



SOCIAL MATTERS SUMMARY



A culture that respects the individual, values inclusion, highlights areas of risk and is relatable to our employees makes J.B. Hunt a better company. We believe this helps us attract and retain the level of talent that we need and creates a foundation on which the company can thrive. We have set high standards and hold ourselves accountable for maintaining a workplace culture that values creativity and diversity of thought.

GIVING EVERYONE A VOICE

Since 2015, our efforts to foster inclusivity and engagement have included the implementation of ELEVATION, a process where anyone in the organization can submit an idea for consideration on any topic that will help improve the company. To date, more than 21,000 ideas have been submitted and nearly 1,000 have been selected for implementation. Around 6,000 employees have contributed ideas to the ELEVATION program since its inception.

Our employees, their families and our communities expect us to provide a fair, balanced workplace. And our drivers face the toughest job of all. The goal of our J.B. Hunt Experience team, created in 2014, is to help improve the quality of life for our most in-demand employees through empathy and open lines of communication between management, operations and drivers with the objective of “listen, understand, care.” This team seeks out and shares best practices to help drivers have a positive experience at J.B. Hunt.

We frequently ask for employee feedback through a variety of methods. Hearing from our employees was especially important in 2020, when we administered more than 200 surveys to sub-groups throughout the company. In May of 2021, we conducted a comprehensive company-wide engagement survey to help us find out how we can improve the employee experience at J.B. Hunt.



PERSONAL GROWTH AND PROFESSIONAL DEVELOPMENT

Creating learning opportunities for our workforce ensures that we retain our talent and groom future company leaders for higher levels of responsibility.

In 2020, nearly 108,000 training hours were completed by employees. Due to the pandemic, we shifted our training model to accommodate for online learning, bringing our total online training up from 26% in 2019 to 41% online in 2020.

J.B. Hunt has undertaken many initiatives to grow the skills and understanding needed to sustain our position as an industry leader:

- Driver and employee training to recognize the signs and indicators of human trafficking as part of the Truckers Against Trafficking initiative and signing of the DOT Transportation Leaders Against Human Trafficking pledge
- Required anti-harassment and discrimination training for all employees to further emphasize our culture of belonging and inclusivity, and reinforce our intolerance for any behavior that contradicts those principles
- Required Information Privacy & Protection Program (IP3) training for all non-driver personnel to assist with information security
- Introduced a custom, online course, called Dealing with Change and Appreciating Differences, to non-drivers in 2020 to help employees adapt to change
- In 2020, drivers completed 99,000 training hours during onboarding and an additional 83,000 training hours after joining the company.
- In 2020, we asked all employees to review and re-acknowledge our Code of Ethics
- All managers of people were required to take Talent Acquisition training in 2021, which focuses specifically on combatting unconscious bias and its effect on candidate selection.

For those wishing to advance professionally, formal education, training, instructional and certification opportunities are available including:

- Higher education tuition reimbursement. In 2020, 133 employees took advantage of our tuition reimbursement program, and we reimbursed close to half a million dollars.
- In-house virtual and instructor-led training for technology and software products, soft skills, and leadership development
- Comprehensive career development programs for operations management, engineering, sales, human resources and brokerage
- Reimbursement for professional certifications such as Six Sigma, Organizational Consulting and Change Management and PHR
- Formal mentorship program for non-driver employees to assist with skill growth, career pathing, leadership and executive development

BUILDING A MORE INCLUSIVE WORKPLACE

An inclusive workforce helps us represent the broad cross-section of ideas, values and beliefs of our employees, customers, carriers and communities. We do not tolerate the unfair treatment of people on the basis of race, color, religion, sex, national origin, age, sexual orientation, gender identity, veteran status or disability as outlined in our Equal Employment Opportunity policy. To more closely marry inclusion with our corporate culture, J.B. Hunt's Inclusion steering committee reviews initiatives and success measures quarterly to ensure alignment with the program pillars of self-awareness and training, talent management, workplace inclusion, employee inclusion and development, and community engagement.

Chief Commercial Officer and EVP of People and Human Resources Shelley Simpson was recognized by the National Diversity Council as one of the Top 50 HR Professionals for her efforts in advancing J.B. Hunt's inclusion efforts. In 2021, J.B. Hunt created a new position for Vice President of Inclusion, who will provide strategic direction for advancing our inclusivity efforts across all aspects of our business.

EMPLOYEE ENGAGEMENT

Through Employee Resource Groups (ERGs), employees can learn from and engage with individuals with similar or different interests and participate in community and employee events.

- Growing and Retaining Outstanding Women (GROW) is dedicated to empowering and engaging employees in our organization to support the professional and personal success of women.
- Latinos Engaging, Advancing and Developing (LEAD) seeks to drive innovation by inspiring people through inclusion of Latino culture.
- African American ERG (AAmERG) serves as a corporate thought leader and strategist within the area of African American employees' insights, connectivity and professional development at J.B. Hunt.
- Veterans ERG (VERG) recognizes, utilizes and connects veterans and those who support veterans to enhance professional development, productivity and community.
- PLUS+, our LBGTQIA+ resource group, provides a safe, authentic and empowering space for individuals who identify as LBGTQIA+.



INCLUSIVE RECRUITING AND HIRING

Our approach to inclusion extends to our recruiting practices. We frequently recruit from historically black colleges and universities and Hispanic-serving institutions. When it comes to hiring drivers, we strongly support gender diversity. Since 2015, we have been active with the Women In Trucking Association and serve on its board of directors. One of our female company drivers serves on Women in Trucking's Image Team, which helps support and enhance the organization's cause.

We value the character and skill that veterans bring to the transportation logistics industry. We are fully committed to hiring and supporting veterans, with nearly one in seven J.B. Hunt employees having prior military service. Initiatives focused on military and veteran relations include:

- Annual and long-term goals for veteran hiring. Achieved goal of hiring 10,000 veterans by 2020, with an organizational goal of 1,600 veteran hires per year
- A collaboration with the military's Skillbridge Internship Program to provide training and jobs for transitioning service members to serve as managers in multiple business units
- Military deployment and reentry guide helps managers understand the support and documentation their servicemember employees need when deploying or reentering the workforce from active duty
- Onboarding experience specifically tailored for transitioning military employees and military spouses, including matching each veteran/spouse with a mentor to guide them through their first steps in a civilian career
- Support services for employee members of the Guard and Reserve when they deploy for active military service and when they reenter our workforce
- Custom training for managers and supervisors to effectively support veteran employees or those serving in Guard and Reserve forces
- Collaborations with non-profit organizations to provide financial assistance, job training, placement services and job accommodations for transitioning service members and disabled veterans



CORPORATE GIVING

Improving the places where our employees live and work and supporting causes they care about helps us recruit, retain and engage a talented, professional employee base. In 2020, company and employee contributions across our four giving pillars of health care, education, veterans, support, and crisis management exceeded \$4.2 million.

In May of 2020, we joined with the Northwest Arkansas Council to donate nearly 300,000 pieces of personal protective equipment for medical facilities around our region for protection against COVID-19. The donation and delivery were valued at almost \$600,000 and included masks, gowns, and goggles.

Throughout the spring of 2021, we hosted multiple COVID-19 vaccine clinics for employees, contractors, and adult members of their household to receive the a COVID-19 vaccine from the convenience of their workplace.

LABOR RELATIONS

We maintain healthy relationships with our employees and have for nearly 60 years. We believe the best way to retain and care for our employees is by providing for their needs, listening to their concerns, and being the first line of support for any issues that arise. Our Open Door Policy is a living document that is the foundation of our managers' working relationships with our employees and fosters an environment that embraces workplace safety and fair treatment for all. Our employees are notified about their freedom of association. Historically, when presented with options for unionization, our employees have overwhelmingly declined union representation as a testament to our people-first culture.

