



**People.
Technology.
Capacity.**™



2022 SUSTAINABILITY REPORT



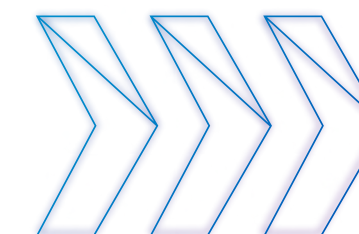
Table of Contents

Sustainability Highlights	3
Message from our CEO and President	4
Awards & Recognition	5
ESG Strategy	6
Aligning Sustainability to our Foundations	6
Stakeholder Engagement and Materiality	7
People You Trust	8
Investing in our People	9
Promoting a Culture of Safety	10
Developing Inclusion	11
Strengthening our Communities	12
Maintaining Corporate Governance and Business Integrity	13
Technology That Empowers	14
Technology & Sustainability	15
Working Toward a Low-Carbon Future	16
Advancing the Future of Freight	18
Leveraging Technology for Efficiencies	19
Securing Data and Enhancing Cybersecurity	20
Capacity To Deliver	21
Developing Capacity that Offers Efficiency	22
Supporting Sustainable Supply Chains	23
Appendix	24
Sustainability Data Tables	25
Content Indices	35
GRI	35
SASB	38
TCFD	40

TO CREATE THE

Most Efficient Transportation Network

IN NORTH AMERICA





Sustainability Highlights

3.6 Million

MT CO₂e

Estimated emissions avoided by **converting over-the-road loads** to intermodal in 2022

3.5 Million+

Empty miles our drivers avoided with J.B. Hunt 360[®] platform in 2022

1.4 million+

Loads processed through J.B. Hunt 360 platform in 2022, creating additional efficiencies and cost savings across supply chains

940,000+

Trucks accessible through J.B. Hunt 360[®] platform as of July 2023

29,000+

MT CO₂e

Emissions avoided through **continued fleet modernization** and improved fuel efficiency in 2022

6.9 Million

Incremental **gallons of biogenic fuel** from increased renewable diesel consumption in our assets 11% to 14% year-over-year

\$6.6 Million+

Company and employee contributions toward J.B. Hunt's company giving pillars of Healthcare, Veterans, Crisis Management and Education in 2022

5 Million

Safe miles driven by each Tony Broussard and Chuck Barrett, becoming the second and third J.B. Hunt drivers to reach this milestone

2022

The year that **Sam M. Walton College of Business' program for studying supply chain** was officially named the J.B. Hunt Transport Department of Supply Chain Management

\$1 Million

Gifted to **MD Anderson Cancer Center**, ultimately leading to J.B. Hunt's induction into The Anderson Assembly Society

\$8.8 Million+

In appreciation bonuses to full-time company drivers and full-time hourly maintenance and office employees in 2022 for the second consecutive year

15

Influential senior leaders from across the company who sit on our newly established **Inclusion Council**, which promotes Inclusion throughout our business

5,000+

Total shared members in our **Employee Resource Groups**, including the newest group Cultivating Asian American Pacific Islanders Together as Leaders (CAAPITAL)

699

Miles that FMS Driver José Rodriguez traveled to speak and **represent drivers at the U.S. Department of Labor Hall of Honor induction ceremony**, honoring all essential workers during the COVID-19 pandemic

159,000+

Pieces of trailing capacity in total, including 16,000+ trailers made available through J.B. Hunt 360box[®]

Message from our CEO and President



John Roberts



Shelley Simpson

As we look back on 2022, we are met with excitement to see the fruit of preparedness and resiliency that we planted over the past few years. J.B. Hunt remained anchored in our three foundational principles: people, technology, and capacity. Our commitment to these principles enabled us to address the many challenges throughout the year with energy and creativity, while positioning our organization for opportunities for long-term growth. Our formula is simple—stay rooted in our strong foundations while being adaptable enough to thrive in any market environment. Our industry-leading services and mode-neutral approach provided our customers with opportunities to unlock value without compromising service or capacity. In 2022, we celebrated some incredible achievements, which represent our continued focus on people, technology, and capacity. Looking ahead, we remain eager to follow through on our commitments and goals to deliver on our mission to create the most efficient transportation network in North America.

Environmental Initiative

One of the initiatives we're most proud of is our ambitious goal to reduce J.B. Hunt's carbon emission intensity 32% by 2034 (with a 2019 baseline). Reaching this aggressive carbon intensity reduction goal will require existing and new solutions. Our roadmap to achieve this aspirational goal will help us to reduce our carbon emission intensity while holding true to our customer commitment to provide efficient, quality-driven, competitive supply chain solutions for moving their freight.

As the largest company-owned intermodal fleet in North America, we own more than 115,000 53-foot containers supported by company-owned chassis and tractors. Converting over-the-road highway freight to rail intermodal is the most widely available ground transportation solution for avoiding carbon emissions, reducing a shipment's carbon footprint by an average of 60% compared to over-the-road truck transportation. We are well

positioned to help our customers reduce their carbon intensity through intermodal conversion. We estimate that in 2022, our intermodal segment helped to avoid 3.6 million metric tons of carbon dioxide equivalent compared to transportation by truck alone.

Our People Make the Difference

We strive to be an employer that has a positive impact on our planet and the lives of our employees. At the heart of all our services and goals are our people, because our people make the difference. Our workplace culture empowers our people to bring their best and authentic selves to work each day, which reflects the progress we've made in creating an environment that welcomes inclusion, celebrates diversity, and encourages innovation - leading to exceptional customer value. By continuing to invest in our people, we are creating a strong company that delivers for our customers and communities. Developing an inclusive culture is what fuels our innovation and positions us to best serve the diverse world in which we operate. The benefits we offer employees support their overall well-being, ultimately leading to a healthy and focused workforce that can deliver excellence. And, creating opportunity through education helps prepare leaders and the workforce of the next generation, enriching our company and the industry for years to come.

Last year, we were named one of America's Best Employers for Diversity 2022 by Forbes for the second consecutive year. Additionally, we were recognized again as a "Top Company for Women to Work for in Transportation" by Women In Trucking and named a "Military Friendly Employer" by

VIQ TORY for the sixteenth consecutive year. Today, we're proud to report that we have more than 5,000 members among our six employee resource groups (ERGs), the most recent of which we launched in 2022. We understand the vital role of these ERGs and the opportunities they present for employee professional development, community engagement, and networking. Our ERGs work to meet the needs of various groups, including female, LGBTQIA+, veteran, African American, Asian American, Latino, and Pacific Islander employees. Creating opportunities to help our employees connect, learn, and grow together is imperative to fostering inclusion among our people. We're proud to be a part of enriching the lives of our employees by promoting a sense of belonging when they come to work each day.

Sustainable Growth in 2023

As 2023 brings new opportunities and challenges, we are encouraged by the advancements being made in technological solutions that will support the transition to a low-carbon economy and our carbon-emissions reduction goal. This includes technological advancements related to electric vehicles, biogenic fuels, and improvements in miles per gallon (MPG). While we must depend on other stakeholders and industries to fully realize our ambitious goal, J.B. Hunt plans to encourage, support, and monitor the advancements needed to achieve it.

Despite operating more than 180,000 pieces of transportation equipment, our single greatest asset is our people. We continue to take care of the mental and physical health of our employees and honor the promises we make. As we often

say, "we take care of our people, and our people take care of our business."

We are encouraged by the continued success of our company, evidenced by 22% year-over-year revenue growth from 2021 to 2022. Despite the shifting market dynamics, our focus on our foundational principles remains solid. We will continue to adapt and accelerate to advance our growth trajectory and strive to deliver long-term returns for our stakeholders.

John Roberts
CEO, J.B. Hunt Transport

Shelley Simpson
President, J.B. Hunt Transport

Awards & Recognition

2022

Named Top Food Chain Provider by Food Chain Digest

Named Top 100 3PL Provider for thirteenth consecutive year by Inbound Logistics

Named Top 100 Trucker for thirteenth consecutive year by Inbound Logistics

Named Top 75 Green Supply Chain Partner (G75) for twelfth consecutive year by **Inbound Logistics**

Received multiple Quest for Quality Awards from Logistics Management

Named Top 3PL & Cold Storage Provider for tenth time by **Food Logistics**

Ranked second on Best ESG Companies list by **Investor's Business Daily**

Named to the FreightTech 25 list by FreightWaves for technology-oriented innovation

Named one of America's Best Employers for Diversity by Forbes

Named Top Company for Women to Work for in Transportation by Women in Trucking

Named Military Friendly Employer by VIQTORY for the sixteenth consecutive year

Named one of America's Best Large Employers by **Forbes**

Recognized for our sustainability efforts as part of BNSF Sustainability Awards

Received an AA rating from MSCI

Received Thoroughbred Sustainability Partner Award from Norfolk Southern

Received Bronze Medal in recognition of sustainability achievement from EcoVadis

Received Excellence in Service Award by Isometric Technologies

Recognized again for sustainability leadership by CN EcoConnexions

Ranked #5 by Transport Topics Top 100 Logistics Company

Ranked #4 by Transport Topics Top 100 For-Hire Carriers

Top 100 Dedicated Contract Carriers by Transport Topics

2023

Named one of America's Greatest Workplaces for Women by Newsweek

Named one of America's Greatest Workplaces for Diversity by Newsweek

Named Top 75 Green Supply Chain Partner (G75) for thirteenth consecutive year by **Inbound Logistics**

Included in the 2023 S&P Global Sustainability Yearbook for our commitment to corporate sustainability and the transparent communication of our progress

Named Military Friendly Employer by VIQTORY for seventeenth consecutive year

Recognized as one of the World's Most Admired Companies by Fortune

Ranked #3 by Transport Topics Top 100 For-Hire Carriers

Ranked #5 by Transport Topics Top 100 Logistics Companies

Individual Awards



Final Mile Services driver **Andrew Waits** was honored as the 2022 Goodyear Highway Hero for his quick thinking when he stepped in to protect and assist an injured motorcyclist with his prior knowledge from Emergency Medical Technician training until emergency services arrived.



President **Shelley Simpson** was recognized as the Woman of the Year in Innovation by Women's Foundation of Arkansas, received the Excellence in Free Enterprise Award from Economics Arkansas, and named one of the Frozen & Refrigerated Women Achieving Remarkable Distinction (FoRWARD) by Frozen & Refrigerated Buyer, all in 2022.



Senior Vice President of Transportation **Brandon Taylor** was recognized by DiversityFIRST as one of the Top 100 Most Influential African American Leaders in Business and as a Racial Justice Champion by the National Conference on Racial & Social Justice in 2022.



Tori Longan, Senior Director of Sales, was named among the 2023 Top Women to Watch in Transportation by the Women in Trucking Association



Aligning Sustainability to our Foundations

Our Commitment to Sustainability

Our more than 60 years in the logistics industry have taught us what keeps freight moving forward. We've learned that three core foundations drive everything we do: People you trust. Technology that empowers. Capacity to deliver. These foundations are the bedrock of our success and will guide our sustainability efforts on our mission to create the most efficient transportation network in North America. Through our commitment to sustainability, we are fostering innovation, improving efficiency, promoting environmental stewardship, and contributing to a more sustainable and equitable future.

Our comprehensive sustainability strategy focuses on addressing climate change and enhancing the communities in which we operate. This is why we prioritize business decisions that lead to positive environmental, social, and governance (ESG) impacts within the framework of our company foundations of people, technology, and capacity. By aligning our sustainability strategy and reporting with these three foundations, we drive further progress in inclusion, innovation, efficiency and excellence for our stakeholders.

Our Way Forward:

People

We desire to be a trusted collaborator driving innovation and excellence in transportation and logistics while promoting the well-being and development of our employees, customers, and communities. We're focused on fostering an inclusive culture that welcomes creativity and supports the overall health of our 36,000+ employees responsible for delivering exceptional value to our customers and energizing our communities.

Technology

We believe in being a technology leader in transportation and logistics, fostering innovation, data-driven insights, digital transformation, cybersecurity, and sustainability. Our goal is to achieve end-to-end visibility and co-create innovative solutions with customers, carriers and others throughout the industry. Through our commitment to sustainability, we aim to reduce our carbon footprint and promote sustainable practices in transportation.

Capacity

We work to optimize our transportation network, provide safe and efficient equipment, retain our drivers, expand our intermodal capacity, and enhance our last mile delivery capabilities. Our goal is to leverage technology and data to create a flexible and resilient network that adapts to changing customer needs while promoting sustainability and cost-effectiveness.



We are actively advancing our sustainability efforts with the announcement of our new goal to reduce our carbon emission intensity by 32% by 2034, as compared to a 2019 baseline. We are deploying a range of initiatives to accomplish this goal, including investments in zero-emission technologies such as battery electric and hydrogen fuel cell trucks, and the implementation of operational efficiencies to reduce fuel consumption. We also promote transparency by publishing this biennial sustainability report with an update to the report every other year, which provides detailed information on our ESG performance, including progress towards our sustainability goals.

In addition to reducing our carbon emission intensity, we are focused on minimizing waste and conserving resources through implementing a variety of programs. Recycling programs, the use of reusable packaging materials, and working closely with our suppliers to promote sustainable practices are all part of our approach to minimize waste and emissions. We have recycle bins, water bottle fill stations, automated sinks, and automated lights in many of our buildings to help our employees participate in resource conservation and recycling. Carpool parking spaces located at our corporate buildings also encourage employees to carpool to work to save on fuel and reduce emissions.

Our dedication to sustainability is also reflected in our efforts to preserving natural resources and biodiversity. To offset any new buildings we construct, we plant trees at building sites to help maintain the local habitat and comply with water management regulations. We work to conserve energy and water and promote sustainable land use practices. We've converted to LED lighting in many of our existing buildings. We are also exploring the use of solar power at certain facilities.

Stakeholder Engagement and Materiality

Materiality Assessment

Committed stakeholder engagement facilitates insightful exchanges, which help us better understand and address the challenges and prospects of utmost importance to these essential groups. In 2021, we embarked on an extensive materiality assessment, incorporating a wide array of sustainability topics to identify the most critical issues for J.B. Hunt and our stakeholders. We gathered invaluable insights from our executive leadership and individuals across various functions and sectors, such as procurement, compliance, operations, engineering & technology, legal, human resources, investor relations, customer service, and health & safety. This diverse assembly provided for the inclusion of varied perspectives in our materiality assessment and included input from team members throughout our organization.

Over the past three years, we have prioritized long-term sustainability performance in our business and decision-making processes. Thirteen key material ESG topics that surfaced from our 2021 materiality assessment have informed our global sustainability commitments, strategies, and objectives.

In 2022, we redefined our organizational foundations, focusing on people, technology, and capacity. With our stated sustainability goals, we continue to support the critical areas where our skilled employees, innovative technology, and business capacity can make a difference. We have incorporated our key material ESG topics into our company foundations to further embed sustainability into our company:

People: Talent Management, Ethics & Integrity, Board Oversight, Inclusion, Diversity, Equity, and Belonging, Employee Health & Safety, and Labor Rights

Technology: Privacy & Security, Energy & Climate Change, and Technology & Innovation

Capacity: Customer Satisfaction, Financial Performance, Business Performance, and Environmental Compliance

We are committed to integrating sustainability into the fabric of our organization through effective governance and management practices. This involves aligning our high-priority sustainability topics with our foundations to ensure that sustainability remains a fundamental aspect of our operations and strategic decision-making. As the key material ESG topics from the 2021 materiality assessment remain central to our corporate growth, we will continuously adjust our sustainability efforts in response to changes in people, transportation technology, and business capacity, and update our materiality assessment to meet evolving standards in the coming years. For further information on our materiality assessment, please refer to the Stakeholder Engagement section of our 2021 Sustainability [Data Supplement Report](#).



People You Trust

Investing In Our People

Promoting a Culture of Safety

Developing Inclusion

Strengthening our Communities

Maintaining Corporate Governance and Business Integrity



Investing in Our People

Compensation

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. In 2022, we made record investments in pay for our employees.

Health and Well-being

At J.B. Hunt, we deeply value the health and well-being of our employees, and we understand their significance in driving our company's success. Our commitment to employee welfare is demonstrated through various initiatives and programs designed to promote physical, mental, and financial well-being.

We prioritize health and well-being through our robust corporate responsibility policies and offer comprehensive health and safety training programs for all employees. Our dedication to workplace safety has earned us a reputation as an industry leader. In 2020, in response to the COVID-19 pandemic, we had transitioned our office staff to work remotely. In April of 2022, we successfully implemented our return to office plan and began concluding our COVID-19 specific response activities at our home office campus and other field locations throughout North America.

Enhancing Employee Benefits

We provide access to high-quality resources and programs for our employees and their families as part of our efforts to support the overall health of our people. Our mental health benefits include no cost, confidential therapy sessions for our employees and their families to help them manage personal and professional challenges. We connect employees and their families with expanded mental wellness support, personalized wellness plans, and medication management with in-network providers. We also provide no cost wellness programs that promote healthy lifestyles and reduce stress, along with financial education and management resources to assist our employees and their families.

In 2022, we built on investments made in 2021 and increased our benefits offerings again. To promote a better work-life balance and enhance the experience of working mothers and fathers, we introduced new maternity and parental leave options that have provided more flexibility to adoptive parents, expectant mothers and spouses. We know that family planning can look different for everyone, so fertility-specific benefits were added to all medical plans. Ensuring that all members of our team feel supported is crucial to our culture, so alternative options for short-term and long-term disability were also implemented for full-time company drivers.



Promoting a Culture of Safety

Employee Safety

Despite operating more than 180,000 pieces of transportation equipment, our single greatest asset is our people. J.B. Hunt strives to provide a supportive and safe work environment for our employees where diverse and innovative ideas can be fostered to solve problems and provide value-added services for our customers. As each team member embarks on their career with us, we emphasize a safety-first approach, incorporating cutting-edge programs and tools to ensure employee well-being and readiness. In 2022, we renamed our Human Resources teams to People teams as a reflection of our people-first thinking.

We hold workplace safety in the highest regard, offering regular, job-specific health and safety training programs for all team members. Our drivers and maintenance shop personnel benefit from specialized instruction in equipment use, defensive driving, food safety, animal welfare, regulatory compliance, safe work practices, and more. Furthermore, to offer our drivers training in the best defensive driving techniques, we implement the Smith System® Five Keys to defensive driving, which provide a rigorous standard of driver education across our operations. Defensive driving courses are routinely taught by Smith System certified in-house instructors. We also provide opportunities for our drivers to enhance their practical skills through instructor-led training rides and through access to our exclusive online training library during downtime.

Proactively preventing accidents is a key aspect of our workplace safety strategy. We employ innovative technologies, tools, and practices that enable our employees to perform their duties safely and efficiently.

Advanced safety measures, such as driver safety-assist systems, forward collision warning systems, roll stability controls, electronic stability programs, and under-ride guard systems, are installed in trucks to avert accidents and minimize injury or fatality risks. We develop comprehensive emergency action plans and regularly conduct recorded emergency response drills, covering scenarios such as fires, tornadoes, earthquakes, hurricanes, chemical spills, and workplace violence. Recently we expanded the capabilities of our security emergency notification system to enhance communication channels during emergencies across all organizational levels.

Partnering with Employees on Safety

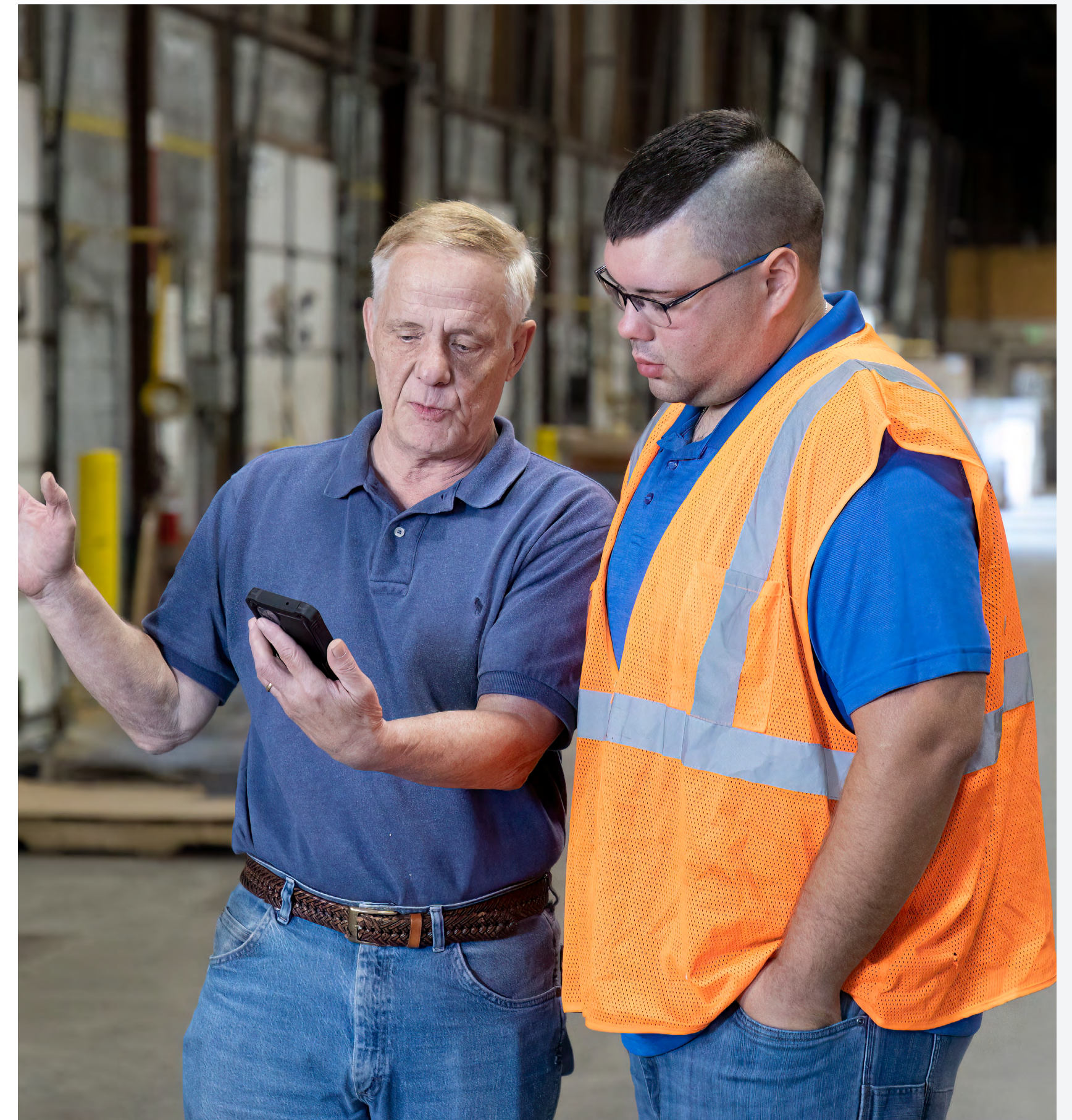
At J.B. Hunt, we believe that partnering with our employees is essential to maintaining and enhancing safety within our organization. Our approach to public safety, as outlined on our website, emphasizes the importance of collaboration and shared responsibility in creating a safe work environment. We strive to cultivate a safety-focused culture by investing in comprehensive training programs that equip our employees with the necessary knowledge and skills to perform their duties safely and responsibly.

By actively engaging with our employees and providing them with the tools and resources needed to prioritize safety, we establish a strong foundation for a secure and successful work environment. This collaborative approach not only benefits our team members but also contributes to the overall safety and well-being of the communities we serve.

Operational Safety

At J.B. Hunt, safe driving is the foremost principle for our drivers. Our program celebrates drivers who have achieved significant safety milestones, fosters a sense of pride, and motivates others to prioritize safety in their daily operations. To honor those who have driven one million miles or more without a preventable collision, we established a program called the J.B. Hunt Million Mile Program in 1996. This program is designed to reward safe driving practices and promote a culture of safety within the company. To date, the program has awarded over \$37 million to nearly 4,600 drivers.

In 2022, 424 drivers earned \$2,935,000 in safe driving award bonuses. Included in that number is Tony, an intermodal driver in Texas, who became the second driver at J.B. Hunt to reach five million safe miles, while Edwina, a dedicated driver in Arizona, was celebrated as the first female driver to reach three million safe miles. Each year, drivers who have achieved two million or more safe driving miles are invited to our corporate headquarters for the Million Mile Celebration, culminating in the Million Mile Walk of Fame attended by employees and executives. These drivers' names are also immortalized on our Million Mile Wall of Fame, cementing their legacy as part of our company's ongoing commitment to a culture of safety.





Developing Inclusion

We actively strive to provide an inclusive and safe work environment where employees' ideas, skills, perspectives, values and beliefs are supported. We are working to enrich the lives of J.B. Hunt employees by creating a culture where all people feel welcomed, valued, respected, safe, and heard.

Inclusion is a top priority for the company, and discrimination against any person or persons based on race, color, religion, sex, national origin, age, sexual orientation, gender identity, veteran status or disability is not tolerated. Our commitment to inclusion, diversity, equity, belonging and consistent growth across nearly all demographics is represented in awards we have received, such as the 2022 Forbes Best Employer for Diversity recognition.

Fostering an Inclusive Culture

J.B. Hunt's Inclusion Office has four pillars that guide its work (connection and wellbeing, enablement, empowerment, and brand and reach) and a multi-pronged inclusion strategy around office, driver, and shop/warehouse employees. The team has updated company policies and job titles to be more inclusive, provided inclusion resources and training to the talent acquisition team, and enhanced candidate prescreen questions for more inclusive recruitment practices.

Members of the Inclusion Office, who are all Certified Diversity Professionals, work to expand and lead J.B. Hunt's enterprise inclusion strategy and to help foster a more inclusive work culture, including the formation of the Inclusion Council. Established in 2022, the Inclusion Council is a group of influential senior leaders from across the company with a passion for inclusion, aiming to ensure that inclusion remains a key component of creating an exceptional employee experience and drives how we do business.

Employee Resource Groups

Employee Resource Groups (ERGs) are a special part of our organization. These groups champion inclusion and are support networks for female, LGBTQIA+, veteran, African American, Asian American, Latino, and Pacific Islander employees and promotes a sense of belonging for everyone. We have more than 5,000 members among our ERGs, including a sixth group that was established in 2022 to further expand our commitment to supporting employees across all identity groups. Our ERGs promote camaraderie within the workforce and allow employees with similar interests to build meaningful work relationships that drive our strategy and impact business.

Growth and Professional Development

J.B. Hunt provides many opportunities for career growth and professional development. In 2022, we implemented an expansive online library of courses from LinkedIn Learning, an industry leader in online training, and integrated inclusion-specific content into our leadership courses. This is in addition to our tuition and certification reimbursement program, which allows employees to pursue relevant degrees or certificates from accredited colleges or universities.

For employees or members of their families seeking to obtain their Commercial Driving License - Class A (CDL-A), J.B. Hunt provides access to a CDL-A Tuition Assistance Program, allowing them to pursue a role as part of our fleet of world-class drivers. With tuition reimbursement opportunities for full-time employees to paid internships, we are proud to support development opportunities for our people.



Engaging Our Veterans

J.B. Hunt celebrates and values the unique commitment, skills and character of veterans and is actively committed to supporting and hiring veterans. In 2020, the company achieved a six-year goal of hiring 10,000 veterans and has since pledged to hire 1,600 veterans per year. Today, 11% of our employees are military veterans.

We have implemented several veteran mentorship initiatives and provided support and resources for transitioning service members and their spouses through the Department of Defense's SkillBridge Internship program. In 2021, J.B. Hunt was one of 15 recipients of the Secretary of Defense Employer Support Freedom Award and ranked a top Military Friendly® Employer by VIQTORY for the 16th consecutive year in 2022. Additionally, 2023 will be J.B. Hunt's tenth year participating in the Wreaths Across America program, which honors millions of America's fallen heroes at wreath-laying ceremonies nationwide.





Strengthening our Communities

Supporting University Education Programs

After J.B. Hunt's five years of continuous support to the University of Arkansas, in August 2022, the Sam M. Walton College of Business Program for Supply Chain Management was named as the J.B. Hunt Transport Department of Supply Chain Management, furthering J.B. Hunt's vision of creating the most efficient transportation network in North America. Through a new \$1.5 million commitment to Sam M. Walton College, we aim to advance innovative, supply chain-focused initiatives, studying factors such as inclusion, sustainability, thought leadership, education, and innovation. It will also support research, internships, scholarships, and case competitions in supply chain management.

Adopt-a-Class Program

We continued to play an active role in shaping the future of the supply chain and empowering people through education. 2022 marked our 10th consecutive year of the Adopt-a-Class program, which allows our drivers to nominate their child or grandchild's classroom for a chance to receive a school supply donation. Over the lifetime of the program, more than \$200,000 worth of school supplies has been donated to 255 classrooms across the country, all because of nominations by J.B. Hunt drivers.

Company Giving

We provide financial support for projects across four pillars to promote the causes our employees care most about. J.B. Hunt gives nationally and locally to improve the communities where we live and operate. In 2022, company and employee contributions toward J.B. Hunt's giving pillars of healthcare, veterans, crisis management, and education exceeded \$6.6 million.

For the second consecutive year in 2023, we were proud to continue our annual J.B. Hunt Scholarship Program for Families which awarded a total of \$250,000 in scholarships to 100 children and grandchildren of our employees. In 2023 a total of 362 applications were submitted from 60 locations across the country and 65% of applications were from driver and maintenance employees. The application-based scholarship program is available to dependent children or grandchildren of our employees who currently attend or plan to attend an accredited two or four-year college, trade school or vocational school. Awards are renewable each year for up to four years as long as the recipient maintains a 2.5 GPA and full-time enrollment. Applications are open to family members of J.B. Hunt employees (director level and below) who have been employed by the company for at least one year.

Our vision is to foster a culture of giving that inspires people to make a difference and create lasting change in their communities and beyond. In 2022, we announced our induction into The Anderson Assembly Society at MD Anderson Cancer Center. This society recognizes philanthropic donors who have made a lifetime commitment to supporting MD Anderson's mission.

This is a continuation of our work with MD Anderson, which began in 2019 with the launch of the J.B. Hunt Transport Services, Inc. Cancer Prevention and Control Endowment. We are committed to driving positive change to the communities we serve.

People you trust.





Maintaining Corporate Governance and Business Integrity

Board Governance and Structure

J.B. Hunt maintains a well-established corporate governance structure that delineates the roles and responsibilities of our Board of Directors and management team. The company retains a Board of Directors consisting mostly of individuals who satisfy the criteria for independence under the Nasdaq listing standards. Independent directors generally meet in executive session as part of each regularly scheduled Board meeting, with the position of Independent Lead Director being established to direct these executive sessions and having the authority to call additional meetings of independent directors as deemed necessary.

The Board is supported by three committees: the Audit, Executive Compensation, and Nominating and Corporate Governance committees. The committees hold regular meetings to review financial statements, executive compensation programs, corporate governance, social responsibility and sustainability efforts and other matters as described in the committee charters found on our website in the [Corporate Governance](#) section.

Committee members are appointed annually by the Board based on recommendations from the Nominating and Corporate Governance Committee, which considers a diverse mix of backgrounds, skills, and experiences to optimize the effectiveness of the Board's committees. The three committee charters define the purpose, composition, meeting structure, and responsibilities of each committee. Board Directors also conduct annual self-evaluations to assess the effectiveness of the Board and committees, with a focus on the Board's contribution to the company and areas for improvement.

Business Ethics and Integrity

The Board has adopted a Code of Ethical and Professional Standards (Code of Ethics) for directors, officers, and employees. The purpose and role of the Code of Ethics is to focus our directors, officers, and employees on areas of ethical risk, provide guidance to help them recognize and address ethical issues, provide mechanisms to report unethical or unlawful conduct, and enhance and formalize our culture of integrity, honesty, and accountability. As required by applicable law, the company posts on the "Corporate Governance" page of the "Corporate Responsibility" section of its website at jbhunt.com any amendments to or waivers of any provision of the Code of Ethics made for the benefit of executive officers or directors of the company.

Sustainability Policies and Procedures

Our commitment to sustainability and to having a positive impact on the environment is a priority of J.B. Hunt. Our pledge to environmental sustainability is evident in our efforts to reduce carbon dioxide emissions, decrease energy consumption, and implement a mode-neutral approach to transportation. We conduct our business in compliance with all applicable environmental laws, ensuring that hazardous materials, waste, or pollutants are labeled, stored, handled, transported, used, and disposed of properly. Our dedication to environmental responsibility is driven by our desire to meet the needs of our customers, to serve the communities where we operate, and to achieve our goal to commit to sustainability policies with a long-term perspective.

J.B. Hunt's [Environmental Policy Statement](#) outlines the company's commitment to environmental protection and reducing greenhouse gas emissions through a variety of initiatives. These initiatives include improving supply chain efficiency by converting over-the-road shipments to intermodal and identifying shipment consolidation opportunities. We also employ fuel-saving technologies in our fleet, including the latest tractor aerodynamics and direct drive transmissions. Our Chief Sustainability Officer regularly reports on J.B. Hunt's sustainability 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 [2022 Annual Report](#).

J.B. Hunt also believes in responsible procurement and holds its suppliers accountable for conducting business in an ethical and sustainable manner. Through its Supplier Code of Conduct, J.B. Hunt sets the standards by which we expect suppliers to comply. [The Supplier Code of Conduct](#) describes J.B. Hunt's expectations in areas such as human rights and working conditions, environmental impact, and ethical business practices.

Human Rights

Human rights are an integral aspect of our corporate responsibility. We emphasize this importance in a formalized Human Rights Statement, which draws on international standards and is based on the [United Nations Universal Declaration of Human Rights](#) and the [International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#). We hold ourselves and our contractors to the high ethical standards to foster the protection and advancement of human rights in all of our operations.

As a conscientious corporate citizen, we are committed to safeguarding and promoting human rights throughout our operations. We perform a human rights due diligence process and our [Human Rights Statement](#) encompasses adherence to all relevant wage laws, providing fair wages to our employees and requiring our third-party suppliers to uphold the same high standards. Moreover, we strictly forbid the use of forced or compulsory labor, child labor, and any trafficking-related activities. Instead, we offer supervised internships and apprenticeships for younger individuals.

We acknowledge that human trafficking is a severe issue affecting millions worldwide, including hundreds of thousands within the United States. Regrettably, truck stops are common venues for human trafficking. As the eyes and ears of the road, we want to empower everyone in the transportation industry to be part of the solution to combat human trafficking. J.B. Hunt launched Truckers Against Trafficking (TAT) training in 2014 and has trained more than 159,900 people to recognize and report signs of human trafficking. In 2021, J.B. Hunt and TAT led a workshop at the University of Arkansas aimed at combating human trafficking. Additionally, the company became a signatory of the U.S. Department of Transportation's Transportation Leaders Against Human Trafficking Pledge in 2020.



Technology That Empowers

Technology & Sustainability

Working Toward a Low-Carbon Future

Advancing the Future of Freight

Leveraging Technology for Efficiencies

Securing Data and Enhancing Cybersecurity



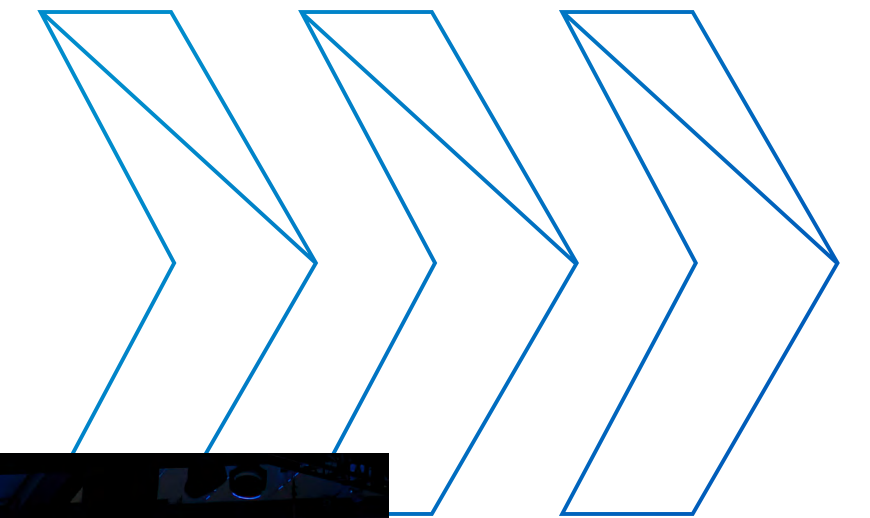
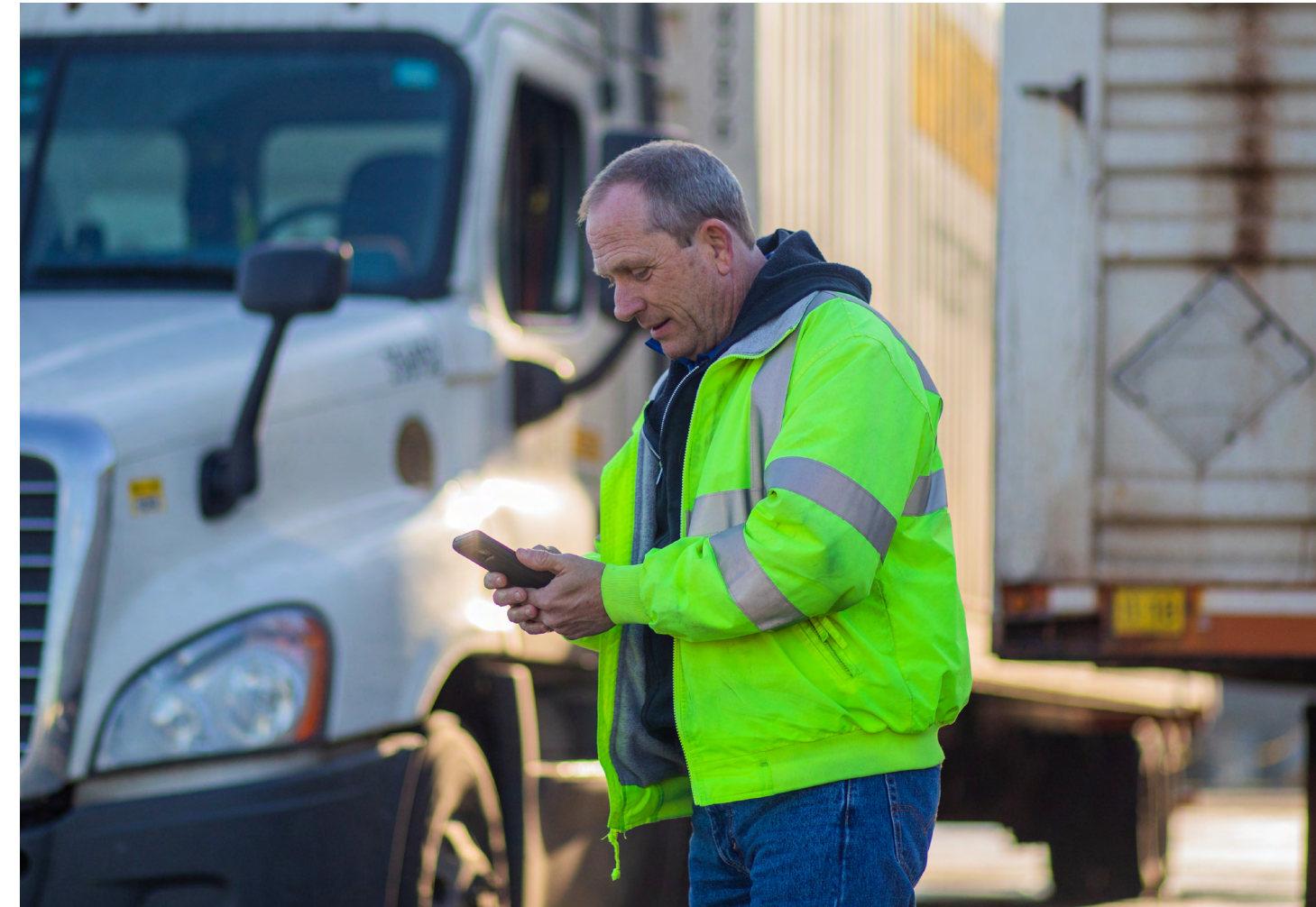
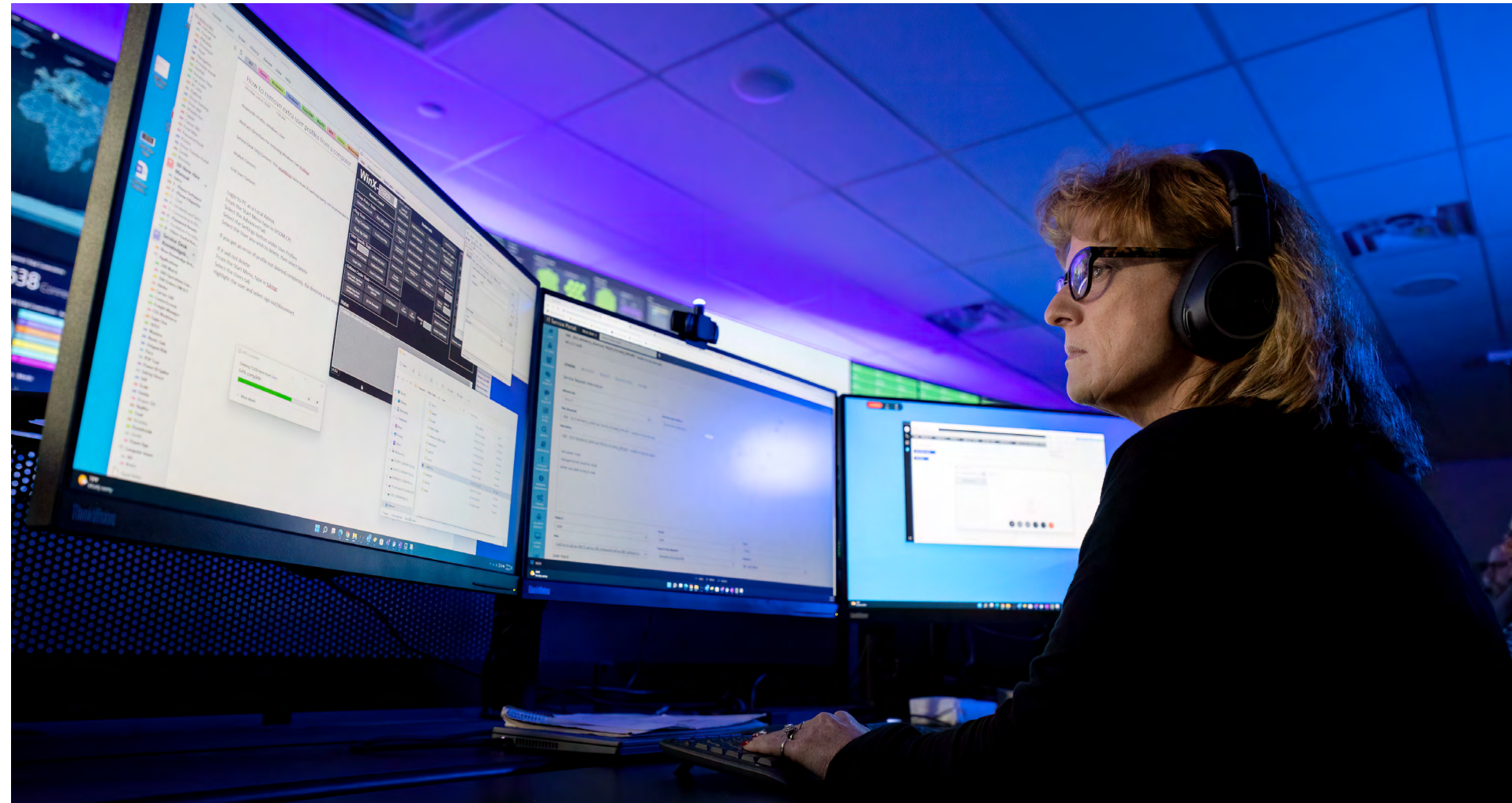


Technology that empowers.

Technology & Sustainability

Increasingly, our customers are making environmental responsibility a priority in their business decision-making, and the same is true for J.B. Hunt. We've worked hard to create technological solutions to reduce carbon emissions and to maintain sound environmental and social responsibility, while reducing costs and exceeding our customers' operational needs. Our business strategy continues to focus on working toward and preparing for the low-carbon transition.

With fossil fuels representing a significant component of our operating costs, J.B. Hunt's management is continually working to maximize the efficient use of fossil fuels and minimize the volume we use. For example, we adopt the most advanced technologies provided from original equipment manufacturers (OEMs), utilize aftermarket products to reduce fuel burn, adopt policies to incentivize reduced fuel burn, and assist manufacturers in developing commercially viable alternative fuel sources. We recognize that reducing our carbon footprint is a continuous effort.



Working Toward a Low-Carbon Future

The transition to a low-carbon business model is important to J.B. Hunt in the face of risks associated with climate change and an economy transitioning to a low-carbon future. In November 2022, J.B. Hunt announced a new goal to reduce our carbon emission intensity 32% by 2034 (with a 2019 baseline). This aspirational goal advances the company's sustainability vision of moving the freight industry towards a low-carbon future while holding true to our commitment to customers of providing efficient, quality-driven, competitive supply chain solutions for moving freight. Our intensity target is aligned with the original goal of the Paris Climate Agreement to limit the average global temperature increase to 2 degrees Celsius.

To reach this ambitious target, we will focus on three key areas:

- Incorporating alternative powered equipment into our fleet**
- Expanding the use of biogenic fuels**
- Improving fuel economy**



With our newly established emissions target of a 32% reduction in carbon intensity, we have committed to strive for the reduction of carbon emissions crucial to our shareholders, our customers, the communities we serve, the global environment, and ultimately the future success of our company. While our target is inherently dependent on the development, refinement, and availability of emerging or novel technologies and fuel sources, we are actively leveraging our market position to elevate conversations regarding the low-carbon transition, alternative fuel sources, and sustainability in the freight industry. We are also active participants in CDP (formerly the Carbon Disclosure Project) and the Advanced Clean Transportation (ACT) Fleet Forum.

Alternative Energy Vehicles

In addition to our new carbon intensity target, we remain committed to meeting our previous target set in 2020. In 2020, we announced our long-term goal 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. In fact, we recently took delivery of our first company-owned Class 8 electric Freightliner eCascadia truck and began incorporating it into operations in 2023. Achieving this goal is inherently 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. We remain encouraged by the advancements being made with alternative fuel vehicles such as renewable natural gas, hydrogen fuel cell, and battery electric Class 8 vehicles. We believe that they have the potential to significantly reduce our Scope 1 emissions, which are emissions that occur from sources that are owned by the company. However, a variety of challenges exist which limit these technologies and prevent them from being economically viable alternatives at current state. Therefore, we are working to reduce identified obstacles which include but are not limited to: capital costs, increased operation and maintenance costs, operational inefficiencies such as weight and range limitations, resale market limitations, OEM reputation and reliability, and insufficient refueling infrastructure.

Expanding Biogenic and Alternative Fuels

Fuel is one of the largest sources of carbon emissions within the supply chain. As part of our ongoing efforts, we are actively expanding the use of biogenic fuels and exploring alternative energy sources to reduce our

environmental impact and drive the transition towards a more sustainable future. By utilizing biogenic fuels, such as renewable diesel and biodiesel, we can significantly reduce our carbon footprint and decrease emissions across our fleet. These fuels offer a lower carbon intensity and a more sustainable alternative to conventional diesel, contributing to our overall sustainability goals.

We strive to identify advanced fuel solutions for customers, including the use of biofuels and the promotion of fuel efficiency for our fleets. In 2022, 48% of all fuel purchased was a bio-blended diesel product or renewable diesel. The company's total weighted average of fuel from renewable sources was 17%.

Renewable Natural Gas Pilot Program

Around 2008, natural gas vehicles emerged as a transportation fuel with emissions reduction potential. Since that time, we have worked directly with OEMs, fuel suppliers, and infrastructure developers to address the economic and operational viability of CNG trucks and fuel, and their potential impact on GHG reductions. We continue to operate 180 renewable natural gas powered trucks with a select customer as an alternative to diesel-powered trucks. While use of natural gas still results in tailpipe emissions, it is important to understand the potential life-cycle emissions (carbon intensity) impact of renewable natural gas. Depending on feedstocks, using renewable natural gas can result in as much as a 300% reduction in life cycle greenhouse gases. While not a zero-emissions vehicle (ZEV), using natural gas trucks with renewable natural gas fuel can be a potentially more cost-effective solution towards GHG emissions reductions when compared to current ZEV offerings.

Improving Fuel Economy

Maximizing fuel efficiency is one of the simplest ways to reduce J.B. Hunt's Scope 1 emissions. As of December 2022, we maintain a modern fleet with an average truck age of 2.6 years as compared to the approximately 5.4-year industry average. Modernization ensures that we maintain the latest in emission reduction technologies. We also select our equipment to maximize fuel efficiency with features including aerodynamic packages for both tractors and trailers, governors to limit speed and improve fuel efficiency, idle-reducing cab heaters, and automatic manual transmissions, all of which contribute to improved fuel economy.



Technology that empowers.

Working Toward a Low-Carbon Future *continued*

Physical Scenario Analysis

To support development of climate action goals and strategies, J.B. Hunt assessed physical risks and opportunities in accordance with the Task Force for Climate-related Financial Disclosures (TCFD) framework. Physical risks resulting from climate change can be event-driven (acute) or longer-term shifts (chronic) in climate patterns. These physical risks or hazards may include those directly related to climate change, such as extreme temperatures, sea level rise, and drought, as well as issues that might be exacerbated by climate-related hazards such as subsidence and erosion. We will be able to build upon this assessment as we continue to work on climate-related issues in the future and seek to further understand our climate-related risks and opportunities.

The primary acute physical risk identified by J.B. Hunt is the potential for decreased business through disruption to operations and business continuity. J.B. Hunt provides transportation and logistics services to our customers in a timely and cost-effective manner. Acute physical risks, such as increased adverse weather events, may impact J.B. Hunt's ability to deliver goods and services on time, although operators in the same region will also be subject to the same risks. To mitigate, J.B. Hunt monitors acute physical risks, and has an extensive network in place and relationships with other transportation providers to help reroute goods during these events. J.B. Hunt's drivers also undertake training on how to handle inclement weather.

Chronic physical risks were identified as increased costs from increased frequency in maintenance and repair work due to physical damage. They also include increased operational costs from the need for more intensive climate control and potentially the need to relocate operations due to sea level rise. Despite the apparent risks of climate change, there are also opportunities to adapt and continue to grow our business. Our analysis has shown that there are market opportunities to increase revenue related to addressing the risk of climate change.

Regulatory efforts are currently led by state governments, which often require capital for compliance. J.B. Hunt constantly monitors emerging regulations and analyzes potential impacts from compliance at the local, state, and federal levels. J.B. Hunt also engages with authorities on means to develop mutually beneficial regulations and systematic means to deploy new technologies to our diesel fleet over a four-year trade cycle.

We expect to be able to take full advantage of an increased customer base by proactively engaging with our customers to meet their needs. This will be accomplished by assessing means to reduce J.B. Hunt's GHG footprint, including (1) evaluating alternative fuels and emerging technologies, (2) implementing efficiencies through behavioral change, and (3) shifting services and business strategy to leverage our network and services to deliver efficient, low-carbon transportation solutions.

J.B. Hunt's business strategy addresses GHG emissions reduction strategies and constantly evolves to offer the necessary mix of transportation and logistics services. Additionally, J.B. Hunt develops key performance indicators (KPIs) in collaboration with our customers to both internally monitor and externally demonstrate our efforts.

Transition Scenario Analysis

Also during 2023, J.B. Hunt assessed risks and opportunities related to transitioning to a low-carbon economy per the TCFD framework. To align with best practices, J.B. Hunt utilized the National Greening of the Financial Sector (NGFS) "Below 2C" and "Delayed Transition" scenarios to contextualize each risk and opportunity. Risk areas included emerging regulations, the transition to a low-emission technology, market changes, and reputational risks. Alternatively, transition opportunities included potential benefits from shifts in customer demand for low-carbon transportation and the transition to low-carbon emissions operations and services. The analysis engaged a cross-section of internal stakeholders who are in positions to assess the impact a transition risk or opportunity would have on our organization and our vulnerability to each risk or readiness for each opportunity. These key stakeholders included operations, sales and client management, fleet and fuel sourcing, investor relations, legal and compliance, human resources, workplace facilities, safety, and procurement, among others.

J.B. Hunt's key stakeholders participated in climate sensitivity workshops which identified transition risks and opportunities, and the most significant items were then assessed individually with subject matter experts in vulnerability or readiness workshops. In the vulnerability assessments, J.B. Hunt mapped the transition risks to our existing Enterprise Risk Management categories, evaluated the design effectiveness of existing mitigation activities, and identified opportunities to expand upon current documented management methods in both NGFS scenarios. Similar steps were taken for the readiness assessment for the transition-related opportunities.

This exercise further embedded climate risks into our existing Enterprise Risk Management methodology and supported the significance of existing programs such as OEM collaboration, trade group collaboration, technology pilots, fleet optimization projects, alternative fuel pilot programs, electric truck feasibility studies, and other related activities. This exercise also identified potential opportunities. For example, with the possible introduction of carbon pricing or carbon tax legislation, J.B. Hunt's efforts towards its carbon reduction target could make our services more attractive to customers. Such carbon reduction initiatives include continued mode conversion supported by plans to increase the container fleet to as many as 150,000 by 2027, load and route-planning efficiency technology (J.B. Hunt 360), converting 25% of day cab and straight truck fleet to zero-emission vehicles by 2035, increased use of biogenic fuels, and fuel efficiency improvement measures. Many of these initiatives support J.B. Hunt's stated target of 32% reduction in carbon emission intensity by 2034. We believe these activities could provide a competitive edge over peers and improve our ability to meet any increase in customer demand for low-carbon transport solutions.

Advancing the Future of Freight

Battery Electric Vehicle Deployment

We continually seek and evaluate opportunities to utilize emerging technologies in exhaust-free vehicles. In the fourth quarter of 2022, we took delivery of our first company-owned Class 8 electric Freightliner eCascadia truck. In 2017, we were one of the first companies to place an order for an all-electric heavy-duty Class 8 truck and began incorporating it into operations in 2023.

Our commitment to electric vehicle deployment extends beyond acquiring electric trucks. We continue to participate actively in the Daimler Electric Vehicle Council and the Advanced Clean Transportation (ACT) Fleet Forum to contribute to further progress in the years ahead regarding the availability, commercial viability, and infrastructure required to run alternative fuel trucks. We recognize the significance of reducing carbon emissions in the transportation sector and are committed to contributing to this transition. The electric vehicle deployment demonstrates our commitment to sustainability and the role we play as a responsible corporate citizen in the logistics industry. We will continue to seek opportunities to deploy electric vehicles and promote sustainability in the transportation sector.

Autonomous Vehicle Testing

J.B. Hunt supports advancing the future of freight as evidenced by our collaboration with Waymo Via, Alphabet's autonomous driving technology division, to launch an autonomous trucking pilot in Texas. As a leading transportation and logistics company, we have collaborated with Wayfair, an online home goods retailer, to focus on transporting goods between Houston and Fort Worth using Waymo Via's autonomous Class 8 trucks equipped with the Waymo Driver technology and leveraging the J.B. Hunt's 360 Box® program.

This joint initiative with Waymo Via marks a significant milestone for J.B. Hunt, demonstrating our commitment to exploring innovative solutions that enhance safety, efficiency, and sustainability within the freight transportation industry. By leveraging autonomous trucking technology, we aim to address the challenges of the industry and revolutionize the way goods are transported across the nation.



Leveraging Technology for Efficiencies

The J.B. Hunt 360° Platform

In April 2017, we officially launched the J.B. Hunt 360° platform to unite shippers and carriers within a single e-commerce platform. This platform enables us to significantly enhance the efficiency of our transportation operations by eliminating empty miles. After five years of dedicated investment, our J.B. Hunt 360° platform successfully minimizes supply chain inefficiencies through technology innovation, keeping decarbonization in mind.

In 2022, we announced our new goal to reduce our carbon emissions intensity by 32% by 2034 (with a 2019 baseline). To align with this target, the J.B. Hunt 360° platform optimizes our operations and streamlines our supply chain, resulting in significant environmental and economic benefits. 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, avoiding higher- emissions over-the-road transportation, while supporting long-term growth opportunities for our intermodal business.

Furthermore, the J.B. Hunt 360° platform offers instant access to a wide array of technology-driven solutions for customers and carriers. Through the platform, businesses of all sizes can quote and book shipments, view analytics, and gain visibility into freight movement. In accordance with our typical arrangements, we bill the customer for all services, and we, in turn, pay all third parties for their portion of transportation services provided.

Innovation Resulting in Operational Efficiencies and Emissions Reductions

Outside of our J.B. Hunt 360° platform, we have also implemented innovative driver technologies to improve operational efficiencies and reduce emissions. Our DRIVE app streamlines communication among drivers, dispatchers, and customers. By providing real-time load information, navigation assistance, and instant messaging, the application enables smoother management of shipments, thus reducing delays and ultimately increasing mileage efficiencies.

In addition to the DRIVE app, we expanded our technology solutions to integrate digital freight matching within SAP Enterprise Resource Planning (ERP) application. By integrating digital freight matching capabilities within the SAP ERP application, we provide shippers with access to

available capacity in real-time, optimizing the utilization of transportation resources. This allows us to reduce empty miles, drive out waste, and lower fuel consumption. Ultimately, our platform fosters greater efficiency and visibility for both shippers and carriers, which should help decrease GHG emissions and contribute to a more sustainable supply chain.

In 2022, J.B. Hunt, along with Convoy and Uber Freight, also launched the Scheduling Standards Consortium, which aims to solve transportation scheduling challenges by establishing the freight industry's first formal set of appointment scheduling application programming interface (API) standards. The standard will bring more cohesion and resiliency to the movement of goods, making it easier to book and manage appointments, optimize processes for drivers, shippers and receivers, and drive operational efficiencies for the industry at large.



Securing Data and Enhancing Cybersecurity

We place great importance on data privacy and cybersecurity management to protect the confidential and personal information of our customers, employees, suppliers and vendors. Our Privacy Policies highlight key aspects of our approach, such as information collection and use, information sharing and disclosure, and data security measures.

Protecting Customer Data from Cyber Attacks

At J.B. Hunt, we value the protection of our customers' confidential information and implement robust security measures to commit to data protection. We employ a comprehensive array of physical, electronic, and procedural safeguards to shield information against unauthorized access, use, or disclosure. These measures include state-of-the-art technologies such as firewalls, encryption, and secure socket layer (SSL) technology.

Mitigating Security Breaches Through Technology

J.B. Hunt has implemented a range of technical, administrative, and physical security measures to protect against unauthorized access to our systems and customer data. Our security measures are designed to prevent loss, misuse, or alteration of customer data and to protect data confidentiality and integrity. We use encryption technologies to protect customer data during transmission and storage. We use SSL encryption to protect data collection forms on our website, which provides an additional layer of security to prevent unauthorized access.

We restrict access to customer personal information in our offices and monitor the specific employees who can view customer personal information. Only authorized personnel have access to sensitive customer data. In addition, we use a range of other security measures, such as access controls, network security, data minimization, and monitoring, to further protect against security breaches and unauthorized access. These measures help us to maintain data management practices that meet the high standards of security and privacy.

J.B. Hunt has an Information Privacy Protection Program that is designed to ensure the privacy of J.B. Hunt's workers, customers, vendors, and proprietary corporate information. Its mission is to employ privacy best practices in collection, usage, storage and disposal of information in compliance with applicable regulations and to foster a culture that values privacy through awareness. All non-driver personnel are required to complete yearly data privacy training.



Capacity To Deliver

Developing Capacity that Offers Efficiency

Supporting Sustainable Supply Chains



Developing Capacity that Offers Efficiency

At J.B. Hunt, we understand the importance of optimizing capacity to deliver efficient transportation solutions while minimizing environmental impact. By employing our extensive industry expertise and state-of-the-art technology, we strive to maximize capacity utilization, reduce emissions, and streamline the shipping process for our customers.

Championing Intermodal Conversions for Customer Satisfaction and Emissions Reductions

In 2022, we announced a joint initiative with BNSF Railway to significantly improve capacity and velocity in the intermodal marketplace. As part of the initiative, we announced plans to grow our intermodal fleet to as many as 150,000 containers in the next three to five years. We have now surpassed 115,000 containers and are in the position to commit more intermodal capacity and industry-leading service to our customers - all while reducing costs and avoiding over-the-road carbon emissions. The move to increase intermodal capacity in this way means we can provide increased velocity and enhanced service for our customers, ultimately resulting in substantial growth of our intermodal business for the benefit of all of our stakeholders.



Capacity to deliver.

Expanding the Use of Biogenic Fuels and Exploring Alternative Energy Sources

Fuel is one of the largest sources of carbon emissions within the supply chain. As part of our ongoing efforts, we are actively expanding the use of biogenic fuels and exploring alternative energy sources to reduce our environmental impact and drive the transition towards a more sustainable future. By utilizing biogenic fuels, such as renewable diesel and biodiesel, we can significantly reduce our carbon footprint and decrease emissions across our fleet. These fuels offer a lower carbon intensity and more sustainable alternative to conventional diesel, contributing to our overall sustainability goals.

In addition to biogenic fuels, we are exploring other alternative energy sources, such as battery electric and hydrogen fuel cell vehicles, to further enhance our fleet's sustainability. By investing in these innovative technologies, we are demonstrating our desire to create a greener transportation sector and reduce our dependence on fossil fuels.

Supporting Sustainable Supply Chains

J.B. Hunt has worked to create solutions to reduce carbon emissions and maintain sound environmental and social responsibility while reducing costs and meeting or exceeding our customers' operational needs. Our business strategy continues to focus on working toward and preparing for the low-carbon transition. We feel the urgency to focus on reducing our carbon footprint and to uphold our role as stewards of the environment. Being at the forefront of the latest technology empowers us to significantly improve both our efficiency and safety. We believe this work contributes to the success of our customers, raises the bar in our industry, and gives our employees a shared purpose, which creates value for all of our stakeholders. We aim to identify and implement long-term strategies that positively shift the trajectory of the industry.

J.B. Hunt actively supports sustainable supply chains by offering dedicated solutions to manage both planned and unplanned demand changes. Through our Dedicated Contract Services®(DCS®) business unit, we can flex or surge our customers' fleets during supply chain fluctuations. In the DCS business segment, we operate company-owned and customer-owned equipment and employee drivers assigned to a specific customer, traffic lane, or service. We work closely with our customers to plan for fluctuation, providing flexible capacity planning and the ability to increase fleets by up to 25% during surges.

In collaboration with the University of Arkansas, we have named the Sam M. Walton College of Business Program for Studying Supply Chain as the J.B. Hunt Transport Department of Supply Chain Management. Through a \$1.5 million commitment to the College, we aim to advance innovative, supply chain-focused initiatives, studying factors such as inclusion, sustainability, thought leadership, education, and innovation. These efforts will help develop a modern workforce capable of addressing evolving supply chain challenges and contribute to our mission of creating the most efficient transportation network in North America.

CLEAN Transport

J.B. Hunt is dedicated to incorporating sustainable business practices, therefore making sustainability an integral aspect of our corporate strategy and management approach. In 2022, we launched our CLEAN Transport initiative, a carbon-neutral program that provides our intermodal customers with an easy and flexible method to acquire carbon offset credits equivalent to the emissions produced by their shipments. To extend the emissions reduction achieved through intermodal conversion, a shipment's remaining emissions are offset with carbon offset credits. The program is designed to be highly customizable to fit each customer's unique business and sustainability goals.

The program directly contributes to the development of a sustainable supply chain by reducing GHG emissions, supporting renewable energy and reforestation projects, and enhancing corporate responsibility. Participation in the program demonstrates a commitment to sustainability, which can strengthen a company's reputation and customer relationships. The CLEAN Transport program promotes sustainable supply chains by offering customers a solution to mitigate the environmental impact of their transportation activities. We believe that carbon credits are supplemental to an organization's climate strategy after thorough efforts have been made to mitigate emissions.



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, on our website, in our 2020 Sustainability Report, and in our 2021 Data Supplement. This year, we continue that effort with this comprehensive 2022 Sustainability Report. This report has been prepared in reference to the Global Reporting Initiative (GRI) Standards, and in alignment with the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) frameworks. Additional information on our sustainability program is available on the J.B. Hunt website.

The information covered in this report includes data spanning financial years 2020 to 2023 for the operations of J.B. Hunt Transport Services, Inc. (J.B. Hunt) and its consolidated subsidiaries.

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

Forward-Looking Statement

This report, including documents that are incorporated by reference and other documents which we file periodically with the Securities and Exchange Commission (SEC), contains statements that may be considered to be “forward-looking statements.” Such statements relate to our predictions concerning future events or operations and are within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. When we use words like “may,” “plan,” “contemplate,” “anticipate,” “believe,” “intend,” “continue,” “expect,” “project,” “goals,” “strategy,” “future,” “predict,” “seek,” “estimate,” “likely,” “could,” “should,” “would,” and similar expressions, you should consider them as identifying forward-looking statements, although we may use other phrasing. Forward-looking statements are inherently uncertain, subject to risks, and should be viewed with caution. These statements are based on our belief or interpretation of information currently available. Stockholders and prospective investors are cautioned that actual results and future events may differ materially from these forward-looking statements as a result of many factors. Some of the factors and events that are not within our control and that could have a material impact on future operating results include, but are not limited to, those discussed in Item 1A of our Annual Report filed on Form 10-K for the year ended December 31, 2022. J.B. Hunt assumes no obligation to update any forward-looking statements to the extent the company becomes aware they will not be achieved for any reason.

Assurance

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





DATA	UNITS	2022	2021	2020
Governance & Economic				
Board of Directors				
Female	% of Board	27%	27%	30%
African-American	Total Number	1	1	1
Hispanic	Total Number	0	0	0
Caucasian	Total Number	2	2	2
Male	% of Board	73%	73%	70%
African-American	Total Number	0	0	0
Hispanic	Total Number	0	0	0
Caucasian	Total Number	8	8	7
Age				
Age 30-60	% of Board	36%	36%	30%
Over Age 60	% of Board	64%	64%	70%
Tenure				
0-10 years	Total Number	2	2	4
11-20 years	Total Number	5	6	3
20+ years	Total Number	4	3	3
Skills and Qualifications (Independent Directors Only)				
Industry Experience	% of Board	43%	43%	50%
Public Policy	% of Board	86%	86%	83%
CEO/Senior Management Experience	% of Board	100%	100%	100%
Economic/Accounting/Finance	% of Board	86%	86%	83%
Human Resources Management	% of Board	29%	29%	50%
Developing & Implementation of Risk Management Systems	% of Board	29%	29%	33%
Regulatory/Legal	% of Board	100%	100%	100%



DATA	UNITS	2022	2021	2020
Governance & Economic <i>continued</i>				
Business Units and Revenues				
Total Consolidated Revenue	Revenue (\$ Million)	\$14,814	\$12,168	\$9,637
J.B. Hunt Total Company Operated Revenue Ton - Miles	Million Company Operated Ton-Miles (Mt.m)	51,765	49,571	51,239
Intermodal (JBI)	Revenue (\$ Million)	\$7,022	\$5,454	\$4,675
	% of Total Revenue	47.4%	44.8%	48.5%
	Loads	2,068,278	1,984,834	2,019,391
Dedicated (DCS)	Revenue (\$ Million)	\$3,379	\$2,578	\$2,196
	% of Total Revenue	22.8%	21.2%	22.8%
	Loads	4,406,527	4,020,308	3,676,212
Integrated (ICS)	Revenue (\$ Million)	\$2,386	\$2,538	\$1,658
	% of Total Revenue	16.1%	20.9%	17.2%
	Loads	1,231,334	1,326,979	1,265,897
Final Mile (FMS)	Revenue (\$ Million)	\$980	\$842	\$689
	% of Total Revenue	6.6%	6.9%	7.1%
	Loads	5,432,627	6,413,680	5,771,533
Truckload (JBT)	Revenue (\$ Million)	\$1,082	\$796	\$463
	% of Total Revenue	7.3%	6.5%	4.8%
	Loads	500,407	445,812	406,550



DATA	2022		2021		2020	
Governance & Economic <i>continued</i>						
Supplier Spend on Goods and Services	Spend (\$)	% of Total Spend	Spend (\$)	% of Total Spend	Spend (\$)	% of Total Spend
Total Spend¹	10,829,872	100%	8,487,171	100%	6,612,838	100%
Purchased Transportation	7,241,161	67%	6,139,274	72%	4,731,444	72%
Tractors and Trucks	661,152	7%	489,207	6%	443,878	7%
Fuel	1,005,843	9%	570,309	7%	392,880	6%
Trailing Equipment	755,400	7%	385,960	5%	152,261	2%
Maintenance	414,570	4%	262,227	3%	251,682	4%
Other Goods and Services	751,746	7%	640,194	8%	640,693	10%
Anti-Corruption Status						
Confirmed incidents of corruption ²	Total Number	1	0		0	
Incidents in which employees were dismissed or disciplined for corruption ²	Total Number	1	0		0	
Incidents when contracts with business partners were terminated/not renewed due to violations related to corruption	Total Number	0	0		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	

¹ Excludes payments to J.B. Hunt employees like wages, 401k contributions, other compensation.

² Item related to a mid-level employee and the receipt of rewards considered to be a breach of trust in the conduct of the enterprise's business, per GRI 205. It did not involve facilitation payments or government officials. The employee involved in the incident was terminated. The cost of the incident was less than \$200,000.



DATA	UNITS	2022	2021	2020
Supporting our Employees				
Occupational Health & Safety				
Number of road collisions and incidents	Number	1,251	1,167	1,008
Total recordable incident rate (TRIR)	Incident rate	1.96	1.92	1.97
Lost time incident rate (LTIR) ²	Incident rate	1.53	1.28	1.49
High-consequence Injuries (excluding fatalities) ³	Number	75	104	47
High-consequence Injury (excluding fatalities) Frequency Rate	High-consequence injuries per 200,000 Work hours	0.170	0.293	0.143
Total Number of Fatalities	Number	1	1	0
Fatality Frequency Rate for Direct Employees	Fatalities per 200,000 Work hours	0.002	0.002	0.000
Fatality Frequency Rate For Contract Employees	Fatalities per 200,000 Work hours	0.000	0.000	0.000
Safety Measurement System BASIC percentiles				
Unsafe Driving	%	63%	55%	55%
Hours-of-Service Compliance	%	58%	45%	50%
Driver Fitness	%	42%	33%	35%
Controlled Substances/Alcohol	%	1%	0%	1%
Vehicle Maintenance	%	74%	73%	68%
Hazardous Materials Compliance	%	51%	53%	42%

³ Fluctuations occur due to the timing of notation. Events will populate, or be removed throughout the year.



DATA	UNITS	2022	UNITS	2022	2021	2020
Supporting our Employees	New Units⁴		Old Units			
Total Employees	Total Number	37,154	Total Number	37,154	33,045	30,309
Full-Time Total Number	Total Number	36,813	Total Number	36,813	32,826	30,127
Overall Demographics						
Total Population						
Total Males	Total Number	31,391	% of Total Employees	84.5%	85.1%	86.2%
Total Females	Total Number	5,760	% of Total Employees	15.5%	14.9%	13.8%
Does not identify	Total Number	3	% of Total Employees	0.0%	0.0%	0.0%
Drivers						
Total Males	Total Number	22,613	% of Total Drivers	92.6%	93.5%	94.4%
Total Females	Total Number	1,801	% of Total Drivers	7.4%	6.5%	5.6%
Total People of Color	Total Number	15,715	% of Total Drivers	64.4%	61.0%	59.4%
Non-Drivers						
Total Males	Total Number	8,778	% of Total Non-Drivers	68.9%	68.5%	70.0%
Total Females	Total Number	3,959	% of Total Non-Drivers	31.1%	31.5%	30.0%
Total People of Color	Total Number	4,532	% of Total Non-Drivers	35.6%	32.8%	31.5%
Management, Non-Driver		4,111				
Male	Total Number	3,100	% of Total Management	75.4%	76.7%	78.3%
Female	Total Number	1,010	% of Total Management	24.6%	23.3%	21.7%
Total People of Color	Total Number	1,234	% of Total Management	30.0%	27.7%	26.7%
Individual Contributor, Non-Driver		8,627				
Male	Total Number	5,678	% of Total Individual Contributor	65.8%	64.3%	65.8%
Female	Total Number	2,949	% of Total Individual Contributor	34.2%	35.7%	34.2%
Total People of Color	Total Number	3,298	% of Total Individual Contributor	38.2%	34.7%	33.4%

⁴ From 2021 to 2022 reporting, the decision was made to move from population percentages to include raw counts in order to create a more accurate, transparent representation of our demographics.



DATA	UNITS	2022	UNITS	2022	2021	2020
Supporting our Employees	New Units		Old Units			
Age Demographics						
Under Age 30	Total Number	7,715	% of Total Employees	20.8%	19.9%	19.2%
Age 30-50	Total Number	18,200	% of Total Employees	49.0%	48.3%	48.7%
Over age 50	Total Number	11,239	% of Total Employees	30.2%	31.8%	32.1%
Race Demographics						
White	Total Number	16,904	% of Total Employees	45.5%	48.5%	50.0%
Black or African-American	Total Number	11,077	% of Total Employees	29.8%	28.5%	28.2%
Hispanic or Latinx	Total Number	6,653	% of Total Employees	17.9%	16.8%	15.9%
Asian or Asian-American	Total Number	1,473	% of Total Employees	4.0%	3.5%	3.1%
Two or More Races	Total Number	630	% of Total Employees	1.7%	1.6%	1.8%
American Indian or Alaskan Native	Total Number	282	% of Total Employees	0.8%	0.7%	0.7%
Native Hawaiian or Other Pacific Islander	Total Number	124	% of Total Employees	0.3%	0.3%	0.3%
Other ⁵	Total Number	11	% of Total Employees	0.0%	0.1%	0.0%
Other Demographics						
Total number of veterans employed	Total Number	4,458	Total Number	4,458	4,233	4,025
Tenure and Attrition						
Average Employee Tenure	Years	4.1	Years	4.1	4.3	4.5
New Hires						
Total New Hires	Total Number	21,980	Total Number of New Hires	21,980	18,361	11,808
Employee Turnover						
Voluntary Turnover	Total Number	12,825	% of Total Workforce	34.5%	38.2%	27.1%
Involuntary Turnover	Total Number	4,920	% of Total Workforce	13.2%	11.4%	12.4%

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



DATA	UNITS	2022	2021	2020
Supporting our Employees				
Training Efforts				
Hours of training completed by employees	Total Hours	654,862	397,344	105,935

DATA	UNITS	2022	2021	2020
Protecting Our Environment				
Greenhouse Gas Emissions				
Direct (Scope 1)	metric tons CO ₂ e	1,942,283	1,912,846	1,890,776
Energy indirect (Scope 2)	metric tons CO ₂ e	25,800	20,665	16,748
Other Indirect (Scope 3) ⁶	metric tons CO ₂ e	1,482,873	1,376,015	1,577,235
J.B. Hunt-specific metric used to calculate Emissions Intensity (EI) ratio	Million Company Operated Ton-Miles (Mt.m)	18,514	16,449	16,169
GHG Emissions Intensity Ratio (Scope 1&2) ⁷	Million metric tons CO ₂ e / Mt.m	106	118	118
NOx	metric tons	1,331	1,134	912
SOx	metric tons	18	16.5	16.5
Particulate matter (PM10)	metric tons	61	53	43
Intermodal Emissions Savings Highlight				
J.B. Hunt Intermodal (JBI)				
Intermodal Revenue Ton Miles	Million Revenue Ton-Miles (Mt.m)	40,751	39,858	41,044
Total Diesel Used	Million Gallons (Net)	188.2	177.6	195.4
- Percentage Renewable of Gallons Used	% Fuel	6.66%	5.82%	8.21%
Intermodal Revenue Ton Miles per Gallon	RTM/Gallon	216.54	224	210
GHG Emissions	Million Metric Tons CO ₂ e	1.93	1.79	2.01
Avoided GHG Emissions by Intermodal Use				
Avoided Fuel Use	Million Gallons	363	355	342
Avoided Metric Tons CO ₂ e	Metric Tons CO ₂ e	3,687,116	3,607,363	3,473,720

⁶ Scope 3 emissions are limited to emissions from downstream transportation and distribution and employee business travel and commuting.
⁷ Omits emissions from biogenic sources per Greenhouse Gas Protocol.



DATA	UNITS	2022	2021	2020
Protecting Our Environment <i>continued</i>				
Emissions Intensity Comparison				
Intermodal GHG Emissions Intensity Ratio	Metric Tons CO ₂ e / Intermodal Mt.m	42.75	45	49
Company Operated GHG Emissions Intensity Ratio	Metric Tons CO ₂ e / Company Operated Mt.m ²	109	112	118
Energy Efficiency Initiatives				
Fuel reduction (Avoided Fuel Use)	Million Gallons (Mgal) Diesel	365	358	345
	Million Megajoules	53,363	51,860	50,033
Conversion to AMTs	% of Fleet	100%	95%	78%
	Avoided Fuel Use (Mgal diesel)	3.01	2.59	2.15
	Avoided Emissions (metric tons)	30,588	26,299	21,877
Conversion to Intermodal	Avoided Fuel Use (Mgal diesel)	363	355	342
	Avoided Emissions ⁹ (million metric tons)	3.69	3.61	3.47
Elimination of Empty Miles (Carrier 360)	Avoided Empty Miles (million out-of-route/empty miles)	3.5	1.6	4.3
	Avoided Fuel Use (Mgal diesel)	0.43	0.20	0.60
	Avoided Emissions (metric tons)	4,419	2,024	6,112
DRIVE App	Avoided Fuel Use (Mgal diesel)	0.13	0.2	0.15
	Avoided Emissions (metric tons)	1,290	2,057	1,543
Energy Consumption				
Diesel (ULSD)	Million gallons	186.4	171.0	170.4
	Million Megajoules	27,229	24,780	24,723
Renewable Diesel	Million gallons	15.3	8.0	
	Million Megajoules	2,237	1,159	
Biodiesel	Million gallons	12.8	13.3	15.0
	Million Megajoules	1,733	1,639	1,847



DATA	UNITS	2022	2021	2020
Protecting Our Environment <i>continued</i>				
Gasoline	Million gallons	0.14	0.16	0.11
	Million Megajoules	17.6	20.1	14.40
Natural gas	Million Cubic feet	161	142	98
	Million Megajoules	176	151	104
	% of total energy	0.6%	0.5%	0.4%
Propane	Million gal	.08	0.06	
	Million Megajoules	7.6	5.7	
Electricity	Million KWH	56.2	52.6	38.5
	Million Megajoules	202.4	189.3	138.7
Renewable Energy	% of total energy	13%	10%	7%
	Million Megajoules	3,970	2,798	1,847
Total Direct Consumption	Million Megajoules	31,603	27,946	26,816
Energy Intensity Ratio	Megajoules/Mt.m	610,509	539,583	523,343
Waste				
Total Waste Recycled/Reused	Metric tonnes	21,022	16,732	
Total Waste Disposed	Metric tonnes	13,355	12,871	
Landfilled	Metric tonnes	13,355	12,871	
Incinerated with energy recovery	Metric tonnes	0	0	
Incinerated without energy recovery	Metric tonnes	0	0	
Waste otherwise disposed	Metric tonnes	0	0	
Data coverage (as % of denominator)	% of	100%	100%	
Water				
Water Consumption ⁸	Million Gallons	233	186	

⁸ The increase in water use in 2022 was due to our employee base returning to the office. Additionally, J.B. Hunt updated our water consumption methodology and has restated our 2021 figure to align with this new method.



DATA	UNITS	2022	2021	2020
Hazardous Materials Transport				
Number of spills and releases to the environment	Number	5	7	7
Aggregate volume of spills and releases to the environment	Cubic meters (m ³)	0.5	0.8	0.5
Charitable Contributions and Spend				
Cash Contributions	\$	\$5,210,691	\$6,137,143	\$6,761,044
Time: Employee Volunteer Hours ⁹	\$	\$476,476	\$88,691	
In-kind Giving	\$	\$790,870	\$875,670	\$916,096
Management Overhead	\$	\$141,838	\$175,852	\$98,464
Total Charitable contributions	\$	\$6,619,875	\$7,277,356	\$7,775,604

⁹ Employee volunteering was suspended in 2020 due to the Covid-19 pandemic.



"Statement of use" J.B. Hunt has reported the information cited in this GRI content index for the period January 01, 2022 to December 31, 2022 with reference to the GRI 1 Standards.

GRI 1 used GRI 1: Foundation 2021

INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 2: General Disclosures 2021		
2-1	Organizational details	2022 Annual Report, pgs. 3-7
2-2	Entities included in the organization's sustainability reporting	Aligning Sustainability to our Foundations, pg. 6
2-3	Reporting period, frequency and contact point	Message from our CEO and President, pg. 4
2-4	Restatements of information	Appendix
2-5	External assurance	Appendix Assurance
2-6	Activities, value chain and other business relationships	2022 Annual Report, pgs. 16 -17
2-7	Employees	2022 Annual Report, pg. 4
2-8	Workers who are not employees	2022 Annual Report, pg. 119
2-9	Governance structure and composition	2022 Annual Report Corporate Governance, pgs.36 - 47
2-10	Nomination and selection of the highest governance body	2022 Annual Report Corporate Governance, pgs.47 - 49
2-11	Chair of the highest governance body	2022 Annual Report Corporate Governance, pg. 33
2-12	Role of the highest governance body in overseeing the management of impacts	2022 Annual Report Corporate Governance, pgs.32 - 35
2-13	Delegation of responsibility for managing impacts	2022 Annual Report Corporate Governance, pgs.32 - 35
2-14	Role of the highest governance body in sustainability reporting	2022 Annual Report Corporate Governance, pgs.46 - 49
2-14	Role of the highest governance body in sustainability reporting	2022 Annual Report Corporate Governance, pgs.46 - 49
2-15	Conflicts of interest	"2022 Annual Report, pg. 36 Code of Ethical and Professional Standards for Directors, Officers and Employees - pgs. 2-3"
2-16	Communication of critical concerns	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.
2-17	Collective knowledge of the highest governance body	"2022 Annual Report, pg 34 Sustainability Performance Data Tables"
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Guidelines, pg. 5
2-19	Remuneration policies	2022 Annual Report, pgs 31 - 32, 51 - 53
2-20	Process to determine remuneration	2022 Annual Report, pg. 46
2-21	Annual total compensation ratio	2022 Annual Report, pg. 32 and 77
2-22	Statement on sustainable development strategy	Message from our CEO and President, pg. 4
2-23	Policy commitments	Code of Ethical and Professional Standards for Directors, Officers and Employees
2-24	Embedding policy commitments	Code of Ethical and Professional Standards for Directors, Officers and Employees
2-26	Mechanisms for seeking advice and raising concerns	Code of Ethical and Professional Standards for Directors, Officers and Employees, pgs. 8-9
2-27	Compliance with laws and regulations	2022 Annual Report, pg. 18
2-28	Membership associations	Strengthening our Communities
2-29	Approach to stakeholder engagement	Stakeholder Engagement and Materiality
2-30	Collective bargaining agreements	J.B. Hunt Corporate Social Matters Summary, pg. 5



INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Stakeholder Engagement and Materiality; 2021 Sustainability Report Stakeholder Engagement
3-2	List of material topics	Stakeholder Engagement and Materiality; 2021 Sustainability Report Stakeholder Engagement
3-3	Management of material topics	Stakeholder Engagement and Materiality
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Sustainability Performance Data Tables
201-2	Financial implications and other risks and opportunities due to climate change	Climate Action Plan
201-3	Defined benefit plan obligations and other retirement plans	2022 Annual Report, pg. 152
GRI 205: Anti-corruption 2016		
205-3	Confirmed incidents of corruption and actions taken	Sustainability Performance Data Tables
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Sustainability Performance Data Tables
302-3	Energy intensity	Sustainability Performance Data Tables
302-4	Reduction of energy consumption	Sustainability Performance Data Tables
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Data Tables
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data Tables
305-4	GHG emissions intensity	Sustainability Performance Data Tables
305-6	Emissions of ozone-depleting substances (ODS)	Sustainability Performance Data Tables
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Performance Data Tables
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Sustainability Performance Data Tables
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2022 Annual Report, pg. 20
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	J.B. Hunt Corporate Safety Summary
403-2	Hazard identification, risk assessment, and incident investigation	J.B. Hunt Corporate Safety Summary
403-3	Occupational health services	Strengthening a Culture of Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Strengthening a Culture of Safety
403-5	Worker training on occupational health and safety	Strengthening a Culture of Safety
403-6	Promotion of worker health	Strengthening a Culture of Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Strengthening a Culture of Safety
403-9	Work-related injuries	Sustainability Performance Data Tables
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Sustainability Performance Data Tables
404-2	Programs for upgrading employee skills and transition assistance programs	Strengthening a Culture of Safety



INDEX REFERENCE	DISCLOSURE DESCRIPTION	LOCATION (PG. NUMBER) OR REFERENCE
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Sustainability Performance Data Tables
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	J.B. Hunt conducted a human rights assessment which covers forced labor, human trafficking, child labor, freedom of association, right to collective bargaining, equal remuneration and discrimination for our own employees, the industry, and third party contracted labor. This risk assessment includes an evaluation of women, children, indigenous people, and local communities in which we operate identifying inherent and residual risks. The results of our assessment showed J.B. Hunt has not caused nor contributed to any human rights violations therefore no remediating actions have been taken. J.B. Hunt will conduct this assessment on a bi-annual basis. J.B. Hunt, Human Rights Statement
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	J.B. Hunt, Human Rights Statement
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	J.B. Hunt, Human Rights Statement
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	J.B. Hunt, Human Rights Statement
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Performance Data Tables



SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS					2022 RESPONSE	2021 RESPONSE	2020 RESPONSE
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	1,942,283 metric tons of CO ₂ -e ¹⁰	1,912,846 metric tons of CO ₂ e	1,890,776 metric tons of CO ₂ -e ¹⁰
	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 our 2022 Sustainability Report	See the Working Toward A Low Carbon Future section of our 2020 Sustainability Report	See the Progress on Our Emissions Reduction Journey 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) 31,602,915 Gigajoules (2) 0.6% natural gas (3) 13% renewable	(1) 27,945,500 GJ (2) 0.5% natural gas (3) 10% renewable	(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) NOx (excluding N ₂ O) (2) SOX (3) particulate matter (PM10)	Quantitative	Metric tons (t)	(1) NOx (excluding N ₂ O) = 1,331 (2) SOX = 18.0 (3) PM10 = 61.3	(1) NOx (excluding N ₂ O) = 1,134 metric tons (2) SOX = 16.5 metric tons (3) PM10 = 53 metric tons	(1) NOx (excluding N ₂ O) = 912 metric tons (2) SOX = 16.5 metric tons (3) PM10 = 43 metric tons
Driver Working Conditions ¹²	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) ¹¹ and (2) fatality rate for: (a) direct employees (b) contract employees	Quantitative	Rate	(1) 1.96 per 200,000 work hours (2a) 0.002 per 200,000 work hours (2b) 0 per 200,000 work hours	(1) 1.92 per 200,000 work hours (2a) 0.002 per 200,000 work hours (2b) 0 per 200,000 work hours	(1) 1.97 per 200,000 work hours (2a) 0 per 200,000 work hours (2b) 0 per 200,000 work hours
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Quantitative	Rate	(1) Voluntary turnover rate ¹² = 34.5% (2) Involuntary turnover rate ¹² = 13.2%	(1) Voluntary turnover rate ¹² = 38.2% (2) Involuntary turnover rate ¹² = 11.4%	(1) Voluntary turnover rate ¹² = 27.1% (2) Involuntary turnover rate ¹² = 12.4%
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Discussion and Analysis	Description	See Strengthening a Culture of Safety and Investing in Our People section of this 2022 Sustainability Report.	See Employee Health and Well-being section of our 2020 Sustainability Report.	See Employee Health and Well-being section of this 2020 Sustainability Report.

10 Represents CO₂, CH₄, and N₂O gasses that are most relevant to diesel burning emissions, our entity's primary source of CO₂-e emissions

11 J.B. Hunt adopted the BLS hours worked guidelines for calculations of TRIR and lost time incident rate (LTIR) in 2020 and has applied these guidelines to prior years.

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



SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS					2022 RESPONSE	2021 RESPONSE	2020 RESPONSE
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: 1,253 0.826 DOT accidents per million miles 0.278 DOT preventable accidents per million miles	The number of road accidents and incidents: 1,167 0.755 DOT accidents per million miles 0.232 DOT preventable accidents per million miles	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 = 63% (2) Hours-of-Service Compliance = 58% (3) Driver Fitness = 42% (4) Controlled Substances/Alcohol = 1% (5) Vehicle Maintenance = 74% (6) Hazardous Materials Compliance = 51%	(1) Unsafe Driving = 55% (2) Hours-of-Service Compliance = 45% (3) Driver Fitness = 33% (4) Controlled Substances / Alcohol = 0% (5) Vehicle Maintenance = 73% (6) Hazardous Materials Compliance = 53%	(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 = 5 (2) Aggregate volume of spills = 0.5 cubic meter	(1) Number of spills = 7 (2) Aggregate volume of spills = 0.753 cubic meter	(1) Number of spills = 7 (2) Aggregate volume of spills = 0.5 cubic meter"

ACTIVITY METRICS							
SASB Code	Activity Metric	Category	Unit of Measure	2022	2021	2020	Response/Comment
TR-RO-000.A	Revenue ton miles (RTM)	Quantitative	Million Revenue Ton-Mi	51,765	49,571	51,239	
TR-RO-000.B	Load factor	Quantitative	Number	Load factor = 86.70%	Load factor = 89.49%	Load factor = 88.39%	
TR-RO-000.C	(1) Number of employees (2) Number of truck drivers	Quantitative	Number	(1) Total employees = 37,154 (2) Truck drivers = 24,414	(1) Total employees = 32,973 (2) Truck drivers = 21,972	(1) Total employees = 31,513 (2) Truck drivers = 21,396	



TCFD DESCRIPTOR	TCFD INDEX REFERENCE
1. Governance	
A. Describe the board's oversight of climate-related risks and opportunities.	See 2023 CDP Climate Change Response: C1.1b
B. Describe management's role in assessing and managing climate-related risks and opportunities.	See 2023 CDP Climate Change Response: C1.2 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 2023 CDP Climate Change Response: C2.1a, C2.3, C2.3a, C2.4, C2.4a
B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	See 2023 CDP Climate Change Response: C2.3a, C2.4a, C3.1, C3.2b, C3.3, C3.4
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	See 2023 CDP Climate Change Response: C3.2, C3.2a, C3.2b
3. Risk Management	
A. Describe the organization's processes for identifying and assessing climate-related risks.	See 2023 CDP Climate Change Response: C2.1b, C2.2, C2.2a
B. Describe the organization's processes for managing climate-related risks.	See 2023 CDP Climate Change Response: C2.2
C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	See 2023 CDP Climate Change Response: C2.1, C2.2
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 2023 CDP Climate Change Response: C4.2, C4.2b and the Working Towards a Low-Carbon Future of this report.
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	See the Sustainability Data Tables in this report and our CDP Response: 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 Working Towards a Low-Carbon Future of this report and our 2023 CDP Climate Change Response: C4.1, C4.1b, C4.2, C4.2b