



JACK COOPER



CORPORATE SUSTAINABILITY REPORT

2021



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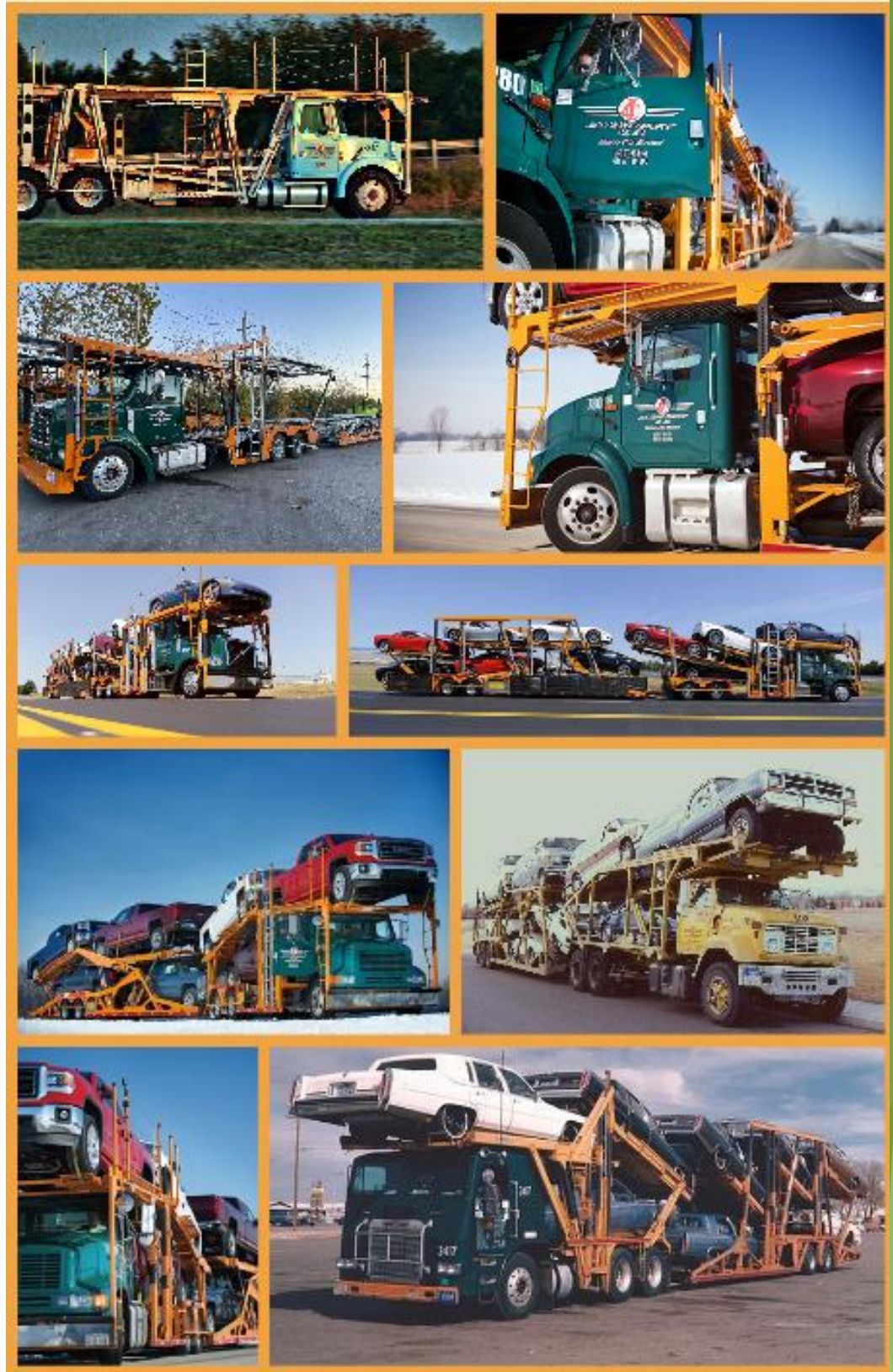
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ESG Management

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Leadership Message

Jack Cooper Transport was founded in 1928 as a carrier for GM products in Kansas City, MO. Beginning as a small vehicle transportation business, we are focused on evolving into a specialized logistics and technology conglomerate, managing one of the largest over-the-road finished vehicle logistics enterprises.

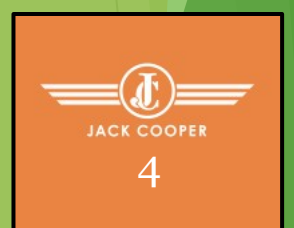
Using our rich history in the automotive transportation segment, offering car hauling, auto handling and ancillary services to most domestic and foreign automotive manufacturers within US, Canada, and Mexico, we are continuously expanding our scope to provide specialty logistics services which include car haul trucking, brokerage, and tech-driven supply chain solutions across the transportation industry, while going green with every mile.

At Jack Cooper, we are committed to transformation and carbon neutrality, while continuing to provide best in class services to our customers as a Woman Owned, family business.

For people and planet, we are delivering the future of specialized logistics.



Sarah Amico
*Executive
Chairperson*



Our Profile

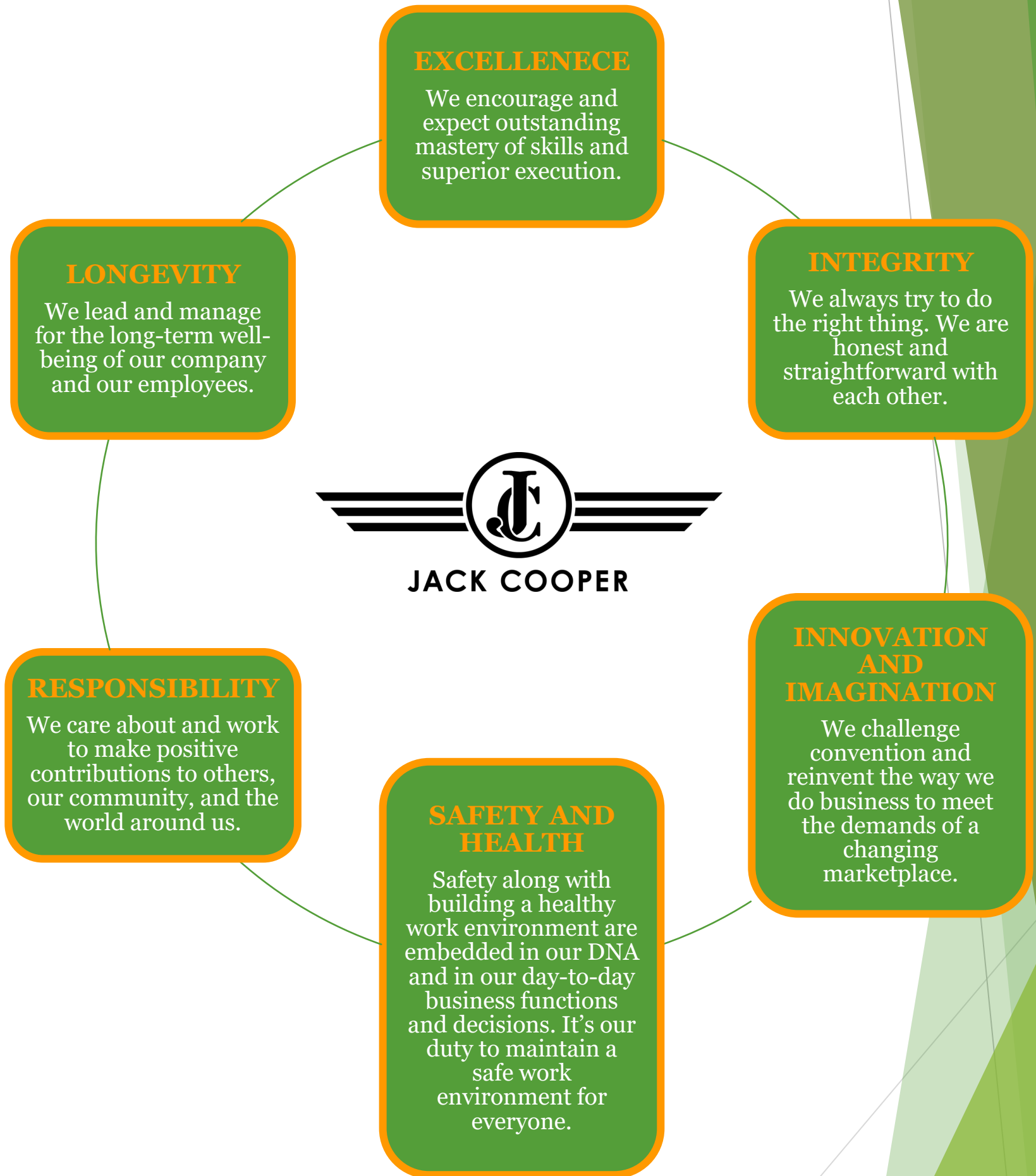
Founded in 1928, Jack Cooper provides a full range of automotive transportation and logistics services to OEMs, remarketers, fleets, auctions, and dealers throughout North America.

We deliver a full spectrum of services within the finished-vehicle and remarketed-vehicle markets, including Land Transportation, Rail & Yard Management, Vehicle Inspections, Claims Management, and Title Services.

Our Vision

- ▶ Jack Cooper strives to be the leading specialty transportation company by delivering quality-driven solutions to strategic markets around the world. We continually seek to strengthen our multi-generational, family-controlled portfolio of businesses by leveraging our expertise in finished-vehicle logistics, our integrity-driven employee culture, and our operational excellence. We intend to lead the transport services industry by exceeding our customers' expectations for timely delivery and damage-free performance and value.
- ▶ We have the unique opportunity to transition our operations to 100% renewable energy options and sustainability practices. Specifically, we intend to transition our Class 8 electric rigs, using renewable natural gas, or leveraging hydrogen propulsion solutions that significantly reduce our carbon emissions. We endeavor to be the first logistics company to obtain net zero carbon emissions. Specifically, we aim to achieve this milestone by 2030 – *nearly a decade before other industry members.*
- ▶ We are also committed to continued environmental stewardship in our business activities by protecting and improving the environment, conserving natural resources, addressing climate change, promoting our business-partner's environmental and sustainability objectives, and being a responsible community leader.
- ▶ As we forge into the next century at Jack Cooper, we want to guide the transportation industry toward a low-carbon future while strengthening the business relationships with our customers, protecting our employees' interests, and safeguarding the communities in which we live, work, and operate.

Our Core Values



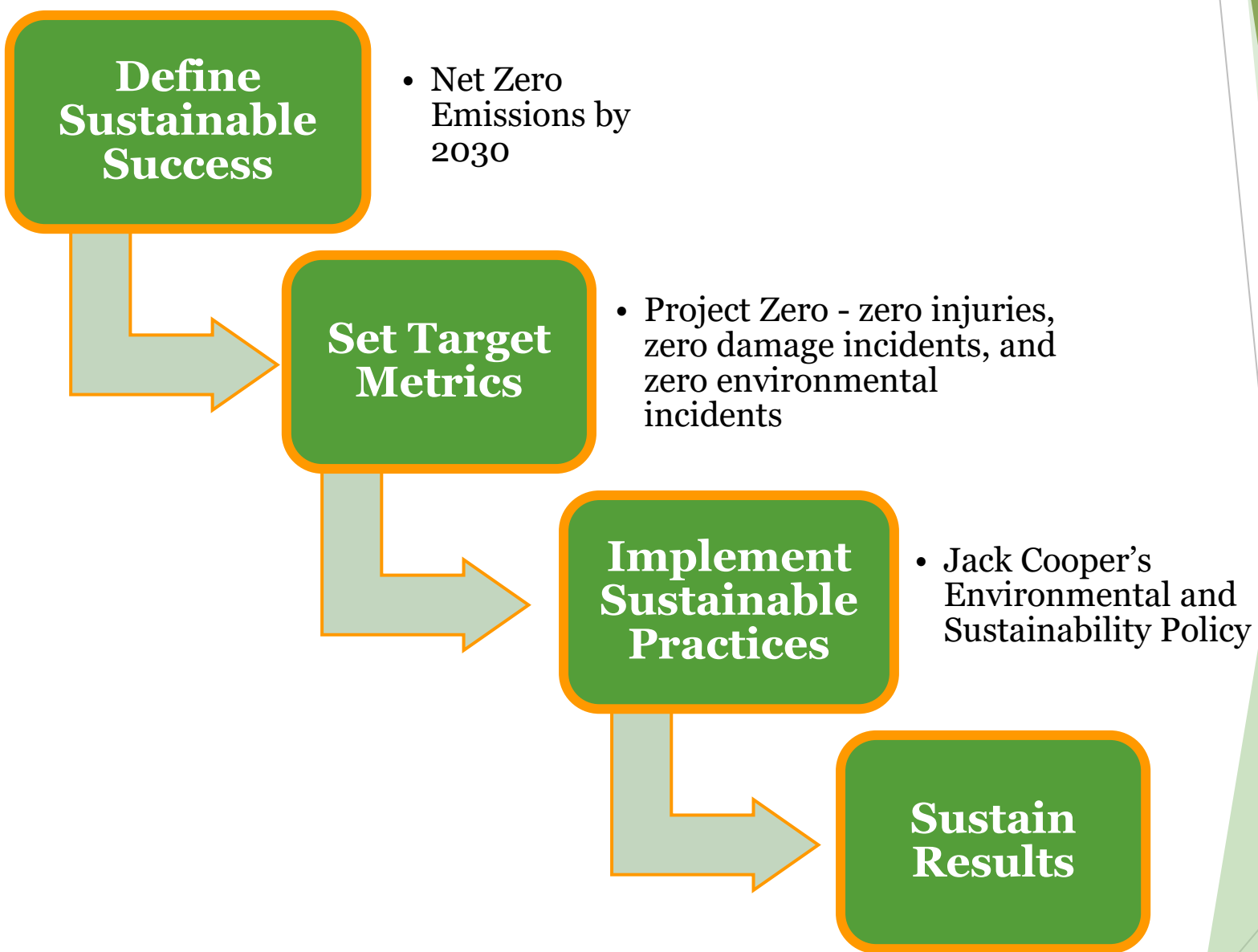
Our Environmental Strategy

The transportation and logistics industries continue to see increased interest in environmental issue. At Jack Cooper, we are wholeheartedly committed to continued environmental leadership in our business services and activities. In addition to our ambitious net zero carbon emission goal, Jack Cooper is also exploring investment in solar powered energy and microgrids that will provide a roadmap for green sustainable operations at our terminals.

- ▶ By leveraging strategic partnerships, automation, standardizing processes, and striving to meet GRI standards, we aim to reduce our resource usage and set our Company up to lead the specialized logistics industry toward a carbon neutral future.
- ▶ At Jack Cooper, we aim to drive the organization towards zero carbon emissions by:
 - ❖ Transitioning at least 50% of our Class 8 trucks to zero carbon emissions via new and/or retrofitted electric rigs, use of RNG, or hydrogen powered propulsion.
 - ❖ Managing green projects and implementing green solutions across the organization to ensure the use sustainable practices in all business activities, including operations and procurement.
 - ❖ Participating in the Carbon Disclosure Project and meeting our customers' expectations.
 - ❖ Evaluating and publishing our environmental policies and practices and actively monitoring, tracking, and reporting progress to meet GRI standards.
- ▶ Through these projects and investments, we aim to become a company free of accidents and injuries, with zero carbon emissions and zero harm to the environment.

Our Sustainability Strategy

Jack Cooper is committed to environmental stewardship, and we recognize that our success is tethered to sustainable practices and environmental awareness – both of which will help us attain net zero emissions by 2030. Not only are we committed to achieving carbon neutrality, but we also prioritize ESG policies that improve the communities in which we live, work, and operate. As we seek to continuously reduce our carbon footprint, we want to serve as an environmental leader in the logistics industry.



Our Social Strategy

We have developed a plan to promote diversity, equity, and inclusion as well as community support and involvement. We realize the importance of cultivating a culture that demonstrates the core of our existence, a care for people. Below outlines plans and projects for our DEI and Community Outreach programs.

► **Diversity, Equity & Inclusion**

- ❖ Develop tools that educate and train all employees on DEI topics and fosters learning to embrace differences within teams.
- ❖ Engage in regular communication to support efforts to cascade DEI across the organization.
- ❖ Gather employee feedback on DEI culture and adjust strategies to respond to the needs of our teams.
- ❖ Build up networking, mentorship, and internship programs to drive intentional work toward diverse learning and recruiting.
- ❖ Manage escalation processes and create action plans to address DEI issues within the organization.

► **Community Outreach**

- ❖ Identify opportunities to support organizations and programs, locally and nationally, that will drive meaningful interaction and engagement in our communities.
- ❖ Build regional team and individual volunteer projects that highlight key areas of passion and importance to our employees.
- ❖ Leverage monetary and gift donations to show support of causes that align with our organizational culture and core values.

Our Governance Strategy

Our team will continue to maintain the work done to ensure we are driving ethical behavior, compliance, accountability, and responsibility. We will remain diligent, continuing to work on our internal policies, procedures, and processes to ensure we meet and exceed customer expectations, while doing the right thing. We will continue to engage in training our teams on relevant compliance and business practice topics, maintaining good governance practices, and aligning with all stakeholder expectations, including shareholders, investors, and the board.

► **Commitment to Continuous Improvement:**

- ❖ To evaluate the efficiency and functionality of our internal processes, our Operations Team regularly employs “Value Stream Mapping.” By physically illustrating our processes, we are able to identify inefficiencies and areas that need improvement
- ❖ Additionally, at Jack Cooper, we measure everything we do. Our “Management at a Glance” (MaaGs) System enables real-time analysis of our goals.
 - “Green” indicates a process that is “in Control”
 - “Yellow” denotes a process that needs additional correction
 - “Red” signifies a process that does not have a viable plan or correct process
- ❖ By implementing the above processes, we strive for operational excellence and continued improvement in every facet of our Company.

Our ESG Strategy Execution

Jack Cooper's operational strategy is to deliver quality-driven solutions to our valued customers in a safe and responsible manner. This strategy acts as a guide for achieving the tenants of "Project Zero." Our ESG strategy is intended to benefit our stakeholders and business partners as well as the communities in which we live, work, and operate.

- ▶ At Jack Cooper, our sustainability policies and ESG initiatives are implemented by a cross-functional executive team that ensures a global and collaborative approach across our company, including operations, finance, human resources, administration, and legal. Furthermore, our sustainability goals are fully-integrated into our business model and growth strategy.
- ▶ The four tenants of our sustainability initiatives are as follows:
 - ❖ Strategically reduce resources to ensure efficient operations
 - ❖ Replace diesel with renewable energy
 - ❖ Balance emissions using credits and offsets
 - ❖ Engage business partners to achieve ESG objectives and goals

Our Sustainability Timeline

2022-2028

Implement ESG policies, sustain ESG goals, strive for continuous improvement

2028

Complete terminal operations and renewable natural gas re-fleeting

**2030 -
Beyond**

Net Zero Carbon Emissions

Our ESG Goals



Environmental

Assess every terminal to ensure there are no compliance or environmental best practice oversites.

Implement our Sustainable Procurement Policy and work with suppliers to respect universal human rights, support local economies, conserve natural resources, and protect human and environmental health.

Reduce our carbon footprint by implementing a company-wide recycling program.

Reduce unnecessary use of natural resources and focus on conservation and reuse

Reduce energy use, prioritize renewable energy sources, and reduce greenhouse gas emissions.



Social

Explore business opportunities with female-owned, minority-owned, and veteran-owned firms.

Foster a company culture that welcomes, celebrates, supports, and values fair and equitable outcomes for everyone.

Identify, attract, develop, and retain top talent to stay competitive in the car hauling sector.

Continue to identify and correct potential loss events by developing technology.

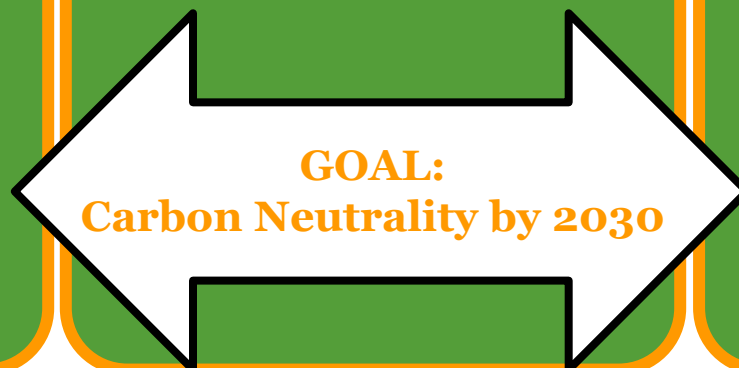
Improve controls to prevent injuries, damage incidents, and environmental incidents.



Governance

Formalize and implement the following programs:
Board of Director composition, Board of Director Chair's independence, compensation committee structure and independence, one share/one vote, and supply chain relationships beyond Tier 1 suppliers and contractors.

Adhere to our Code of Business Conduct and Ethics Policy through integrity, responsibility, and ethical behavior



Our ESG Goals

A foundational component to our ESG mission is “Project Zero,” in which we seek to achieve “Zero Harm” across our entire business operation. At Jack Cooper, “Zero Harm” means:

ZERO injuries,

ZERO damage incidents, and

ZERO environmental incidents.

- ▶ In addition to “Project Zero,” we also aim to achieve the following:



Achieve net carbon emissions by 2030.



Reduce operational water intensity 15% by 2030 against a 2021 baseline.



Reduce operational waste intensity 25% by 2030 against a 2021 baseline.



Source 100% renewable energy for our operations by 2030.

Our ESG Goals

We also strive to improve our general sustainability practices through process improvement and communication.

► **Process Improvement:**

- ❖ This Corporate Sustainability Report (2021) is our first year participating in a sustainability assessment. We will learn from this experience and continue to improve upon our sustainability processes. Many of our 2021 ESG objectives support this mantra of process improvement to support our sustainability program.
- ❖ In 2022, we will purchase and implement ESG tracking and reporting platform to streamline continuous improvement.
- ❖ By striving for continuous improvement, we seek to improve our CDP submission score annually.

► **Communication:**

- ❖ We will communicate our sustainability objectives, CDP scores, environmental and sustainability policies, health and safety policy, and other ESG materials through Jack Cooper's website, newsletters, broadcast emails, training sessions, and town hall meetings.
- ❖ Jack Cooper will also inform customers of our ESG policies and related objectives.
- ❖ Lastly, we will share our annual corporate sustainability report with our customers, investors, employees, trade unions, business partners, and other stakeholders.

Our ESG Disclosure Practices

Jack Cooper is committed to publicly reporting on our ESG goals and performance annually. We also intend to discuss the hurdles and challenges that we encounter as we seek to improve business performance and act as a responsible member of the communities in which we live, work, and operate. We hope that our reporting practices aid in measuring and improving our progress, but we also intend our corporate sustainability reports to facilitate engagement with interested and disinterested stakeholders.

Reporting Scope

This report covers the 2021 calendar year and was published in January 2022. The editorial content of this report generally covers subject matter for calendar year 2021 and early 2022 and is limited to operations owned and/or operated by Jack Cooper.

Reporting Framework

By 2024, we hope to prepare our Corporate Sustainability Reports in accordance with GRI Standards: Comprehensive Option.



ESG Governance

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Corporate Governance

Jack Cooper is governed by a Board of Directors that meet throughout the year. The Board focuses on making strategic decisions for the long term – for an enduring, generational company that maintains family control.

► At Jack Cooper, we are proud of the “battle-tested” Executive Management Team that drives our Company forward.



Sarah Amico
Executive Chairperson
18 Years of Experience



Michael Riggs
Chief Executive Officer
35 Years of Experience



Greg May
Chief Financial Officer
25 Years of Experience



Kirk Hay
Chief Technology Officer
38 Years of Experience



Katie Helton
Chief Administrative Officer
15 Years of Experience



Jeff Herr
President
Jack Cooper Holdings
35 Years of Experience



Craig Irwin
President
Jack Cooper Transport
25 Years of Experience



Riki Howard
President
NAAT
30 Years of Experience



Jimmy Johnston
President
Jack Cooper Diversified
40 Years of Experience



Curtis Rhodes
Executive Vice President
Network Planning
20 Years of Experience



Benjamin Prevost
General Counsel
17 Years of Experience



Tiffany Daniels
Director of Strategic Planning
15 Years of Experience

Public Policy

In planning for the next century of our company, Jack Cooper has prioritized advocacy for climate action and awareness as evidence by this CSR.

Ethics and Human Rights

The bedrock of our sustainable and success future is guided by our goal of zero injuries, zero damage incidents, and zero environmental incidents as well as our core values, including excellence, safety and health, integrity, innovation and imagination, longevity, and responsibility.

- ▶ At Jack Cooper, we prioritize company culture. To foster a healthy and inclusive culture, our employees regularly complete surveys that enable us address any culture concerns.
- ▶ In addition to regular culture evaluations, our Chairperson, Sarah Amico, Chief Executive Officer, T. Mike Riggs, and other members of our executive team frequently host Townhalls and podcasts that discuss our Code of Business Conduct and Ethics Policy, company culture, and operational integrity.
- ▶ All Company executives, officers, and employees are expected to always act ethically and with integrity while adhering to applicable laws and Company policies.
- ▶ As described in the UN's Guiding Principles on Business and Human Rights, businesses have a responsibility to respect the human rights of people. We want to address potential adverse impacts to people, and this means taking steps to prevent, mitigate and, where appropriate, remediate. As discussed later in this report, Jack Cooper has implemented several policies that mitigate adverse effects on the people and communities in which we live, work, and operate.

Information Technology Security

We rely upon information technology systems and networked products to manage, support, and protect a variety of our business processes and activities. Our Information Technology team adheres to a comprehensive set of security requirements to ensure protection of confidential information and resources of our Company and business partners.

Environmental Governance

As an environmentally-conscious corporate citizen, our Environmental and Sustainability Policy provides specific practices that seek to minimize the impact our operations have on the environment.

- ▶ As we transition to a low-carbon future, the following environmental commitments serve as our foundational pillars:



Caring for the Planet



Environmental Stewardship



Environmental Compliance



Water Conservation



Waste Reduction



Sustainable Procurement



Technological Improvements



Carbon Reduction



Renewable Energy



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ESG Efforts

Jack Cooper is rapidly making changes to become a more sustainable company now and or the future. Not only have we committed to achieving carbon neutrality by 2030, but we are also improving our Company through implementation of ESG policies. Specifically, we are implementing environmentally friendly policies for everything we do, including maintenance, tire and auto parts recycling, idling, eco-friendly water usage, and more.

- ▶ “Project Zero” is a foundational component of the Company’s approach to managing Environmental Health and Safety, included in its core values. Through “Project Zero,” Jack Cooper strives to achieve the goal of “Zero Harm” across its entire business operation. At Jack Cooper, “Zero Harm” means:

ZERO injuries,

ZERO damage incidents, and

ZERO environmental incidents.

- ▶ Our 2021 Project Zero data is included below:



Injuries

- ❖ 145 Lost Time Injuries
- ❖ 145 Incident Only Injuries
- ❖ 32 Medical Only Injuries
- ❖ **322 Total Injuries**

Damage Incidents

- ❖ 278 non-preventable damage incidents
- ❖ 272 preventable damage incidents
- ❖ **550 Total Damage Incidents**

Environmental Incidents

- ❖ **51 total fluid spills**

Reducing Our Carbon Footprint

2028

50% Carbon Neutral Fleet



2030

Net Zero Carbon



24,892,345.8

Gallons of water used in 2021



166,623.78

Metric Tons of CO2 produced in 2021



7,358.31

MWH Energy used in 2021

Hazardous Materials, Pollution, and Contamination

We comply with OSHA's Hazard Communication requirements by compiling a list of hazardous chemicals, using Material Safety Data Sheets ("MSDS"), ensuring that containers are labeled, and properly training our employees.

- ▶ Company employees who works with or is potentially “exposed” to hazardous chemicals will receive initial training and any necessary retraining on the Hazard Communication Standard and the safe use of those hazardous chemicals by local maintenance superintendent or the Company’s safety department.
- ▶ The Company’s goal is to ensure employee comprehension and understanding; including being aware that they are exposed to hazardous chemicals, knowing how to read and use labels and MSDS, and appropriately following the protective measures the Company has established.
- ▶ The format of our training program was developed by the Company’s safety department. The training plan emphasizes the following elements:
 - ❖ Summary of the standard and this Program, including what hazardous chemicals are present, the labeling system used, and access to MSDS information and what it means;
 - ❖ Chemical and physical properties of hazardous materials (e.g., flash point, reactivity) and methods that can be used to detect the presence or release of chemicals;
 - ❖ Physical hazards of chemicals (e.g., potential for fire, explosion, etc.);
 - ❖ Health hazards, including signs and symptoms of exposure, associated with exposure to chemicals and any medical condition known to be aggravated by exposure to the chemical; and
 - ❖ Procedures to protect against hazards (e.g., engineering controls; work practices or methods to assure proper use and handling of chemicals; personal protective equipment required, and its proper use, and maintenance, and procedures for reporting chemical emergencies).

Industrial Noise



Maintenance noise is our leading producer of industrial noise. Company operations near parks, preserves, or residential building will make every effort to control maintenance noise exposure, especially during off peak times.

Our reduced idle policy also helps to prevent noise pollution in areas where we are loading and unloading vehicles. Our trucks can no longer idle for longer than 10 minutes, meaning they cannot idle for the entire loading and unloading process.

Habitat and Wildlife Protection



Company employees and other onsite personnel are trained not to enter or disturb wildlife areas. They are also trained to avoid contact with wildlife that enter industrial areas. Local wildlife authorities will be notified, if needed, and all wildlife contact events are documented.

Light Pollution



Every effort is made to minimize light pollution at Company owned properties. Night-time security lighting has been adjusted so it does not interfere with nearby residential buildings or wildlife areas.

Energy Consumption

We recognize addressing climate change is increasingly important to the health of our planet and our long-term success. We will continue to take directed action to reduce the greenhouse gas (GHG) emissions intensity of our operations.

To achieve our ambitious goal of carbon neutrality by 2030, we intend to prioritize renewable energy, where available and economically feasible.

- ▶ Over the next few years, we seek to reduce our carbon emissions through re-fleeting and directed operational initiatives. Specifically, we will transition our Class 8 vehicles to zero emissions by identifying alternative fuel sources, including but not limited to renewable natural gas, compressed natural gas, hydrogen fuel, and other clean, renewable energy sources.
- ▶ We also recognize the importance of upstream emissions, so we will engage commitments and agreements from our suppliers and vendors to adopt eco-friendly initiatives and business solutions that help reduce our carbon footprint and achieve our ESG objectives.
- ▶ Lastly, we will explore potential acquisitions that can help us achieve carbon neutrality by 2030 and beyond.

Greenhouse Gas Emissions

- ▶ In 2021, we used 13,989,432.6787 gallons of diesel fuel and our Scope 1 greenhouse gas emissions totaled 166,623.78 metric tons.

Idling Policy

- ▶ In 2021, we instituted an Idling Policy which includes remote start technology for new equipment and a 10-minute idle maximum period. This also includes trailer tire inflation systems to ensure trailer tires are aired up for maximum efficiency and life.
- ▶ By implementing policies such as our idle policy to reduce truck idle time, we are already reducing our carbon emissions.

Waste Reduction

Reducing unnecessary waste allows us to mitigate inefficient use of finite natural resources while simultaneously benefitting financially from decreased handling and disposal costs. At Jack Cooper, all possible byproducts of equipment repair and maintenance are recycled such that they are not disposed of as municipal waste. Non-industrial waste such as paper, cans, and bottles are also recycled where available.

To improve efficiency in resource deployment, we have instituted two policies that address waste reduction – preventative maintenance and the Jack Cooper Tire Policy.

▶ **Preventative Maintenance:**

- ▶ Our Preventative Maintenance Policy requires service of the fleet at regular intervals, as well as DOT-level inspections. Specifically, we service our fleet every 20,000 miles and we do not let tractor or trailers leave the shop with any safety violation.
- ▶ This policy ensures that drivers are safe, and deliveries are timely. It also ensures that our fleet follows DOT rules which means safer trucks on the road.

▶ **Tire Policy:**

- ❖ Our Tire Policy seeks to maximize tire tread life, while minimizing down time for tire issues. Trucks must have their tires rotated within proper intervals in order to keep tread wear even and to a minimum. All OSHA guidelines are followed for tire replacement, and retreads are used on trailer tires when possible. Using retreads eliminates waste that could ultimately harm the environment. Our tire policy follows the following requirements:
 - All steer tires for the entire fleet should be 295/60R22.5 tires. Steer tires require constant maintenance to keep the tire life intact and safe. The following should be done on a regular service cycle.
 - 20,000 miles – all steer tires should be rotated side to side.
 - 40,000 miles – all steer tires should be flipped on the rim to keep the soft side of the steer tire to the inside of the rim.
 - 60,000 miles – all steer tires should again be rotated side to side.
 - 80,000 miles – all steer tires should be flipped on the rim again.
 - At any time during this cycle if the tire shows a soft shoulder – the shoulder should be kept on the inside of the rim. All steer tires checked and less than 4/32” at service should be replaced.
 - All drive tires need rotated front to back when the difference between them is more than 6/32”.
 - All drive tires need to be matched next to each other within 4/32”
- ❖ Our tire program ensures we use retreaded tires as much as possible, saving tire cores from being wasted. This means that every time we use a tire, we can replace the tread without replacing the core of the tire, saving pollution and rubber.
- ❖ Our tire program also ensures that every bad tire that is removed from a truck is recycled properly through a third party. Our new trucks also have onboard air systems that keep the tires at the correct pressure, maximizing their life and efficiency.

Recycling Efforts



1,394

Batteries Recycled in 2021



3,873

Tires Recycled in 2021



7,600

Gallons of Coolant Recycled in 2021



23,085

Gallons of Oil Recycled in 2021

Water Use

Jack Cooper makes every feasible effort to reduce water usage and uses an offsite third-party vendor for equipment washing to minimize the amount of water consumed.

- ▶ In 2021, Jack Cooper used 24,892,345.8 gallons of water across our locations in the United States.
- ▶ We have policies that promote sustainable water use, specifically our Truck Washing Policy, which ensures we use off-site vendors for truck washes, thereby reducing our water consumption. At the off-site truck washes, high pressure water is used that ultimately reduces the amount of water needed to clean our fleet.

Resiliency Efforts

At Jack Cooper, we understand that sustainability is a process that requires continuous improvement, and we will continue to strive for efficient and resilient business practices by prioritizing sustainability issues that directly impact the trucking and logistics sector.

► **Climate Change:**

- ❖ To combat the effects of climate change and transition to a low-carbon future, we have enacted strategies and policies, including risk management as well as resiliency and scenario planning. At Jack Cooper, terminal flooding is the leading risk resulting from climate change. Thus, all terminals have an existing plan to reduce business interruption from a flood event.

► **Catastrophic Events:**

- ❖ Weather events, including tornados and severe storms, are the Company's leading catastrophic event risks. To mitigate such risk, the Company has enacted Storm Preparation and Recovery Plans for all operations. In the event of a business interruption (e.g., global pandemic), the Company has a written plan to continue operations.

Sustainable Procurement and Material Sourcing

We practice responsible sourcing and work with our suppliers to develop sustainable solutions while also prioritizing suppliers that are committed to environmental sustainability as well as diversity and inclusion.

- ▶ We recognize our responsibility to minimize negative impacts on human health and the environment while supporting a diverse, equitable, and vibrant business. Furthermore, the types of products and services we buy have inherent social, human health, environmental, and economic impacts. Thus, Jack Cooper strives to make procurement decisions that embody our commitment to sustainability without compromising quality. This policy also ensures the health and safety of not only our employees, but the general public as well.
- ▶ Our Sustainable Procurement Policy prioritizes the adoption and use of recycled and/or recyclable supplies and materials. We also give preference to environmentally friendly products whose quality, functionality, and cost are equal or superior to traditional products.



Environmental Factors

- Waste generation
- Greenhouse gas and other pollution emission
- Energy consumption
- Depletion of natural resources
- Impact on biodiversity
- Toxicity, especially the use of toxic/harmful chemicals



Social Equity Factors

- Human health
- Vendor employee and sub-contractor safety and occupational health
- Protection and preservation of basic human rights
- Compliance with all applicable laws and basic business ethics
- Use of local businesses



Fiscal Factors

- Consumption reduction
- Product performance and quality
- Lifecycle cost assessment
- Leveraging buying power
- Long-term financial and market changes

Physical Risk

“Safety and health” is a core value at Jack Cooper and serves as an integral component of our flagship initiative – Project Zero. We steadfastly adhere to the requirements set forth in the Federal Motor Carrier Safety Regulations to ensure our employees and the public are protected.

When hired, our drivers complete a comprehensive driver training course and review our Health and Safety Policy in-depth.

At Jack Cooper, we believe that “home is the most important stop.”

- ▶ It is our hope that by working together and observing safety and health guidelines, we will maintain a high level of safety, eliminate physical injuries and loss, and reduce liabilities.
- ▶ Our commitment to preventing losses will ensure the future success and prosperity of our employees, Jack Cooper itself, and the communities in which we live, work, and operate.

Appendix A

Additional resources for Jack Cooper's news and ESG initiatives can be found at the following sites:

- ▶ <https://www.jackcoopersustainability.com/environment>
- ▶ <https://www.jackcoopernews.com/>
- ▶ <https://www.jackcooper.com/home/default.aspx>