



2019/2020 CORPORATE SUSTAINABILITY REPORT

IMPACT FOR GOOD

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NOTE REGARDING FORWARD-LOOKING STATEMENTS: Certain statements and information included in this report are “forward-looking statements” within the meaning of the Federal Private Securities Litigation Reform Act of 1995. The principal forward-looking statements in this report include our sustainability goals, commitments and programs; our business outlook, plans, priorities, initiatives and objectives; our assumptions and expectations; and the scope and impact of our risks and opportunities. These forward-looking statements are based on our current goals, plans and expectations and are subject to risks, uncertainties and assumptions which could cause actual results to differ materially from historical experience or from future results expressed or implied by such forward-looking statements. Although we believe there is a reasonable basis for the forward-looking statements, our actual results could be materially different. Forward-looking statements involve projections, and assumptions about our business outlook. Accordingly, these forward-looking statements should be evaluated with consideration given to the many risks and uncertainties that could cause actual results and events to differ materially from those in the forward-looking statements including those risks set forth in our periodic filings with the Securities and Exchange Commission. New risks emerge from time to time. It is not possible for management to predict all such risk factors or to assess the impact of such risks on our business. Accordingly, all such forward-looking statements speak only as of the date they are made, and we undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.



ABOUT THIS REPORT

RYDER'S 2019-2020 CORPORATE SUSTAINABILITY REPORT

We are proud to present Ryder's 2019-2020 Corporate Sustainability Report, which outlines our sustainability strategy, goals, and significant accomplishments between January 1, 2019 and December 31, 2020. Please note that in some areas, 2020 data has not yet been released, and will be added at a later point in 2021.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option, including the updated 2018 Safety Standards and 2020 Waste Standards. It is also aligned to the Sustainability Accounting Standards Board (SASB Index) Air Freight & Logistics Standard, and to the recommendations of the Task Force for Climate-Related Financial Disclosures (TCFD Index). See our [content indices](#) for more information.

Our most recent sustainability reporting, including our 2017-2018 Corporate Sustainability Report, can be found [here](#). All information covered in this report relates to Ryder System, Inc. (Ryder), as defined in Part 1, Item 1 (Business Overview) of our [2020 10-K](#). For more information or questions, please contact RyderForInvestors@ryder.com.



ABOUT THIS REPORT

CEO MESSAGE

When I reflect on Ryder's 87 years of delivering innovative logistics and transportation solutions, I get excited about Ryder's future. By ensuring long-term viability as a profitable and thriving enterprise, we are better positioned to make an impact where our business intersects with our communities and stakeholders. At Ryder, we strive to integrate corporate responsibility and sustainability into every aspect of our business, and understand that sustainability goes hand-in-hand with maintaining economic viability.

Our commitment to sustainability supports our mission to provide safe, reliable, and efficient innovative solutions to enable our customers to deliver on their promises. We also aim to operate efficiently by managing costs to drive profitability while taking into account the environmental impacts associated with our actions. As with any enterprise, our work requires resources. These include the facilities, fuel, electricity, water, and equipment needed to maintain our operations, the labor and expertise of tens of thousands of talented individuals, and the trust of the customers and communities we serve. The choices we make as a company today have a direct and long-lasting impact on the availability of those resources and therefore our ability to continue serving our customers years from now.

Ryder's corporate success gives us not only the means but also the responsibility to utilize our expertise and resources for the good of the communities we serve. When faced with the unprecedented challenges of the COVID-19 pandemic, Ryder quickly responded. We instituted new health and safety measures to protect our employees and customers. Our workforce was essential in supporting transportation and supply chain networks to help sustain uninterrupted flow of essential goods like food, fuel, milk, and medical supplies for our communities. At the end of 2020, we were able to thank 30,000 of our frontline employees for their extraordinary efforts during the pandemic with a one-time bonus of \$28 million.

Ryder and the company-funded Ryder Charitable Foundation have a long legacy of building stronger communities where our employees live and work by supporting charitable organizations with financial contributions, expertise, and committed volunteers. Ryder's charitable giving reflects both our business and our values – safety, expertise, innovation, collaboration, and equality. Over the past two years, Ryder has given more than \$5.5 million toward disaster recovery, education and skills training, hunger and food insecurity, veterans, and efforts to increase diversity and minority representation in our industry. I am proud of everything Ryder has accomplished and am energized by the opportunities we have ahead of us.



In this Corporate Sustainability Report, you'll learn about Ryder's sustainability principles and goals, as well as some of the initiatives we are undertaking to protect our planet; ensure the safety of our employees, customers, and the public; foster talent, diversity, and equality in our workforce; improve the local communities where we live and work; and, of course, ensure that we do all of this while upholding the highest standards of ethics and integrity.

From investing in new fleet technologies, to load and route optimization and waste minimization efforts in our warehouses and facilities, Ryder is committed to maintaining sustainable and ethical business practices that provide maximum value to our stakeholders.

On behalf of the approximately 39,000 employees at Ryder, we are pleased to share our 2019-2020 Corporate Sustainability Report with you. We are proud of our efforts this past year and look forward to building an Ever better™ future.



Robert Sanchez
Chairman and Chief Executive Officer
Ryder System, Inc.



ABOUT THIS REPORT

STAKEHOLDER ENGAGEMENT & MATERIALITY

GUIDING OUR SUSTAINABILITY STRATEGY

Ryder regularly interacts with our customers, employees, local communities, policymakers, shareholders, suppliers, trade associations, and industry peers on advancing sustainability issues. We evaluate our engagement by topic and stakeholder input. The table below outlines our general strategies for engaging various stakeholder groups.

ENGAGING OUR STAKEHOLDERS

We take a multi-channeled approach to engaging our stakeholders, including:

ENGAGING OUR STAKEHOLDERS	ENGAGEMENT STRATEGIES	FREQUENCY OF ENGAGEMENT	KEY TOPICS
Customers	Customer Advisory Boards, Customer Satisfaction Survey program, surveys, direct engagement	Daily	Driver shortages, technology innovation, data analytics, new products, environmental initiatives, operational execution, business continuity
Employees	Workday platform, Ryder surveys, internal social media platform	Regularly	Rewards, recognition, development opportunities, feedback mechanisms, employee benefits, company updates
Local Communities	Volunteering, participation in calls and meetings with local governments, ongoing collaborative partnerships with charitable organizations	Multiple times a year	Safety, emergency response, charitable contributions, strategic initiatives
Policymakers	Legislative and regulatory engagement with public officials and staff, trade association participation, coalition building, advocacy	Throughout the year	Workforce development, environmental policies, safety and security, trade, tax reform, telematics, infrastructure
Shareholders	Investor presentations, conferences, roadshows, meetings, facility tours, earnings calls, direct communications, letters, emails, online information, disclosures in 10-Q, 10-K, and other filings	Throughout the Year	Strategic risks and initiatives, financial performance and goals, governance structure and policies, compensation program
Suppliers	Executive meeting sessions, business review meetings, joint-quality improvement projects, training, general dialogues and discussions, structured sourcing activities, letters, emails, recurring reports	Regularly	Product quality, demand forecasting, delivery performance, ethical business practices, product roadmap and innovation, strategic partnership opportunities, pricing, regular performance reporting
Trade Associations & Industry Peers	Participate in the Truck Renting and Leasing Association, American Trucking Associations, International Warehouse & Logistics Association, state trucking associations	Throughout the Year	Advocacy, regulatory and legislative initiatives, industry partnerships, philanthropy and community service, research

MATERIALITY ASSESSMENT

Ryder conducted a materiality assessment in 2018 to strategically guide our sustainability management and reporting strategy. This process, in accordance with the Global Reporting Initiative (GRI), included the identification, prioritization, and validation of our most significant environmental, social, and governance (ESG) topics in terms of impact on our industry, our business, and our stakeholders. To identify a universe of potentially relevant ESG topics, we reviewed internal documents, industry and peer reporting, and sustainability frameworks. We prioritized these topics based on level of importance to our business and our stakeholders, including our investors, Board of Directors, peers, customers, suppliers, and others. We then synthesized these findings and validated the results with our leadership. Our findings are outlined in the materiality matrix below.

During the validation process, we identified where these topics impact us or our stakeholders across our value chain. The following table outlines the final topics for which this report is based, their definition, and where in our value chain they make the most impact.

TOPIC	DEFINITION	BOUNDARY	LOCATION IN REPORT
Community Investment	Donating time, talent, and contributions to local communities to improve the places we live and work	Internal: Ryder employees and operations External: Communities, Potential employees	Building Stronger Communities
Customer Focus	Maintaining positive relationships with customers and demonstrating excellent customer service to ensure continued business growth	Internal: Ryder operations External: Customers	Customer Focus
Diversity, Equity & Inclusion	Promoting diversity of backgrounds, perspectives, and experiences throughout our value chain via hiring and procurement practices, and promoting equality and inclusiveness in the workplace	Internal: Ryder employees and operations External: Potential employees, Suppliers	Our People
E-Commerce	Providing our customers with capabilities to capitalize on online commerce and digitization trends	Internal: Ryder operations External: Customers, Suppliers	Innovation in an Evolving Marketplace
Ethics & Integrity	Promoting and adhering to the highest standards of honesty and integrity across the business through a culture of ethical behavior	Internal: Ryder operations External: Customers, Governments	Ethics & Integrity
Fleet Energy & Emissions	Reducing the energy use and associated GHG emissions of Ryder's operations, and those of its customers, which includes fleet fuel efficiency and alternative fuel technology	Internal: Ryder operations External: Customers, Suppliers, Communities	Fleet Energy & Emissions
Human Capital	Attracting, developing, engaging, and retaining the best talent by providing employees with the tools, training, benefits, and wellness resources necessary for career growth and engagement	Internal: Ryder employees and operations External: Potential employees, Communities	Our People
Operational Energy & Emissions	Reducing energy usage and GHG emissions generated at facilities and offices; sourcing renewable energy	Internal: Ryder operations External: Environment, Governments	Environmental Stewardship
Responsible Waste Disposal & Reuse	Reducing and eliminating waste generated by Ryder and its value chain through increased recycling and responsible disposal of waste	Internal: Ryder operations External: Environment	Environmental Stewardship
Safety	Maintaining safety policies and programs, including driver safety procedures, training, and best practices, to ensure employees and customers remain safe and healthy	Internal: Ryder employees External: Customers, Communities	Safety
Security	Maintaining proper security procedures and plans to ensure business continuity for Ryder and our customers in the event of a natural disaster or other emergency; protecting data, intellectual property, and other critical information from destructive forces and unauthorized users	Internal: Ryder employees and operations External: Customers, Governments, Suppliers	Security
Vehicle Sharing	Monitoring and investing in sharing economy trends, technologies, and platforms	Internal: Ryder operations External: Customers	Innovation in an Evolving Marketplace



ABOUT THIS REPORT

GRI CONTENT INDEX

GRI

SASB

TCFD

Organizational Profile

GRI Standard / Disclosure	Description	Location / Direct Answer
102-1	Name of the organization	Ryder System, Inc.
102-2	Activities, brands, products, and services	About Ryder; 2020 10-K (pg. 1)
102-3	Location of headquarters	About Ryder
102-4	Location of operations	About Ryder
102-5	Ownership and legal form	About Ryder
102-6	Markets served	About Ryder
102-7	Scale of the organization	About Ryder
102-8	Information on employees and other workers	About Ryder
102-9	Supply chain	About Ryder: Supply Chain
102-10	Significant changes to the organization and its supply chain	None
102-11	Precautionary Principle or approach	We do not formally follow the Precautionary Principle.
102-12	External initiatives	About Ryder: Initiatives & Memberships
102-13	Membership of associations	About Ryder: Initiatives & Memberships

Strategy

GRI Standard / Disclosure	Description	Location / Direct Answer
102-14	Statement from senior decision-maker	CEO Message
102-15	Key impacts, risks, and opportunities	2020 10-K (pg. 13)

Ethics and Integrity

GRI Standard / Disclosure	Description	Location / Direct Answer
102-16	Values, principles, standards, and norms of behavior	Ethics & Integrity: Corporate Culture
102-17	Mechanisms for advice and concerns about ethics	Ethics & Integrity: Reporting on Concerns

Governance

GRI Standard / Disclosure	Description	Location / Direct Answer
102-18	Governance structure	Governance
102-19	Delegating authority	Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance: Management of Corporate Sustainability; 2020 Proxy (pg. 15)
102-22	Composition of the highest governance body and its committees	Governance
102-31	Review of economic, environmental, and social topics	Governance: Management of Corporate Sustainability

Stakeholder Engagement

GRI Standard / Disclosure	Description	Location / Direct Answer
102-40	List of stakeholder groups	Stakeholder Engagement & Materiality: Guiding Our Sustainability Strategy
102-41	Collective bargaining agreements	As of December 31, 2020, approximately 9% of our U.S. and Canadian employees were subject to collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement & Materiality: Guiding Our Sustainability Strategy
102-43	Approach to stakeholder engagement	Stakeholder Engagement & Materiality: Guiding Our Sustainability Strategy
102-44	Key topics and concerns raised	Stakeholder Engagement & Materiality: Guiding Our Sustainability Strategy

Reporting Practices

GRI Standard / Disclosure	Description	Location / Direct Answer
102-45	Entities included in the consolidated financial statements	About This Report
102-46	Defining report content and topic Boundaries	Stakeholder Engagement & Materiality: Materiality Assessment
102-47	List of material topics	Stakeholder Engagement & Materiality: Materiality Assessment
102-48	Restatements of information	We made updates to several environmental metrics from our 2017-2018 Corporate Sustainability Report. These updates are a result of improvements made in our metric accounting practices and a few data errors/corrections errors discovered after publication of the 2017-2018 Corporate Sustainability Report.
102-49	Changes in reporting	None
102-50	Reporting period	About This Report
102-51	Date of most recent report	We published our 2017-2018 Corporate Sustainability Report in March 2019.
102-52	Reporting cycle	Biennial
102-53	Contact point for questions regarding the report	About This Report
102-54	Claims of reporting in accordance with the GRI Standards	About This Report
102-55	GRI content index	This Page
102-56	External assurance	We did not seek external assurance for this report.

GRI 200: Economic Standards Series

ANTI-CORRUPTION

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Ethics & Integrity: Corporate Culture
103-2	The management approach and its components	Ethics & Integrity: Managing Ethics
103-3	Evaluation of the management approach	Ethics & Integrity: Managing Ethics
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Integrity: Managing Ethics

GRI 300 Environmental Standards Series

ENERGY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship: Recognizing Our Responsibility
103-2	The management approach and its components	Environmental Stewardship: Our Approach
103-3	Evaluation of the management approach	Environmental Stewardship: Our Approach
302-1	Energy consumption within the organization	Environmental Stewardship: Energy & Emissions
302-4	Reduction of energy consumption	Environmental Stewardship: Energy & Emissions

EMISSIONS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship: Recognizing Our Responsibility
103-2	The management approach and its components	Environmental Stewardship: Our Approach
103-3	Evaluation of the management approach	Environmental Stewardship: Our Approach
305-1	Direct (Scope 1) GHG emissions	Environmental Stewardship: Energy & Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Stewardship: Energy & Emissions
305-3	Other indirect (Scope 3) GHG emissions	Environmental Stewardship: Energy & Emissions
305-5	Reduction of GHG emissions	Environmental Stewardship: Energy & Emissions

WATER & EFFLUENTS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship: Recognizing Our Responsibility
103-2	The management approach and its components	Environmental Stewardship: Our Approach
103-3	Evaluation of the management approach	Environmental Stewardship: Our Approach
303-1	Interactions with water as a shared resource	Environmental Stewardship: Water Sustainability
303-2	Management of water discharge-related impacts	Environmental Stewardship: Water Sustainability
303-4	Water discharge	Environmental Stewardship: Water Sustainability
303-5	Water consumption	Environmental Stewardship: Water Sustainability

WASTE

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship: Recognizing Our Responsibility
103-2	The management approach and its components	Environmental Stewardship: Our Approach
103-3	Evaluation of the management approach	Environmental Stewardship: Our Approach
306-1	Water discharge by quality and destination	Environmental Stewardship: Waste & Recycling
306-2	Waste by type and disposal method	Environmental Stewardship: Waste & Recycling
306-3	Waste generated	Environmental Stewardship: Waste & Recycling

RYDER-SPECIFIC TOPIC: FLEET ENERGY & EMISSIONS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Fleet Energy & Emissions
103-2	The management approach and its components	Fleet Energy & Emissions: Our Approach
103-3	Evaluation of the management approach	Fleet Energy & Emissions: Our Performance & Future
Indicator	Number of Alternative Fuel Vehicles in our fleet	Fleet Energy & Emissions: Our Performance & Future

RYDER-SPECIFIC TOPIC: INNOVATION IN AN EVOLVING MARKETPLACE

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Innovation in an Evolving Marketplace
103-2	The management approach and its components	Innovation in an Evolving Marketplace: Our Approach
103-3	Evaluation of the management approach	Innovation in an Evolving Marketplace: Our Approach
Indicator	Increased productivity from incorporating new technologies into operations	Innovation in an Evolving Marketplace: LEAN Operations

GRI 400 Social Standards Series

EMPLOYMENT

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People: Driving a High-Performance Culture
103-3	Evaluation of the management approach	Our People: Driving a High-Performance Culture
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People: Driving a High-Performance Culture

OCCUPATIONAL HEALTH AND SAFETY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Safety
103-2	The management approach and its components	Safety: Our Approach
103-3	Evaluation of the management approach	Safety: Our Approach
403-1	Occupational health and safety management system	Safety: Safety Management Plan & Ryder SafetyNET
403-2	Hazard identification, risk assessment, and incident investigation	Safety: Safety Management Plan & Ryder SafetyNET
403-3	Occupational health services	Safety: Educating Employees
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety: Safety Management Plan & Ryder SafetyNET
403-5	Worker training on occupational health and safety	Safety: Educating Employees
403-6	Promotion of worker health	Our People: Driving a High-Performance Culture
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety: Truck Safety
403-8	Workers covered by an occupational health and safety management system	Safety: Safety Management Plan & Ryder SafetyNET
403-9	Work related injuries	Safety: Incident Management

TRAINING AND EDUCATION

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People: Driving a High-Performance Culture
103-3	Evaluation of the management approach	Our People: Driving a High-Performance Culture
404-2	Programs for upgrading employee skills and transition assistance programs	Our People: Driving a High-Performance Culture

DIVERSITY AND EQUAL OPPORTUNITY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People: Building a Culture of Inclusion and Equality
103-3	Evaluation of the management approach	Our People: Building a Culture of Inclusion and Equality
405-1	Diversity of governance bodies and employees	Our People: Diversity Performance; About Ryder, 2020 Proxy (pg. 19)

SECURITY PRACTICES

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Security
103-2	The management approach and its components	Security: Our Approach
103-3	Evaluation of the management approach	Security: Our Approach
410-1	Security personnel trained in human rights policies or procedures	Security: Supply Chain Security

LOCAL COMMUNITIES

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Building Stronger Communities
103-2	The management approach and its components	Building Stronger Communities: Our Approach
103-3	Evaluation of the management approach	Building Stronger Communities: Our Approach
413-1	Operations with local community engagement, impacts assessments, and development programs	Building Stronger Communities

RYDER-SPECIFIC TOPIC: CUSTOMER FOCUS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Customer Focus
103-2	The management approach and its components	Customer Focus: Our Approach
103-3	Evaluation of the management approach	Customer Focus: Customer Engagement & Satisfaction
Indicator	Vehicle up-time; on-time delivery success rate	Customer Focus: Customer Engagement & Satisfaction

ABOUT THIS REPORT

SASB INDEX

GRI

SASB

TCFD

SASB Standards for Air Freight & Logistics

SASB Standard	Metric	Location or Direct Response
TR-AF-110a.1	Gross global Scope 1 emissions	Environmental Stewardship: Energy & Emissions
TR-AF-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	Environmental Stewardship: Energy & Emissions
TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	Environmental Stewardship: Energy & Emissions Ryder does not use air transport.
TR-AF-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	We currently collect CO ₂ ; see Fleet Energy & Emissions for more information. Data unavailable for other outputs at this time.
TR-AF-310a.1	Percentage of drivers classified as independent contractors	Data unavailable
TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Data unavailable
TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Safety: Our Approach
TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	Data unavailable
TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	Data unavailable
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Safety: Safety Management Plan & Ryder SafetyNET
TR-AF-540a.2	Number of aviation accidents	Not applicable to Ryder
TR-AF-540a.3	Number of road accidents and incidents	Safety: Our Approach

TR-AF-540a.4	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	Safety: Driver Health ; Federal Motor Carrier Safety Administration website
TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	Data unavailable
TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	Data unavailable
TR-AF-000.C	Number of employees, number of truck drivers	About Ryder ; Ryder employed 8,871 truck drivers as of 12/31/20.



ABOUT THIS REPORT

TCFD INDEX

GRI

SASB

TCFD

GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

a) Describe the board's oversight of climate-related risks and opportunities.

Environmental Stewardship: Our Approach

b) Describe management's role in assessing and managing climate-related risks and opportunities.

Environmental Stewardship: Our Approach

STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

Environmental Stewardship: Evaluation of Climate-Related Risks & Opportunities

Innovation in an Evolving Marketplace: Our Approach

Fleet Energy & Emissions: Our Approach

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

Environmental Stewardship: Evaluation of Climate-Related Risks & Opportunities

Innovation in an Evolving Marketplace: Our Approach

Fleet Energy & Emissions: Our Approach

c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy and financial planning.

We have not undergone scenario analysis.

RISK MANAGEMENT

Disclose how the organization identifies, assesses, and manages climate-related risks.

a) Describe the organization's processes for identifying and assessing climate-related risks.

Environmental Stewardship: Evaluation of Climate-Related Risks & Opportunities

b) Describe the organization's processes for managing climate-related risks.

Environmental Stewardship: Evaluation of Climate-Related Risks & Opportunities

c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

Environmental Stewardship: Evaluation of Climate-Related Risks & Opportunities

METRICS AND TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Environmental Stewardship: Energy & Emissions

b) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Environmental Stewardship: Energy & Emissions

c) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

Environmental Stewardship: Energy & Emissions



ABOUT RYDER

RYDER'S 2019-2020 CORPORATE SUSTAINABILITY REPORT

Ryder System, Inc. (Ryder), headquartered in Miami, Florida, is a publicly traded (NYSE: R) corporation founded in 1933. We are a leading provider of outsourced logistics and transportation solutions to commercial customers. Ryder's mission is to provide innovative solutions that are reliable, safe, and efficient, enabling our customers to deliver on their promises. We seek to deliver compelling solutions that will convince customers to outsource their fleet management and supply chain needs to us. We operate primarily in three business segments: Fleet Management Solutions (FMS), Supply Chain Solutions (SCS), and Dedicated Transportation Services (DTS).

FMS offers full service leasing and leasing with flexible maintenance options, commercial rental, and contract or transactional maintenance services of trucks, tractors, and trailers to customers principally in the United States, Canada, and the United Kingdom. SCS provides comprehensive supply chain solutions, including distribution and transportation services in North America. Within the United States, DTS provides vehicles, drivers, and managerial support as part of a dedicated transportation solution.

Our total revenue in 2020 was approximately \$8.4B. For more information about our business, products, and financials, [see our 2020 10-K](#).

As of December 31, 2020, Ryder had approximately 39,000 employees worldwide. A breakdown of our United States and Canada employees based by location, gender, and employment type can be found below.

LOCATIONS

COUNTRIES

UNITED STATES OF AMERICA

CANADA

MEXICO

UNITED KINGDOM



EMPLOYEES – UNITED STATES & CANADA

	MALE	FEMALE	U.S.	CANADA	TOTAL
Permanent (full-time)	27,076	6,315	31,565	1,826	33,391
Permanent (part-time)	459	55	488	26	514
Temporary (full-time)	25	34	49	10	59
Temporary (part-time)	47	14	60	1	61
Full-time	27,101	63,49	31,614	1,836	33,450
Part-time	506	69	548	27	575
Total	27,607	6,418	32,162	1,863	34,025

SUPPLY CHAIN

VEHICLE AND PARTS PROCUREMENT

Ryder maintains relationships with a number of Original Equipment Manufacturers (OEMs) who provide us with the vehicles and vehicle parts necessary to meet our customers' needs and specifications. For leased units, Ryder's sales team works with the customer to define the appropriate vehicle specification for the customer's application and use. For rental units, Ryder defines its desired vehicle specification internally based on customer demand. Once the vehicle has been built, we maintain service level agreements with manufacturers to ensure that the vehicle is delivered to a Ryder location in a timely manner for in-servicing, or to a body manufacturer if the unit requires the installation of a truck body, such as a flat bed, box, or a refrigeration unit.

For vehicle parts, in addition to sourcing from both OEMs and non-OEMs, Ryder has also partnered with a limited number of distributors. These distributors work in conjunction with OEM and non-OEM parts suppliers to stock and warehouse parts on behalf of Ryder and deliver to Ryder facilities.

FUEL PROCUREMENT

We provide our FMS customers with access to diesel fuel at competitive prices at our maintenance facilities across the United States and Canada. We also provide fuel services such as fuel planning, fuel tax reporting, centralized billing, fuel cards, and fuel monitoring. For each of our geographic markets, we invite several fuel refineries and re-sellers to bid on Ryder's fuel volume. We may engage multiple suppliers for a given area depending on our internal assessment of anticipated volume. To ensure that we have adequate fuel supply to mitigate against natural disasters or other supply disruptions, we also maintain relationships with suppliers outside of a given market that offer us the ability to make on-demand fuel purchases and/or provide delivery of fuel to designated areas where it is most needed.

INITIATIVES & MEMBERSHIPS

Ryder engages directly with organizations that support or influence the transportation and supply chain industries. Our main memberships include:

AMERICAN TRUCKING ASSOCIATION (ATA)	AMERICAN TRANSPORTATION RESEARCH INSTITUTE (ATRI)	INTERNATIONAL WAREHOUSE & LOGISTICS ASSOCIATION (IWLA)
TRUCK RENTING & LEASING ASSOCIATION (TRALA)	U.S. CHAMBER OF COMMERCE	

By taking an active role in our member organizations, including through our position on various boards, committees, and councils within these organizations, we increase our available resources to learn and share best practices. These memberships also provide Ryder with an avenue to help shape the dialogues that greatly impact our industry and business.

Ryder also participates in the annual [CDP Climate Change](#) survey; find our responses [here](#).



ABOUT RYDER

OUR SUSTAINABILITY STRATEGY, IMPACT AND GOALS

SUSTAINING THE ECONOMIC VIABILITY OF OUR BUSINESS FOR THE LONG TERM

At Ryder, we strive to integrate corporate responsibility and sustainability into every aspect of our business, and understand that sustainability goes hand-in-hand with maintaining economic viability. In a rapidly evolving world, sustainability continues to have a positive correlation with improved cost of capital, financial performance, and operational efficiencies.









Our commitment to sustainability supports our mission to provide safe, reliable, and efficient innovative fleet management and supply chain solutions that enable our customers to deliver on their promises. Not only do we innovate to ensure our products and services are relevant to customers and profitable to our shareholders, we also take the time to understand customer wants and needs, and the demands of our operating markets in order to offer products and services that positively impact our stakeholders and the environment. Embedded in our sustainability strategy, we are selective in hiring and maintaining a skilled and dedicated workforce to uphold safety and drive innovation.

We also aim to operate efficiently, carefully managing costs to drive profitability while considering the environmental impacts associated with our investments. By ensuring long-term viability as a profitable and thriving business, we are better positioned to make an impact where our business and operations intersect with our communities and stakeholders. This report highlights our key areas for impact and our goals to continuously improve over time.



Over the past few years, we have matured our efforts and increased our focus on sustainability across our value chain, and in 2020, we developed a framework to drive impact on the sustainability issues we deem material to our long-term success.

Our principles and goals reflect our continued commitment to sustainability and illustrate the strategic priorities of our business. These principles and goals are supported and overseen by the Corporate Governance and Nominating Committee of the Board of Directors (Governance Committee). Read more about how we manage sustainability across the business in [Governance](#).

	 Protecting our Planet	 Safeguarding People	 Fostering Talent, Diversity, and Equality	 Transforming our Communities	 Upholding Ethics and Integrity
Vision 	We safeguard our environment through continuous innovation of our services, technology, and operations.	Our highest priority is the safety of our employees, customers, and the public.	We are committed to developing a highly skilled and diverse workforce as it is the foundation of our success.	Our Ryder family donates time, talent, and money to improve local communities where we live and work.	Ethics and integrity play a crucial role in helping us make a positive impact on the world around us.
Actions & Related Topics 	<p>We strive to protect our planet by reducing emissions along our value chain by optimizing efficiency with advanced technology and flexible transportation.</p> <p>Read more: Environmental Stewardship Fleet Energy & Emissions Innovation Evolving Marketplace Customer Focus</p>	<p>To enhance safety, we provide best in class training, practices, and technology. We perform inspections, track performance, and implement feedback to protect our employees, as well as the individuals sharing the roadways with us.</p> <p>Read more: Safety</p>	<p>We develop our talent by providing a collaborative and inclusive work environment that embraces diversity and innovation.</p> <p>Read more: Our People</p>	<p>Our charitable contributions and volunteer efforts promote positive impacts and investments within our communities.</p> <p>Read more: Building Stronger Communities</p>	<p>Through business development and stakeholder engagement, we remain committed to operating with the highest integrity and fostering a culture of transparency.</p> <p>Read more: Ethics & Integrity Customer Focus</p>
Goals 	<ul style="list-style-type: none"> Reduce Ryder fleet emissions 10%, building emissions by 30%, and downstream emissions 15% below 2018 baseline by 2024. Evaluate potential renewable energy usage strategies and the use of science-based targets for inclusion in the Company's next 10-year emissions reduction strategy commencing in 2024. Train 10% of Ryder technicians to maintain and support alternative fuel vehicles over the next five years. 	<ul style="list-style-type: none"> Achieve at least a 10% reduction in vehicle accident and injury frequency within five years as measured by OSHA's recordable injury rate and vehicle accidents per million miles. Achieve 15% improvement in driver training effectiveness over five years as measured by Ryder's in-vehicle video event recorders. 	<ul style="list-style-type: none"> Develop and engage top-quality talent by ensuring that at least 90% of key talent has completed a leadership development activity over the next three years. Provide leadership development for all Black and women leaders through the Black Leadership Forum and Ryder's Women Leadership to accelerate professional growth opportunities to advance Ryder's success. 	<ul style="list-style-type: none"> Invest 10% of the Ryder Charitable Foundation's budget by 2022 for specific initiatives to expand equality and diversity for the Black community. Award 75 partial scholarships per year for women and minority students by 2025. 	<ul style="list-style-type: none"> 100% of employees will complete a compliance and ethics training each year. Require 100% of employees to review and agree to abide by our Principles of Business Conduct.



ABOUT RYDER

GOVERNANCE

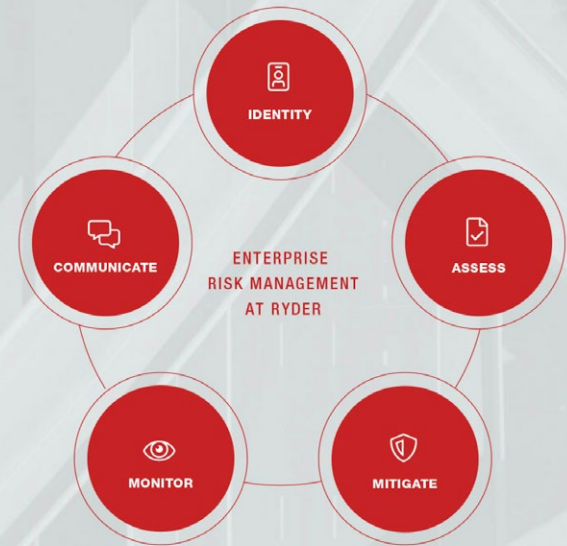
Our Board of Directors, comprised of 10 independent directors and our Chief Executive Officer (CEO), Robert Sanchez, guides our culture, strategic vision, risk management, and compliance. Our four Board Committees—Audit, Compensation, Governance, and Finance—consist entirely of independent directors. Our Committee Charters can be found [here](#).

The Board works closely with Ryder's **Leadership Team** to make our strategy a reality. Each year, the Board, Leadership Team, and other members of senior management meet to discuss the business environment, industry trends, competitive dynamics, and our strategic initiatives and long-term strategy. Throughout the year, management provides regular updates to the Board regarding Ryder's performance on our initiatives and long-term goals, including those related to

RISK MANAGEMENT

Our Enterprise Risk Management (ERM) program was developed and is managed under the direction and supervision of our Chief Legal Officer and Chief Financial Officer with the assistance of external experts, and is managed day-to-day by our Chief Compliance Officer and Vice President of Internal Audit. Ryder's Corporate Risk Steering Committee (CRSC)—comprised of the Chief Compliance Officer (CCO), Vice President of Internal Audit, and other members of management—is responsible for Ryder's ERM process. This process is designed to identify, assess, mitigate, monitor, and communicate about those risks that have the greatest potential to impact our business and our shareholders.

Risks are identified on an ongoing basis through various mechanisms, including employee surveys and interviews, discussion between the Board and management, and outside consultation. Risk owners analyze and quantify risks based on a risk scale that includes potential impact, likelihood, and speed of onset. Risk owners also document the controls in place to mitigate and even eliminate the impact of the risk on Ryder and our customers. The CRSC meets quarterly to identify, evaluate, monitor and calibrate risks at Ryder. Risks are reviewed with the relevant Board committees for monitoring throughout the year depending on the nature of the risk, and enterprise-level risks as well as ERM Program process updates are reported to the Board annually. For more information about our ERM program, see our 2020 Proxy Statement.



MANAGEMENT OF CORPORATE SUSTAINABILITY

Our Chief Legal Officer oversees sustainability reporting, environmental, health and safety, and government affairs, and reports to the Corporate Governance and Nominating Committee (Governance Committee) on each of these topics at least annually. Reports include a review of the external landscape, updates on Ryder's performance and programs, and recommendations for future initiatives. The Governance Committee provides oversight regarding these topics. After each Governance Committee meeting, the Chair of the Governance Committee provides a report on these topics to the full Board.

Our Governance Committee provides oversight of Ryder's environmental, social, and governance (ESG) practices. As outlined in sections 16-19 of its [Charter](#), the Committee reviews and assesses the Company's governance and reputational risks; updates crisis preparedness plans annually; informs the full Board with respect to material issues relating to public policy, public affairs, and corporate responsibility; and at least annually reviews the Company's strategies relating to ESG issues, including environmental concerns, governmental affairs, safety, health and security, and diversity reporting.

In 2020, management together with the Governance Committee developed principles to drive impact on the sustainability issues deemed material to Ryder's long-term success. The Governance Committee oversees the Company's adherence to these principles and ensures that management is appropriately focused on achieving the underlying goals. Read more in Our Sustainability Strategy, Impact & Goals.

Ryder leverages cross-functional leadership to manage ESG areas. Details regarding the management of our material ESG topics can be found in the respective sections of this report.



PROTECTING OUR PLANET

GENERATING POSITIVE IMPACT

In today's rapidly changing world, we strive to safeguard our environment and its resources through continuous innovation of our services, technology, and operations. Protecting our planet is both the right thing to do and an increasing expectation of our customers and other stakeholders. The foresight and expertise we provide is essential to driving long-term partnerships with our customers, while decreasing environmental impacts, and positioning Ryder for a bright future.



PROTECTING OUR PLANET

ENVIRONMENTAL STEWARDSHIP

DRIVING DOWN OUR FOOTPRINT

RECOGNIZING OUR RESPONSIBILITY

Ryder's logistics and transportation services require fuel, electricity, water, facilities, and equipment to support our extensive network. We manage these resources carefully and partner with our customers to minimize potential risks to the environment from our business, particularly by limiting consumption, performing effective waste management, and reducing emissions that contribute to climate change. We aim to utilize natural resources efficiently and responsibly to limit our environmental impact while driving our competitive advantage.

We strive to safeguard our environment and its resources through continuous innovation of our services, technology, and operations. These efforts include reducing greenhouse gas (GHG) emissions by utilizing and promoting cleaner burning fuels; working closely with Original Equipment Manufacturers (OEMs) to incorporate the latest and most effective green solutions into trucks and tractors; and ensuring that our vehicles and our customers' fleets are well-maintained and operating efficiently. We operate under LEAN principles in our warehouses to improve resource conservation, minimize waste, and maximize efficiency. In particular, we focus on environmental issues related to fuel consumption, vehicle emissions, facility energy use, and automotive waste management.

Our customers rely on Ryder for effective fleet management and supply chain solutions. We offer efficiencies and scalability that customers could not achieve on their own, including a level of responsible resource management they can harness to profile green solutions for their own stakeholders. To optimize our customers' operations, we deploy cutting-edge equipment, enhanced engineering, advanced data analytics, and digital technology. We also partner with diverse alternative fuel vehicle (AFV) providers to offer the broadest and most flexible transportation services available.

CORE PROGRAMS AND INITIATIVES



OUR APPROACH

The Corporate Governance and Nominating Committee (Governance Committee) provides oversight for Ryder's environmental initiatives and programs, overall emissions reduction strategy, regulatory compliance efforts, climate-related risks, and opportunities to mitigate impacts from climate change. An environmental report is provided annually to the Governance Committee, and periodic updates are provided on our environmental progress, including key performance metrics and target updates. The Governance Committee, which regularly updates the full Board of Directors on these initiatives, also monitors and oversees the Company's progress towards achieving our sustainability **principles and goals**.

In addition to managing our climate strategy, the Vice President of Environmental, Real Estate, and Fuel Services maintains day-to-day operational responsibility for our environmental programs, providing comprehensive central support services with a strong focus on improving Ryder's operating efficiencies and sustainable development. The function reports to the Chief Legal Officer. Ryder's Environmental Services Team oversees our core programs for resource conservation, waste management, regulatory compliance, and GHG emissions reduction. We develop initiatives to address fuel storage and distribution, spill prevention and response, GHG reporting, energy, and water sustainability, among others. To mitigate risks to our operations—including those related to climate change—our Environmental Services Team and Corporate Risk Managers evaluate priorities and determine material risk thresholds annually to ensure appropriate controls are in place.

MANAGEMENT SYSTEMS & DATA COLLECTION

Ryder has a long-standing commitment to sound environmental practices that reduce risk and build value for us and our customers. We have maintained a formal environmental policy since 1991, which is updated periodically to reflect regulatory changes and customer needs. Our Environmental Policy Statement reflects our commitment to supporting the goals of sustainable development, environmental protection, and pollution prevention in our business. We develop and administer programs to support this environmental policy, which align with the guiding principles documented in the Environmental Policy and Control Manual, available to all employees through the Ryder Policy Portal. Our Environmental Management System (EMS), which aligns to ISO 14001 standards in many areas, is designed to continually identify new areas of risk, monitor regulatory compliance gaps, and ensure identified corrective actions are completed. It also allows us to manage and modify our environmental impacts internally based on customer-specific program requests. We have achieved ISO 14001 conformance at select customer sites in the United States, Canada, Mexico, and the United Kingdom, based on customer requests.

In addition to overseeing initiatives to support our sustainability goals, our Environmental Services Team provides guidance to our employees and businesses to ensure compliance with all relevant regulations. Our business is subject to various environmental laws promulgated by federal, state, local, and foreign governmental agencies. To mitigate risks of noncompliance, cost increases, or hindrances to our environmental initiatives, we continually prepare for new laws, rules, or regulations that could be issued, adopted, or changed at any time. As we adapt to the changing environment, we have the opportunity to innovate and set industry-leading standards ahead of regulations. As an example, we have been testing and adopting lower emission engine technologies, with the aim to provide fuel efficient and reliable vehicle options that benefit the environment while minimizing costs for Ryder and our customers.

Our Environmental Services Team routinely conducts facility compliance audits to assess environmental risks and controls, as well as to assist our operations in conforming to the Ryder EMS. This internal review program is the cornerstone of our environmental risk assessment. At the end of each year, we review audit findings and associated inspection results to evaluate compliance deficiencies, new and potential areas of opportunity and risk, and other issues that may necessitate action or present opportunity for program improvement. As part of this formalized review process, we meet with key suppliers to analyze service and waste reports to identify year-over-year trend shifts and areas for improved resource conservation, waste reduction, and operational efficiencies. Our continuous improvement programs include ongoing initiatives for greater resource management and energy savings.

Energy use and utility data—including electricity, natural gas, water, and solid waste—are continuously tracked through Ryder’s internal software. Each month, more than 4,500 utility bills are captured and recorded within our environmental data tracking tool. Our Environmental Services Team conducts regular and comprehensive audits of utility bills to identify opportunities to reduce energy consumption and improve efficiencies, specifically targeting locations with high costs or usage. These assessments of utility bill data are also part of our annual **CDP** emissions reporting. Management processes are in place to ensure proper follow-up to reduce usage and costs through repairs or behavioral changes.

EVALUATION OF CLIMATE-RELATED RISKS & OPPORTUNITIES

As a leading logistics and transportation company, Ryder’s mission is to provide innovative solutions that are reliable, safe, and efficient; and to enable our customers to deliver on their promises. We are committed to closely monitoring, responding to, and mitigating climate-related risks, such as those related to regulations, changing markets, severe weather, and other events that may reduce efficiencies or cause significant business disruptions to fleet utilization and operations for both our customers and Ryder. Across the company, we continue to evaluate evolving climate change risks and industry best management practices.

Ryder’s process for identifying and assessing climate-related risks includes evaluation, management, and on-going review of financial, regulatory, customer, employment, insurance, and environmental risks at both a company and asset level. At the company level, we utilize insurance underwriting risk management modelling systems and an integrated EMS to manage climate change risks; ensure compliance; promote business opportunity and growth; and create a competitive advantage through environmental programs consistent with Ryder’s long-term business strategy.

Many of our customers operate in cyclical or seasonal industries that may be significantly impacted by unanticipated weather, growing conditions (such as droughts, insects, or disease), natural disasters, and other climate-related conditions. These events could also have harmful implications for our customers in the food and beverage industry, which depends on a stable climate to provide essentials for consumers. These collective impacts can result in reductions to freight volume shipped or customers’ need for our services, which could materially affect our operating results and financial condition. Similarly, our operations may be affected by climate-related factors such as increased severe weather, including floods, fires, hurricanes, and earthquakes, at operating locations where we have vehicles, warehouses, and other facilities. These weather events can adversely affect the performance of our fleet, result in damage to our vehicles and facilities, make our workforce temporarily unavailable in impacted areas, increase fuel costs, and result in other business interruptions. Insurance to protect against loss of business and other related consequences resulting from these natural occurrences is subject to coverage limitations, depending on the nature of the risk insured. Circumstantially, insurance may not be sufficient to cover all damages nor continue to be available at commercially reasonable rates. Even with insurance, if any natural occurrence leads to a catastrophic interruption of service, we may not be able to mitigate significant disruptions to our operations.

Through our climate-related risk assessments, we always consider relevant risks related to current and emerging regulations, technology, legal issues, markets, reputation, and acute and chronic physical impacts. The table below provides examples of key climate-related risks to our business based on financial and strategic impacts:

Types of Risk	Explanation
Current regulation	The climate change regulations adopted and proposed in California have had significant financial costs to our organization and our customers.
Emerging regulation	Fuel and vehicle efficiency regulations are relevant to our organization and our customers and new technologies.
Technology	New vehicle and fuel technologies, such as alternative fuels, are relevant to our organization and our customers.
Legal	Changes in the regulatory environment can result in increased fuel efficiency mandates, accelerated deployment of alternative fuel vehicles, or carbon taxes, all of which will directly impact our industry.
Market	Market changes in fuel costs and shifts in supply and demand could influence our business and financials.
Reputation	Increased shareholder and customer expectations regarding GHG reductions can directly impact our reputation and reduce customer demand for our transportation services.
Acute physical	During natural disasters or other extreme weather events, we extend our transportation and supply chain environmental expertise, technology, and infrastructure to customers and organizations in need. On the other hand, we could also experience supply chain disruptions, particularly due to the small pool of OEMs.
Chronic physical	Long-term climate change risks such as sea level rise and heat waves can also influence our operations and the operations of our customers.

As an industry leader, Ryder is uniquely positioned to assist our customers in managing climate-related risks. We have the technical knowledge and expertise to monitor and adapt to continually changing technologies, market demands, maintenance requirements, and regulatory standards. We help our customers meet new fuel economy and fuel efficiency standards by offering state-of-the-art equipment, such as AFVs.

We continue to develop new solutions and services that meet our customers' changing needs by investing in emerging technologies, research, and development. These advancements facilitate increased fuel efficiency and reduced fuel consumption, which decreases environmental impacts from both Ryder and our customers. We also develop and offer diagnostic technologies allowing customers to manage their fleet or individual vehicles to improve operational efficiency, enhance safety, and reduce emissions.

ENERGY & EMISSIONS

In alignment with our sustainability principle to protect our planet, we strive to reduce emissions along our whole value chain. As a leading logistics and transportation company, we have a unique opportunity and ability to continually reduce the environmental impacts of our operations and those of the tens of thousands of customers we serve. Whether we are deploying AFVs, optimizing distribution networks, or operating energy-efficient warehouses, Ryder helps customers reduce emissions and drive long-term value for their businesses.

After meeting our 2020 goal early to reduce Scope 1 and Scope 2 emissions 20% over a 2009 baseline, we recently implemented new targets to drive our strategy over the next three years while we finalize our long-term targets. To develop our new emissions targets, we closely tracked and evaluated material factors that influence our emissions across the value chain. We identified priorities that present the greatest opportunity to reduce emissions and close existing data gaps while evaluating the resources available (and needed) to achieve our goals. Our new goals, which have been reviewed by the Board of Directors, aim to complete the following:

- Reduce Scope 1 emissions (company-operated fleet) 10% by 2024, over 2018 baseline;
- Reduce Scope 2 emissions (company-operated facilities) 30% by 2024, over 2018 baseline; and,
- Reduce Scope 3 emissions (downstream leased equipment) 15% by 2024, over 2018 baseline.

Through our iterative reporting process, we actively measure and manage progress toward our emissions reduction goals. We compile, report, and publish Scope 1, 2, and 3 emissions annually as part of the CDP Climate Change Questionnaire. We also perform periodic third-party verifications of our emissions accounting standards and integrate findings into new management standards. To learn more about our emissions tracking and reporting, see our [2020 CDP Climate Change response](#).

IMPROVING EFFICIENCY IN OUR OPERATIONS

We strive to reduce emissions from Ryder operations, vehicles, and the buildings in which we operate by collaborating with employees, suppliers, and customers to improve resource conservation and energy efficiency. To accomplish this, we focus on improving fuel economy, implementing energy efficiency and conservation programs, tracking energy consumption with internal software, developing employee engagement campaigns through regular employee communications, and enhancing internal equipment standards. We aim to contribute to a reduction in our operational energy consumption and address both our Scope 1 and 2 emissions through these efforts.

The majority of Ryder's Scope 1 emissions stem from vehicles that we own or operate. As our fleet steadily grows over the years to support increased business demand, fuel usage and GHG emissions inevitably increase. We have developed several initiatives to reduce diesel fuel consumption, including alternative fuel programs (natural gas and electric), enhanced driver training on fuel efficiencies, and onboard technology upgrades. For more information about how we are improving our fleet to minimize Scope 1 emissions, see the report section on [Fleet Energy & Emissions](#).

While stationary emissions are a much smaller part of our overall carbon footprint, we strive to minimize the energy use and GHG emissions associated with our maintenance facilities, warehouses, and administrative buildings. Our resource conservation initiatives, targeted facility upgrades, and improved building maintenance programs have played a key role in reducing Scope 2 emissions year-over-year.

Our Environmental and Real Estate Services Teams conduct periodic site reviews and encourage facility managers to routinely evaluate equipment and buildings to save on energy demands. As part of Ryder's comprehensive, centralized Building Maintenance Program, we plan upgrades to increase the energy efficiency of our building equipment and systems across the whole enterprise. This program covers HVAC systems, electric and lighting system repairs and replacements, air compressor maintenance, and other improvements. From 2018 to 2019, we invested nearly \$4 million in equipment upgrades to these systems, which improved energy efficiency by approximately 60%.

Through these efforts to upgrade our facilities, we invested \$9.2M since 2009, including \$2.5M in 2019-2020 to upgrade over 130 facilities with LED lighting. LED lights last five times longer than fluorescent lights and use at least 75% less energy than incandescent lighting. This initiative is projected to yield approximately 17% annual energy savings, equaling 1,820 MT CO₂e per year. To date, we have completed over 439 lighting upgrades to improve facility energy efficiency and have avoided approximately 6,263 MT of CO₂e emissions.

We continue to evaluate and adjust our internal management processes to reduce energy consumption and emissions on a larger strategic scale. For example, we recently incorporated new “energy saving” review criteria for new construction projects or major upgrades at owned sites. Additionally, we encourage employees to identify, implement, and take ownership of initiatives that further reduce facility energy use through lighting management and improved equipment maintenance procedures. Field employees can access our energy reporting tool, which tracks Scope 1 and 2 emissions and provides visibility of local operations. Management receives internal reports on GHG trends and energy usage updates, and the information is distributed to field employees to support transparency. Business unit directors are incentivized to measure, track, and attain targets for energy use reductions and associated GHG emissions reductions from conservation programs, awareness campaigns, and other activities.

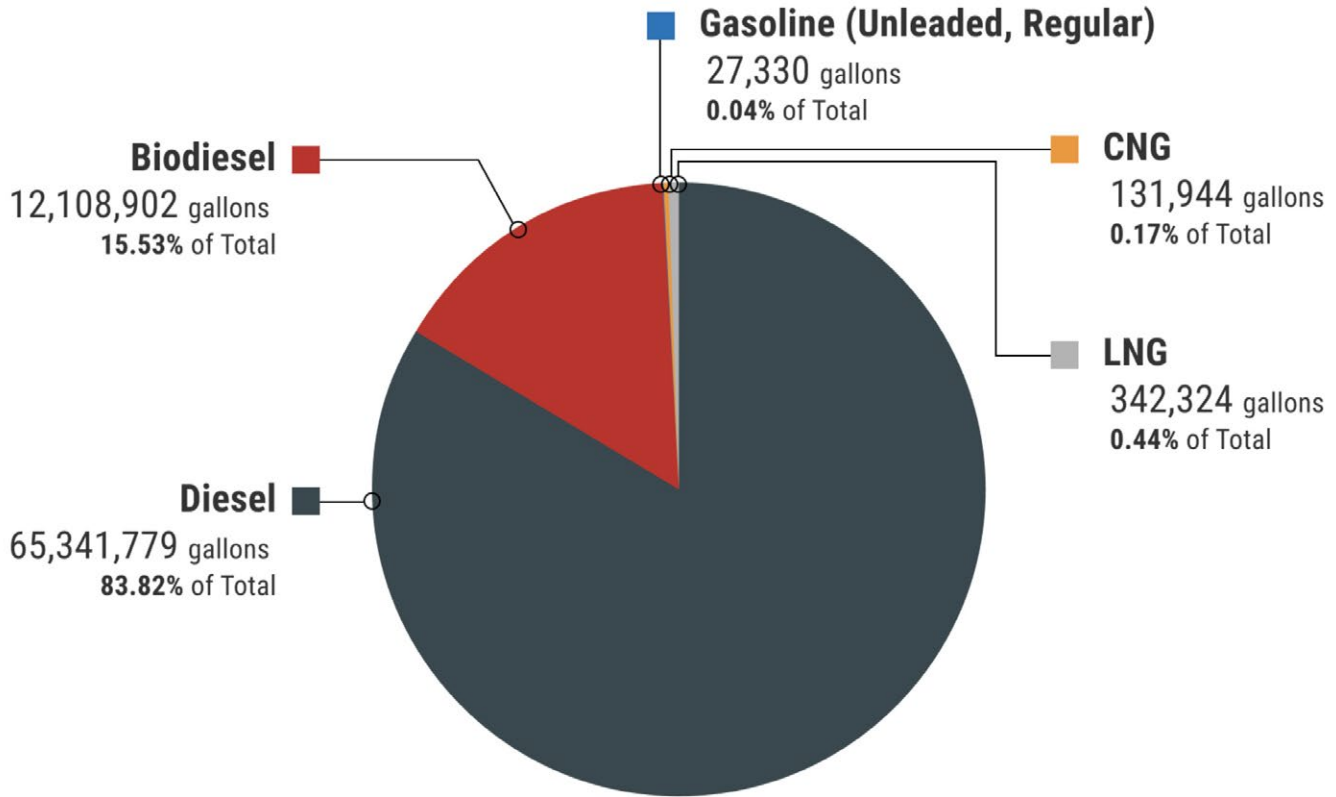
The following figures summarize our historical energy consumption throughout our operations, fuel type by percentage, and emissions reduction through energy avoided. Figures for the 2020 fiscal year have not yet been finalized as of publication of the report. We will supplement the table with 2020 information as soon as data is finalized.

HISTORICAL ENERGY CONSUMPTION THROUGHOUT RYDER OPERATIONS

SOURCE	UNIT	2016	2017	2018	2019
Diesel consumption	GJ	10,500,586	10,097,272	10,992,218	11,566,269
Electricity consumption	GJ	886,588	844,285	869,869	817,299
Heating fuel consumption	GJ	581,893*	596,571*	803,457	875,509
Energy consumption (non-renewable sources)	GJ	11,969,068*	11,538,128*	12,665,544	13,259,076
Energy consumption (renewable sources/biodiesel)	GJ	not reported	1,604,437	1,638,977	1,755,120
Total energy consumption	GJ	11,969,068*	13,142,565*	14,304,521	15,014,196

*We made updates to several environmental metrics from our 2017-2018 Corporate Sustainability Report. These updates are a result of improvements made in our metric accounting practices and a few data errors/corrections errors discovered after publication of the 2017-2018 Corporate Sustainability Report.

In 2019, we avoided 472,433 GJ of energy, equivalent to 39,785 MT CO₂e, due to our emissions reduction projects. This represented a reduction of about 5% of our total Scope 1 and 2 emissions compared to 2018.



REDUCING EMISSIONS FOR OUR CUSTOMERS

The majority of Ryder’s energy and emissions footprint is generated in our downstream value chain, most notably from the fuel combustion and lifecycle GHG emissions associated with Ryder-leased and rented vehicles operated by our customers. We strive to contribute to more efficient, sustainable transportation solutions by targeting reductions in the Scope 3 emissions, which represent the greatest opportunity for improvement.

To meet our new emissions reduction targets, we will work collaboratively with suppliers and business partners to reduce both upstream and downstream emissions through expanded supplier and customer engagement, with a strong focus on improving fuel efficiency and increasing alternative fuel technology in our leased vehicles. We focus on low carbon technology deployment by continuing to increase the utilization of AFVs in our fleet, ensuring facilities can perform maintenance on commercial electric vehicles (EVs), and expanding EV charging availability in our facilities. Our goal is to train at least 10% of our technicians to support and maintain AFVs over the next five years.

We promote fuel-saving recommendations provided by the U.S. EPA [SmartWay® program](#) to support our customers and offer industry-leading vehicle performance, optimized fuel efficiency, and technical support for reducing carbon emissions. By engaging Ryder’s Supply Chain Solutions (SCS) and Dedicated Transportation Solutions (DTS) services, our customers benefit from maximizing freight tonnage delivered per shipment and per mile, putting fewer vehicles on the road, and minimizing fleet emissions and related fuel costs. Additionally, our Fleet Management Solutions (FMS) customers typically upgrade and replace equipment at the end of the lease term to ensure they are always equipped with the latest, most fuel efficient, and environmentally friendly vehicles. To learn more about how we help our customers reduce the carbon footprint of their fleets, see [Fleet Energy & Emissions](#).

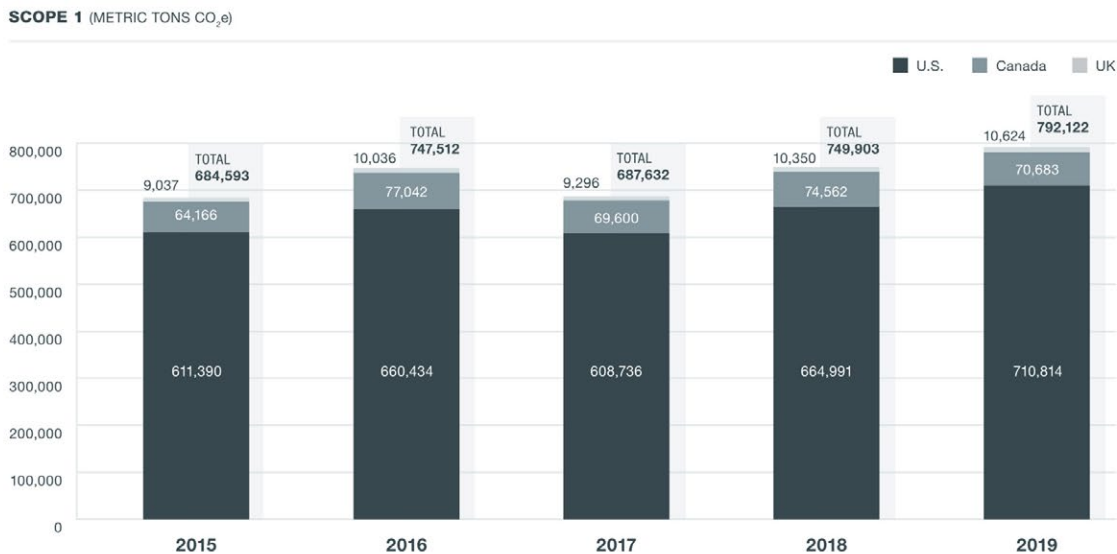
HIGHLIGHT STORY: U.S. EPA SMARTWAY® PARTNERSHIP

To support transparency and accountability on behalf of our customers, we measure fuel and energy efficiency metrics associated with fleet operations. Through our multiyear partnership with the U.S. EPA SmartWay® program, we measure, benchmark, and continuously improve our performance on environmental metrics associated with supply chain logistics and freight transportation. The SmartWay program enables us to promote energy efficiency and reduce GHG emissions for our customers by providing annual updates and implementing SmartWay Verified Technologies. In 2020, Ryder was recognized as a SmartWay High Performer. Just over 2% of all SmartWay truck carriers operate fleets that meet the SmartWay High Performer criteria metrics. High Performer SmartWay carriers burn less fuel, drive cleaner, and emit fewer pollutants—including carbon, particulate matter, or nitrogen oxide—for every mile they travel and for every ton of freight they move, compared to their SmartWay peers. We have also helped our customers achieve recognition under the SmartWay program by working closely together to optimize transportation and logistics solutions.

We also offer one of the largest fleets with a telematics product offering in the industry. Our fleets and rental vehicles, as well as select leased vehicles, are equipped with onboard technology that allows continuous monitoring of vehicle location, mileage, speed, direction, and other key performance metrics. The systems enable continuous improvement by collecting diagnostic data, such as idle time, fuel consumption, average speed, miles logged, and hard braking events. Data from the onboard computers are used to improve driver performance, calculate fleet emissions, and find opportunities to increase efficiency, improve service, optimize productivity, and reduce emissions. From 2014 through 2018, Ryder implemented a program called RyderROI to improve the fuel economy of our DTS fleet by setting standards for three driver-controlled behaviors: RPM (shifting patterns), Overspeed, and Idling. Telematics data was used to track and report on fuel efficiency performance at the driver and account levels and to reinforce fuel efficient driver behaviors using coaching, incentives, and educational communications. In 2021, we will be launching fuel efficient training for all DTS drivers modeled after the RyderROI program and using telematics to track driver performance improvements and emissions reductions.

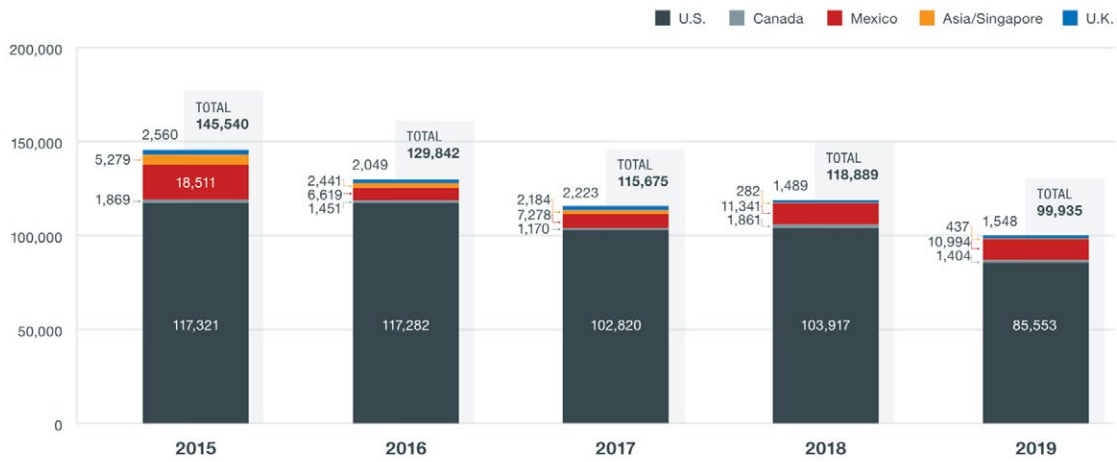
The following charts outline our year-over-year GHG emissions performance, excluding figures for the 2020 fiscal year, which were not finalized as of the date of this report. We will supplement the charts below once such figures are available.

YEAR-OVER-YEAR GHG EMISSIONS PERFORMANCE



Our Scope 1 fleet emissions are calculated using the total miles traveled by each fleet, converting to gallons based on miles per gallon, and multiplying the total gallons by the EPA's defined emissions standards for each fuel type.

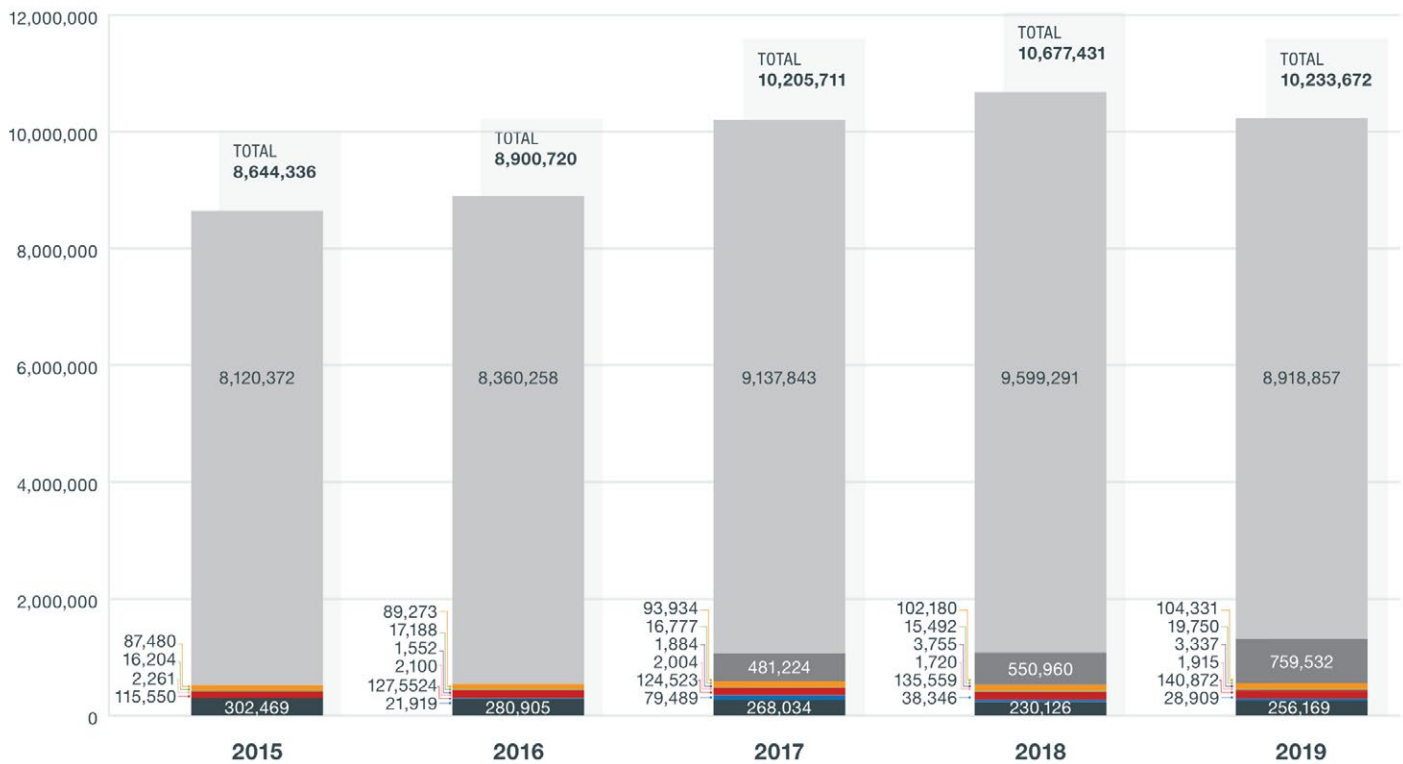
SCOPE 2 (LOCATION-BASED) (METRIC TONS CO₂e)



Our Scope 2 emissions are calculated by measuring the electricity usage in kilowatt hours and applying a region-specific conversion factor retrieved from EPA's eGrid database (eGrid 2016) contained within Ryder's energy tracking software tool, "EnergyCap." Non-eGrid emission factors are manually uploaded into "Energy Cap" and include factors for international facilities sourced from The Climate Registry (TCR 2017).

SCOPE 3 GHG EMISSIONS (METRIC TONS CO₂e)

- **Category 1:** Purchased Goods & Services
- **Category 2:** Capital Goods
- **Category 3:** Fuel- & Energy-Related Activities (not included in Scope 1 or 2)
- **Category 4:** Upstream Transportation & Distribution
- **Category 5:** Waste Generated in Operations (Leased Facilities)
- **Category 6:** Business Travel
- **Category 7:** Employee Commuting
- **Category 11:** Use of Sold Products
- **Category 13:** Downstream Leased Assets



Ryder has expanded the tracking of Scope 3 emissions since 2008, but began formally modeling and reporting Scope 3 emissions in 2011 using the World Resource Institute (WRI) GHG Protocol Corporate Value Chain Accounting and Reporting Standard as the basis for Scope 3 reporting in the CDP. Scope 3 Category 13 emissions represent around 90% of our Scope 3 GHG inventory. The emissions are computed using the same methodology used for Scope 1 mobile fleet emission calculations. Additional Scope 3 category computations are based on distinct source data using established standards and guidelines, listed here: EPA SmartWay tool, U.S. Department of Transportation, Federal Highway Administration, Highway Statistics, The Climate Registry, DEFRA GHG Protocol Mobile Combustion Tool. As of 2020, we report on nine of the fourteen Scope 3 sources, including purchased goods and services, capital goods, and waste generated in operations.

WATER SUSTAINABILITY

We recognize the importance of water conservation and sustainability to ensure that high-quality water remains available for future generations. Water use in our operations is primarily for vehicle washing, restrooms, and employee wash areas. We measure, track, and report water use internally in order to identify conservation opportunities and flag anomalies in water usage to repair leaks as quickly as possible. Early in 2019, our Ryder Environmental Services Team conducted a pilot water-related analysis from data collected at 500+ Ryder locations to identify water usage archetypes and to internally benchmark water-related variables by facility size, age, region, fleet size, and other characteristics. We identified sites with high water consumption and determined opportunities to reduce use, which will serve as case studies for improved water management and reduction efforts company-wide. These efforts include data collection on water-intensive equipment and vehicle wash systems at Ryder locations, as well as improved standards for procuring more efficient plumbing and facility equipment going forward.

FACILITY WATER USE

	2009 (BASELINE)	2017	2018	2019
Water Use (mgal)	290,570	196,631	174,590	163,113

*Includes water used for vehicle washing performed in Ryder wash bays; excludes mobile washing water and additional 1% of water used for irrigation/landscaping.

Wastewater recovered from Ryder's vehicle washing activities is collected and discharged either through wash bays to municipal sewers or captured by mobile vacuum systems and carried offsite for pre-treatment through a multi-stage processing system. Once heavy solids are removed, treated water is discharged to publicly-owned treatment works systems.

VEHICLE WASH WATER

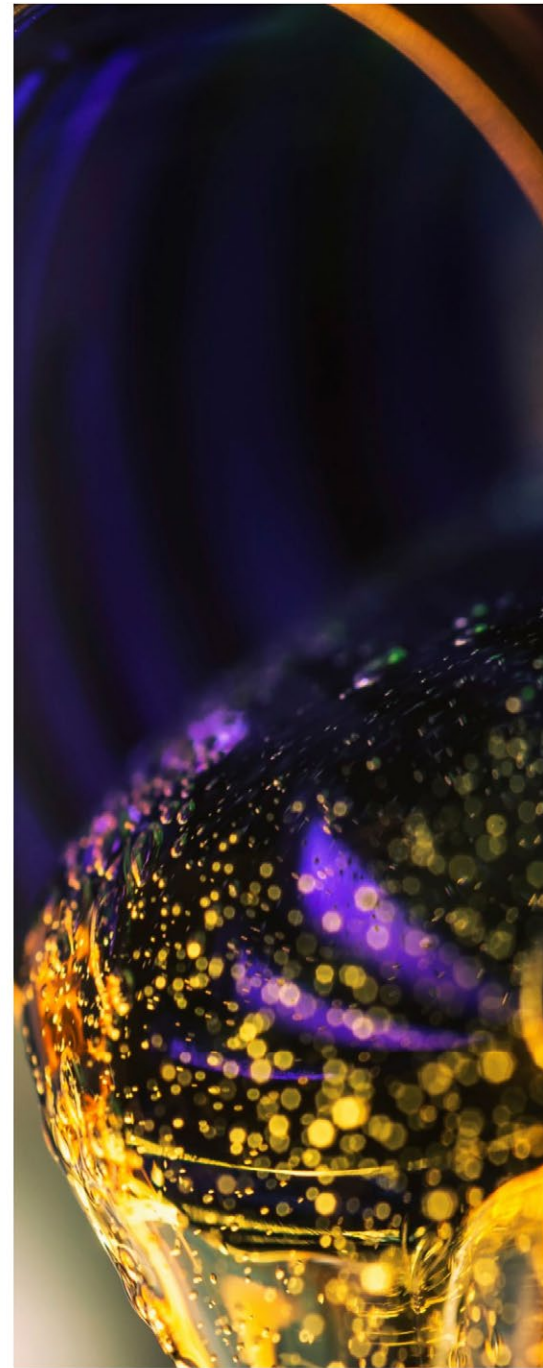
YEAR	WASH WATER COLLECTED (GAL)	TREATMENT METHODS	DISPOSAL DESTINATION
2020 (JUN)	392,176	Filtration, Pretreatment, Discharge to Permitted POTW	POTW
2019	827,775	Filtration, Pretreatment, Discharge to Permitted POTW	POTW
2018	1,424,625*	Filtration, Pretreatment, Discharge to Permitted POTW	POTW
2017	1,024,625*	Filtration, Pretreatment, Discharge to Permitted POTW	POTW

We made updates to several environmental metrics from our 2017-2018 Corporate Sustainability Report. These updates are a result of improvements made in our metric accounting practices and a few data errors/corrections errors discovered after publication of the 2017-2018 Corporate Sustainability Report.

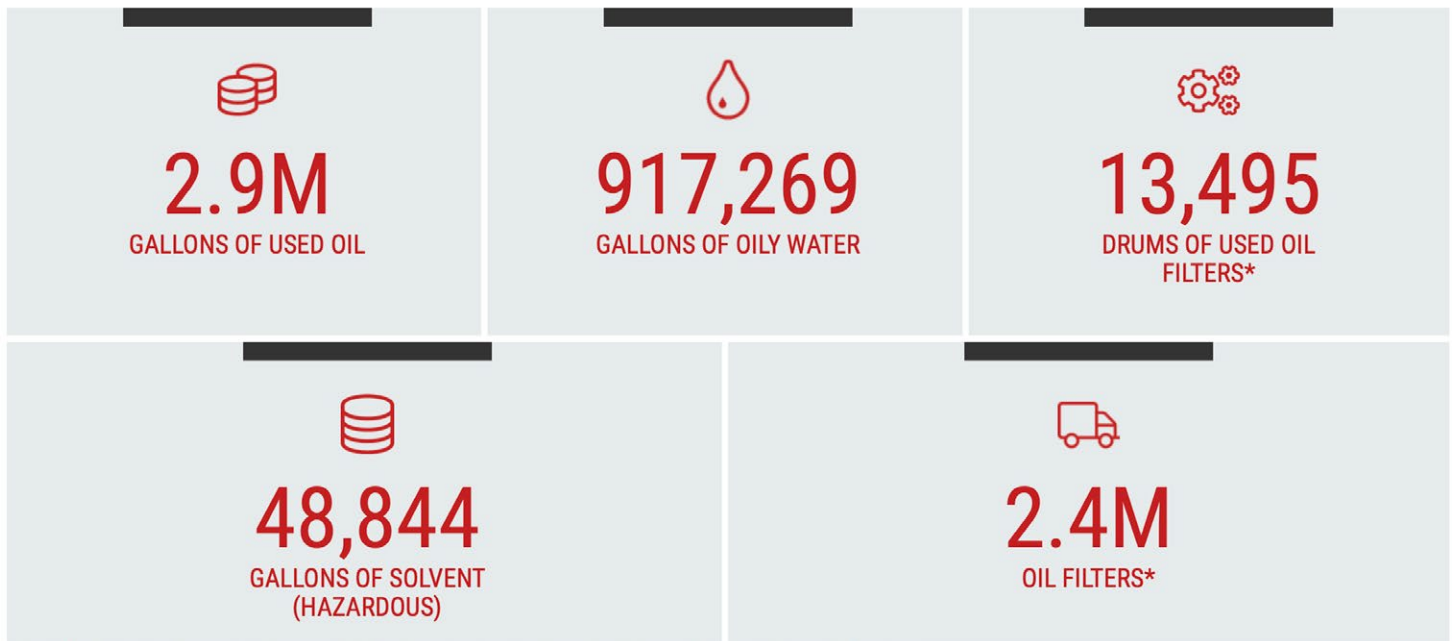
WASTE & RECYCLING

We are dedicated to waste reduction in our own operations and for our customers. Automotive waste generated from our fueling and maintenance locations is our most significant waste stream, as our core business involves operating and maintaining a large vehicle fleet. In 1998, Ryder implemented a comprehensive automotive waste recycling program, which includes lubricants, used oil, solvents, used oil filters, tires, batteries, and oily water. Today, the majority of these waste products are either recycled or refined and reused. We work closely with our primary waste disposal vendors to continually minimize waste while increasing recycling efforts company-wide. We work with Ryder-preferred and qualified vendors that (i) prioritize diverting as much waste as possible away from landfills; (ii) focus on waste recycling, reuse, and disposal; and (iii) have significant experience with waste management, especially automotive waste. This allows us to maximize energy and cost efficiencies and limit our environmental impacts. The following examples illustrate our commitment to waste reduction:

- **Used oil recycling:** Ryder's vast network of maintenance facilities generates quality used oil, which is reused or recycled by our vendors. The refined oil yields finished base oils and light distillates.
- **Oil filter recycling:** We routinely replace automotive oil filters during our preventive maintenance processes and engage qualified vendors to collect and send used oil filters to recycling facilities, diverting material through a two-stage separation and shredding process. This program yields reusable shredded steel, recycles pulverized filter media, and re-refines used oil. Virtually all materials are either refined or used as an alternative energy source (e.g., as industrial fuel at cement kilns or energy plants that generate electricity).
- **Tire retreading:** From December 2019 to November 2020, Ryder purchased 215,267 new tires and 333,772 retreaded tires. By utilizing retreads on our fleet vehicles, Ryder helps keep approximately 34 million pounds of waste out of landfills every year. Retread tires require 15 fewer gallons of oil to produce than a new tire and approximately 90-100 pounds less total new raw material than a new tire. As such, Ryder saved 5,006,580 gallons of oil and 30,039,480 pounds of new resources and material.



RYDER RECYCLES



* Ryder crushes oil filters prior to recycling. Assumes 175 crushed used oil filters per 55 gal drum; 16.5 lbs per 55 gal; and 7.4 lbs/gal of used oil per drum.

Ryder works closely with our primary solid waste disposal suppliers to increase waste minimization, waste diversion, and recycling efforts company-wide. Through an initiative launched in 2018, all Ryder locations have evaluated recycling services. As part of our vendor sourcing criteria, we prioritize waste vendors who optimize reuse technologies that divert waste from landfills and leverage waste-to-energy technologies. Some of our SCS warehouses generate packaging materials, and approximately 4,000 tons of cardboard are recycled from these operations annually. We continuously evaluate cardboard recycling opportunities to identify opportunities for enhancement, such as increasing the number of SCS facilities utilizing single-stream recycling. Additionally, Ryder operates compactors and augers to increase recycling efficiencies, and we work closely with our customers to implement customized waste management practices.

WASTE GENERATED & RECYCLING YEAR-OVER-YEAR

AUTOMOTIVE WASTE

TYPE OF WASTE*	UNIT	2016	2017	2018	2019
Hazardous Waste**	Gallons	48,332	42,069	47,516	48,844
Non-hazardous Liquid Waste	Gallons	3,692,469	3,704,467	3,727,249	3,940,011
Scrap Batteries	Number	115,204	128,912	127,591	138,767
Tires Retreaded	Number	data not available	337,448	348,251	310,079

*100% of Ryder's automotive waste (hazardous and non-hazardous) is recovered and managed using preferred approved vendors who utilize re-use and/or recycle technologies versus landfill disposal.

**Parts washing solvents only. Volumes not reported are contaminated fuel, anti-freeze, and automotive liquids.

NON-AUTOMOTIVE WASTE

TYPE OF WASTE	UNIT	2016	2017	2018	2019
Mixed Solid Waste*	tons	data not available	23,504	25,409	24,307
Recycled Waste**	tons	data not available	6,625	6,101	6,325
Supply Chain Packaging Waste	tons	data not available	4,781	4,739	3,907
Electronic Waste total (recycled)	tons	data not available	22	22	39
Universal Waste total (recycled)***	lbs	data not available	2,027	3,279	9,422

*Estimated based on approximately 80% of locations.

** Cardboard, paper, plastics, cans.

*** Light bulbs, small batteries (non-hazmat).

HIGHLIGHT: AWARDS & RECOGNITION

IL G75: In 2020, Ryder was named an Inbound Logistics **"Green Supply Chain Partner"** for the 12th consecutive year in recognition of our deep commitment to efficiency and sustainability.

Supply & Demand Chain Executive: The **Supply & Demand Chain Executive's 2020 Green Supply Chain Award** recognizes companies making green or sustainability a core part of their supply chain strategy and working to achieve measurable sustainability goals within the global supply chain. (2008 – 2010, 2012, 2014, 2016, 2019-2020).

Ryder was named by Newsweek to its inaugural list of **"America's Most Responsible Companies"** in 2020 for its ongoing commitment to corporate social responsibility related to the environment, social causes, and corporate governance.





PROTECTING OUR PLANET

FLEET ENERGY & EMISSIONS

Leveraging Technology to Drive Value

Ryder's unique expertise in advanced vehicle technology, alternative fuel and low-carbon diesel options, and fleet optimization allows us to provide our customers with the tools needed to operate effectively in a changing world. We continuously monitor and research the commercial alternative fuel vehicle (AFV) and electric vehicle (EV) markets, regulations, and incentives to best position our products and services for our customers. Additionally, customer demand for next generation vehicles will likely accelerate as operational viability and efficiency improves, vehicle costs decrease, and added incentives become available. By identifying emerging, low-carbon technologies, we are able to develop best-in-class strategies to deploy AFVs that will drive value for our customers and improve our environment.

For more information on our strategic and innovative activities, products, and services, see [Innovation in an Evolving Marketplace](#).

OUR APPROACH

As our customers seek greener and more eco-friendly solutions, Ryder is uniquely positioned to help optimize their transportation networks, and access new and more efficient vehicle technologies. As the only fully integrated, end-to-end logistics and transportation provider, we add value for our customers by optimizing every step of their products' journey. With solutions to maximize capacity utilization and reduce miles driven, Ryder has the tools, experience, and expertise to improve efficiency for our customers while reducing their carbon footprint.

Our scale and partnerships enable early adoption of next generation vehicles through offerings such as fuel, charging, and maintenance availability. Ryder offers a wide array of these options and infrastructures in places where our customers need these critical services. Our customized solutions support our customers' evolving needs, while contributing to a sustainable economy and environment.

STRATEGY FOR INCREASING THE EFFICIENCY



FLEET OPTIMIZATION

Each year, the cost of moving freight is volatile due to unpredictable fuel prices, driver shortages, increasing regulations, and a variety of other factors. As these issues compound, a company's ability to reliably move their products becomes more difficult and costly. At Ryder, we understand the complexities of logistics and we are constantly adapting to a changing marketplace. Our solutions are built on a LEAN culture—if it does not add value, it is eliminated. In our warehouses and on the road, these **LEAN principles** drive our operations, resulting in monetary and environmental benefits.

We work with our customers to understand their transportation networks and needs. Analyzing shipment volume volatility, travel distance, number of routes, stops per route, and backhaul opportunities, we help our customers identify the solutions that work best for them. Through advanced network and maximum load modeling, Ryder can achieve as much as a 23% reduction of customer Scope 1 emissions (Ryder Scope 3) utilizing our optimized customer network.

ADVANCED VEHICLE TECHNOLOGY

Increasing the efficiency of our fleet includes regularly evaluating new technologies with traditional and non-traditional Original Equipment Manufacturers (OEMs), as well as retrofitting our current fleet so that we may continue offering our customers new and improved options. We have a dedicated team of internal resources to research and test these technologies. Our Senior Director, Advanced Vehicle Technologies, oversees the implementation of new technologies and their supporting infrastructure, reporting to our Chief Technology Officer for Fleet Management Solutions (FMS). The Board receives an update on disruptive trends—including next generation vehicles—as part of the annual strategic review meeting. In addition, advanced technology metrics and goals are included in the annual goals set for our business segments.

To advance alternative fuels and new vehicle technologies, Ryder educates our employees and customers through email, webinars, and social media communications. In alignment with our vision to safeguard our environment, we aim to train 10% of Ryder technicians to maintain and support AFVs over the next five years. Additionally, we host demonstrations at Ryder's operational locations as well as customer site evaluations. We work with many customers to quantify transportation-related carbon emissions and to develop carbon reduction strategies that work for their businesses.

As part of our commitment to stay ahead of the curve on advanced vehicle technology, Ryder regularly explores and evaluates new vehicles, new technologies, and early stage development products that could directly benefit our customers. By researching and testing technology before bringing it to our customers, we ensure that it is right for their business needs. We also identify vehicle fleet efficiencies through our participation in the U.S. Environmental Protection Agency's (EPA) **SmartWay program**, and prioritize carrier partners who also participate in the program. To learn more about how we engage with our customers, see **Customer Focus**.

Our partnerships with OEMs allow them to scale their products across North America almost instantly by leveraging Ryder's network of nearly 800 maintenance locations, 5,400 technicians, and significant customer relationships. For example, we have a strategic partnership with Workhorse Group, an EV OEM, allowing us to provide maintenance for Workhorse's light- and medium-duty EV products across North America. Through our support of the Workhorse products, we can help Workhorse accelerate the distribution of their C-series electric vans, offering 650 and 1,000 cubic feet of cargo space and rated up to 13,500 pounds when fully-loaded. The composite body enables greater payload capacity, is powered by a modular battery pack system, and features a new low-floor platform for easy in and out access that makes it more convenient for the driver. The van is also equipped with an onboard Metron™ proprietary telematics system, enabling the user to track and monitor performance in real time. The C-series vehicles offer various battery configurations with up to 150 miles of range and 37 miles per gallon of gasoline equivalent (MPGe).

We also recently completed a 60-truck controlled pilot fuel test with a tractor mounted active aerodynamic device, Truckwings, from a startup named TruckLabs, that automatically closes the gap between the cab and trailer at highway speeds to reduce drag, improve handling, and save fuel. Over the course of the pilot, we realized a net MPG improvement of over 4%.

CHARGING STATIONS & ELECTRIC VEHICLE INFRASTRUCTURE

Ryder continues to lead in the emerging technologies and EV space. In January 2020, Ryder jointly announced a first-of-its-kind partnership with In-Charge Energy, Inc., a privately-held energy solutions company, and ABB, a global technology leader in electrification, to provide nationwide turnkey energy and EV charging infrastructure as a service to Ryder customers.

Through this partnership, fleet electrification is a simplified, reliable, and streamlined process for Ryder's customers looking to optimize sustainable and cost-effective solutions within their transportation network. In-Charge will assist Ryder customers who are seeking to electrify their fleet with assessments of power capabilities and needs to implement charging infrastructure and provide guidance around entry into the EV market. ABB is supporting the electrification program by deploying high-power charging and safe grid interconnection. Collectively, our customers will have greater access to EV strategic planning and energy cost savings related to engineering and the implementation charging stations.

OUR PERFORMANCE & FUTURE

Ryder's investments in advanced vehicle technologies benefit us, our customers, and the communities we serve through improving fuel economy, enhancing safety, and reducing environmental impacts and long-term operating costs. We continue to invest in developing a diverse fleet utilizing a wide range of advanced technologies and fuel alternatives. At the end of 2020, Ryder owned 458 AFVs, which included 20 EVs and 438 natural gas vehicles. The increased deployment of AFVs further supports our goal to reduce fleet emissions 10% by 2024.



PROTECTING OUR PLANET

CUSTOMER FOCUS

PROVIDING STRATEGIC SOLUTIONS

At Ryder, we view every potential action through the prism of serving our customers and enabling them to deliver on their promises to their own customers. Each day, we ask ourselves how we can make a customer's transportation or supply chain network more efficient, more effective, and safer. As companies increasingly outsource transportation and supply chain functions to save time, money, and resources, Ryder's end-to-end logistics solutions seamlessly provide all the resources needed to allow our customers to focus on their core business and leave the rest to us.

OUR APPROACH



Presidents of our business segments— Fleet Management Solutions (FMS), Supply Chain Solutions (SCS), and Dedicated Transportation Solutions (DTS)—oversee customer satisfaction, engagement, and relationships within their respective segments. Each business segment maintains written standards and procedures for managing customer relationships down to the individual customer level. Presidents of each segment provide an update to the **Leadership Team** on the performance of their respective divisions that includes customer feedback and new initiatives. Customer-focused metrics are also included in the annual goals set for our Chief Executive Officer by our independent directors.

Due to the broad variety of services we provide and our diverse customer base, Ryder cannot depend on a “one size fits all” approach. By equipping customers with diverse options and vehicle choices, we are able to support a variety of customer goals, such as improving their operational performance, lowering their carbon footprint, and promoting sustainability for their customers and stakeholders. This customer-centric approach naturally drives innovation and leads to a variety of benefits across our customers' operations.

ADVANCED VEHICLE TECHNOLOGY

Our customers directly benefit from our diverse offerings and partnerships by having increased access to new equipment and technologies that can be tailored and deployed to fit each customer's specific needs. Our success is based on our ability to offer a broad range of sustainable options, including low-carbon diesel, alternative fuel vehicles, and other technologies and services. By collaborating with Original Equipment Manufacturers (OEMs) to incorporate the latest green solutions into vehicles, we enable our customers to access more environmentally-friendly technologies when they upgrade to new equipment at the end of each lease term. Customers can also use real-time visibility of vehicle performance to identify improvements in operational efficiency. For more information on our efforts to provide advanced vehicle technologies for our customers, see [Environmental Stewardship](#), [Fleet Energy & Emissions](#), and [Innovation in an Evolving Marketplace](#).

LOGISTICS

Disruptive forces such as emerging technologies, talent shortages, and infrastructure bottlenecks continue to be a prime focus in designing and operating effective supply chains. Understanding, identifying, and overcoming these challenges to meet the rising demands of customers requires a supply chain with complete visibility, flexibility, and optimization. Ryder works behind the scenes to help our customers turn these challenges into capabilities and competitive advantages.

Our industry-leading solutions span the entire supply chain from inbound logistics to warehousing to outbound logistics and returns management. These solutions include safe and secure cross-border capabilities, cross-docking, carrier portfolio management, and brokerage. Our valued transportation providers support Ryder's ability to offer personalized solutions and deliver on our promises to our customers. From the start, we foster the growth of these relationships by providing support with new customer onboarding, ongoing training, support for new business opportunities, and performance feedback. We have solutions to help our customers across numerous industries with the most complex transportation and logistics challenges.



RENTAL & LEASING

Through our rental and leasing program, customers can explore new technologies and different equipment to help us collectively identify the best fit for their business. This allows our customers to lower costs, maintain a competitive advantage, and achieve more efficient and predictable performance. Customers have the ability to upgrade to new equipment, which offers the latest technology with environmentally-friendly benefits.

Additionally, customers have the opportunity to perform real-time comparisons of vehicle performance, which can further direct business decisions for future equipment rental, leasing, or purchasing. We assist our customers in developing strategic plans, customizing solutions, and tailoring equipment to meet their evolving business needs. Collectively, OEMs, customers, and Ryder benefit from our collaboration, our quick adoption of new technologies, and our commitment to address evolving markets.

FLEXIBLE MAINTENANCE

Proactive, preventive, and ongoing maintenance optimizes vehicle and fleet performance. This approach further drives efficiency within our business segments and for our customers by minimizing downtime, optimizing loads, and keeping the supply chain moving. Better-maintained vehicles are also more efficient and burn less fuel. Our extensive program implements rigorous preventive maintenance schedules for even the most routine care by checking tire conditions and inflation rates every time vehicles stop to refuel. For example, Ryder's vehicle preventative maintenance and 5-point inspection process ensures that Ryder vehicles operate with optimum air tire inflation. Using properly inflated, fuel-efficient tires can result in up to 4% in fuel savings due to the low rolling resistance compared to a similar vehicle with improperly inflated fuel-efficient tires.

Our customers require flexibility and we craft our services to fit their needs, particularly when it comes to maintenance solutions. Within FMS, we offer different levels of maintenance via **ChoiceLease** for our leasing customers and **SelectCare** for our maintenance-only customers. Ryder offers three maintenance levels—Full Service, Preventative, and On-Demand—as well as three maintenance location options—Ryder operating locations, On-Site, and Mobile. These flexible service options enable our customers to choose where and when they want maintenance performed.

 <p>FULL SERVICE complete maintenance coverage</p>	 <p>PREVENTIVE regularly scheduled preventive maintenance</p>	 <p>ON-DEMAND pay-as-you-go pre-negotiated maintenance rates and services when needed</p>
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We have nearly 800 maintenance locations as part of our network to service and maintain commercial highway vehicles. Ryder's On-Site alternative creates a dedicated maintenance environment—including personnel, parts, and holistic maintenance—at the customer's designated location. Our Mobile Maintenance option provides greater flexibility for our customers beyond the traditional maintenance facility hours. With 400 fully-equipped mobile maintenance vehicles in North America, our certified technicians will arrive at the location of idle vehicles to conveniently handle maintenance.



ENSURING CUSTOMER BUSINESS CONTINUITY

Our customers rely on Ryder's maintenance and service infrastructure to keep their businesses running smoothly. Our experienced technicians provide maintenance on a variety of vehicle types, including those with new engine technology, which allows our customers to feel more comfortable when making the decision to adopt new vehicle technologies. We also offer services to help our customers better mitigate risk and reduce their environmental footprint while ensuring compliance.

Our SCS and DTS customers specifically rely on Ryder to deliver their products and manage their inventory even during unexpected events and natural disasters. Ryder works with customers to develop individualized business continuity plans that align with their specific business risks, which allows Ryder to meet their needs in the event of an emergency, such as a natural disaster.

For our FMS customers that rely on our fleet leasing, rental, fueling, and maintenance services, we communicate via our corporate website, emails, and apps such as RyderGyde™ when service is disrupted during natural disasters or other emergencies. Our Corporate Communications and FMS Operations teams work together to update and communicate Ryder's hours of operation and available facilities to provide fuel and maintenance. Depending on the nature of the crisis, our sales team may reach out to specific customers, as needed, to determine additional actions necessary to ensure business continuity.

We maintain a comprehensive fuel supply network through Ryder's Energy Distribution Company (REDCO), which responds quickly to both natural and man-made disruptions in fuel supply. For example, Ryder helps customers prepare for hurricanes and other approaching storms by implementing contingency plans in storm-prone areas that include the provision of fuel management. Critical customer freight is moved early, and inventory loads are repositioned in advance to avoid potential storm impacts.



CUSTOMER ENGAGEMENT & SATISFACTION

Ryder takes customer feedback seriously and works to improve customer satisfaction by increasing the frequency of engagement, asking for critical feedback, and responding with transparency so we can direct customers to the appropriate people to address an issue. Our sales and operations personnel meet with Ryder customers quarterly to conduct a business review, as well as annually to monitor performance. We analyze customer feedback in an effort to deliver continuous improvement to our level of service. It is equally important to learn from our challenges and from our successes—efficiently and effectively addressing customer experiences to improve our service delivery and increase retention, and ultimately, profitability.

Our FMS segment operates a Ryder Assist Now call center for customers to discuss any challenges they may face when working with Ryder. The call center, which is open 24 hours a day, provides customers with a one-stop shop for any questions on various issues, such as vehicle maintenance or invoicing support. FMS leads the industry in vehicle uptime, a measurement of our vehicle usability, which accounts for breakdowns, response time, and timeliness of repairs.



In both our SCS and DTS segments, Ryder employees working directly with our customers receive real-time insights and data from active engagement. SCS tracks and reports on various metrics based on individual customer needs which may include labor efficiencies, inventory turn, on-time deliveries, timeliness, organization, or other LEAN practices. DTS gauges our delivery times against customer expectations with our current on-time delivery success rate.



HIGHLIGHT: AWARDS &
RECOGNITION

Ryder is proud of the amount of independent, external recognition we've received for our business practices and our commitment to our customers, employees, and stakeholders.

Read more about our [Customer Awards](#) and [Industry & Media Awards](#) on our website.



PROTECTING OUR PLANET

INNOVATION IN AN EVOLVING MARKETPLACE

INVESTING IN NEW CAPABILITIES

LEVERAGING EMERGING TECHNOLOGIES FOR INNOVATIVE OPPORTUNITIES.

Our customer-focus approach enables Ryder to evaluate early-stage innovative technologies to advise our customers about their value and stay at the market forefront. We have strong history in leveraging emerging technologies that help make our business and, ultimately, our customers' businesses more efficient and competitive. As disruptive trends continue to reshape the logistics and transportation industry, it is our responsibility to help our customers adapt to this rapidly evolving marketplace. Through our guidance, our customers save time, money, and resources, while addressing their business's environmental impact.

OUR APPROACH

Ryder leverages cross-functional leadership to monitor and respond to trends impacting our business, industry, and by extension, our customers. As part of our annual strategic planning process, our Board reviews emerging and disruptive trends in our industry. To that end, in 2018, we launched our New Product Strategy organization with the goal of creating a more centralized and cohesive approach to the development of new products. Since its launch, we are working with start-up companies, venture capitalists, start-up accelerator groups, academia, and other disruptors to ensure Ryder is engaged with the newest players, models, and emerging technologies in our industry.

In October 2020, Ryder launched **RyderVentures**, a corporate venture capital fund that is targeting \$50 million in investments over the next five years. Through RyderVentures, we are investing in and partnering with start-up companies enabling the future of logistics. Our focus is on start-up companies that are tackling disruptions related to e-commerce, next generation vehicles, asset sharing, and data analytics. By launching RyderVentures, we are able to further identify future partners, help develop new technologies and business models, and accelerate advancements in the logistics and transportation industries that will better serve us and our customers. Our goal is to identify new technologies at an earlier stage, ramp up innovation efforts to get ahead of growing demands, and accelerate market-adoption of these solutions.



E-COMMERCE

Enhancing online commerce and digitalization for our customers



NEXT GENERATION VEHICLES

Developing partnerships and opportunities in advanced vehicle technologies to help increase customers' efficiency while decreasing their environmental footprint



ASSET SHARING

Increasing opportunities and platforms for freight and truck sharing



BIG DATA

Utilizing data analytics and connected fleet strategies to drive automation and predictive opportunities



DIGITIZING THE SUPPLY CHAIN:

Leveraging the cloud to eliminate industry silos, anticipate changes in the supply chain, and mitigate delays for real-time course corrections



E-COMMERCE

Within the United States and Canada, e-commerce orders and online revenues increased dramatically. Prior to the COVID-19 pandemic, it was estimated that e-commerce sales would account for approximately half of all retail sales by 2040. During the COVID-19 pandemic, Ryder has experienced an increased demand for our services including last-mile delivery and e-commerce fulfillment as consumers around the globe have shifted to online shopping to avoid crowds. Our **e-commerce fulfillment solutions** help our customers meet the increased online purchasing, expedited delivery expectations, and demand for real-time visibility. We are focused on providing innovative services and enabling our customers to better execute their e-commerce solutions while responding to evolving consumer and market demands.

The growth in e-commerce most directly impacts our work with our Supply Chain Solutions (SCS) customers, who rely on Ryder to manage their distribution network with omnichannel fulfillment strategies. Our expansive footprint, strategically placed fulfillment centers, logistical expertise, and fleet optimization services provide holistic solutions for the growing market. As the e-commerce market continues to expand, Ryder is working on initiatives to enhance our service offerings. We also continue to partner with third parties to increase scale and further maximize the value provided to our customers.

HIGHLIGHT STORY: IDENTIFYING AND FUNDING THE FUTURE OF LOGISTICS

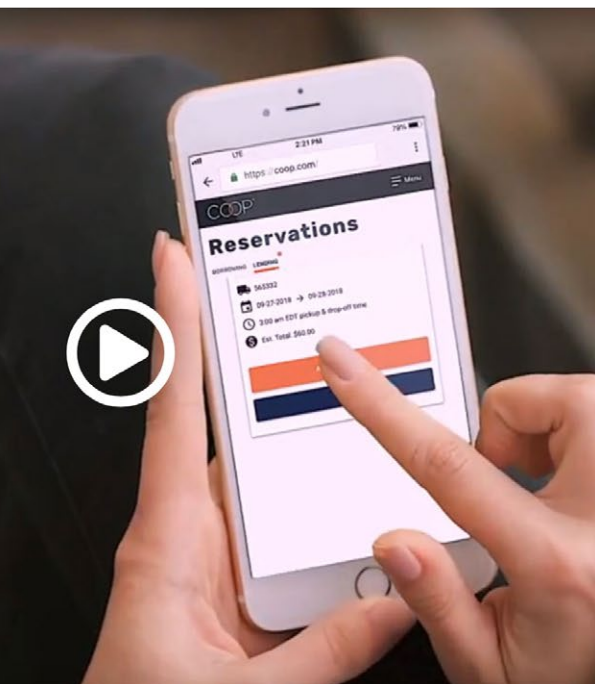
RyderVentures makes its first investment in SmartHop, a Miami-based tech-for-trucking startup leveling the playing field for small fleets and owner-operators. The funds from RyderVentures will be used by SmartHop to help grow their network, enhance their product, and boost hiring to meet the evolving needs of the trucking market segment that is six trucks or fewer. SmartHop's AI-powered, full-service dispatching platform is designed to help reduce operational costs, provide access to broker networks, streamline load booking, and navigate the spot market. By helping smaller companies and owner-operators identify the best opportunities for productivity and reduce empty hauls, there will be potential gains in environmental and industry efficiencies.

NEXT GENERATION VEHICLES

Changing regulations, evolving demographics, and a growing interest in sustainability are driving demand for autonomous vehicles (AVs) and alternative fuel vehicles (AFVs). Ryder is committed to equipping our fleet with the latest vehicle technologies. Together with our clients and partners, we are leading the industry toward adoption of AVs as well as low-carbon, AFVs. While the timeline for AVs is unclear, Ryder remains steadfast in building the strategies and partnerships that will enable our customers to receive the benefits of advancing safety technologies today. Ryder continues to invest and work with AV providers to develop deployment strategies of future technologies.

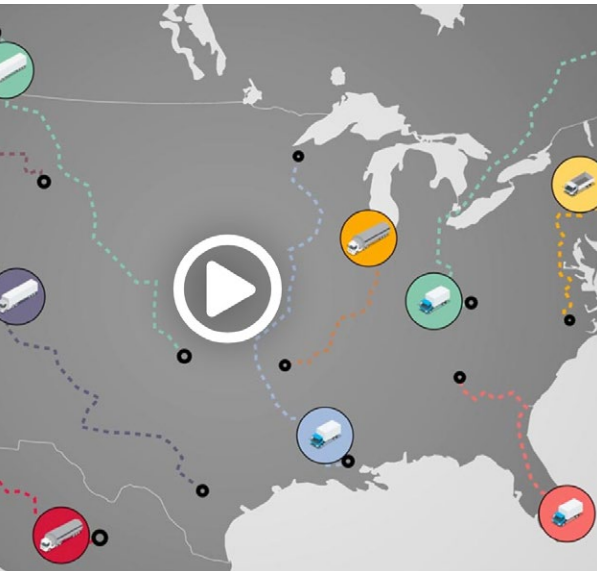
ASSET SHARING

As the world of the sharing economy continues to mature and evolve, Ryder has the opportunity to utilize technologies that improve efficiencies across our value chain including the sharing of vehicles and freight among customers. Our Chief Marketing Officer manages Ryder's asset sharing initiatives. By increasing customer access to vehicle- and freight-sharing platforms, customers can realize value on their underutilized assets. By developing new, innovative products and concepts like these, we are able to provide opportunities for customers to test solutions not currently available in the marketplace. In addition to driving efficiency, these solutions benefit the environment by optimizing available equipment and freight capacity.



HIGHLIGHT STORY: TRUCK SHARING WITH COOP™

Ryder introduced COOP—the first ever peer-to-peer digital platform for commercial vehicle sharing—in 2018. COOP enables customers to monetize their underutilized truck capacity within their fleet by renting vehicles to business peers, which increases optimization and useful life of equipment. Through COOP, there is a wide selection of equipment available for customers to utilize including Workhorse electric vehicles. We offer the service to business owners in Georgia, Florida, North Carolina, Tennessee, Texas, and southern California. COOP is Ryder's initial entry to the sharing economy, which has been credited with generating sustainability and economic benefits. We have established over 3,000 accounts and have generated more than 90,000 rental days on the platform.



HIGHLIGHT STORY: RYDERSHARE™

RyderShare is an end-to-end, digital platform that allows everyone across a company's supply chain to benefit from real-time visibility and collaboration into orders, inventory, and shipments. This cloud-based platform enables customers to reliably see and act on the delivery of their products, which includes the ability to share transportation assets and broker freight as needed. With actionable visibility, tracking, alerts, and analytics, our customers can save time, money, and resources.

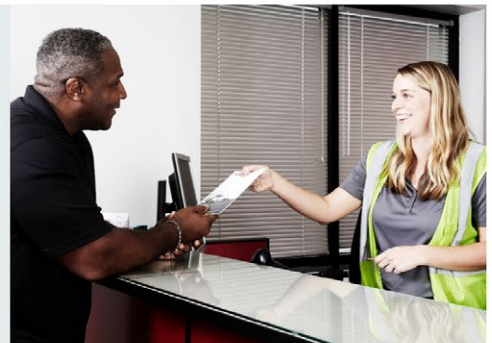
DIGITIZING THE SUPPLY CHAIN

By embracing digitization and the power of the cloud, we continue to improve our agility and increase efficiencies for our customers through communication and collaboration. Ryder's strategy to lead the change by forming strategic partnerships and piloting new technologies create customer-centric solutions that drive impact. It is how we provide companies with the visibility needed to proactively manage exceptions in the movement of goods through the supply chain. And, how we connect multiple people to collaborate in real-time to solve in minutes, what previously took days or weeks to fix.

We are accomplishing this through technologies like RyderShare™ and RyderGyde™, which seamlessly integrate with our best in class warehouse management and transportation management systems. In doing so, it digitizes supply chains by collecting data in one place and combines it with consumer data, so it can be turned into business intelligence and used for predictive analytics and closed-loop planning. Through the integration and implementation of innovative systems and tools that drive actionable analytics and data, we create a culture of continuous improvement. Technologies such as robotics, augmented reality, artificial intelligence (AI), analytics, and cognitive technologies are creating an environment capable of more informed decision making. It has led to strategically locating e-commerce fulfillment hubs to make two-day delivery possible. Greater visibility enables all within the supply chain to anticipate changes in timing and adapt quickly to mitigate delays. This ability has become essential as consumers demand further insight into tracking systems and expect prompt updates on deliveries.

People involvement

From the C-suite to the loading dock, all employees work together as a team to eliminate waste, reduce cost, and provide greater value for customers.



Built-in quality

Supply chain processes must be performed correctly to facilitate the smooth flow of goods from point to point so orders can be filled correctly, completely, and on time. This leads to higher levels of customer satisfaction and lower transportation costs.



Standardization

Employees in a LEAN facility are trained in documented best practices and expected to follow them. Standardization makes it easy to calculate the time and resources needed to complete specific work processes and provides the foundation for continuous improvement.



Short lead times

The shorter the time between a customer placing and receiving an order, is a LEANer supply chain. Short lead times free up cash and make it available for other uses that would otherwise be tied-up in "safety stock" inventory.



Continuous improvement

Finding ways to remove waste and improve quality becomes the responsibility of every employee in a LEAN facility, leading to an ongoing stream of small gains that add up to big improvements over time.

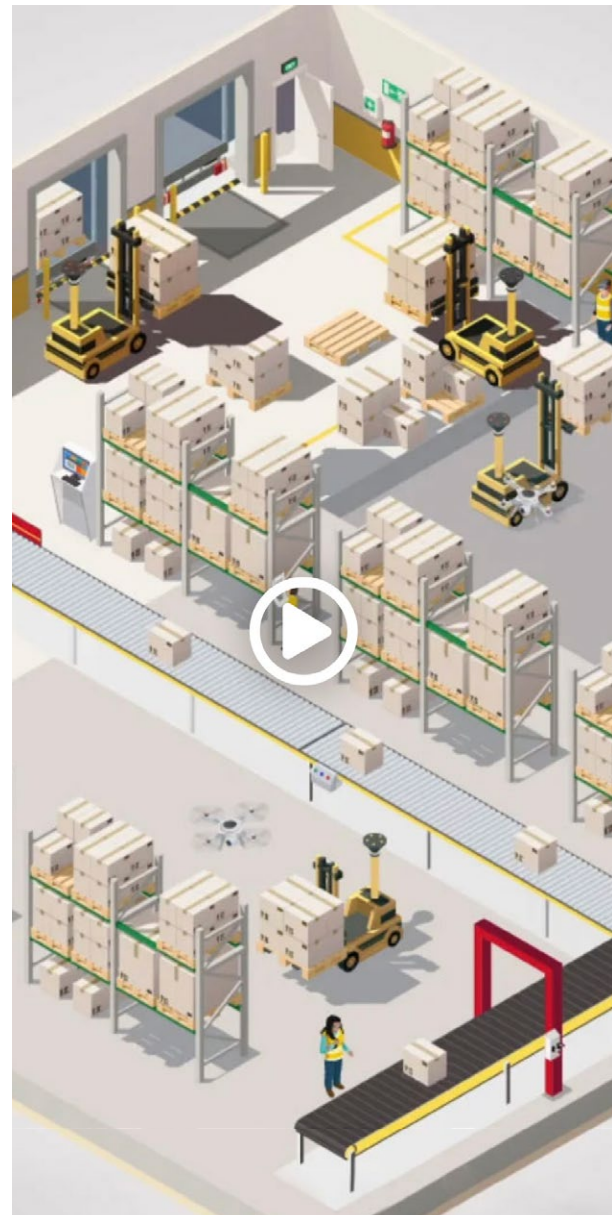


SMART WAREHOUSING

Beginning in 2017, we started piloting technologies in our warehouses that look to improve efficiencies, offering our customers a **transformational digital supply chain solution** that improves processes and focuses on speed-to-market. Our automation team evaluates all new technologies coming to market and matches them against new and existing warehouse profiles to determine the best methods for deployment in order to drive value for our customers. Ryder has identified the technologies below as definitive benchmarks of an effective smart warehouse, and each area of innovation is already delivering significant improvements for customers:

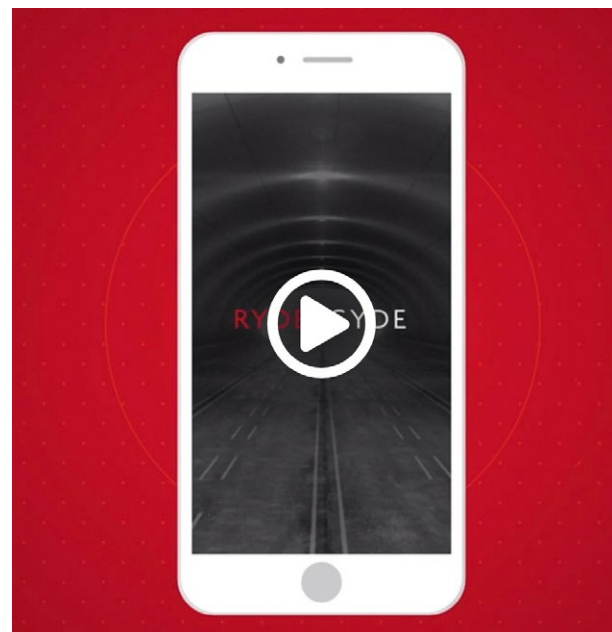
- **Robotics & Automation**
 - Autonomous Mobile Robots have shown to increase productivity of pickers by over 30% by reducing travel and providing an optimized hands-free environment.
 - Autonomous Fork Trucks have improved inventory accuracy and safety, while reducing costs by 20-30%.
 - Automated Storage & Retrieval Units have increased space utilization by 50% and doubled pick efficiency.
- **Sensors** – Material Handling Equipment and Personnel Telematics solutions have been implemented throughout the Ryder network improving operator safety and increasing equipment utilization by 10-20%.
- **Wearables** – Ryder deployed solutions such as smart glasses and voice picking technology for improved efficiency approaching 20%.
- **Analytics** – By displaying real-time performance and output results to the employees on the floor, we have seen core process productivity increases of up to 24%.

To learn more about our operational efficiencies, see the **Environmental Stewardship** section of this report.



HIGHLIGHT STORY: RYDERGYDE™

Ryder launched in 2018 the first fleet management mobile application in the industry, **RyderGyde**, for our Fleet Management Solutions (FMS) customers. Using the app, customers can schedule maintenance in under a minute, access fuel rates (from Ryder and third parties), access rental and used vehicle sales, enable fuel tax reporting, and track mileage. We developed the app in response to increased feedback that customers prefer digital interaction to decrease transaction time and expand efficiencies. RyderGyde helps our customers manage their fleet, ensure timely maintenance, and interact with Ryder more easily. To date, more than 50,000 customers have utilized RyderGyde. We continue to release customer-facing solutions and enhance features for our customers and business segments.





FOSTERING TALENT, DIVERSITY & EQUALITY

DEVELOPING A DIVERSE, SKILLED WORKFORCE

Our workforce is critical to our success as a business. We recognize the value of investing in the development of our employees—with a focus on diversity, equality, and leadership development. It is essential for our employees to feel supported and engaged by Ryder. These components and the diverse perspective of our employees directly contribute to our ability to innovate and operate efficiently.



FOSTERING TALENT, DIVERSITY & EQUALITY

OUR PEOPLE

HIRING EXTRAORDINARY PEOPLE AND INVESTING IN OUR EMPLOYEES

Our customers trust us to ensure their products are delivered on time, their fleets are safe and well-maintained, and their logistics operations run safely and efficiently. When the world initially faced the health and logistics challenges of the global COVID-19 pandemic, our customers trusted us to ensure proper health measures were in place to protect employees and customers. We invested in safety equipment, supplies, and training. Our well-prepared workforce responded with professionalism, operational excellence, and the highest levels of customer service.

At Ryder, we are committed to creating a supportive, diverse, and collaborative work environment. These traits support a capable workforce able to meet and find solutions for the challenges our customers face. We believe a diverse workforce brings a broader range of experiences and generates a greater variety of innovative ideas and perspectives, which are necessary to help our business succeed.

We also strive to provide a safe, challenging, and rewarding culture and to ensure employees receive the benefits and training they need to grow and excel in their fields. By embracing diverse experiences and cultivating a supportive environment, we continue to develop a workforce with the industry's brightest logistics engineers, most experienced technicians, highest-performing warehouse workers, safest drivers, and qualified support staff. Our employees' collaboration and diversity fuel the innovative solutions and operational excellence which have been the bedrock of our success.

RECOGNIZED AS AN EMPLOYER OF EXCELLENCE

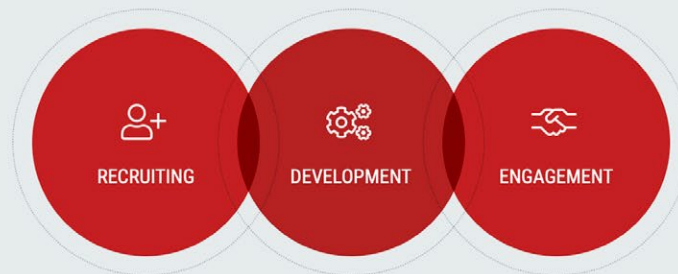
In 2019-2020, Ryder was recognized as one of America's Most Responsible Companies by Newsweek, a Top Company for Women to Work For by Women in Trucking, and one of the World's Most Admired Companies by FORTUNE. The Company also earned a Military Friendly Employer recognition for the second consecutive year, and was listed on Monster/Military.com's Companies to Watch in recognition of our veteran hiring program.



DRIVING A HIGH-PERFORMANCE CULTURE

Our business is only as good as the operations employees and support staff that keep it running. We are committed to hiring extraordinary people and engaging them through challenging and rewarding opportunities. The consistent recognition by some of the most prestigious business publications reflects our portfolio of premier logistics and transportation solutions and serves as a testament to our thousands of dedicated employees who embody Ryder's customer-centric values. Throughout Ryder, our people are committed to moving business forward as efficiently as possible. To enable their success, we ensure that our employees receive the diverse experience, compensation, independence, and advancement opportunities they need to grow.

Our Chief Human Resources Officer (CHRO) leads our initiatives to promote effective talent recruiting, development, and engagement. Our Human Resources (HR) and recruiting teams work closely to identify talent needs and strategies, as well as to manage diversity initiatives. Annually, the CHRO presents employee diversity statistics and initiatives to the Corporate Governance and Nominating Committee.



We aim to build a corporate culture that places a premium on equality, while at the same time:

- Respects our employees and customers;
- Puts thought and care into how we serve our employees and communities;
- Delivers personalized services that inspire employees to reach their full potential;
- Welcomes new perspectives and ideas; and
- Encourages collaboration and innovative thinking.

We will continue to consider the feedback from our employees and identify new opportunities to attract, develop, and engage our talent. To drive our performance and evaluate our approach, we have implemented the following goals:

- Develop and engage top-quality talent by ensuring that at least 90% of key talent has completed a leadership development activity by 2023.
- Provide leadership development for all Black and women leaders through Ryder's Black Leadership Forum and Ryder's Women Leadership.

Read more about our approach to [diversity, equity, and inclusion below](#).

TRAINING AND DEVELOPMENT

We employ the top talent in our industry, and we provide our employees with opportunities to build their skills, stay abreast of the latest industry trends and best practices, and grow in their careers. Our employee development program starts day one through onboarding and focuses on three key areas: supporting our people, our business, and our culture. We are committed to identifying and developing the talent necessary for our long-term success.

We strive to create a high-performance culture that embraces diverse perspectives and experiences, and training further cultivates this environment. To promote individual development and provide personal feedback regularly, we offer formal performance reviews for all permanent employees. We provide a variety of resources to help our employees build and develop their skills, including online development resources as well as individual development opportunities and projects for key talent.

Whether at the office, in the field, or on the road, we continue to provide opportunities for training and development for all employees. Our drivers are paired with Certified Driver Trainers during onboarding and are given position- and customer-specific training. Managers conduct regular safety behavioral observations throughout the organization every day, and remedial training and coaching takes place on the spot. Proactive injury and crash prevention and remedial training are also delivered regularly online to each employee through a highly interactive lesson platform.

Our technicians receive both online and in-person training to enable them to continuously improve their technical skills. The Maintenance Learning and Development Team partners with many Original Equipment Manufacturers (OEMs) to ensure our technicians possess the knowledge and skills necessary to fulfill our Maintenance Promise for our customers every day. Ryder seeks out collaborative efforts and performs pilot sessions of new instructor-led training courses to deliver continuous improvement opportunities.

Additionally, we have leadership development resources for our future leaders as they continue to develop their skills. We strive to nurture leadership skills among our workforce and support up-and-coming leaders. We offer multiple leadership development opportunities, such as expanded roles, coaching programs, and a customized senior leadership competency program. Development courses include Coaching and Leadership Essentials, Targeted Competency Workshops, Executive Coaching, and New Sales Leader Training. Our management trainee programs provide early-career individuals with the opportunity to direct their careers from the start. As Ryder grows, we also recognize the value of increasing diversity and representation among our company's leaders. For this reason, Ryder has programs to specifically encourage and promote the recruitment and development of diverse talent while ensuring necessary exposure throughout the company.

We continue to evaluate our executive leadership programs, which are focused on areas critical to the development and success of talent across the enterprise. In these programs, participants connect with executive leaders by participating in virtual sessions and assessments that cover leadership topics. We have a robust talent and succession planning process and have established programs to support the development of our talent pipeline for critical roles in our organization. Annually, we conduct a thorough review with the Leadership Team focusing on high-performing and high-potential talent, diverse talent, and succession for our critical roles. Additionally, we track high-potential development candidates at the director level and above, and maintain quantitative, internal targets related to leadership succession planning and employee development. These metrics are incorporated into our Chief Executive Officer's performance goals, and we report company performance annually to the Leadership Team. In 2019 and 2020, we achieved our targets for key employment development and succession planning. Our forums, leadership competency programs, and manager offerings continue to influence our overall talent retention as we aim to further enhance our talent management.



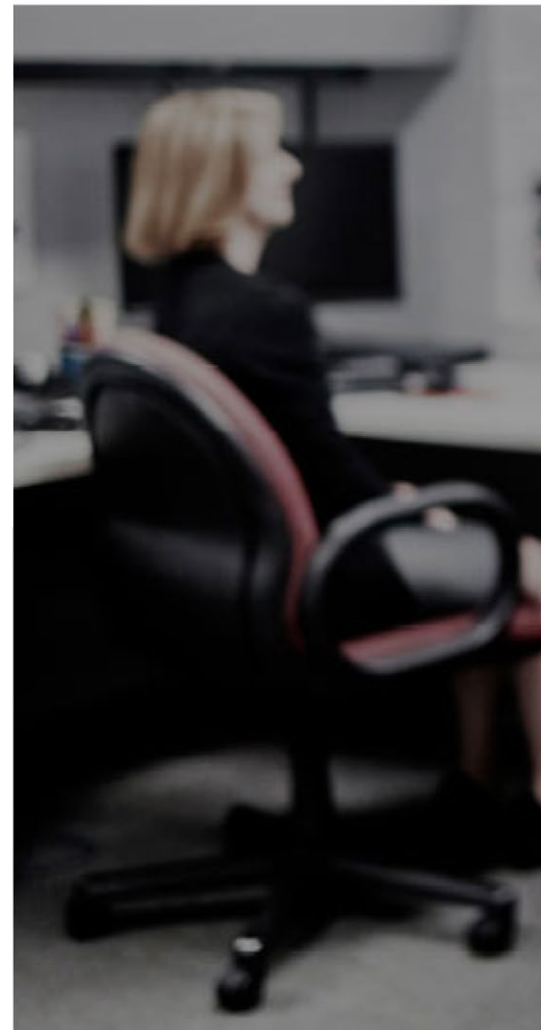
EMPLOYEE ENGAGEMENT

The well-being of our employees directly contributes to Ryder's success, and their level of engagement impacts their ability to bring their best selves to work. A large portion of employee engagement is communication. One of the primary methods we utilize to communicate at Ryder is our internal communications platform, R World. A web- and app-based platform, R World provides employees with real-time opportunities to read and respond to company news and updates.

Additionally, we strive to promote employee satisfaction, health, and engagement by providing learning opportunities, wellness resources, and feedback mechanisms. One of the best ways to continuously improve our culture is to listen to employee feedback. By engaging our workforce and strengthening our agility, we are better positioned to meet our strategic goals. We use multiple channels to measure and increase employee engagement, including:

- Providing employees with new technologies and tools that improve the employee experience;
- Enhancing our online learning management system to drive more self-development; and
- Leveraging pulse surveys to quickly assess engagement and drive actions in real time, targeting specific employee populations.

In 2018-2019, we conducted a two-part Technician Pulse Survey with all Ryder technician groups. The surveys yielded a primary theme to address on-the-job recognition for the work our technicians do. As part of the action plan, Ryder instituted a technician recognition strategy, which included submitting technician success stories to R World, having monthly technician recognition within business unit newsletters, building in technician success callouts on meeting agendas, and sharing a job aid with managers for on-the-job recognition ideas. Additionally, in 2020, we deployed a driver interview-based survey to evaluate engagement across themes such as manager relationships, rewards and recognition, on-the-job resources, and company value by location. This will continue through 2021 in order to derive results for action planning.



A BRAND NEW WORKDAY

In 2019, Ryder announced its intention to migrate to the Workday platform as part of our mission to continuously improve and bring unprecedented efficiencies to our HR and Finance functions. In July 2020, Workday was implemented for HR and Expenses. We anticipate Workday Financials will go live in April 2021. Workday will further enhance our HR and Finance functions through access to and utilization of critical business data, regardless of segment or location.

We selected a single platform after an extensive search to meet our needs and provide the necessary flexibility and scalability for future growth. Ryder was able to modernize applications, streamline systems, and consolidate data over 10 disparate applications into a single, user-friendly platform. Workday provides the best organizational fit by featuring the most comprehensive processes, modules, and future product roadmap that aligns with Ryder's global business strategy.

Designed for security, control, and business innovation needs, Workday further drives consistencies and transparency throughout Ryder while reducing business risk of aging systems. The standardized processes and operating model encourage collaboration, avoid silos, and improve governance. Additionally, our employees now have easier access to updated business information, personal information, and financial data, along with necessary job trainings and leadership trainings. Workday continues to improve accessibility and foster more positive interactions between employees and our business segments. Providing a one-stop shop, this system empowers our employees by giving greater control and access to data that they need to do their jobs and serve our customers.

HIGHLIGHT STORY: DRIVER OF THE YEAR AWARD

Truck driving is at the core of our DNA. It's where we started, and it's still at the center of everything we do.

We employ more than 10,000 professional drivers, and we hold them to the most rigorous standards of safety, professionalism, and customer commitment. The drivers who most embody these qualities achieve one of our oldest and most prestigious recognitions—Ryder Driver of the Year—and are inducted into the Ryder Hall of Fame.

Nominees are evaluated by a committee that includes customers, executives, safety experts, and fellow professional drivers. The selected recipients are chosen for demonstrating exemplary safety performance, customer service, and citizenship throughout their careers and home life. Many recipients have also logged several million miles on the road without an accident or incident.

2019 Drivers of the Year: Robert Cole from DTS is the longest-serving driver on the Houston Plating account with almost a half century of experience and more than three million miles logged. Arthur Taylor from SCS joined Ryder nearly 20 years ago, and his total miles logged are up to 7.3 million without a single preventable incident to his name.

2020 Drivers of the Year: Clifton Niles from DTS is a Certified Driver Trainer with nearly 50 years of experience on the road and four million safe miles behind the wheel. Howard Davenport from SCS has 1.5 million safe miles behind him and sets an example on and off the road as an Army veteran, volunteer, and mentor.

From top row, left to right: Robert Cole and Arthur Taylor, bottom row, left to right: Clifton Niles and Howard Davenport



HIGHLIGHT STORY: RYDER TOP TECH

Our technicians must stay at the forefront of vehicle technology to keep up with rapid changes in our industry and to remain competitive. We encourage a culture of continuous training and improvement among our technicians to help maintain safe and reliable equipment and our status of having the industry's best uptimes. Technicians across the company are invited to compete in Ryder's Top Technician (Top Tech) Recognition Program through multiple rounds of written and practical tests to evaluate their maintenance knowledge. The top scorers go on location to compete against each other in a series of difficult maintenance challenges to determine who is named Ryder's Top Technician. Top Tech highlights the value Ryder places on its technicians, the importance of technical training for ensuring quality maintenance, and our commitment to exemplary customer service for Ryder's commercial lease and maintenance customers.

In 2019, eight technicians competed at Top Tech in Indianapolis, IN, and Ken Bilyea of our London, Ontario, location was titled **Ryder's 2019 Top Technician**.

In 2020, due to travel and in-person event restrictions necessitated by the COVID-19 pandemic, we canceled the Top Tech competition for the first time in the program's 19-year history. We look forward to continuing the competition in 2021.



WINNER

2019
NORTH AMERICA

IN 2019, EIGHT TECHNICIANS
COMPETED IN INDIANAPOLIS, IN,
AND KEN BILYEA OF OUR LONDON,
ONTARIO, LOCATION WAS TITLED
RYDER'S 2019 TOP TECHNICIAN.



HEALTH AND WELLNESS

We invest in our employees by offering comprehensive health, welfare, and retirement programs for our full-time employees, along with wellness programs and well-being initiatives. These programs include medical, prescription, dental, and vision benefits; life and disability insurance; a 401(k) retirement savings plan, including an annual company match; behavioral health and Employee Assistance Program services; and community outreach programs, such as United Way and Big Brothers Big Sisters of Miami. We also provide transition assistance programs, including outplacement program support with resume writing, skill writing, and coaching on interview skills, for select employees who have been subject to a bona fide workforce reduction and who meet certain criteria. For more information, see our [Careers Page](#).

We work with our major health care partners to provide employees with the tools and resources needed to easily learn about their health plan services. These include mobile apps, benefit videos, and comprehensive web portals, which offer information on health plan basics, provider search tools, and how to use the network to minimize the cost of care. We offer a suite of health promotion services, including seasonal flu shots, mobile mammograms, smoking cessation, health fairs, personalized health coaching, and chronic care management, among others. Our digital health platform also features online and mobile solutions that help employees manage their health and wellbeing.

BUILDING A CULTURE OF INCLUSION AND EQUALITY

Our vision is to create a collaborative work environment that supports and values individual contributors and their perspectives. The diverse backgrounds and experiences of our workforce help us better understand and respond to our customers' needs, leading to increased profitability and long-term value. Increasing diversity also strengthens our ability to attract and retain top talent in an industry that has not historically been very diverse. Our focus on **Supporting Women**, **Military & Veteran Recruiting** and **Supporting Black Talent** have been important ways in which we strive to increase our access to the best talent. To further promote diversity in our workforce, we participate in annual career expositions and conferences, and we continued to do so virtually in 2020. In addition, our equal employment opportunity and affirmative action policies and programs are designed to ensure that all qualified applicants and employees are treated without regard to such factors as race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status, or any other reason prohibited by law. Our suppliers, vendors, and subcontractors are informed of our adherence to such policies through our Employment Information Report Notice to Suppliers and our Supplier Terms and Conditions, both of which are available on our [website](#).

DIVERSITY GOVERNANCE & TRAINING

Our Diversity Equity & Inclusion (DE&I) Council, comprised of cross-functional leaders, guides our achievement of three key goals: remaining an employer that attracts diverse talent, developing the diverse talent we already have, and driving innovation and growth through diversity of thought. The DE&I Council's role is to:

- Partner with the CHRO to recommend and develop DE&I initiatives in support of our mission, vision, and values;
- Model diverse and inclusive behaviors and champion the same in the organization
- Assess and continuously improve execution of D&I initiatives
- Drive accountability for programs and results; and
- Capture the voice of diverse employees

Upon hire, every Ryder employee takes our mandatory course, "The Inclusion Journey: Delivering on the Potential of a Diverse Workforce," reinforcing our philosophy of equality in the workforce and providing employees with the skills and awareness to work effectively with people who have different backgrounds, ethnicities, and values than their own. To supplement this training, supervisors and managers engage in an additional workshop, "Continuing the Journey," which provides insights into managing a diverse workforce. We will continue to promote and prioritize initiatives that result in our employees feeling valued, respected, and included.

THE GIFT OF EDUCATION

In 2020, we announced a multiyear gift of \$250,000 to the **Howard University School of Business** to support the Center for Excellence in Supply Chain Management, as well as scholarships for supply chain management majors, paid internships at Ryder, and the development of a data analytics curriculum and programming for the supply chain management program. Our partnership with Howard University started in 2003 and is one of our longest relationships with any university. We wanted to celebrate the long-standing partnership by supporting Howard University's work in training the next generation of supply chain leaders and increasing diversity in the industry. This effort became even more critical given the financial impact COVID-19 has had on vulnerable populations of students who might be at risk or face barriers to completing their education. Six Howard University students will receive the 2020 Ryder Scholarship for excellence in supply chain management.

SUPPORTING WOMEN

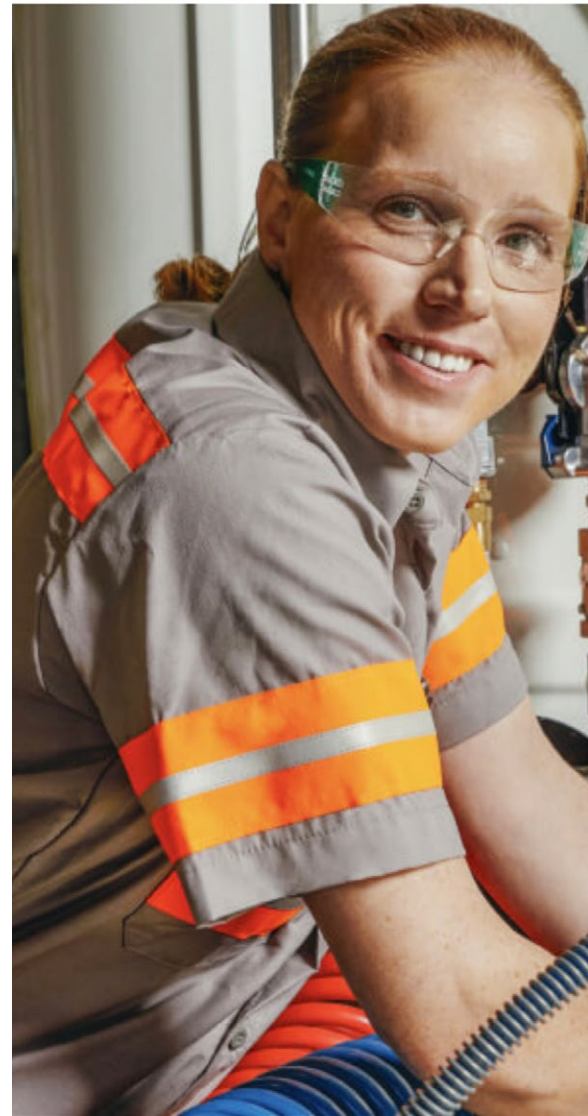
To mitigate the historic gap in female representation in our industry, Ryder's Women Leadership (RWL), created in 2011, supports the development of women leaders through networking events, career development programs, and collaborative activities. RWL hosted multiple programs in 2019 and 2020 supporting career progression, leadership skills development, and team-building for women leaders. Additionally, in 2019, our colleagues in Mexico hosted our third international RWL. We partnered with Women Executive Leadership of Miami and Leadercast of Atlanta to host events specifically focused on executive presence and leadership.

Due to the disruption in our world and industry in 2020 from COVID-19, RWL also hosted a virtual event called "Balancing the New World & Developing New Competencies" in order to guide women leaders on leading through change and instability. We continue to enhance the capabilities of our RWL programs to reach more women in remote locations, including in field operations, via virtual outreach technologies. By encouraging career development and leadership presence, we have enabled our women leaders to:

- Exude confidence with every interaction
- Demonstrate courage to speak up and share ideas and convictions; and
- Deliver clear and confident messages

Ryder is represented on the Board of **The Women in Trucking Association**, a non-profit organization that works to encourage the employment of women in the trucking industry, promote their accomplishments, and minimize obstacles they may face. Through this partnership, we have identified better strategies for attracting, retaining, and promoting more women, which has also helped us address the driver shortage. Additionally, we partner with the **Commonwealth Institute** and the **Society of Women Engineers** to further expand our capabilities in support of women.

At the same time, we are working to make trucking safer for women. Since 2015, we have provided our lease customers with a female-friendly ergonomic package for commercial vehicles, including 15 unique specifications that make the vehicle more ergonomically friendly for female drivers. Our aim is to attract more women to the industry while making vehicles safer and easier to operate for a broader range of drivers.

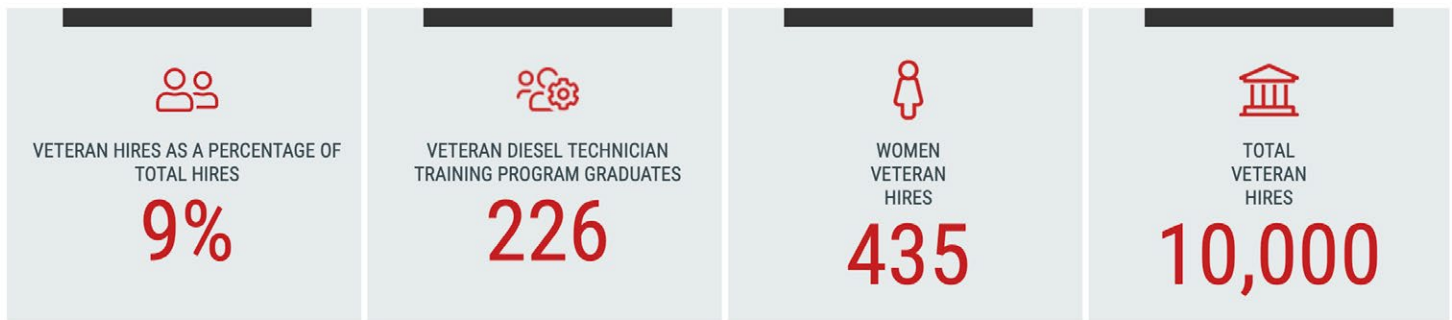


SUPPORTING BLACK TALENT

Ryder recognizes the value of investing in the development of leadership skills in our existing workforce and increasing diversity and representation among our company's leaders. For these reasons, Ryder has programs to foster the development of Black talent and increase resources for networking and exposure. To expand our targeted offerings, Ryder conducted a focus group in 2020 with Black leaders throughout Ryder in order to identify opportunities, which revealed a need to focus on development, mentorship, and exposure. Findings from the focus group allowed us to leverage our partnership with McKinsey and their Black Leadership Academy program, which was created to increase leadership and strategic development as well as provide networking opportunities for growing Black leaders. Our Black officers attended the program in 2020 and we have a cohort of Black directors enrolled to attend in 2021. The results from the focus group also equipped us to create a Black Leadership Forum in order to drive development and sponsorship of Black leaders. In addition to supporting the growth and visibility of our current Black talent, Ryder has enhanced recruiting processes by expanding partnerships and internship programs with Historically Black Colleges and Universities to further diversify the hiring pool with Black interns and recent graduates. We continue to look for opportunities to recruit, retain, and develop our Black talent.

MILITARY & VETERAN RECRUITING

We are grateful for the men and women who make the extraordinary commitment to serve our nation, and we recognize the value that skilled veterans bring to our team. This is why we continue to consider the military as a key talent pool for new hires. Ryder is a corporate partner of the U.S. Chamber of Commerce's [Hiring Our Heroes](#) programs, an effort to connect veterans, transitioning service members, and military spouses with meaningful employment opportunities.



Hiring Our Heroes provides opportunities to engage with the military at hiring events across the United States, enabling us to recruit the best and brightest of our nation's service members. Ryder became a corporate sponsor of Hiring Our Heroes' Fellowship Program in 2014, offering a 12-week unpaid internship that provides Fellows—senior non-commissioned and junior to mid-grade officers—with experience in the civilian workforce while they transition out of the military. The program provides the opportunity to sharpen their skills for future employment, and gives Ryder extended exposure to each candidate. Through these partnerships, we have hired 10,000 veterans since 2011 (as of December 31, 2020), updating the percentage of veterans in our workforce to over 9%. We also renewed our commitment to participate on the [Veterans Employment Advisory Council](#) in 2021, an initiative that focuses on enhancing collaboration between public and private sectors to improve career opportunities for veterans.

The Ryder Diesel Technician Training Program offers training for new veterans to become diesel technicians at military installations throughout the United States at five U.S. bases, and we plan to expand the training to two additional bases in 2021. Participating service members begin their training four months before transitioning out of the military, enabling them to begin careers at Ryder before completing their term of service. Through the Diesel Technician Training Program, 165 transitioning service members have taken jobs at Ryder.

To further support our veterans, we provide a [military hiring landing page](#) that serves to help veterans match their skills with open positions at Ryder. We also pair current Ryder employees who are military veterans with new veteran employees via our Veteran Buddy Program, helping to ease the transition from military to civilian life. In August 2020, Ryder was designated a 2021 Military Friendly Employer for Veteran and Military hiring and support for the second consecutive year.

SUPPLIER DIVERSITY

The diversity of our employees, suppliers, customers, and the communities in which we operate is a competitive advantage. We are always searching for new suppliers that will widen the variety and quality of our supplier network. We support the diversity of our suppliers via our [Small Business and Supplier Diversity Program](#), which provides more opportunities for companies certified by the [Small Business Administration](#) to work with Ryder. This program enables us to further grow our relationships with local communities, meet customer expectations, and strengthen and expand our supplier base. We are committed to integrating supplier diversity into our business strategies, making thoughtful efforts to include diverse suppliers in sourcing activities, and improving spending levels as appropriate with diverse suppliers. Goals are established annually, and we are working with our dealer network and OEMs to improve the program.



DIVERSITY PERFORMANCE

To further advance our ongoing commitment to diversity, equity, and inclusion, we conduct internal benchmarking to evaluate segments of our workforce. For example, we compare relevant demographic data from the U.S. Bureau of Labor Statistics (BLS) with our internal workforce data to better understand our diversity representation against national averages. Among select industry job functions in the United States, we consistently meet or exceed the BLS representation for diversity and women in the workforce.

Another way we measure the inclusivity of our culture is through the Corporate Equality Index (CEI) rating, conducted by the Human Rights Campaign. CEI scores are calculated based on a company's policies, resources, and education to support LGBTQ workers. Ryder voluntarily participates in the annual CEI survey, along with over 1,000 other companies, to share how we promote an LGBTQ-inclusive workplace. **Ryder received** a CEI score of 80—out of a possible 100—on both the 2020 and 2021 CEI, reflective of the 2019 and 2020 calendar years. Our latest score was four points higher than the **Fortune 500 average**. We will continue to leverage the benchmark to inform our workplace policies.

As we continue to focus our efforts to promote diversity going forward, we also commit to transparency with regard to our workforce demographics, including the diversity representation of our workforce and new hires as shown below.

RYDER YEAR-OVER-YEAR DIVERSITY REPRESENTATION

	2016	2017	2018	2019	2020
Overall Diversity Representation*	47%	50%	52%	53%	54%
Diverse Hires	54%	59%	63%	61%	63%

*Defined as gender and ethnicity

RYDER 2020 U.S. EMPLOYEE DIVERSITY

DIVERSITY INDICATOR (GENDER)	PERCENT OF TOTAL U.S. WORKFORCE
Female	19%
Male	81%

DIVERSITY INDICATOR (AGE)	PERCENT OF TOTAL U.S. WORKFORCE
<23	4%
24-39	37%
>40	59%

DIVERSITY INDICATOR (RACE/ ETHNICITY)	PERCENT OF TOTAL U.S. WORKFORCE
Asian	2%
Black	22%
Hispanic/Latino	18%
Multi-racial	2%
White	55%



SAFEGUARDING PEOPLE

UPHOLDING SAFETY AND SECURITY IN ALL WE DO

Our highest priority is the safety of our employees, customers, and the public. Ensuring our employees adhere to rigorous safety protocols not only keeps our employees safe, it makes our shared environments safer for the communities and customers we serve. We maintain best-in-class practices, training programs, and technology to keep our approximately 39,000 employees safe, and to protect our 279,900 vehicles for secure and proper use while serving our tens of thousands of customers.



SAFEGUARDING PEOPLE

SAFETY

SAFETY IS AN INTEGRAL PART OF OUR BUSINESS OPERATIONS

Safety is Ryder's number one goal and motivator. It has to be. Preventing injuries and collisions improves employee quality of life, eliminates service disruptions for our customers, increases efficiency, and strengthens our brand reputation. Safety is imperative and translates throughout our business to our employees, customers, and communities. Ensuring our employees adhere to the strictest safety protocols at the workplace and on our shared roadways, not only keeps our employees safe, it makes our shared environments safer for the communities and customers we serve. Our steadfast commitment to the safety, health, and well-being of our employees, customers, and communities has made us a trusted industry leader, and with that dedication comes a responsibility to uphold and exceed the industry expectations placed upon us. Ryder employees put safety first and foremost in everything they do, whether at a customer location, at our facilities, or on the road.

OUR APPROACH

Safety is a core element of our day-to-day operations, and employees at every level of the company share the responsibility and accountability for employee, customer, and community safety. We encourage all members of our workforce to contribute to the strengthening of our safety standards through continuous improvement initiatives. Our **"Captain of the Ship" policy** also empowers every employee to halt an operation if they feel a situation doesn't meet Ryder's rigorous safety standards without the delay of waiting for a manager to evaluate the situation and authorize a course correction. This policy is the foundation of our safety program and enables a culture where safety is every employee's responsibility.

Our talented and dedicated Safety Organization team drives our overall safety strategy and consists of three divisions: Safety Standards & Technology, Field Safety Solutions, and U.S. Department of Transportation (DOT) Compliance. All three groups report to our Group Director of Safety and are responsible for promoting and enforcing Ryder's safety culture.

OUR APPROACH

Safety is a core element of our day-to-day operations, and employees at every level of the company share the responsibility and accountability for employee, customer, and community safety. We encourage all members of our workforce to contribute to the strengthening of our safety standards through continuous improvement initiatives. Our “**Captain of the Ship**” policy also empowers every employee to halt an operation if they feel a situation doesn’t meet Ryder’s rigorous safety standards without the delay of waiting for a manager to evaluate the situation and authorize a course correction. This policy is the foundation of our safety program and enables a culture where safety is every employee’s responsibility.

Our talented and dedicated Safety Organization team drives our overall safety strategy and consists of three divisions: Safety Standards & Technology, Field Safety Solutions, and U.S. Department of Transportation (DOT) Compliance. All three groups report to our Group Director of Safety and are responsible for promoting and enforcing Ryder’s safety culture.

SAFETY STANDARDS & TECHNOLOGY GROUP

- Led by the Senior Director of Safety Standards & Technology.
- Manages safety policies, technologies, and training, in addition to having responsibility for all safety metrics, Safety Management Systems, and incident management.

FIELD SAFETY SOLUTIONS GROUP

- Led by two Field Safety Directors in Integrated Logistics and a Field Safety Director within Fleet Management Solutions.
- Oversees all field safety processes, risk assessments, management training, safety site investigations, and day-to-day safety support.

DOT COMPLIANCE GROUP

- Led by the Senior Manager for DOT Compliance.
- Oversees driver performance management and all regulatory compliance activities, supports operational locations and compliance case management. During monthly conference calls with key division points of contact, our Senior Manager for DOT Compliance trains managers and promotes compliance activity accountability.

The Senior Vice President responsible for the Safety Organization presents a quarterly Report on Safety to the Corporate Governance and Nominating Committee, which includes year-over-year performance, current initiatives, and our safety outlook for the future. Key highlights are reported annually to the full Board. To stress a culture of safety each day, every meeting at Ryder begins with a “safety message.”

We also prioritize the safety of our customers and communities as part of our commitment. Ryder Fleet Risk Services, which is part of our Fleet Management Solutions (FMS) segment, works with customers, field operations, sales, claims, insurance operations, and Ryder Fleet Protection Solutions to provide safety training and education to our customers through in-person training, webinars, or written materials.

TARGETS

We set annual safety goals to improve injury and crash performance year over year, with performance being reported monthly and tied to compensation. Aligned with our updated sustainability strategy, in 2020, we set the following specific safety goals to drive our performance:

- Achieve at least a 10% reduction in vehicle accident and injury frequency by 2025 (vs. a 2019 baseline), as measured by OSHA’s recordable injury rate and vehicle accidents per million miles.
- Achieve 15% improvement in our driver training effectiveness by 2025 (vs. a 2019 baseline), as measured by our in-vehicle video event recorders.

To support our targets, we continue to enhance the effectiveness of our safety training programs in accordance with our philosophy of continuous improvement.



SAFETY MANAGEMENT PLAN & RYDER SAFETYNET

Ryder's internal Safety Management Plan (SMP) implements the safety measures necessary to ensure our compliance with the Federal Motor Carrier Safety Administration's (FMCSA's) Compliance, Safety, and Accountability program. The SMP outlines our safety strategies, key performance indicators, and regulatory compliance management (including DOT). Our system covers 100% of our direct and contract regulated employees, because we are dedicated to the safety of our entire workforce.

Working in tandem with our SMP, our web-based enterprise risk platform, Ryder SafetyNET, delivers proactive, site-specific safety programs and tracks facility-specific safety data, audit results, safety inspections, and unsafe findings or issues. At the beginning of each year, our Safety Organization works with each facility to implement site-specific safety tasks based on past safety observations, identified at-risk behaviors, and results of safety inspections. Additionally, the data from Ryder SafetyNET supports the creation of Action Plans to address site-specific unsafe conditions should they arise. This easy-to-use platform has transformed our overall Safety Management Plan and enabled Ryder to better target the deployment of our safety initiatives and training.

We utilize our current safety management systems, such as SafetyNET as well as our internal Ryder Policy website, to promote employee participation in the identification of hazards, the assessment of risk, and the investigation of incidents. Our employees actively contribute to occupational health and safety through facility inspections, employee observations, and Safety Committees. All Ryder operations promote the use of Safety Committees which is a group of Ryder employees, generally volunteers, who have a common goal of ensuring that the location is meeting all safety and/or compliance requirements as defined by SafetyNET. Safety Committees share information related to recent incidents and root causes, define safety action items and facility improvements, and assign specific tasks and inspections to employees.

EDUCATING EMPLOYEES

Due to the criticality of safety in our industry, we developed an extensive training curriculum with various delivery methods to ensure our workforce is well educated on safety and compliance topics. We proactively deliver safety programs tailored to every location via Ryder SafetyNET. Our safety policies require that all managers, supervisors, and employees incorporate safe processes in all aspects of our business. We house our numerous safety policies regarding FMCSA compliance, driver safety, and driver expectations (e.g., personal accountability for ceasing unsafe behavior, fatigue management, and prohibition of cell phone use while driving) within an internal Ryder Policy website. These topics are covered during New Employee Safety Orientation, which may be offered in-person or online, depending on cohort size and location. Management also tracks and reviews monthly safety scorecards for progress toward key safety objectives on SafetyNET.

Ryder supervisors receive Fundamentals of Safety Management training to support a thorough understanding of their safety and compliance roles and responsibilities. All drivers receive quarterly training through our highly-interactive Ryder Workday Learning comprehensive lesson platform, which covers an extensive list of safety and compliance topics.



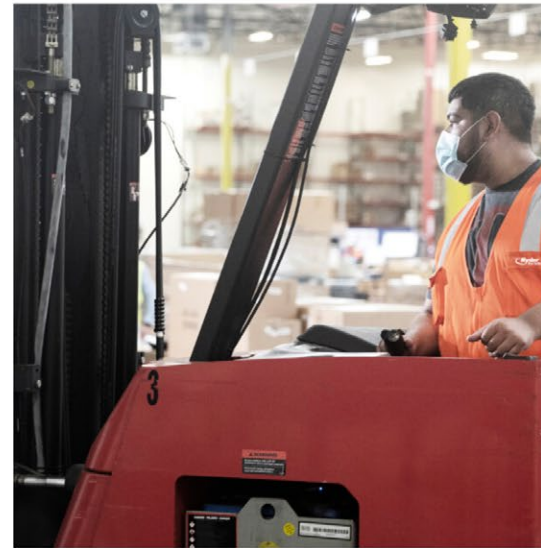
EMPLOY A NETWORK OF

OVER 350
CERTIFIED DRIVER TRAINERS

For full-time drivers with at least one year of experience, we offer a Certified Driver Trainer certification course to develop a base of certified trainers who can provide new driver safety orientation and driving skills training to drivers that need additional support. The Certified Driver Trainer certification further engages employees on a culture of safety, enabling peer-to-peer safety education and empowering employees to become leaders in driver safety. We currently employ a network of more than 350 Certified Driver Trainers. In addition, managers throughout the organization conduct daily safety behavioral observations, and all Ryder operations receive bi-weekly safety messages about issues facing commercial truck drivers, such as driver fitness, sleep apnea, taking breaks, and roadside inspections.

FOCUS 2.0 PROGRAM

Our FOCUS 2.0 Lean Location Safety Evaluation is a continuous improvement process designed to identify location-level safety issues, develop solutions, and standardize improvement plans from lessons learned to prevent injuries and collisions. The program, updated in 2020, targets the highest risk industries and job types. During a FOCUS event, our Field Solutions group identifies the root causes of collisions and workplace injuries, observes these causes in the field, and forms solutions to address them. These solutions are then implemented at the site and similar business locations and jobs to drive improvement in the operational safety performance at the location. Findings are communicated to each location's employee base through a safety meeting, while major lessons learned and best practices are shared on our safety scorecard calls and incorporated as applicable across the entire organization.



BUSINESS INTELLIGENCE SAFETY AND COMPLIANCE SCORECARD

In 2020-2021, we began collaborating with our data science and analytics team to create safety and compliance dashboards and scorecards. These dynamic safety scorecards provide more timely delivery of leading (proactive) and lagging (reactive) indicators across our operations to drive continuous improvement and action. The dashboards combine metrics from multiple systems to improve visibility and accountability and are reviewed monthly with each division. We will continue to expand the deployment of the scorecards across the different lines of business through 2022.

INCIDENT MANAGEMENT

Our Incident Management System—housed in Ryder SafetyNET—is used to report injuries and near misses throughout all Ryder business segments. To ensure the timeliness of injury treatment and reporting, we have collaborated with Medcor Injury Triage, a telephonic injury assessment service that provides our injured employees and their supervisors with immediate access to medical professionals, 24 hours a day, seven days a week. When an employee reports an injury, and it is determined that it is not life-threatening or does not require immediate medical treatment, a trained and qualified injury triage nurse, via phone, will speak privately with the injured employee and their supervisor. Following specially-designed protocols, the nurse will determine the seriousness and nature of the injury and the best way to address it. If the injured employee can safely return to work, the nurse will provide first aid, or “self-care,” instructions to the employee. These instructions can also be provided electronically, and the supervisor will partner with the employee to ensure that the employee fully understand the direction provided by the triage nurse. If self-care is not an option, the nurse will refer the employee to a local occupational medical facility, to which the employee's supervisor will ensure immediate access.

In 2019, our total recordable incident rate (TRIR) for direct employees was 2.86 and our lost time incident rate (LTIR) was 1.24 (both rates calculated per 200,000 hours). Our fatality rate was 13.2 per 100,000 direct employees, and 0 for contract employees.

TRUCK SAFETY

As important as it is to train our employees in proper safety procedures, it is equally important that we provide safe equipment for our employees and customers. Since 2014, we have equipped our new fleet purchases for Supply Chain Solutions (SCS) and Dedicated Transportation Services (DTS) with an advanced safety package, which includes collision mitigation technology, active brake assistance, adaptive cruise control, lane departure warning, roll stability, and LED headlights.

LYTX DRIVECAM

To further promote safe driving, we use Lytx DriveCam in all SCS and DTS vehicles. This video event recording technology includes an internal- and external-facing camera secured on a truck's dashboard. The camera is triggered by events, such as hard stops, bumps, hard turns, and speeding events, recording eight seconds of video prior to and four seconds after each event. After being notified, Lytx reviews the video for unsafe behaviors, such as driver cell phone use, and sends the video to the driver's manager. The manager reviews the video with the driver during a coaching event, if applicable, to prevent repeat behavior. This video evidence has not only helped Ryder proactively identify unsafe driving behaviors to prevent collisions and injuries, it has also helped exonerate our drivers in certain circumstances. This DriveCam technology is being installed on all dedicated mobile maintenance vehicles in the FMS business and will be completed in all service vehicles in 2021.

Our goal is to reduce risk through behaviors we can control—specifically, we hope to prevent the repetition of identified unsafe events. In 2019, Ryder measured Lytx performance through a Coaching Performance Score consisting of the risk points defined by Lytx, accumulated over a given month against miles driven during that same time. A lower Coaching Performance Score represents better performance. Ryder improved our Coaching Performance Score by 24% in 2019 while maintaining over 70% coaching effectiveness. As we work toward our goal to achieve at least a 10% reduction in vehicle accidents by 2025 (as measured by our in-vehicle video event recorders), we will continue to review the efficacy of our safety programs and identify new tactics as needed.



DRIVER HEALTH

We also recognize that the health and well-being of our drivers can significantly determine behaviors and impact safety. As part of our efforts to minimize risk and monitor health, we require our drivers to pass a pre-employment drug screen, have a pre-employment physical exam, and participate in DOT recurrent physical evaluations to confirm that they are fit to drive safely.

During these recurrent DOT medical evaluations, we also identify drivers in our SCS and DTS divisions who are at high risk for obstructive sleep apnea. To prevent the risk of driver fatigue, we require these drivers to participate in a sleep study through Ryder's Sleep Apnea Program, which diagnoses the extent of the driver's obstructive sleep apnea and determines the appropriate treatment. Under Ryder's program, the sleep study and all equipment to treat sleep apnea are provided to the driver at no cost. A contracted third-party healthcare vendor tracks treatment compliance on a weekly basis, and noncompliant participants are removed from driving duties until they return to compliance.



SAFEGUARDING PEOPLE

SECURITY

PROTECTING RYDER AND CUSTOMER ASSETS

In today's world, managing the potential risks that could negatively impact business operations—such as those related to criminal activity, natural disasters, data breaches, or the wrongful use of company assets—is more important than ever.

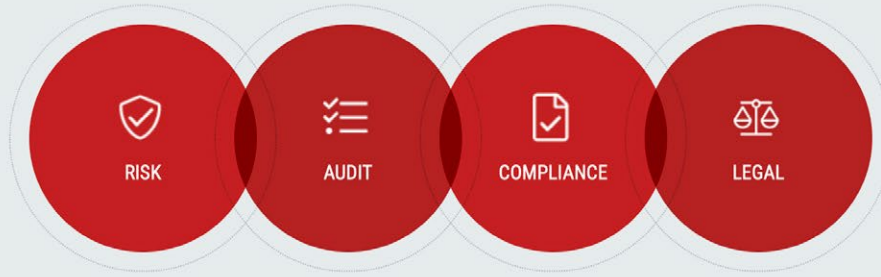
At Ryder, our highest priority is to mitigate these risks in order to provide safe and secure supply chain solutions for our customers. We can only execute this mission if we implement systems and procedures that protect our people and our assets, ensure our vehicles are used for lawful purposes only, and maintain business continuity for our business and our customers. By maintaining a robust security management system, we are better able to serve and protect our customers while ensuring the integrity of the Ryder brand.

OUR APPROACH

We leverage a cross-functional and layered approach to manage operational risks. Individuals from Physical Security, Cybersecurity, Business Continuity, Legal, Compliance, and Corporate Communications collaborate to monitor and carry out our crisis management planning for our critical processes. Our Group Director of Global Security is responsible for our physical security strategy and ultimately reports to our Chief Legal Officer.

Our Vice President (VP) and Chief Information Security Officer (CISO) oversees our data security program. Our data security team partners closely with our risk, audit, compliance, and legal functions in creating and updating relevant policies, informing and training employees and leadership, and monitoring all data security-related risks. The VP and CISO reports to the Chief Information Officer, who regularly collaborates with other members of Ryder's Leadership Team and updates the Audit Committee of the Board.

CROSS-FUNCTIONAL AND HIERARCHICAL APPROACH



SECURITY AUDITS

At Ryder, we understand that a chain is only as strong as its weakest link, which is why we regularly evaluate our security measures to identify and strengthen potential weak links. To maintain effective systems, our internal audit group tests our operating controls to support proper development and implementation of applications and to preserve the integrity of programs, data files, and computer operations. In addition, our information security systems are continually audited by third parties, including our customers. We also conduct periodic benchmarks of our security program maturity against the latest global, regional, and industry security standards.

We are recognized as a leader in supply chain security management by both our customers and government partners. U.S. Customs and Border Protection (CBP) randomly audits our various supply chain security certifications to validate that our written plans are being implemented at our global sites engaged in international logistics services. Over the last five years, CBP has conducted five site validations at Ryder locations throughout the world. Of the 350 security items validated at each location, Ryder has achieved an “in compliance” rating on all 350. In addition, CBP has identified and documented 20 industry best practices at Ryder’s facilities.



CRISIS MANAGEMENT & EMERGENCY PLANNING

We maintain business continuity by identifying our greatest risks, based on likelihood and severity of impact, and proactively mitigating potential impacts. To manage these risks, we have implemented emergency procedures and evacuation plans at every Ryder facility across the globe to protect our employees and prepare for any type of potential disruption, including natural disasters, epidemics, terrorist attacks, and/or data breaches. Each Ryder field location maintains a Business Continuity Plan (BCP) based on location, number of employees, and the type of operational processes used at the location. BCPs outline the specific security risks, procedures, resource needs, insurance plans, and network connectivity risks pertinent to the location. Our Field Operations team discusses and promotes these BCPs when leading regular meetings on disaster response. We thoroughly prepare for emergency situations, because the public depends on our ability to sustain a functional supply chain, especially during a crisis. In 2020, the COVID-19 pandemic tested our capabilities and emphasized the importance of a robust supply chain in times of emergency. We will continue to demonstrate resiliency and provide crucial supply chain services during the pandemic to support the well-being of our employees, customers, and communities.

NATURAL DISASTERS

Although we cannot control weather, we can prepare for it. Our position as a technology-driven company, with a focus on big data analytics, improves our readiness and response to sudden changes in weather. With operations across North America and the United Kingdom, our fleet, facilities, and customers are exposed to a variety of natural disasters, including hurricanes, tornados, earthquakes, floods, and blizzards. In addition to implementing emergency and evacuation procedures prior to an event, we leverage technology to inform our approach and enhance our communication before, during, and after an event. We utilize weather software to determine areas most likely to be impacted by a storm or disaster, and then we use this information to strategically and proactively communicate with high-risk facilities on what needs to be done to keep our employees, customers, and communities safe. For example, during hurricane season in Florida, we regularly engage with Miami-Dade Fire Rescue to share best practices and proactively identify how Ryder can support disaster response efforts in the affected areas.

HIGHLIGHT STORY: RESPONSE TO MEGA DISASTERS

In 2019-2020, there were continued catastrophic events that impacted the United States from coast to coast and other parts of the world. Flooding devastated a number of communities in the Midwest, wildfires continued to rage and destroy within a number of states, and Hurricane Dorian impacted the southeastern U.S. and the Bahamas. Ryder and its employees continue to find ways to coordinate efforts to help in response to these catastrophic events through our preparedness strategies and the funding priorities of the Ryder Charitable Foundation. The company is a Disaster Responder member of the Red Cross Annual Disaster Giving Program, a coordinated corporate giving network, which provides financial aid, supplies, and expertise to prepare and deliver critical aid to disaster sites. Ryder also partners with Feeding America affiliated food banks, local United Way chapters and other charitable organizations to provide aid to those in need.



ASSET SECURITY

In the United States, 25% of terrorist attack scenarios investigated by the Department of Homeland Security (DHS) employ trucks or vans as weapons. As an industry, it is paramount that we work together to protect rental assets from errant misuse or illegal activities, keep these assets out of the hands of those who would use them to do harm, and safeguard our neighbors and communities from senseless acts of violence and terrorism. To address these risks, we engage our peers, governments, and industry associations to continuously identify solutions that reduce the risk of illegal use of transportation vehicles across our industry.

We work closely with the **Truck Renting and Leasing Association** (TRALA) to develop and promote policies that keep our communities safer. TRALA represents the vast majority of truck rental and leasing providers in the United States with more than 500 member companies. Together, the industry purchases nearly 40% of all new commercial trucks in classes 3-8 manufactured in the United States and placed into commercial service. Through TRALA, we collaborate with peers and work continuously with local, regional, and federal law enforcement agencies—including the U.S. DOT, DHS, Transportation Security Administration, and Federal Bureau of Investigation (FBI)—to mitigate potential threats and improve public safety. We continue to adopt the latest safety and security protocols and train our employees on the best practices in asset security.

SUPPLY CHAIN SECURITY

Our success depends on the security of our own supply chain and our customers' supply chains that we operate. The exploitation of global supply chains by illegitimate actors such as drug smugglers and human traffickers is not only a threat to the general public, but can also cause significant disruptions to legitimate trade and production. To ensure that these supply chains remain secure, we maintain an extensive supply chain security program across our operations that involve international movement of goods. The program leverages state of the art technologies, documented security policies and procedures, and numerous supply chain security best practices. Our supply chain operations are certified in the U.S. Customs-Trade Partnership Against Terrorism (C-TPAT), Canada's Partners in Protection Program, and Mexico's Authorized Economic Operator Program.



TRAINING & COLLABORATION

Recognizing that our drivers are uniquely positioned to spot human trafficking on the nation's roadways, Ryder partners with **Truckers Against Trafficking (TAT)** to provide funding for programs designed to protect victims and to prepare Ryder drivers to save lives. TAT trains all of our drivers to spot and report human trafficking. From 2019-2020, 22,234 Ryder employees have received TAT training, which includes drivers and technicians. In total, the organization has 1,014,367 individuals registered as TAT trained, which has resulted in 2,692 calls made into the national human trafficking hotline, 708 likely cases generated, and 1,296 victims identified. Additionally, Ryder has a representative that serves on TAT's Board of Directors.

We also regularly meet with officials from CBP to discuss supply chain threats and strategies for mitigating these risks. In 2018, we participated in the Commercial Customs Operations Advisory Committee's Trusted Trader Subcommittee to update and revise the C-TPAT minimum security requirements, which are now being phased in by CBP. By engaging in conversations related to security in global supply chains and certifying our program, we remain at the forefront of this issue and protect our customers from potential security issues.



DATA SECURITY

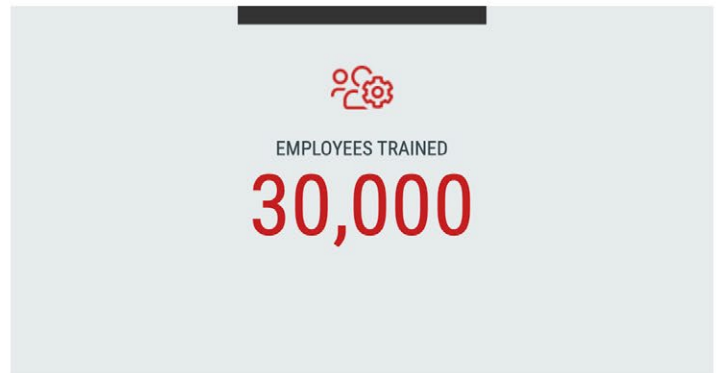
It is important the data held by Ryder's information systems—such as key financial and operations data, employee information, and customer data—remains confidential and secure. As the data use and privacy risk landscape evolves globally, we continue to adapt to rapidly changing regulations, policies, and best practices. We regularly monitor these trends and update our data privacy and information security initiatives, with a focus on threat identification, risk prevention, and employee education.

Our extensive set of policies covering security, **privacy**, and compliance risks are available electronically to all employees via the Ryder Policy Management System. We refresh these policies annually to ensure they are relevant, targeted to the correct audiences, and include critical components. Our Policy Management System enables us to easily track and verify that the required employees have read and signed off on relevant policies. Through R World, we publish Information Security articles which are accessible to all Ryder employees. Additionally, we conducted a company-wide simulated phishing exercise in 2020 that covered all 17,000 employees with company email.

Our IT Team also conducts assessments of the security systems of any vendor with access to confidential information from Ryder. Our contractual agreements with such vendors include heightened information security protocols and requirements for handling personally identifiable or other confidential information.

EMPLOYEE TRAINING

Employee education and security awareness are core components of our information security strategy. In 2019 and 2020, we rolled out online information security training to all of our employees worldwide. We plan to continue to roll out tailored information security training to the entire company in 2021, as well as engage employees informally through lunch and learns, company memos, internal articles, and intranet resources to provide employees with additional knowledge and awareness of data security trends and best practices.



COLLABORATION

Our security team engages with a number of external peer groups, including the FBI partnership group **InfraGard**. As members of InfraGard, our security team regularly engages in public-private collaboration with government which expedites the timely exchange of information including critical threat intelligence that helps to ensure Ryder stays prepared for and aware of emerging threats. Additionally, our VP and CISO is a member of the Florida CISO community regional governing body and is an active member of the CISO Coalition where Information Security executives from large enterprises collaborate frequently on new and ongoing information security threats. We collaborate regularly with our customers and third party partners at information sharing events, industry conferences, and customer advisory events to ensure alignment on information security threats, latest protection technologies, cybersecurity challenges, and to address information security-related needs and concerns.



TRANSFORMING COMMUNITIES

COLLABORATING TO DRIVE POSITIVE CHANGE

We care about the livelihood of the communities where we live and work, and aim to contribute to their well-being and resilience. Our community engagement efforts generate positive change and lasting relationships while creating opportunities to engage our employees. Through our charitable giving and employee volunteering, we exemplify our brand and core values while continuing our long legacy of building stronger communities.

TRANSFORMING COMMUNITIES

BUILDING STRONGER COMMUNITIES

A LEGACY OF GIVING BACK

We believe investing in people and communities helps make our world and company better. By supporting issues such as crisis relief, equality, and overall community well-being, we build resilience in our communities while showcasing Ryder's dedication, talent, and skills. By capturing the national efforts of our Ryder community, we emphasize our collective commitment to provide contributions of volunteer time, in-kind giving, and financial resources.

OUR APPROACH

Through the **Ryder Charitable Foundation**, we support our neighbors in times of crisis as well as expand opportunity and diversity by investing in education and training for jobs in our industry. In 1984, the company established the Ryder Charitable Foundation to provide an effective way to support charitable organizations and guide our giving strategy. Ryder's charitable giving reflects both our business and **our values** – trust, safety, innovation, expertise, collaboration, and equality. The Foundation's Executive Director supervises its operations. The Ryder Charitable Foundation's Board—made up of Ryder's Chief Executive Officer (CEO), Chief Marketing Officer, Chief Financial Officer, and Chief Legal Officer—oversees the Foundation, including approving its annual budget. Each year, the Foundation Board reports annual charitable giving to the Corporate Governance and Nominating Committee. A report is provided to the full Ryder Board as well.

RYDER FOUNDATION BOARD



Ryder's charitable giving reflects our expertise as a leader in logistics, transportation, and supply chain management. We provide more than funding—we also share what we do best. Our employees give expertise, time, and resources to charitable organizations that make our communities more resilient. We support our employees' dedication with collaboration grants for employee-driven charitable partnerships. As a company with a strong culture of giving, we also celebrate the best in us and highlight our important work through digital story-telling on our corporate website.

In 2020, we developed the following goals to drive positive investments in our communities and further demonstrate our commitment to equal opportunity:

- Invest 10% of the Ryder Charitable Foundation's budget by 2022 for specific initiatives to expand equality and diversity for the Black community.
- Award 75 partial scholarships per year for women and minority students by 2025.

DRIVEN TO GIVE

At Ryder, giving our time to charitable causes in communities where we live and work is embedded in our culture. As part of employee teams or on their own time, our employees give thousands of hours each year to charitable organizations. These volunteer activities range from mentoring, teaching, committee or board meetings for an employee's charity of choice to walks, runs, clean-ups, building, cleaning, cooking, and everything in between. Employees volunteer for organizations such as Feeding America affiliates, the American Red Cross, and the Susan G. Komen Foundation. Our Make It Count! initiative allows our Charitable Foundation to capture and recognize the collective good we do as a Ryder community. Whether in-person or online, all hours volunteered for charity count.

Our employees also serve as guest lecturers and provide logistics, transportation, and supply chain training and expertise at colleges, universities, and trade schools. They teach financial literacy classes in public schools as volunteers for Junior Achievement.

We established the annual Driven to Give Award in 2019 to honor employees whose volunteer service is both extraordinary and inspiring. The winning employee volunteer is honored by the Ryder Charitable Foundation and Ryder Chairman and CEO, Robert Sanchez, with the Driven to Give Award, while the employee's charity receives a gift of \$5,000.

For more information, visit our [Charitable Foundation & Corporate Giving](#) page.

DRIVEN — TO — GIVE



CRISIS RESPONSE

In 2019 and 2020, our giving reflected extraordinary need and extraordinary times.

Focusing on the growing need for disaster relief and the sharp increase in food insecurity and hunger as a result of the COVID-19 pandemic, we prioritized our efforts to help charities deliver critical food and supplies to people in need. We provide funding, transportation assistance, and year-round expertise to food banks affiliated with Feeding America. Ryder's Chief Financial Officer, Scott Parker, represents the company as a member of the Food Supply Chain Coalition, a national effort to increase efficiency in getting food from farm to food bank to people in need. We also continue to support the American Red Cross, a critical partner for more than 30 years.



HIGHLIGHT STORY: DRIVEN TO GIVE WINNERS

Driven to Give award winners exemplify extraordinary and inspiring volunteer service to help make their community and the world better. Each year a winner is named and the winner's charity receives a \$5,000 contribution from Ryder.

In 2019, our Driven to Give award winner was Michael E. Mahabir, a Senior Rental Manager. Mahabir was selected for his steadfast work of 12 years for feeding the homeless on the streets of Nashville, TN. He and his wife Rana cook and package about 50 meals at a time, including beverages and hygiene products. Members of his team often pitch in to help. Mahabir designated **Rise Against Hunger** (where he volunteers his time in addition to his own efforts) as the recipient of the donation.

For the 2020 Driven to Give award, **Jerry LaFemina**, a National Account Field Maintenance Manager, was named the winner. LaFemina was determined to continue to help others when COVID-19 struck our country and his community. In April 2020, he approached the **American Red Cross** to volunteer his services as a transportation specialist. He delivered recently collected blood to be manufactured, labeled, tested, and distributed to patients in need, logging more than 130 volunteer hours. Jerry truly stepped up and set a selfless example for his community and all of us at Ryder.

[WATCH VIDEO](#)

EQUALITY AND OPPORTUNITY

In 2020, in response to the important national conversation about systemic inequality, we underscored our ongoing commitment to diversity, equity, and inclusion with the addition of equality as one of the core values guiding our giving strategy – along with safety, expertise, innovation, and collaboration. We continued to focus time and resources on increasing opportunity through strong giving partnerships with organizations and institutions, such as Howard University, Hiring Our Heroes, Women in Trucking, Big Brothers Big Sisters of America, Girl Scouts, and the University of Tennessee's NeXxus Initiative.

By supporting the next generation of leaders in logistics and supply chain management and logistics, we aim to expand opportunity and diversity in our industry. We provide funding, scholarships, and expertise, including curriculum development and training, to enhance supply chain, data analytics, transportation, and engineering programs at top colleges, universities, and vocational technical schools.





UNIVERSITY OF TENNESSEE FUNDING & SCHOLARSHIPS

In 2019, Ryder funded research focused on gender equity in supply chain fields. In 2019 and 2020, the Ryder Charitable Foundation awarded scholarships to top women students of the NeXus Initiative, an effort to increase the number of women in supply chain management. The University of Tennessee's graduate supply chain program is ranked second in the nation by Gartner.

HOWARD UNIVERSITY CENTER FOR EXCELLENCE IN SUPPLY CHAIN MANAGEMENT

In 2020, Ryder celebrated a 17-year partnership with Howard University's School of Business by expanding its commitment to the Center for Excellence in Supply Chain Management (CESCM). Howard is ranked 13th among all undergraduate and graduate university supply chain programs in the nation by Gartner, the leading research and advisory company. The \$250,000 multi-year gift includes support for the program, Ryder internships, and expansion of data analytics within the supply chain program.

As a member of the CESCM Advisory Board for 10 years and a partner with the School of Business since 2003, Ryder has contributed to the success of Howard's supply chain management students and the supply chain program by providing funding, time, and talent. Through internships and working with Ryder executives on real world corporate challenges, students gain experiences to help prepare for successful careers in the industry.



COMMUNITY COLLABORATION GRANTS

Forgotten Harvest in Novi, Michigan

Ryder contributes funding for transportation-related costs at Forgotten Harvest, a Feeding America affiliate in metropolitan Detroit, where nearly half of people are food insecure. A team of Ryder employees in our Novi location have been committed volunteers and advocates for more than a decade. During 2020, in the early days of COVID-19, Forgotten Harvest set up mobile units to address the skyrocketing numbers of the hungry and food insecure. These services have continued throughout 2020 and into 2021, as the need persisted, delivering 138,000 pounds of surplus food per day to local charities.





HIGHLIGHT STORY: SUPPORTING GOODWILL SOUTH FLORIDA

In 2019, we partnered with Goodwill South Florida, supporting the Ryder Apparel Manufacturing Program with a multi-year gift. The program trains and employs more than 1,000 people with disabilities and other barriers to work. Employees manufacture military uniforms for active duty personnel. The partnership continues a legacy established by our founder Jim Ryder, who helped bring Goodwill to Miami in 1959.



HIGHLIGHT STORY: GIRL SCOUTS COLLABORATION

In 2020, the Ryder Charitable Foundation worked with the Girl Scouts of Tropical Florida, the University of Tennessee's Global Supply Chain Institute, and the NeXxus Initiative to create the first supply chain patch and curriculum for Girl Scouts. It is exciting to be partnering with the Girl Scouts, who are also pioneers in the field of supply chain with production, sales, and distribution of millions of boxes of cookies each year. As part of an effort to increase the number of women in supply chain fields, Ryder is working with Girl Scouts to encourage girls to see themselves as future leaders in the industry.



GIVING BY THE NUMBERS

In 2019 and 2020, we donated more than \$5.5 million to support charitable organizations and initiatives. We have provided more than \$25 million to charitable organizations over the past 10 years, including disaster relief, health, social services, community, and safety initiatives, plus more than \$5 million for student scholarships and support for college and vocational students and K-12 programs.

\$5.5M

GIVING BY THE NUMBERS



UPHOLDING ETHICS & INTEGRITY

EMBODYING A FAIR, HONEST, AND ETHICAL CULTURE

Ryder has a responsibility to our customers, stakeholders, and the communities we serve to conduct business according to the highest ethical standards. We strive to exemplify this commitment within all aspects of our business every day. We stress the importance of acting with integrity to help ensure our employees conduct business fairly, honestly, and ethically.



UPHOLDING ETHICS & INTEGRITY

ETHICS & INTEGRITY

EMBODYING A FAIR, HONEST, AND ETHICAL CULTURE

CORPORATE CULTURE

Ethics and Integrity represent the foundation of our company and the lens through which we scrutinize every decision, big or small. Ryder has a responsibility to our stakeholders, employees, customers, and the communities we serve to conduct our business according to the highest ethical standards. These standards are integrated into our daily operations and come from the very top. Our CEO, Robert Sanchez, sets both the expectation and the example of how our business should operate, which cascades down through our management team to each and every employee. Our culture of integrity permeates all aspects of our business. Our employees adhere to strict **Principles of Business Conduct (POBC)** that set us apart as a trusted, ethical, and responsible enterprise. Built around our four Leadership Competencies of Character, Judgement, Relationships, and Results, our POBC help ensure that employees conduct our business fairly, honestly, and ethically.

We have developed a **Supplier Code of Conduct** to complement our POBC and clarify our expectations in this area. We are committed to respecting human rights and upholding laws that prohibit child labor and human trafficking. All of our business partners, suppliers, vendors, and other entities are expected to implement policies and procedures to ensure there is no engagement in or support of forced labor or unlawful child labor. In addition to protecting human rights and enforcing fair working conditions, our suppliers must comply with all laws and regulations that prohibit bribery, corruption, and other unethical practices.

As part of our sustainability goal-setting and strategy direction in 2020, we defined two goals to support our culture of ethical conduct:

- Ensure 100% of employees complete a compliance and ethics training each year.
- Ensure 100% of employees review and agree to abide by our POBC.

MANAGING ETHICS

Ryder's Compliance & Ethics Department, headed by our Chief Compliance Officer (CCO), oversees the framework by which we manage the legal, regulatory, compliance, and ethical challenges of our business. The CCO reports to the Chief Legal Officer and regularly reports to the Leadership Team, Audit Committee, and Board of Directors on various compliance and ethics initiatives, including our anti-bribery and anti-corruption programs, Helpline statistics, Enterprise Risk Management, and any compliance-related issues or trends that could impact the company.



POLICY MANAGEMENT SYSTEM

Our Policy Management System houses our robust set of corporate policies in one location for employees to easily locate and review at any time. Embedded in the system for each policy is a designated policy owner, an indication of when the policy was last updated, and when it would next be reviewed. Our Policy Management System also enables us to easily communicate mandatory policies to employees and track attestations of review.

Our Policy Management System is available via mobile app to ensure accessibility for our field employees and those with limited computer access, such as drivers, technicians, and warehouse employees. Currently, the Ryder Policy Management System is available to all United States, Canada, and Mexico employees.





EMPLOYEE TRAINING ON THE PRINCIPLES OF BUSINESS CONDUCT

Circulated across the whole company, our comprehensive POBC apply to our officers, employees, and Board members and cover all areas of professional conduct. Topics include but are not limited to: mechanisms to report known or suspected wrongdoing; bribery and corruption; compliance with law; safety, health, and the environment; conflicts of interest; gifts and entertainment; social media use; and contributing to a respectful workplace. Available in multiple languages, the POBC forms the playbook that keeps Ryder on the right track so that we can maintain our reputation for ethical conduct.

The ethical standards laid out in the POBC are foundational to employee development at Ryder. During—and often before—the new hire onboarding process, we introduce and train all new employees on the POBC and how to report conflicts of interest. We provide online ethics and compliance training to all salaried employees three times per year, and once a year for all hourly employees. Our POBC training covered 99.9% of employees in 2019.

To ensure we maintain a culture of ethics, we also provide targeted in-person training and webinars that cover numerous topics, such as Tone at the Top, reporting on concerns, and ethical leadership.

REPORTING ON CONCERNS

In the event that an employee has a compliance or ethics concern, we maintain multiple channels and departments for communicating concerns, as outlined in the POBC on pages five and six. These reporting mechanisms include the Helpline, which is hosted by a third-party and managed by our Compliance & Ethics Department. The Helpline is available 24/7 to all global employees in multiple languages and employees can report any issues anonymously. The Helpline third-party provider processes, synthesizes, and sends complaints to Ryder via a case management system. The Compliance & Ethics Department reviews all concerns and assigns an investigator based on the nature of the allegations. Various internal departments may be involved in investigating concerns, such as safety and security, internal audit, human resources, legal, compliance, and ethics. Ryder maintains an established protocol for training investigators and setting guidelines on how to conduct an investigation.

In 2019 and 2020, the Compliance & Ethics Department received 801 and 904 reports, respectively, from various sources, including the Helpline, that alleged wrongdoing. This shows that employees are engaged and trust the Helpline. In 100% of cases where an allegation is substantiated, a remedial action is taken, ranging from warnings to termination of employment.

CLEAR SIGNALS

On our internal communications platform, we also publish a periodic column titled “Clear Signals – Actual Stories of People Who Did the Right Thing,” in which we detail compliance issues that have come up at Ryder, how the issues were resolved, and best practices employees can use when faced with an ethical quandary or decision. All potential, identifying information of the people involved in these stories is scrubbed, and employees are reminded of how they can anonymously report any ethics concerns.

CALL THE HELPLINE
TO REPORT A CONCERN OR ASK A QUESTION

SPEAKING UP
IS THE RIGHT THING TO DO

DON'T STAY SILENT WHEN YOU SEE:

Principles of Business Conduct Violations

Fraud, Theft, or Financial Irregularities

Illegal or Unethical Behavior

Harassment, Discrimination, or Retaliation

1-800-815-2830

helpline.ryder.com ethics@ryder.com

All reports can be **anonymous**.
All reports are **confidential** and **protected** from **retaliation**.

COMPLIANCE & ETHICS: **GETTING RESULTS THE RIGHT WAY**



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