably dependent on factors such as the availability of alternative vehicles with a total cost of ownership at least equivalent to that of diesel-powered equipment and that offer similar performance specifications, including range, weight, reliability, and uptime.

J.B. Hunt believes that achieving our carbon goals is within our reach. Since 2014, we



have reduced our emissions intensity by 12% and we continue to support the development of alternative fuels that will power the low-carbon future and make alternative fuels economically viable.

In 2020, we evaluated the feasibility of establishing a science-based target (SBT) aligned with the Paris Accord in our [Climate Action Plan](#). Paris Accord signatories commit to limiting global temperatures at well below 2 degrees Celsius (°C) from pre-industrial levels, with additional efforts to limit the temperature increase to 1.5°C.

As described throughout this report, we have identified and implemented new technologies and processes to drive efficiencies in our value chain and reduce our carbon emissions, which have allowed us to make significant strides in reducing our Scope 1 and 2 emissions over the last 15+ years. We continue to pilot and evaluate emerging technologies to determine the economic viability of alternatives for our fleet and to set carbon reduction targets within our operational control. We believe that we can deliver positive outcomes beyond current environmental commitments, and we will continue to give serious

consideration and evaluation to whether and when we may reasonably establish an SBT.

Creating Positive Climate Opportunities

J.B. Hunt's mission is to create the most efficient transportation network in North America. With this in mind, we are committed to managing climate risks and opportunities. To ensure strong management of these risks and opportunities, our Chief Sustainability Officer (CSO) is responsible for oversight of our carbon emissions reduction efforts and is supported by a cross-functional team that initiates, develops, and implements programs designed to strengthen and ingrain our commitment to sustainability. Our CSO regularly reports on these efforts to the Board of Directors' Nominating and Corporate Governance Committee. Further details on our governance of climate risks and opportunities can be found in our [2020 Annual Report](#).

Despite the challenges presented by climate change, the low-carbon transition creates many opportunities for J.B. Hunt. As detailed in this report, we are evaluating and piloting emerging fuel technologies so that we are ready to incorporate these new alternatives as soon as they become financially viable. We also continue in our long-term commitment to efficiency improvements and new technologies that modernize the services we offer. All of these factors mean we are well positioned to shift services and business strategy to leverage our network and services to deliver efficient, low-carbon transportation solutions and take advantage of new business opportunities as they arise.



STRENGTHENING OUR COMMUNITIES



VISION

CUSTOMERS

EMPLOYEES

ENVIRONMENT

COMMUNITIES

APPENDIX

STRENGTHENING OUR COMMUNITIES

Providing support to our communities is one of J.B. Hunt's greatest strengths. We are proud to be able to channel our resources toward causes our employees value in the communities where they live and work. In 2020, corporate and employee giving exceeded \$4.2 million in support across our four giving pillars—healthcare, education, support for veterans, and crisis management.

This support was more important than ever in 2020 due to the challenges of the COVID-19 pandemic. We focused on actions with the greatest potential for immediate positive impact—PPE donations, monetary donations, and access to COVID-19 vaccines.

COVID-19 Relief Efforts

Securing PPE for Healthcare Workers and Frontline Employees

The safety of healthcare workers during the COVID-19 pandemic is vitally important and the surge in demand for PPE put a strain on supply chains, creating PPE purchasing and delivery challenges. J.B. Hunt worked closely with state officials and relief organizations throughout the pandemic to replenish medical supplies and support first responders.

In May 2020, J.B. Hunt collaborated with the Northwest Arkansas Council to distribute nearly 300,000 pieces of PPE to medical facilities in Northwest Arkansas.

The donation and delivery, valued at almost \$600,000, included much-needed supplies such as masks, gowns, and goggles. We coordinated the national movement of the PPE supplies, a process that involved complex logistics planning and capacity procurement. Local distribution was coordinated through the Northwest Arkansas Council's Health Care Transformation Division. We also supported Arkansas Children's Hospital and Gardens of Osage Nursing Home with PPE donations throughout 2020 to help frontline medical workers stay protected and save lives.

We also prioritized the safety of our frontline employees and drivers and provided them with essential items to safely complete deliveries. In 2020, J.B. Hunt distributed more than 2.7 million protective masks, 1.5 million bottles of sanitizer, and 2.5 million pairs of gloves to employees and contractors across the country.

In 2020 J.B. Hunt donated a total of

\$630,000

in COVID-19 relief and supplies



“J.B. Hunt understands the importance of practicing safety in the work environment each day. We were compelled to apply our expertise in international logistics and transportation to provide safety supplies including PPE as a way to help protect and heal our community.”

Nick Hobbs, COO, EVP and President of Contract Services

Expanding Our Annual Adopt-a-Class Program to Include Safety Supplies

Each year, we invite J.B. Hunt drivers to nominate their child’s or grandchild’s elementary school classroom to receive school supplies through our Adopt-a-Class program. In 2020, we celebrated our eighth annual Adopt-a-Class program with 10 winning classrooms receiving \$1,000 each in school supplies as well as boxes of pandemic-appropriate cleaning supplies.

Creating Access to COVID-19 Vaccines

J.B. Hunt is committed to helping make COVID-19 vaccines available to all employees, regardless of location. Our employees are provided paid time away from work to receive their vaccine. We collaborated with the Northwest Arkansas Council to host vaccine clinics, both in-person and drive-through at our corporate campus in Lowell, Arkansas for J.B. Hunt employees, contractors, adult members of their households, and the public. We also held vaccine clinics for employees and their family members at company offices in Atlanta, Georgia; Dallas, Texas; South Gate, California; Bethlehem, Pennsylvania; and Chicago, Illinois. In addition, COVID-19 vaccine locators were added through Castlight to assist employees and their families in finding vaccine sites near them.

Employees who volunteered at J.B. Hunt’s vaccine clinics celebrate helping give more than 29,000 doses of COVID-19 vaccines.



Our Strong Ties with the University of Arkansas

J.B. Hunt is fortunate to have a long history of collaborating with and supporting the University of Arkansas—home to North America’s premier education program in supply chain management. The Department of Supply Chain Management at the Sam M. Walton College of Business is uniquely positioned by its proximity to three Fortune 500 companies, including J.B. Hunt. The department program continuously responds to industry needs, conducts industry-relevant research, establishes new best practices, and incorporates findings into its program to create a true, collaborative venture that helps drive improvement within the industry.

Funding Collaborative Research Leading to New Best Practices

The J.B. Hunt Innovation Center of Excellence at the University of Arkansas was established in 2017 to fund collaborative research among the College of Engineering, the College of Business, and J.B. Hunt professionals. The center is funded through a five-year, \$2.75 million grant provided by J.B. Hunt.

The mission of the center is to develop innovative solutions to address emerging challenges and opportunities facing the transportation logistics industry through advanced technology and decision-making tools and sound business strategy. The center measures successful research projects by their financial impact to J.B. Hunt and the degree to which they disrupt the transportation logistics industry. The center has funded more than 13 projects, including a comprehensive research project that examined the supply chain for big and bulky items such as furniture and appliances to identify market research findings regarding customer preferences related to delivery speed and cost. The research also included identification of opportunities for future industry growth along with the development of mathematical models and decision-support tools to help determine logistics operations that would account for the volume and cost of storing inventory and the replenishment frequency needed to meet customer expectations. The work provided beneficial insight to customer and consumer expectations.



Providing Meaningful Internships

Since 2018, J.B. Hunt has hosted up to 60 internships per semester, offering real-world industry experience to students. In 2020, we converted many of our in-person internships, including the educational and team building components that accompany the internship experience, to virtual. Whether an intern spends the semester or a year with J.B. Hunt, we are committed to providing professional development opportunities, exposure to our ERGs, meaningful projects aligned to the group they support, mentorship, volunteering opportunities, and exposure to our leaders. In the summer of 2021, we are excited to once again welcome more than 200 interns for a hybrid in-person and virtual internship experience.

Funding Collaboration That Leads to More Sustainability, Diversity, and Inclusivity in Industry

In 2020, we contributed \$2.25 million to the University of Arkansas Sam M. Walton College of Business aimed at increasing

awareness of inclusion and diversity in transportation and logistics and exploring new, sustainable solutions to address current and potential industry challenges. To support the new collaboration, J.B. Hunt provided an incremental gift of \$1.5 million to the University of Arkansas and reallocated \$750,000 from the J.B. Hunt Innovation Center of Excellence.

The J.B. Hunt Transport Services, Inc. Inclusion Education and Thought Leadership Fund contributed \$1.25 million to promoting a diverse educational environment by supporting the needs of students, faculty, and external partners in addressing the challenges faced by individuals from historically underrepresented backgrounds in supply chain management. This donation will assist college staffing and collaboration efforts that advocate for diversity, equity, and inclusion in the industry.

The J.B. Hunt Transport Services, Inc. Sustainable Supply Chain Management Research, Innovation, and Education Fund contributed \$1 million to supporting educational pursuits that pertain to sustainable business practices and encourage engagement among industry experts.

Advocating for Women in Industry

J.B. Hunt participated in the University of Arkansas Walton College Executive Education's 2021 Women in IT Conference, aimed at supporting inclusive career development. Jennifer Ford, VP of Engineering & Technology at J.B. Hunt, moderated a roundtable discussion with other J.B. Hunt Engineering & Technology department leaders to share experiences and advice on building a personal brand, setting and achieving goals, and overcoming adversity. We are proud to provide valuable perspectives through the participation of our people, who included Senior VP Margaret Townsend, Senior Director Mandy Robinson, Manager Maria Smith, Product Owner Miandra James, and Senior Software Engineer, Sarah Brittain Clark.



Women in J.B. Hunt's Engineering & Technology department share advice and perspectives on inclusion in the workplace.



Our Long-Standing Commitment to Veterans

J.B. Hunt values the character and skills that veterans bring to the transportation logistics industry and is committed to hiring and supporting veterans. Nearly one in seven J.B. Hunt employees are military veterans.

Between 2014 and 2020, J.B. Hunt hired more than 10,000 United States military veterans.

We equip our managers and supervisors with training and resources to effectively support employees who are transitioning from active military service or are currently serving in the United States Armed Forces Reserves or National Guard. Our Maintenance Hiring Program provides veterans with on-the-job instruction and training guided by a certified professional trainer. At completion, veterans are certified and employed full-time.

Our efforts have not gone unnoticed. J.B. Hunt was named a Military Friendly® Employer in 2021 by VIQTORY for the fourteenth consecutive year. Institutions earning the Military Friendly® Employer designation are evaluated using both public data sources and responses from a proprietary survey. More than 200 companies participated in the Military Friendly® Employer portion of the 2020 Military Friendly® Companies survey.

Veterans Employee Resource Group

VERG provides resources for company veterans and employees in support of our service members. The resources are intended to establish a foundation for

veterans’ success within J.B. Hunt and their communities. By acknowledging the sacrifices made by veterans, VERG provides recognition and a community of understanding for those who served our country.

VERG led a number of initiatives to honor veterans and recognize their military service and sacrifices in 2020, including ceremonies for Memorial Day and Veterans Day and the Wreaths Across America Program.

Wreaths Across America Program

Wreaths Across America honors millions of our country’s fallen heroes each November and December at wreath-laying ceremonies. J.B. Hunt and many others in the trucking industry are proud to be a resource to this mission, safely delivering and handling the transportation of 2,200,000 wreaths to more than 2,100 cemeteries across the United States, Luxembourg, and the Netherlands. We are especially proud of the 68 J.B. Hunt drivers who delivered wreaths in 2020.

Wreaths Across America began in 1992 when Morrill Worcester of Worcester Wreath Company visited the Arlington National Cemetery with his surplus of wreaths to be laid on the graves of those who made the ultimate sacrifice for our country. In 2007, the non-profit Wreaths Across America was formed and the mission of “Remember. Honor. Teach.” began.

2020 marked J.B. Hunt’s seventh year participating in Wreaths Across America.

Since 2014, we have enthusiastically supported the mission of this program, which aligns with our company values of giving and veteran support.

J.B. Hunt held a virtual ceremony to honor fallen veterans that was broadcast on our J.B. Hunt Drivers’ Facebook page on December 18, and many of our drivers participated in National Wreaths Across America Day on December 19, 2020.



Veteran Driver Decals and Patches Initiative

As of April 2020, J.B. Hunt veteran drivers are offered Veteran Service Award Decals for their trucks and matching uniform patches. The decals and patches recognize and honor the service of J.B. Hunt's more than 3,000 military veteran drivers.



Our Commitment to End Human Trafficking

Human trafficking involves the illegal movement of people, typically for the purposes of forced labor or commercial sexual exploitation. The International Labor Organization estimates that hundreds of thousands of men, women, and children from cities, suburbs, and rural areas throughout the United States are currently victims of human trafficking, with an estimated 40.3 million victims globally. Unfortunately, truck stops are popular locations for human trafficking.

Truck drivers are a unique group of people because they physically see many locations in the United States on a daily basis. Truck drivers also tend to be highly observant people because the nature of their work involves continuously navigating traffic and road obstructions. These conditions make truck drivers an important ally in noticing the signs of human trafficking.

J.B. Hunt employees receive formal training on human trafficking during orientation, and we provide continuous guidance and awareness on how they can take action to help address this serious issue. To ensure our training efforts are most effective, we support and collaborate with Truckers Against Trafficking (TAT) to obtain expert guidance on how best to equip our drivers to identify and intervene in situations of human trafficking. We launched this training in 2014 and as of 2020, J.B. Hunt has trained more than 102,000 employees on this important issue.

In 2021, J.B. Hunt reaffirmed its commitment to TAT by becoming a Platinum Level sponsor of the organization.

J.B. Hunt also actively fosters working relationships with local, state, and federal law enforcement and other agencies to help support their efforts. In 2020, J.B. Hunt formally pledged our support for the DOT’s Transportation Leaders Against Human Trafficking initiative at a ceremony in Washington D.C. hosted by the U.S. Secretary of Transportation. The initiative urges transportation industry leaders to combat human trafficking through providing employee education, raising public awareness, and sharing relevant data to measure the effort’s collective impact. J.B. Hunt looks forward to expanding our positive influence through this initiative and actions that lead to ending human trafficking.

This commitment is underpinned by our newly formalized [Human Rights Statement](#). We look to the United Nations Universal Declaration of Human Rights, the International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights to inform our actions and ensure that all employees and contractors meet our high ethical standards.



“Victims of human trafficking are often hidden in plain sight at locations our employees frequent daily, such as rest stops and truck stops. As part of our safety culture, J.B. Hunt employees are trained how to recognize the signs of trafficking and report suspicious activity. We proudly support the federal Transportation Leaders Against Human Trafficking initiative and are committed to helping end human trafficking.”

Greer Woodruff, Senior VP of Safety, Security and Driver Personnel





APPENDIX



**WE ARE BEST IN CLASS
WE ARE J.B. HUNT**



APPENDIX

About this Report

In recent years, J.B. Hunt has improved our efforts to transparently disclose and report our ESG performance to our stakeholders in our annual proxy statement and on our [website](#). This year, we expand that effort with this comprehensive 2020 Sustainability Report. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, 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 2018 to 2020 for the operations of J.B. Hunt Transport Services, Inc. (J.B. Hunt) and its consolidated subsidiaries in the United States.

J.B. Hunt also voluntarily participates in other ESG disclosures such as CDP (formerly the Carbon Disclosure Project), Dow Jones Sustainability Index (DJSI), Institutional Shareholder Services (ISS) Annual Policy Survey, EcoVadis, Corporate Equality Index, and Sustainalytics.

Assurance

Scope 1, 2, and partial Scope 3 carbon data was audited by an independent third party, Ruby Canyon Environmental, in accordance with ISO 14064-3:2006 with a limited level of assurance.

J.B. Hunt
Corporate Headquarters
c/o Sustainability Report
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sustainability@jbhunt.com
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Forward-Looking Statements

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 including, but not limited to, those discussed in Item 1A of our Annual Report filed on Form 10-K for the year ended December 31, 2020. 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.



SUSTAINABILITY PERFORMANCE DATA TABLES

DATA	UNITS	2020	2019	2018
Governance & Economic				
Board of Directors				
Female	% of Board	30%	20%	20%
African-American	Total Number	1	0	0
Hispanic	Total Number	0	0	0
Caucasian	Total Number	2	2	2
Male	% of Board	70%	80%	80%
African-American	Total Number	0	1	1
Hispanic	Total Number	0	0	0
Caucasian	Total Number	7	7	7
Age				
30-60	% of Board	30%	40%	50%
Over 60	% of Board	70%	60%	50%
Tenure				
0-10 years	Total Number	4	4	4
11-20 years	Total Number	3	3	3
20+ years	Total Number	3	3	3
Skills and Qualifications - Independent Directors				
Industry Experience	% of Board	50%	50%	50%
Public Policy	% of Board	83%	83%	50%
CEO/Senior Management Experience	% of Board	100%	100%	100%
Economic/Accounting/Finance	% of Board	83%	83%	83%
Human Resource Management	% of Board	50%	50%	50%
Developing & Implementation of Risk Management Systems	% of Board	33%	33%	33%
Regulatory/Legal	% of Board	100%	83%	83%

DATA	UNITS	2020	2019	2018
Business Units and Revenues				
Total Consolidated Revenue	Revenue (\$ Million)	\$9,637	\$9,165	\$8,615
J.B. Hunt Total Company Operated Revenue Ton-Miles	Million Company Operated Ton-Miles (Mt.m)	51,239	49,418	49,126
Intermodal (JBI)	Revenue (\$ Million)	\$4,675	\$4,745	\$4,717
	% of Total Revenue	48.5%	51.8%	54.8%
	Loads	2,019,391	1,979,169	2,049,014
Dedicated (DCS)	Revenue (\$ Million)	\$2,196	\$2,128	\$1,788
	% of Total Revenue	22.8%	23.2%	20.8%
	Loads	3,676,212	3,353,553	2,728,683
Integrated (ICS)	Revenue (\$ Million)	\$1,658	\$1,348	\$1,335
	% of Total Revenue	17.2%	14.7%	15.5%
	Loads	1,265,897	1,243,992	1,234,632
Final Mile (FMS)	Revenue (\$ Million)	\$689	\$567	\$375
	% of Total Revenue	7.1%	6.2%	4.4%
	Stops	5,771,533	4,432,591	2,162,040
Truckload (JBT)	Revenue (\$ Million)	\$463	\$389	\$417
	% of Total Revenue	4.8%	4.2%	4.8%
	Loads	406,550	346,459	355,038
Supplier Spend on Goods and Services				
Total Spend on Goods and Services	\$ Million	\$6,000	\$5,800	\$5,800
Purchases by Category				
Purchased Transportation	%	78%	75%	71%
Tractors and Trucks	%	7%	8%	11%
Fuel	%	7%	9%	9%
Trailing Equipment	%	2%	3%	4%
Maintenance	%	4%	4%	4%
Other	%	2%	1%	1%

DATA	UNITS	2020	2019	2018
Anti-Corruption Status				
Confirmed incidents of corruption	Total Number	0	1	0
Incidents in which employees were dismissed or disciplined for corruption	Total Number	0	1	0
Incidents when contracts with business partners were terminated/not renewed due to violations related to corruption	Total Number	0	1	0
Serving our Customers				
Customer Privacy and Losses of Customer Data				
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts, or losses of customer data	Number	0	0	0
Supporting our Employees				
Occupational Health & Safety				
Number of road accidents and incidents	Number	1,008	1,107	1,134
Total recordable incident rate (TRIR) ¹	Incident Rate	1.97	2.20	3.13
Lost time incident rate (LTIR) ¹	Incident Rate	1.49	1.64	2.35
High-consequence Injuries	Number	47	66	66
High-consequence Injury Frequency Rate	High-consequence Injuries Per 200,000 Workhours	0.143	0.221	0.239
Total Number of Fatalities	Number	0	3	2
Fatality Frequency Rate for Direct Employees	Fatalities Per 200,000 Workhours	0.000	0.010	0.007
Fatality Frequency Rate For Contract Employees	Fatalities Per 200,000 Workhours	0.000	0.000	0.000

¹J.B. Hunt adopted the BLS hours worked guidelines for calculations of TRIR and LTIR in 2020 and has applied these guidelines to prior years. Data differs from previous year's reporting.

DATA	UNITS	2020	2019	2018
Safety Measurement System BASIC percentiles				
Unsafe Driving	%	55%	55%	
Hours-of-Service Compliance	%	50%	54%	
Driver Fitness	%	35%	44%	
Controlled Substances/Alcohol	%	1%	6%	
Vehicle Maintenance	%	68%	61%	
Hazardous Materials Compliance	%	42%	55%	
Total Employees		30,359	29,069	27,660
Full-time	Total Number	30,087	28,771	27,362
Full-time Employees by Age				
Under 30	% of Workforce	18.9%	19.4%	19.5%
30-50	% of Workforce	46.6%	46.3%	46.1%
Over 50	% of Workforce	34.5%	34.3%	34.4%
New Hires				
Total New Hires	Total Number	11,808	15,020	17,282
Tenure and Attrition				
Attrition Rate (non-driving employees)	%	1.7%	1.7%	1.3%
Average Employee Tenure	Years	4.5	4.3	4.3
Employee Turnover				
Voluntary Turnover Rate	% of Total Workforce	27.1%	38.2%	42.0%
Involuntary Turnover Rate	% of Total Workforce	12.4%	13.7%	15.7%
DEI Efforts				
Number of hours of DEI training	Total Number	4,055	15,861	1,511
DEI Training Spend	Spend (\$)	\$56,745	\$147,929	\$13,846
Hours of training completed by employees	Total Number	105,935	152,093	120,076
Total number of veterans employed	Total Number	4,025	3,987	4,227

DATA	UNITS	2020	2019	2018
Protecting Our Environment				
Greenhouse Gas Emissions				
Direct (Scope 1)	Metric Tons CO ₂ e	1,890,776	1,881,543	1,781,982
Energy Indirect (Scope 2)	Metric Tons CO ₂ e	16,748	30,021	23,245
Other Indirect (Scope 3) ²	Metric Tons CO ₂ e	1,577,235	1,511,913	1,502,140
J.B. Hunt-specific metric used to calculate Emissions Intensity Ratio	Million Company Operated Ton-Miles (Mt.m)	16,169	16,062	13,990
GHG Emissions Intensity Ratio	Metric Tons CO ₂ e / Mt.m	118	119	129
NO _x	Metric Tons	912.0	827.0	749.6
SO _x	Metric Tons	16.5	16.0	15.6
Particulate matter (PM ₁₀)	Metric Tons	43.0	40.0	36.5
Intermodal Emissions Savings Highlight				
J.B. Hunt Intermodal (JBI)				
Intermodal Revenue Ton-Miles	Million Revenue Ton-miles (Mt.m)	41,044	39,964	40,479
Gallons Used:	Million Gallons (Net)	195.4	194.1	194.5
Percentage Renewable of Gallons Used	% Fuel	8.21%	8.75%	8.51%
Intermodal Revenue Ton Miles per Gallon	Revenue Ton Miles/Gallon	210	206	208
GHG Emissions	Million Metric Tons CO ₂ e	2.01	1.98	1.99
Avoided GHG Emissions by Intermodal Use				
Avoided Fuel Use	Million Gallons	342	327	350
Avoided Metric Tons CO ₂ e	Metric Tons CO ₂ e	3,473,720	3,314,959	3,547,653
Emissions Intensity Comparison				
Intermodal GHG Emissions Intensity Ratio	Metric tons CO ₂ e / Intermodal Mt.m	49	50	50
Company Operated GHG Emissions Intensity Ratio	Metric Tons CO ₂ e / Company Operated Mt.m	118	119	129
Energy Efficiency Initiatives				
Fuel reduction (Avoided Fuel Use)	Million Gallons (Mgal) Diesel	345	329	351
	Million Megajoules	50,033	47,627	50,873

² Scope 3 emissions are limited and include emissions from employee business travel and commuting and downstream transportation and distribution.



DATA	UNITS	2020	2019	2018
Conversion to AMTs	% of Fleet	78%	65%	51%
	Avoided Fuel Use (Mgal diesel)	2.15	1.78	1.32
	Avoided Emissions (metric tons)	21,877	18,078	13,421
Conversion to Intermodal	Avoided Fuel Use (Mgal diesel)	342	327	350
	Avoided Emissions (million metric tons)	3.47	3.31	3.55
Elimination of Empty Miles (Carrier 360)	Avoided Empty Miles (million out-of-route/empty miles)	4.3		
	Avoided Fuel Use (Mgal diesel)	0.60		
	Avoided Emissions (metric tons)	6,112		
DRIVE App	Avoided Fuel Use (Mgal diesel)	0.15		
	Avoided Emissions (metric tons)	1,543		
Energy Consumption				
Diesel	Million Gallons	170.57	169.29	161.42
	Million Megajoules	24,722.86	24,538.29	23,397.19
Biodiesel	Million Gallons	14.96	15.97	13.96
	Million Megajoules	1,847.03	1,972.19	1,723.92
Gasoline	Million Gallons	0.02	0.01	0.00
	Million Megajoules	2.68	0.97	0.14
Natural gas	Million Cubic Feet	98.38		
	Million Megajoules	104.28		
	% of Total Energy	0.4%		
Electricity	Million KWH	38.52	38.88	35.16
	Million Megajoules	138.66	139.970	126.58
Renewable Energy	% of Total Energy	7%	7%	7%
	Million Megajoules	1,847.03	1,972.19	1,723.92
Total Direct Consumption	Million Megajoules	26,816	26,651	25,248
Energy Intensity Ratio	Joules/t.m	523,343	539,305	513,945
Hazardous Materials Transport				
Number of spills and releases to the environment	Total Number	7	6	
Aggregate volume of spills and releases to the environment	Cubic Meters (m ³)	0.5	0.1	

GRI CONTENT INDEX

DESCRIPTOR	INDEX REFERENCE	REFERENCE
GRI 102: General Disclosures		
1. Organizational Profile		
Name of Organization	GRI 2016 102-1	J.B. Hunt Transport Services, Inc. (J.B. Hunt)
Activities, brands, products, and services	GRI 2016 102-2	2020 Annual Report - pgs. 97-102
Location of headquarters	GRI 2016 102-3	About this Report
Location of operations	GRI 2016 102-4	2020 Annual Report - pgs. 97-102
Ownership and legal form	GRI 2016 102-5	2020 Annual Report - pgs. 97-102
Markets served	GRI 2016 102-6	2020 Annual Report - pgs. 97-102
Scale of organization	GRI 2016 102-7	Sustainability Performance Data Table
Information on employees and other workers	GRI 2016 102-8	Sustainability Performance Data Table
Supply chain	GRI 2016 102-9	2020 Annual Report - pgs. 97-102
Significant changes to the organization and its supply chain	GRI 2016 102-10	Serving Our Customers
Precautionary Principle or approach	GRI 2016 102-11	J.B. Hunt has not formally adopted the precautionary principle; however, we remain committed to implementing cost-efficient measures to reduce environmental impacts as well as the comprehensive risk management and oversight process as outlined on pages 15 and 35 of our 2020 Annual Report.
External initiatives	GRI 2016 102-12	Strengthening our Communities About this Report
Membership of associations	GRI 2016 102-13	Strengthening our Communities
2. Strategy		
Statement from senior decision-maker	GRI 2016 102-14	CEO Message
Key impacts, risks, and opportunities	GRI 2016 102-15	Envisioning Sustainability A Culture of Safety Climate Action Plan 2020 Annual Report - pgs. 102-106

DESCRIPTOR	INDEX REFERENCE	REFERENCE
3. Ethics and Integrity		
Values, principles, standards, and norms of behavior	GRI 2016 102-16	Envisioning Sustainability <u>Code of Ethical and Professional Standards</u> for Directors, Officers and Employees
Mechanics for advice and concerns about ethics	GRI 2016 102-17	<u>Code of Ethical and Professional Standards</u> for Directors, Officers and Employees - pgs. 8-9
4. Governance		
Governance structure	GRI 2016 102-18	2020 Annual Report - pgs. 34-45
Delegating authority	GRI 2016 102-19	2020 Annual Report - pgs. 34-45
Executive-level responsibility for economic, environmental, and social topics	GRI 2016 102-20	2020 CDP Response (questions C1.2 and C1.2a)
Consulting stakeholders on economic, environmental, and social topics	GRI 2016 102-21	Stakeholder Engagement 2020 Annual Report - pgs. 34-45
Composition of the highest governance body and its committees	GRI 2016 102-22	2020 Annual Report - pgs. 22-28, 34-45
Chair of the highest governance body	GRI 2016 102-23	2020 Annual Report - pg. 28
Nominating and selecting the highest governance body	GRI 2016 102-24	<u>Directorship Guidelines and Selection Policy</u> - pgs. 1-4 2020 Annual Report - pgs. 35-37
Conflicts of interest	GRI 2016 102-25	2020 Annual Report - pg. 37 <u>Code of Ethical and Professional Standards</u> for Directors, Officers and Employees - pgs. 2-3 <u>Corporate Governance Guidelines</u> - pg. 2
Role of highest governance body in setting purpose, values, and strategy	GRI 2016 102-26	<u>Corporate Governance Guidelines</u> - pgs. 1-6 2020 Annual Report pgs. 34-45
Collective knowledge about the highest governance body	GRI 2016 102-27	Sustainability Performance Data Table 2020 Annual Report - pg. 38



DESCRIPTOR	INDEX REFERENCE	REFERENCE
Evaluating the highest governance body's performance	GRI 2016 102-28	Corporate Governance Guidelines - pg. 5
Identifying and managing economic, environmental, and social impacts	GRI 2016 102-29	2020 CDP Response (questions C1.1a, C1.1b, C1.2 and C1.2a)
Effectiveness of risk management process	GRI 2016 102-30	2020 Annual Report - pg. 35
Review of economic, environmental, and social topics	GRI 2016 102-31	2020 CDP Response (questions C1.1a, C1.1b, C1.2 and C1.2a)
Highest governance body's role in sustainability reporting	GRI 2016 102-32	This sustainability report was presented to, discussed with, and approved by the Company's Executive Leadership Team and is provided to the Board of Directors before publication.
Communicating critical concerns	GRI 2016 102-33	J.B. Hunt is a publicly traded company, as such any stakeholder may communicate with the Board by sending communication in writing to the office of the corporate secretary.
Nature and total number of critical concerns	GRI 2016 102-34	If we identify any critical risks to our company, management develops action plans to mitigate the risks to an acceptable level.
Remuneration policies	GRI 2016 102-35	2020 Annual Report - pgs. 29-30, 47-49
Process for determining remuneration	GRI 2016 102-36	2020 Annual Report - pg. 42
Stakeholders' involvement in remuneration	GRI 2016 102-37	J.B. Hunt holds stockholder "say-on-pay" votes annually. See our 2020 Annual Report - pgs. 78-79
Annual total compensation ratio	GRI 2016 102-38	2020 Annual Report - pgs. 30 & 76
Percentage increase in annual total compensation ratio	GRI 2016 102-39	2020 Annual Report - pgs. 30 & 76
5. Stakeholder Engagement		
List of stakeholder groups	GRI 2016 102-40	Stakeholder Engagement
Collective bargaining agreements	GRI 2016 102-41	J.B. Hunt Corporate Social Matters Summary - pg. 5

DESCRIPTOR	INDEX REFERENCE	REFERENCE
Identifying and selecting stakeholders	GRI 2016 102-42	Stakeholder Engagement
Approach to stakeholder engagement	GRI 2016 102-43	Stakeholder Engagement
Key topics and concerns raised	GRI 2016 102-44	Stakeholder Engagement Supporting our Employees Strengthening our Communities
6. Reporting Practice		
Entities included in consolidated financial statements	GRI 2016 102-45	About this Report
Defining report content and topic Boundaries	GRI 2016 102-46	Envisioning Sustainability About this Report
List of material topics	GRI 2016 102-47	Stakeholder Engagement
Restatements of information	GRI 2016 102-48	Sustainability Performance Data Table SASB Index
Changes in reporting	GRI 2016 102-49	About this Report Sustainability Performance Data Table SASB Index
Reporting period	GRI 2016 102-50	About this Report
Date of most recent report	GRI 2016 102-51	About this Report
Reporting cycle	GRI 2016 102-52	About this Report
Contact point for questions regarding report	GRI 2016 102-53	Appendix
Claims of reporting in accordance with the GRI Standards	GRI 2016 102-54	About this Report
GRI content index	GRI 2016 102-55	GRI Content Index
External assurance	GRI 2016 102-56	Assurance
GRI 200 Economic		
GRI 201: Economic Performance		
Direct economic value generated and distributed	GRI 2016 201-1	Sustainability Performance Data Table
Financial implications and other risks and opportunities due to climate change	GRI 2016 201-2	Climate Action Plan
Defined benefit plan obligations and other retirement plans	GRI 2016 201-3	2020 Annual Report - pg. 149
GRI 205: Anti-corruption		
Confirmed incidents of corruption and actions taken	GRI 2016 205-3	Sustainability Performance Data Table

DESCRIPTOR	INDEX REFERENCE	REFERENCE
GRI 300 Environmental		
GRI 302: Energy		
Energy consumption within the organization	GRI 2016 302-1	Sustainability Performance Data Table
Energy intensity	GRI 2016 302-3	Sustainability Performance Data Table
Reduction of energy consumption	GRI 2016 302-4	Sustainability Performance Data Table
GRI 305: Emissions		
Direct (Scope 1) GHG Emissions	GRI 2016 305-1	Sustainability Performance Data Table
Energy indirect (Scope 2) GHG emissions	GRI 2016 305-2	Sustainability Performance Data Table
GHG emissions intensity	GRI 2016 305-4	Sustainability Performance Data Table
Emissions from ozone-depleting substances (ODS)	GRI 2016 305-6	Sustainability Performance Data Table
Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	GRI 2016 305-7	Sustainability Performance Data Table
GRI 307: Environmental Compliance		
Non-compliance with environmental law and regulations	GRI 2016 307-1	Protecting Our Environment
GRI 400 Social		
GRI 401: Employment		
Diversity of governance bodies and employees	GRI 2016 401-1	Sustainability Performance Data Table
Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI 2016 401-2	Employee Health and Well-being
GRI 403: Occupational Health and Safety		
Occupational health and safety management system	GRI 2018 403-1	J.B. Hunt Corporate Safety Summary
Hazard identification, risk assessment, and incident investigation	GRI 2018 403-2	J.B. Hunt Corporate Safety Summary
Occupational health services	GRI 2018 403-3	Employee Health and Well-being
Worker participation, consultation, and communication on occupational health and safety	GRI 2018 403-4	A Culture of Safety J.B. Hunt Corporate Safety Summary

DESCRIPTOR	INDEX REFERENCE	REFERENCE
Worker training on occupational health and safety	GRI 2018 403-5	A Culture of Safety J.B. Hunt Corporate Safety Summary
Promotion of worker health	GRI 2018 403-6	Employee Health and Well-being J.B. Hunt Corporate Safety Summary
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	GRI 2018 403-7	A Culture of Safety J.B. Hunt Corporate Safety Summary
Work-related injuries	GRI 2018 403-9	Sustainability Performance Data Table
GRI 404: Training and Education		
Average hours of training per year per employee	GRI 2016 404-1	Workforce Training and Education
Programs for upgrading employee skills and transition assistance programs	GRI 2016 404-2	Workforce Training and Education
GRI 405: Diversity and Equal Opportunity		
Diversity of governance bodies and employees	GRI 2016 405-1	Sustainability Performance Data Table
GRI 410: Security Practices		
Security personnel trained in human rights policies or procedures	GRI 2016 410-1	Our Commitment to End Human Trafficking
GRI 418: Customer Privacy		
Substantiated complaints concerning breaches of customer privacy and losses of customer data	GRI 2016 418-1	Sustainability Performance Data Table

SASB INDEX

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO ₂ e	1,890,776 metric tons of CO ₂ e ³
	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 Working Toward A Low Carbon Future section of this 2020 Sustainability Report.
	TR-RO-110a.3	(1) Total fuel consumed (2) Percentage natural gas (3) Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 26,815,519 GJ (2) 0.4% natural gas (3) 7% renewable
Air Quality	TR-RA-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O) (2) SO _x (3) Particulate matter (PM ₁₀)	Quantitative	Metric tons (t)	(1) NO _x (excluding N ₂ O) = 912 metric tons (2) SO _x = 16.5 metric tons (3) PM ₁₀ = 43 metric tons

³ Represents CO₂, CH₄, and N₂O gases that are most relevant to diesel burning emissions, our entity's primary source of CO₂e emissions.

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
Driver Working Conditions ⁵	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) ⁴ and (2) Fatality rate for: (a) direct employees (b) contract employees	Quantitative	Rate	(1) 1.97 per 200,000 workhours (2a) 0 per 200,000 workhours (2b) 0 per 200,000 workhours
	TR-RO-320a.2	(1) Voluntary and (2) Involuntary turnover rate for all employees	Quantitative	Rate	(1) Voluntary turnover rate ⁵ = 27.1% (2) Involuntary turnover rate ⁵ = 12.4%
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Discussion and Analysis	Description	See Employee Health and Well-being section of this 2020 Sustainability Report.

⁴J.B. Hunt adopted the BLS hours worked guidelines for calculations of TRIR and LTIR in 2020 and has applied these guidelines to prior years.

⁵Voluntary and involuntary turnover rate provided is for all J.B. Hunt employees and not just driver employees.

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	The number of road accidents and incidents: 1,008 0.765 DOT accidents per million miles 0.236 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 = 55% (2) Hours-of-Service Compliance = 50% (3) Driver Fitness = 35% (4) Controlled Substances/ Alcohol = 1% (5) Vehicle Maintenance = 68% (6) Hazardous Materials Compliance = 42%
	TR-RO-540a.3	(1) Number (2) Aggregate volume of spills and releases to the environment	Quantitative	Number, Cubic Meters (m ³)	(1) Number of spills = 7 (2) Aggregate volume of spills = 0.5 cubic meter

ACTIVITY METRICS

SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
TR-RO-000.A	Revenue ton miles (RTM)	Quantitative	RTM	51,239 million RTMs
TR-RO-000.B	Load factor	Quantitative	Number	Load factor = 88.39%
TR-RO-000.C	(1) Number of employees (2) Number of truck drivers	Quantitative	Number	(1) Total employees = 30,359 (2) Truck drivers = 20,242

TCFD INDEX

DESCRIPTOR	INDEX REFERENCE
1. Governance	
A. Describe the board’s oversight of climate-related risks and opportunities.	See the Creating Positive Climate Opportunities section of this 2020 Sustainability Report, our CDP Response (question C2.2), and J.B. Hunt Nominating and Corporate Governance Committee Charter.
B. Describe management’s role in assessing and managing climate-related risks and opportunities.	Sustainability Report, our CDP Response (question C2.2), 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 our Climate Action Plan and our CDP Response (questions C2.1a,C2.3, C2.3a, C2.4, and C2.4a).
B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	See our Climate Action Plan and our CDP Response (questions C2.1a,C2.3, C2.3a, C2.4, and C2.4a).
C. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	See our Climate Action Plan .
3. Risk Management	
A. Describe the organization’s processes for identifying and assessing climate-related risks.	See our Climate Action Plan and our CDP Response (questions C2.1, C2.2, and C2.2a).
B. Describe the organization’s processes for managing climate-related risks.	See our Climate Action Plan and our CDP Response (questions C2.1 and C2.2).
C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	See our CDP Response (questions C2.1 and C2.2).



DESCRIPTOR**INDEX REFERENCE****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 our Climate Action Plan, our CDP Response (questions C4.1, C4.1b, C4.2, C4.2b, and C9.1), and the Protecting our Environment section of this 2020 Sustainability Report.
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	See the Data Table in this 2020 Sustainability Report and our CDP Response (questions C6.1, C6.3, and C6.5).
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See the Protecting our Environment section of this 2020 Sustainability Report and our CDP Response (questions C4.1, C4.1a, C4.1b, C4.2, and C4.2b).

