

2022

CORPORATE SUSTAINABILITY REPORT



ENVIRONMENTAL | SOCIAL | GOVERNANCE

Ryder[®]
Ever better.™

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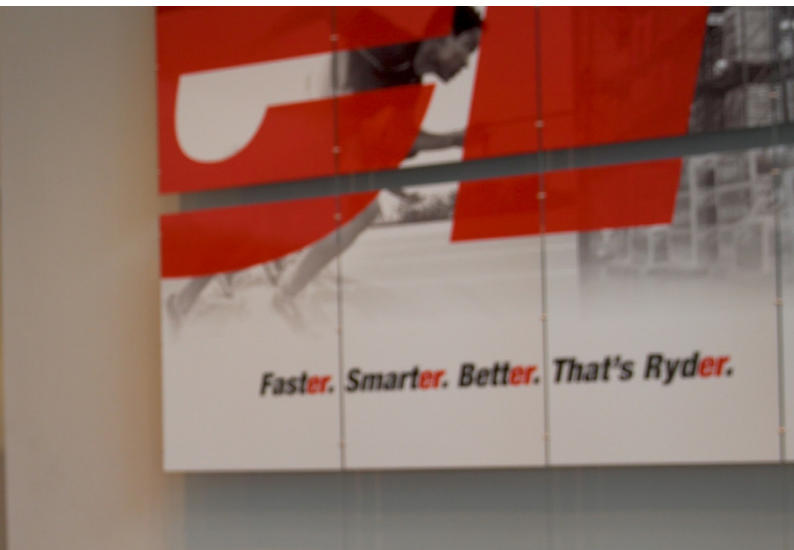
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A MESSAGE FROM OUR CEO

Operating behind the scenes, Ryder manages critical fleet, transportation, and supply chain functions for our customers across North America. Sustainability is integrated into the solutions we develop for our customers and is a key component of our operational excellence. In our 2022 Corporate Sustainability Report, we highlight our ongoing commitment and continuous progress in the areas of environmental, social, and governance (ESG).

Sustainability can often take on different meanings. At Ryder, it is about being thoughtful, purposeful, and focused on continuous progress. To further define what sustainability means to Ryder, we examined ESG topics most important to our employees, customers, shareholders, and others. The results helped identify key ESG topics to strategically guide our sustainability management and reporting efforts.

Ryder remains focused on reducing our environmental footprint through efficiency and innovation. Our environmental programs reflect our commitment to conserve resources and associated costs, while investing in our buildings, fleet, and emerging technology to enhance operational efficiencies. I am proud of the teams across Ryder collaborating on environmental initiatives including network optimization, preventative maintenance, fuel efficiency, and helping our customers navigate the energy transition.

At the core of our success are our employees. Ryder strives to create a safe and collaborative work environment that fosters diversity, equity, and inclusion.

Our employees drive remarkable safety performance excellence, record-breaking charitable giving, and innovative solutions. Ryder employees continue to be resilient in overcoming challenges to keep supply chains flowing. The resiliency and sustainability of our workforce and operations are fundamental for the growth and continuity of Ryder and the services we provide our customers.

We are proud to be a trusted logistics and transportation provider, grounded by strong governance. Upholding high standards of governance and ethical behavior is important to Ryder's long-term growth and success. We maintain a holistic view of key risks with strong controls to safeguard our company and our customers, better enabling us to respond to disruptive events. As technology evolves and advances, Ryder is exploring, piloting, and evaluating the feasibility of using advanced and emerging technology.

On behalf of Ryder's leadership team and our employees, thank you for your trust and confidence in Ryder.

ROBERT SANCHEZ
Chairman and Chief Executive Officer
Ryder System, Inc.



ABOUT RYDER

SECTIONS

[2022 Ryder At-a-Glance](#)

[ESG Governance at Ryder](#)

[Determining Our Key ESG Topics](#)

Ryder System, Inc. (Ryder) is a leading logistics and transportation company with operations in the United States (U.S.), Canada, and Mexico. We provide technology-driven supply chain, dedicated transportation, and commercial fleet management solutions.

We responsibly deliver innovative supply chain and transportation solutions that are reliable, safe, and efficient, enabling our customers to deliver on their promises. Many of our customers make products consumers use every day. We operate behind the scenes, managing critical fleet, transportation, and supply chain services for our customers.

2022 SUSTAINABILITY RECOGNITION

[FORTUNE World's Most Admired Companies](#)

[Food Logistics' Top Software and Technology Providers](#)

[Women in Trucking Top Companies for Women to Work For in Transportation](#)

[FreightWaves FreightTech 25: The Most Innovative and Disruptive Companies in Freight Technology](#)

[Food Logistics' Top 3PL & Cold Storage Providers to Food & Beverage Industry](#)

[Inbound Logistics Top 10 3PLs in Readers' Choice Excellence Awards](#)

[Inbound Logistics G75 Top Green Supply Chain Partner](#)



SUPPLY CHAIN SOLUTIONS

39%

OF TOTAL REVENUE

Ryder Supply Chain Solutions (SCS) offers businesses port-to-door solutions that includes warehousing, transportation logistics, e-commerce fulfillment, and last mile delivery to turn logistics networks into competitive advantages.



DEDICATED TRANSPORTATION SOLUTIONS

15%

OF TOTAL REVENUE

Ryder Dedicated Transportation Services (DTS) provides customers all the benefits of a private fleet by combining the best of Ryder’s leasing and maintenance capabilities with safe, professional drivers, and advanced technology.



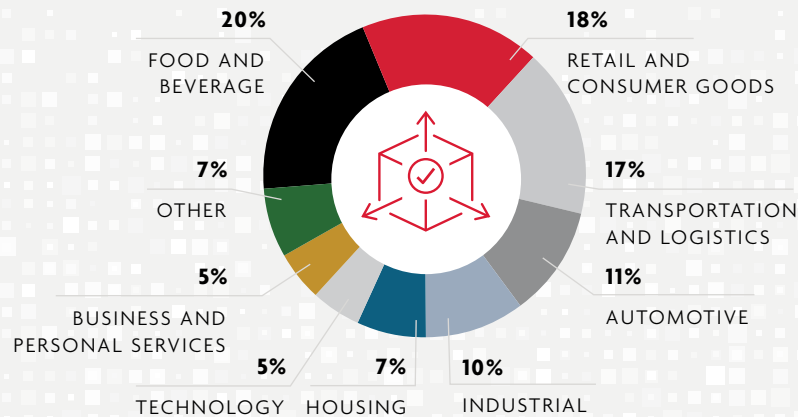
FLEET MANAGEMENT SOLUTIONS

46%

OF TOTAL REVENUE¹

Ryder Fleet Management Solutions (FMS) offers full-service leasing solutions, contract maintenance, and commercial rental of trucks, tractors, and trailers to help businesses of all sizes across virtually every industry deliver for their customers.

DIVERSIFIED CUSTOMER BASE



¹ FMS revenue includes eliminations. For more information see our [2022 10-K](#).

2022 RYDER AT-A-GLANCE



YEAR FOUNDED

1933



OPERATIONS IN
CANADA, MEXICO,
AND THE UNITED STATES
HQ: MIAMI, FLORIDA, U.S.



REVENUE

\$12B



NYSE SYMBOL

R



EMPLOYEES

~48K



MAINTENANCE LOCATIONS

760



SQ. FT. OF WAREHOUSE SPACE

95M



COMMERCIAL CUSTOMERS²

~45K



VEHICLES SERVICED

258,600



FREIGHT UNDER MANAGEMENT

\$10.7B

For more information about our business, products, and financials, see our [2022 10-K](#) and [2023 Proxy Statement](#).

² Calculated by totaling customers across all product lines. Customers utilizing multiple product lines may be counted more than once.

ESG GOVERNANCE AT RYDER

Ryder recognizes the achievement of our ESG goals requires stringent governance and review. Governance starts at the top and is integrated throughout our organization. For more information about our corporate governance, see [page 30](#).

MANAGEMENT OVERSIGHT OF ESG

Our Chief Executive Officer (CEO) and members of Ryder’s [Leadership Team](#) review and implement ESG-related initiatives shaping the company’s sustainability strategy. Our Leadership Team’s continued commitment to sustainability expands across our entire organization through various roles.

- CEO oversees ESG-related to Ryder’s growth strategy, stakeholder relationships, and other areas critical to the company’s operations and performance.
- Chief Legal Officer (CLO) leads Ryder’s ESG Steering Committee and oversees sustainability reporting, compliance and ethics, corporate governance, environmental, health and safety programs, government relations, property management, and construction.

- Chief Financial Officer (CFO) leads the company’s financial management functions including areas intersecting with ESG such as investor relations, corporate strategy, treasury, financial reporting, and audit.
- Chief Information Officer (CIO) oversees cybersecurity, data privacy, and information technology (IT).
- Chief Human Resources Officer (CHRO) oversees human resources, diversity, equity, and inclusion (DE&I), recruitment, retention, and talent development.
- Chief Marketing Officer (CMO) oversees customer engagement, brand awareness, new technology development, product creation, and investments in startups.
- Chief Procurement Officer (CPO) leads global strategic sourcing including supplier engagement.
- Presidents and Senior Vice President of our three business segments (SCS, DTS, and FMS) manage operations, sales, financial performance, and customer satisfaction.

ESG trends and stakeholder requests are also monitored by Ryder’s ESG Steering Committee. This cross-functional team includes representatives from legal, investor relations, government relations, environmental, and other functions as needed.



RYDER LEADERSHIP TEAM (pictured left to right): Executive Vice President and CIO Rajeev Ravindran; Senior Vice President and CPO Sanford J. Hodes; President - SCS and DTS J. Steven Sensing; Executive Vice President, CLO, and Corporate Secretary Robert D. Fatovic; Executive Vice President and CMO Karen M. Jones; Chairman of the Board and CEO Robert E. Sanchez; Executive Vice President and CHRO Frank Lopez; President - FMS Thomas M. Havens; Senior Vice President - DTS Steve W. Martin; Executive Vice President and CFO John J. Diez.

BOARD OVERSIGHT OF ESG

Ryder’s [Board of Directors](#) (Board) is responsible for overseeing management’s efforts to maintain an ethical culture throughout the organization. The Board delegates certain ESG efforts to the Corporate Governance and Nominating Committee (Governance Committee) and the Audit Committee.

The Governance Committee has oversight of:

- Governance, reputational risks, and material issues relating to sustainability, public policy, public affairs, and corporate responsibility.
- Corporate strategy relating to environmental, health, safety, security, diversity, government relations, and charitable initiatives.
- Recommendations relating to the Principles of Business Conduct (POBC) and Human Rights Statement.
- ESG-related goals, reports, efforts, and programs.

The Audit Committee has oversight of:

- Cybersecurity and IT risks, controls, and procedures including those related to data privacy and network security.
- Ryder’s global compliance program.
- Matters relating to accounting, auditing, and financial reporting practices and policies.

At Board committee meetings, management reports on certain ESG-related efforts including a review of the external risk landscape and updates on Ryder’s sustainability reporting, programs, performance, and recommendations for future initiatives. The chairs of the committees then report on any ESG significant updates to the full Board. As new ESG-related issues emerge for the company, the Board and committees are updated appropriately.

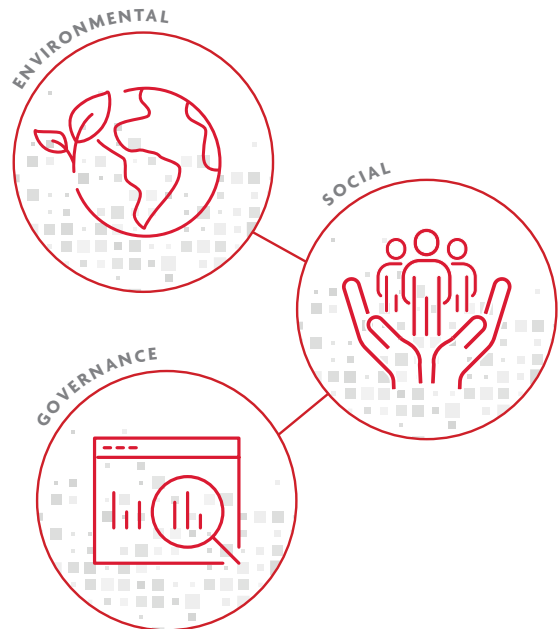
Sustainability at Ryder is about being thoughtful, purposeful, and focused on continuous progress in the areas of environmental, social, and governance (ESG).

OUR ESG GOAL STATUS

Our ESG goals reflect our commitment to managing our operations responsibly. We published ESG goals in our 2019-2020 Corporate Sustainability Report (CSR) and achieved a number of our goals as shared in our 2021 CSR. For 2022, we achieved the following ESG goals: reduce downstream leased equipment emissions 15% below 2018 baseline by 2024; achieve 15% improvement in driver training effectiveness over five years as measured by Ryder’s in-vehicle video event recorders; and award 75 partial scholarships per year for women and minority students by 2025.

We continuously monitor and evaluate our ESG initiatives to anticipate and meet the evolving expectations of our employees, customers, and other stakeholders. To support the achievement of our ESG targets, we assess our existing frameworks and tools on an ongoing basis to refine our data processes and methodologies. In addition, we consider emerging regulatory, industry, and methodological changes as we continue our practice of delivering useful information to our stakeholders.

Sustainability at Ryder



DETERMINING OUR KEY ESG TOPICS

In 2022, Ryder utilized a third party to conduct an ESG materiality assessment to strategically refine our sustainability management and reporting efforts.

The assessment process:

- Benchmarked numerous ESG topics across our industry, peers, and global reporting frameworks like the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-Related Financial Disclosures (TCFD).
- Identified a comprehensive sample group of more than 350 stakeholders (employees, customers, suppliers, and shareholders) to engage in the process.
- Developed and issued a stakeholder survey and conducted interviews with key stakeholder groups.
- Analyzed survey and interview results to determine final list of key ESG topics and presented results to the Board.

Identified Key ESG Topics



Environmental

- Air quality
- Energy
- Environmental management
- Greenhouse gas (GHG) emissions



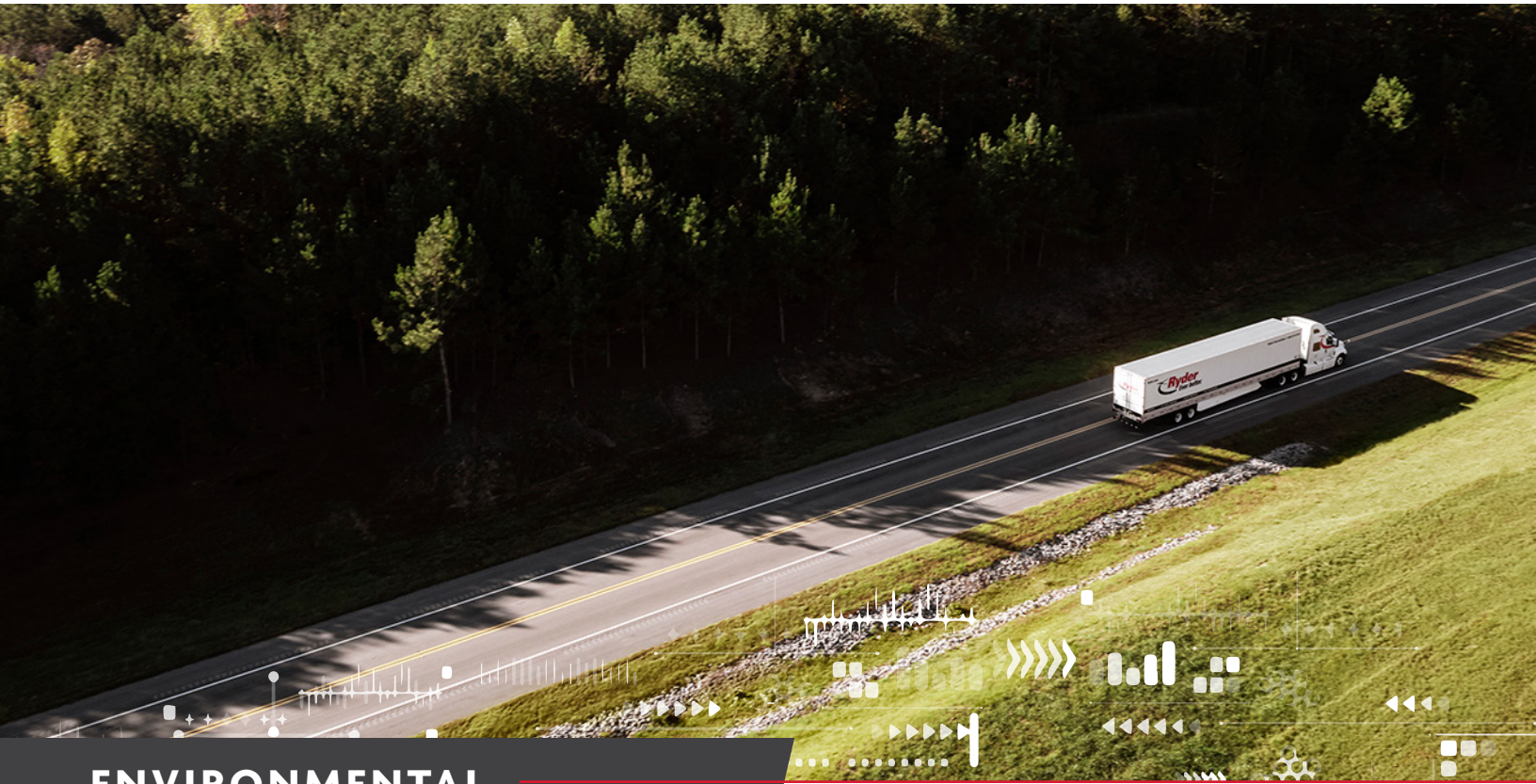
Social

- Accident and safety management
- Diversity, equity, and inclusion
- Employee engagement
- Employee health and safety
- Employee talent and development
- Employment
- Human rights
- Labor management
- Non-discrimination



Governance

- Anti-corruption
- Business ethics and integrity
- Customer privacy
- Data security
- Supply chain management



ENVIRONMENTAL

SECTIONS

- Our Environmental Management Approach
- Reducing Our Environmental Footprint through Efficiency and Innovation
- Our Environmental Performance Data

OUR ENVIRONMENTAL MANAGEMENT APPROACH

Environmental stewardship is paramount at Ryder. We have maintained an environmental policy since 1991, which is periodically updated to reflect regulatory changes, customer needs, and our impact on society. Our environmental policy is available to all employees and illustrates our commitment to sustainable development, environmental protection, and pollution prevention in our business.

ASSESSING RISK AND MAINTAINING COMPLIANCE

Our business is subject to regulation by various federal, state, and local government agencies. Our Environmental Management System (EMS), which aligns with aspects of the [International Organization for Standardization \(ISO\) 14001](#), is designed to continually identify new areas of risk, monitor regulatory compliance, and ensure corrective actions are identified and implemented. Based on customer requests, we pursue ISO 14001 certification at select sites in the United States, Canada, and Mexico.

We develop and administer programs to integrate the commitments of our environmental policy and ensure compliance with environmental regulations. We routinely perform facility compliance audits to assess environmental risks and controls and assist our operations with EMS conformance. At the end of each year, we review audit findings to evaluate potential areas of compliance risk and to identify issues for action or opportunities for program improvement.

This includes implementing new initiatives or policies, developing employee training, or launching conservation opportunities. As part of the environmental risk assessment process, we meet with key suppliers to analyze service, waste, and sustainability performance and identify year-over-year trend shifts or areas for improved resource conservation, waste reduction, and operational efficiencies.

Climate-related Risk and Emissions Management

We continuously evaluate climate science, climate-related risks and opportunities, disclosure standards, and regulatory requirements to inform our target-setting and reporting practices. We recognize evolving regulations, supply chain market conditions, severe weather, and other events may reduce efficiencies or cause significant business disruptions to fleet utilization and operations for our customers and Ryder. We annually review and consider significant climate risks and opportunities associated with our operations and report our analysis in our [10-K](#) and [CDP Climate Change Response](#) (CDP).

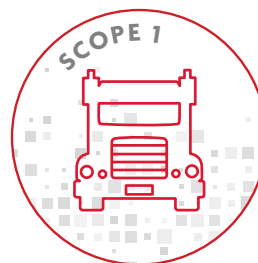
Emissions reduction and reporting is an evolving discipline. Since 2009, we have tracked and disclosed emissions from our operations, vehicles, and buildings. We use the [World Resources Institute and World Business Council for Sustainable Development GHG Protocol](#) (GHG Protocol) to design and model our operational boundaries and programs for managing emissions. Our environmental performance targets inform how we prioritize programs, investments, and innovations. In 2020, we set targets to reduce Ryder fleet emissions 10%, building emissions by 30%, and downstream leased equipment emissions 15% below 2018 by 2024. We focus reduction efforts on the emissions sources in our business that we expect to have the highest impact. We also consider the expectations of our customers, shareholders, employees, regulators, and communities in which we operate.

In 2022, Ryder experienced significant organizational growth including the launch of new services and several acquisitions. Our growth and structural changes warranted a new review and adjustment to our operational boundaries. We also adjusted our emissions reporting methodology to continue improving our analysis and reporting capabilities. As such, Ryder's 2022 emissions data is not directly comparable to previous reporting, including 2019-2021.

We continually refine our data management and analysis to adjust for organizational changes, enhance the accuracy and consistency of our data, and align as appropriate with emerging reporting standards and industry practices. We continue to enhance our ability to estimate Scope 3 emissions, most of which depend on data collected on indirect emissions from sources not owned or controlled by Ryder. As a result of this process, we corrected a source data error that impacted our 2021 Scope 3, Category 13 (downstream leased equipment) emissions estimates, revised in our 2023 CDP. For more information about our emissions reporting, see our [2023 CDP](#).

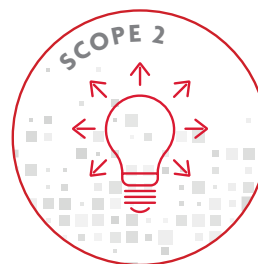
UNDERSTANDING OUR SCOPE 1, 2, AND 3 EMISSIONS

The [GHG Protocol](#) categorizes and defines emissions as:



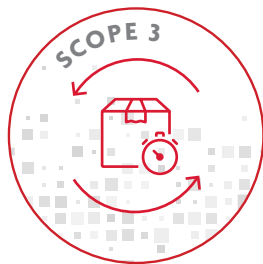
- **Scope 1:** Direct emissions from sources owned or controlled by the company.

For Ryder, this includes mobile and stationary mobile emissions from vehicles we operate and stationary emissions from the combustion of natural gas, propane, and heating oil in facilities where we have operational control.



- **Scope 2:** Indirect emissions from purchased grid-sourced electricity, steam, heat, or cooling.

For Ryder, this is electricity we purchase to power facilities we own or lease where we have operational control.



- **Scope 3:** All other indirect emissions that are a consequence of the activities of the company but occur from sources not owned or controlled by the company. Scope 3 emissions are categorized as upstream – emissions that occur in the lifecycle of products and services up to their point of sale – or downstream – emissions that occur from products and services’ use and end-of-life.

For Ryder, three examples include waste generated in our leased facilities (Category 5), employee business travel (Category 6), and the emissions from our leased vehicles (Category 13). Ryder reports other Scope 3 categories as well.

WATER CONSERVATION

Water is primarily used in Ryder operations for vehicle washing, restrooms, and employee wash areas. We remain committed to internal measuring, tracking, and reporting of water consumption to promptly identify anomalous use and conservation opportunities. In 2022, we began an in-depth review of water usage across our operations to inform future reduction strategies, primarily focused on operations in water-stressed regions.

Recovered vehicle wash water is collected and discharged through one of two means:

- Water may be collected from our wash bays and then discharged through pre-treatment devices to municipal sewers.
- Water may be reclaimed by mobile vacuum systems and transported offsite for pre-treatment through a multi-stage processing system. Once heavy solids are removed, treated water is discharged to publicly owned treatment facilities.

WASTE MANAGEMENT

Ryder facilities are regularly reviewed for opportunities to increase operational efficiency, maximize resource conservation, and reduce waste. We work with suppliers to review year-over-year service trends, adjust service frequencies, and identify emerging technology to help further reduce our waste footprint. We collaborate with select suppliers that prioritize landfill waste diversion, focus on waste reduction, recycling/reuse, and have experience optimizing waste source reduction activities, especially automotive waste. In 2022, we began discussions with key suppliers to develop new key performance indicators (KPIs) for incorporation in future service agreements.

TOTAL WASTE GENERATED AND RECYCLED ³	2020	2021	2022
AUTOMOTIVE WASTE⁴			
Hazardous waste (gallons) ⁵	34,281	36,552	33,816
Non-hazardous liquid waste (gallons)	3,848,456	3,332,066	2,982,573
Scrap batteries (number)	117,342	114,495	115,928
Tires retreaded (number)	325,678	322,802	326,045
NON-AUTOMOTIVE WASTE⁶			
Mixed solid waste (tons)	28,152	27,230	27,046
Mixed recycled waste (tons) ⁷	5,733	5,841	7,871
Electronic waste total, recycled (tons)	14	16	31
Universal waste total, recycled (pounds) ⁸	3,795	1,139	1,617

3 Automotive and non-automotive waste data is collected and reported by Ryder’s suppliers and not controlled by Ryder.
 4 Nearly 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 technology versus landfill disposal.
 5 Parts washing solvents only. Contaminated fuel, anti-freeze, and automotive liquids volumes are not reported.
 6 Estimation based on approximately 80% of locations.
 7 Waste diverted from landfill such as paper, plastic, cardboard, cans.
 8 Light bulbs, small batteries (non-hazmat).

REDUCING OUR ENVIRONMENTAL FOOTPRINT THROUGH EFFICIENCY AND INNOVATION

Ryder is committed to reducing our environmental footprint to conserve resources and associated costs. Our strategy for reducing emissions across our company follows this process:

- 1 We pursue operational efficiency in our buildings and our fleet.
- 2 We prioritize projects that offer swift implementation and maximum environmental sustainability benefits such as employee training and equipment retrofits.
- 3 We invest in and position our company for early access to advanced vehicle technology (AVT) to help us and our customers maximize emissions reductions.

OPERATIONAL EFFICIENCY

Environmental sustainability is integrated and aligned with our business model of continuous improvement and network optimization. We use LEAN principles in warehouses and on the road to optimize freight movement. By using LEAN, we create efficient and effective solutions that drive value for our customers.

We continually make energy efficiency improvements in our buildings such as the following initiatives we completed at U.S. and Canada facilities in 2022:

- Invested \$1.7 million to update 3,049 lighting systems, requiring replacement to LED and reducing wattage by nearly 55%, in line with our 2021 commitment to use only LED lighting and fixtures at Ryder owned and controlled facilities. These projects collectively reduced electricity use by 3,380 gigajoules (GJ) and emissions by 316 metric tons carbon dioxide equivalent (MT CO₂e) from the date of installation.
- Invested \$828,000 to maintain heating, ventilation, and air conditioning (HVAC) systems at peak efficiency and reduce energy consumption.

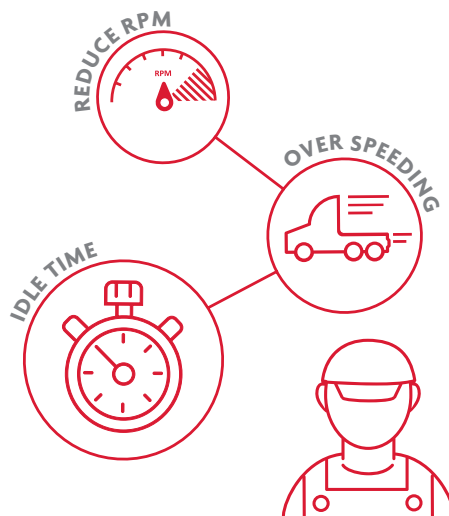
- Completed 1,176 preventive maintenance services at more than 578 locations to ensure building systems perform optimally.
- Invested \$3.8 million to replace aging HVAC systems with more energy-efficient systems.
- Installed motion sensors to conserve electricity at select locations after evaluating the benefits and identifying appropriate circumstances for installation.

IMPROVING FUEL EFFICIENCY

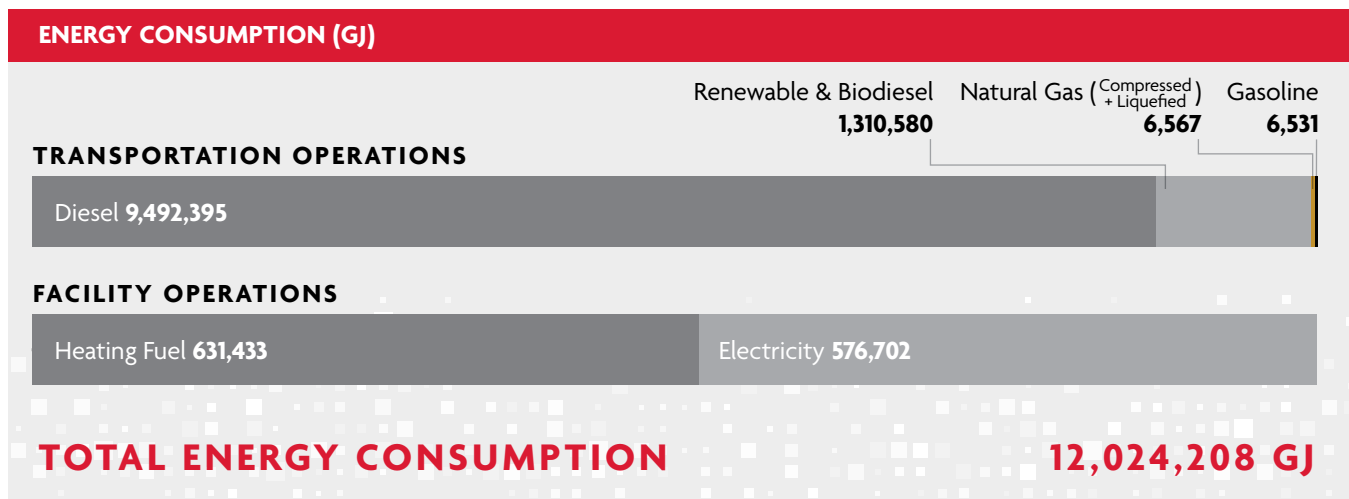
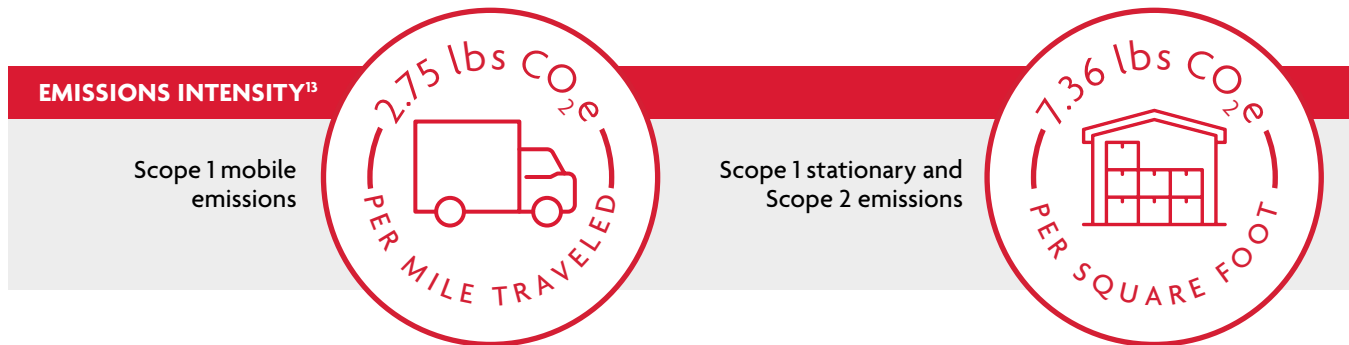
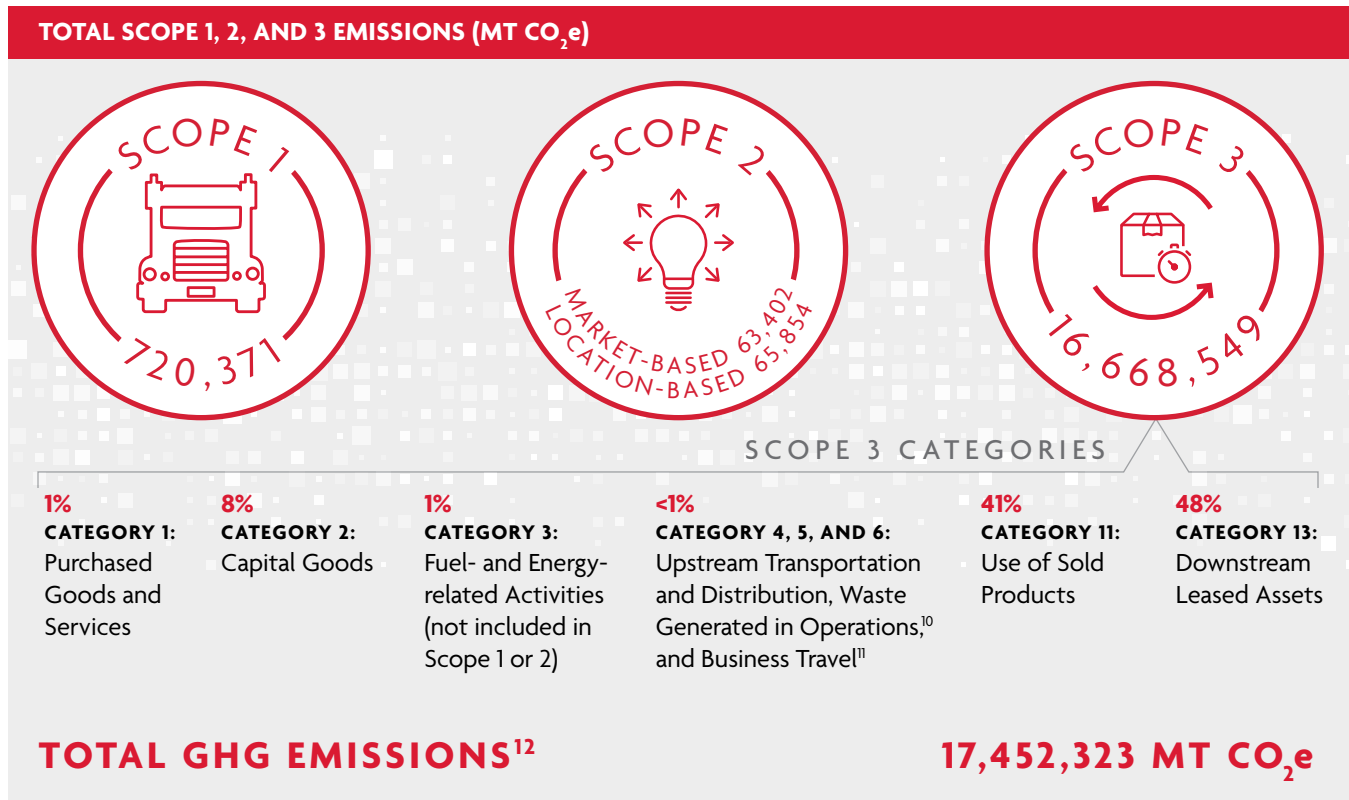
We continuously aim to drive fewer miles and minimize idle time through weekly route planning, predictive analytics, and optimized co-mingle returns. We apply rigor to routine vehicle maintenance care such as checking tire conditions and inflation rates every time vehicles refuel. Properly inflated tires can save as much as 4% in fuel consumption.

Additionally, our driver training program was developed to improve fuel efficiency awareness and is required as part of our new driver onboarding process. The training aims to reduce fuel use and fleet emissions by educating drivers on how to control and reduce revolutions per minute (RPM), over speeding, and idle time – the three driver-controlled behaviors with the greatest impact on fuel efficiency.

Driver controlled behaviors



OUR ENVIRONMENTAL PERFORMANCE DATA⁹



9 As detailed on page 11, Ryder's 2022 emissions data is not directly comparable to 2019-2021.
 10 Waste generated in operations data is collected and reported by Ryder's suppliers and not controlled by Ryder.
 11 Business travel data is collected and reported by Ryder's suppliers exclusively and not by Ryder.
 12 Calculated using Scope 2 Market-Based emissions.
 13 Reported in pounds carbon dioxide equivalent (lbs CO₂e) emitted per mile traveled (transportation operations) and lbs CO₂e emitted per square foot (facility operations).



SOCIAL

SECTIONS

Our Employees

Total Workforce Data

Prioritizing Safety, Health, and Security

Strengthening Our Communities

OUR EMPLOYEES

At Ryder, we create a high-performance culture that embraces diverse perspectives and experiences while ensuring our employees have opportunities to develop skills needed to grow and excel.

RECRUITING AND RETAINING TOP TALENT

Ryder's business and customers depend on the logistics and transportation expertise of our dedicated employees. We are continuously in search of responsible, determined, and trustworthy employees to join our team. Professional drivers, technicians,

and warehouse employees are the frontlines of our business and help our customers deliver their promises. We attract and retain talent by providing competitive compensation and benefits as well as robust training and development opportunities.

Recruiting Strategies

As Ryder's business grows, so does our need for talent. We encourage employees to refer qualified candidates for open positions through our referral incentives program. We continually look for ways to streamline and improve our recruiting process. Social media platforms, online job boards, state and local unemployment offices, vocational schools, universities, colleges, and military and veteran organizations help us connect with talent and raise brand awareness. We attend college recruiting events and have dedicated representatives at U.S. Army installations. We offer internship, apprenticeship, and trainee programs for a variety of roles. See more about our efforts to recruit and retain diverse populations on [page 21](#).

Training and Development Programs

We foster a culture of continuous learning that starts day-one with onboarding. We provide our future leaders with growth opportunities while building Ryder's succession plan by focusing on internal mobility and promotion. All employees have access to development courses through our learning management system.

Ryder maintains quantitative targets related to leadership succession planning and employee development, which are incorporated into our CEO's performance goals. As part of our succession planning, we identify key talent and continuously review their performance, engagement, and promotion.

We updated our leadership competency model in 2021 to reflect a changing talent environment, and subsequently, launched our leadership development program incorporating new competencies. Delivered over several weeks, the program instills the values of our leadership competency model in our employees. Our training and development programs help transition employees into leadership roles. Here are examples of the programs we offer:

- **Future Leader Program** is designed to prepare employees for potential future management roles. The program includes learning about all aspects of our business.
- **Leadership Bridge** prepares mid-level managers for future director positions.
- **Management Trainee Programs** serve as a talent pipeline for recent college graduates with leadership aspirations and equip trainees with a comprehensive understanding of our business and provide specialized training in managing a location or product line.
- **Ryder Sales University** provides training and development as well as coaching support for our SCS and DTS sales employees.

Compensation

Our compensation practices are competitive and equitable. We monitor state minimum wage laws and work with local management to remain in compliance. We regularly review market data to attract talent and remain an employer of choice. We provide financial rewards including bonuses, sales commissions, and locally managed field incentive programs.

In the United States, we complete an annual pay gap assessment of professional and managerial roles to gauge whether employees are paid within the competitive market range and to determine if there are any race or gender-based inequities. Our 2022 results demonstrated pay parity for employees of color and women at the professional and managerial levels. We provide the assessment results to the Board Compensation and Governance Committees.



Benefits

Ryder continues to expand and improve benefit offerings for our employees and prospective talent. We encourage employees to prioritize health and wellness by offering health, dental, and vision plans to full-time Ryder employees. Our wellness benefits include mental health services and programs for diabetes, weight loss/management, sleep apnea, and smoking cessation. Employees who are not full-time are eligible to participate in Ryder's 401(k) Savings Plan and may be eligible for paid time off (e.g., vacation, sick leave, and other leave required by applicable law). Additionally, we aid employees facing hardships caused by hurricanes, floods, or other natural disasters through the Ryder Employee Disaster Relief Assistance Fund.

We provide employees with country-specific policies and procedures as part of our onboarding process. When employees need to take a leave of absence related to parental, medical, personal, or another type of leave, we have a dedicated team in the United States and Canada to help employees navigate the process. Local human resources business partners work with our employees in Mexico.

Resources are available for employees going through a transition including financial retirement planning services for employees contemplating retirement and Employee Retirement Income Security Act Severance Plan benefits for job eliminations, which provide eligible employees with severance pay, outplacement services, and other benefits. In 2022, we:

- **Improved benefits supporting family planning** including expanded maternity benefits and enhanced fertility coverage for eligible full-time employees.
- **Increased paid vacation allotment** for long-tenured employees.
- **Removed financial barriers to high-cost, specialty medicines** for enrolled employees and their dependents through a new program collaborating with providers and pharmaceutical experts to generate employee savings.
- **Extended medical and dental benefits in Canada** for active employees aged 70 and above for the remainder of their Ryder career.
- **Created savings and loan fund to help employees in Mexico** generate and preserve wealth and receive loans.

OUR LABOR PRACTICES

Throughout Ryder's operations, employees have the right to freedom of association and collective bargaining, and we maintain a good working relationship with our workforce and its labor unions. In North America, approximately 15% of Ryder employees are unionized.

The terms of our collective bargaining agreements (CBAs) are designed to align with practices governing non-unionized employees in similar areas and functions. We comply with CBA and National Labor Relations Act (NLRA) requirements when providing notice to employees and union representatives of any significant operational changes. Depending on the CBA, notice periods for significant operational changes and provisions for consultation and negotiation are specified. Others are governed by the requirements of the NLRA.

In 2022, Ryder maintained 96 CBAs in the United States, four in Canada, and four in Mexico. We renegotiate CBAs when dictated in agreements. In 2022, we renegotiated 29 CBAs in the United States and Canada. There are no Ryder operations in which the right to freedom of association or collective bargaining are at risk.



DRIVING COMPANYWIDE EMPLOYEE ENGAGEMENT

We value our employees’ feedback and formally and informally solicit their opinions. Their perspectives influence new and enhanced initiatives across Ryder.

Elevating Employee Voices

Our employee councils and committees provide platforms for sharing feedback, voicing challenges, and offering new ideas. Examples of these groups include:

- **Professional Driver Council** is comprised of Certified Driver Trainers who regularly listen to the professional drivers they onboard, train, and support. The council members bring their experiences and feedback forward, ensuring views and concerns represent a cross-section of employees beyond the council itself.
- **Technician Council** includes technicians representing each region of the United States to ensure diverse viewpoints. The council encourages communication, feedback, and information sharing among technicians.
- **Employee Experience Steering Committee** focuses on understanding and piloting different technology in the market to improve the experience of our warehouse employees. The team is comprised of experts from operations, finance, human resources, and engineering.

Employee Recognition

Recognition is one of the ways Ryder shows we value our employees and their contributions to our teams and overall company success. Employees in key roles who exhibit a commitment to safety, performance, and community are recipients of the following awards:

- **Driver of the Year** recognizes professional drivers for exemplary safety performance, customer service, and citizenship.
- **Top Technician of the Year** recognizes the winner of our Top Technician competition, which tests technicians’ knowledge and skills.
- **Warehouse Employee of the Year** recognizes outstanding warehouse employees who exhibit Ryder’s philosophy of excellence in safety, performance, and attendance.

- **FMS Safe Employee of the Quarter** recognizes maintenance and service employees in FMS for outstanding safety performance and contribution to our safety program.
- **Chairman’s Safety Award** recognizes divisional teams demonstrating superior safety commitment, leadership, and performance achievements in defined safety criteria.
- **President’s Club** recognizes the year’s highest performing employees in sales, operations, rental, asset management, and used vehicle sales.
- **Ryder’s Roundtable Awards** recognize exemplary performance for team members in sales, rental, maintenance, used vehicle sales, and supply chain excellence.

Performance Reviews

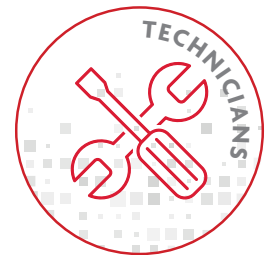
Performance reviews, career development, and regular coaching help create a culture of accountability and continuous learning.

Our annual performance review process starts with self-evaluation including ratings for goals and competencies. Managers review direct reports and are encouraged to discuss the review with the individual employee before submission and employee acknowledgment. Ongoing performance feedback is provided to:



Professional drivers receive continuous coaching on driving habits and overall performance from managers based on observations.

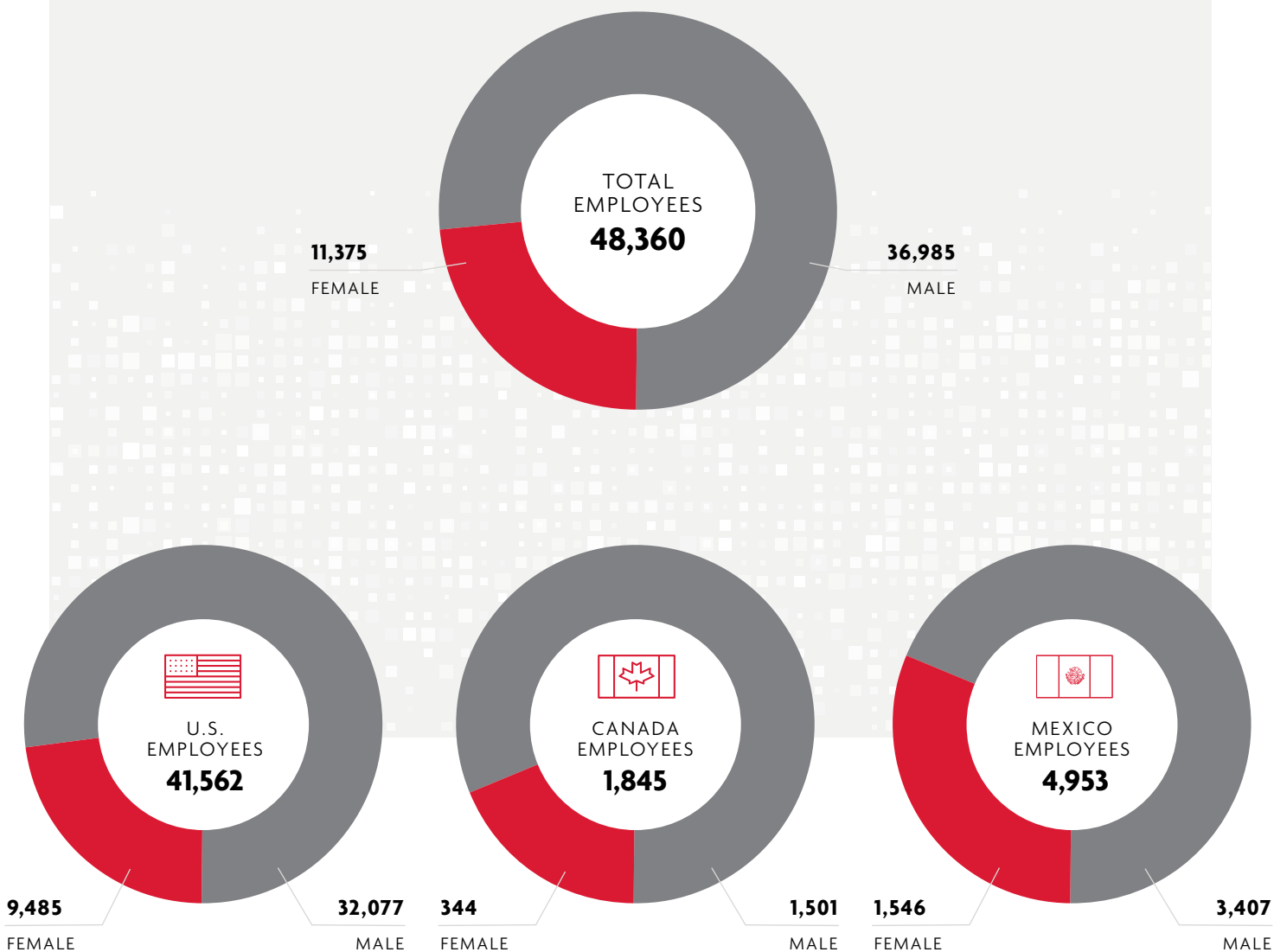
Technicians have a performance scorecard covering metrics pertaining to their role and managers provide quarterly feedback.



Warehouse employees receive frequent feedback and coaching on job performance and productivity.

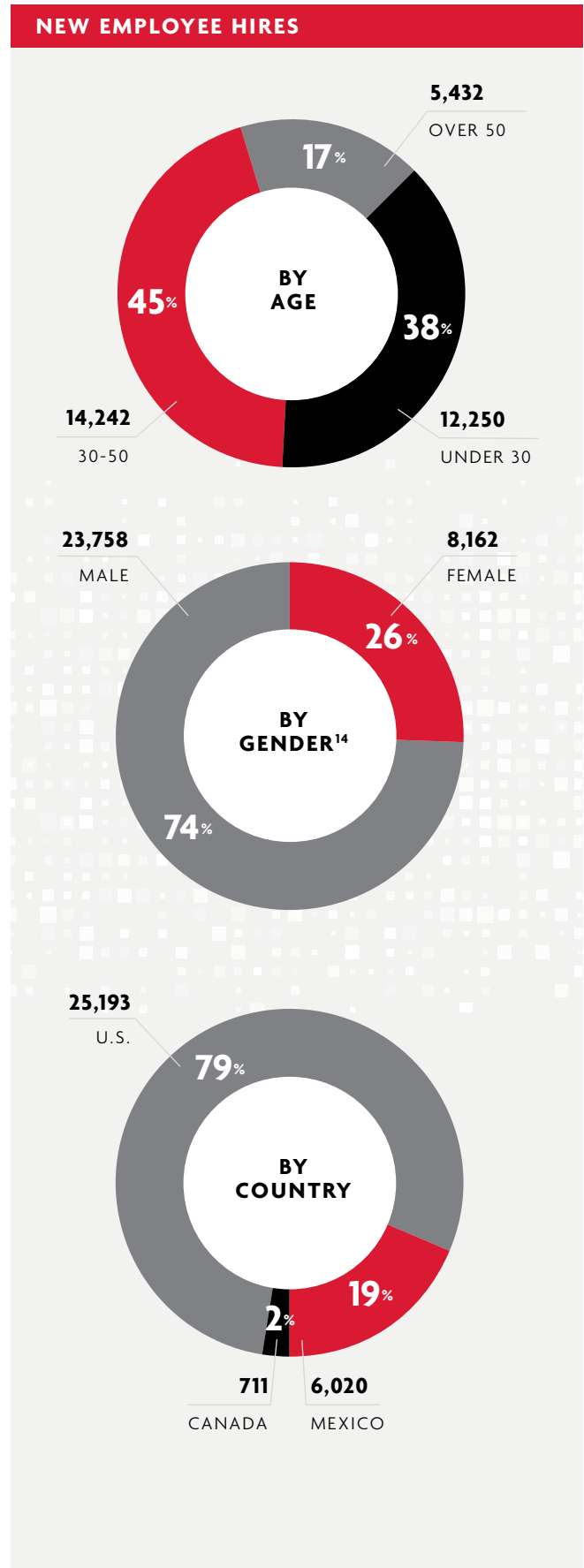
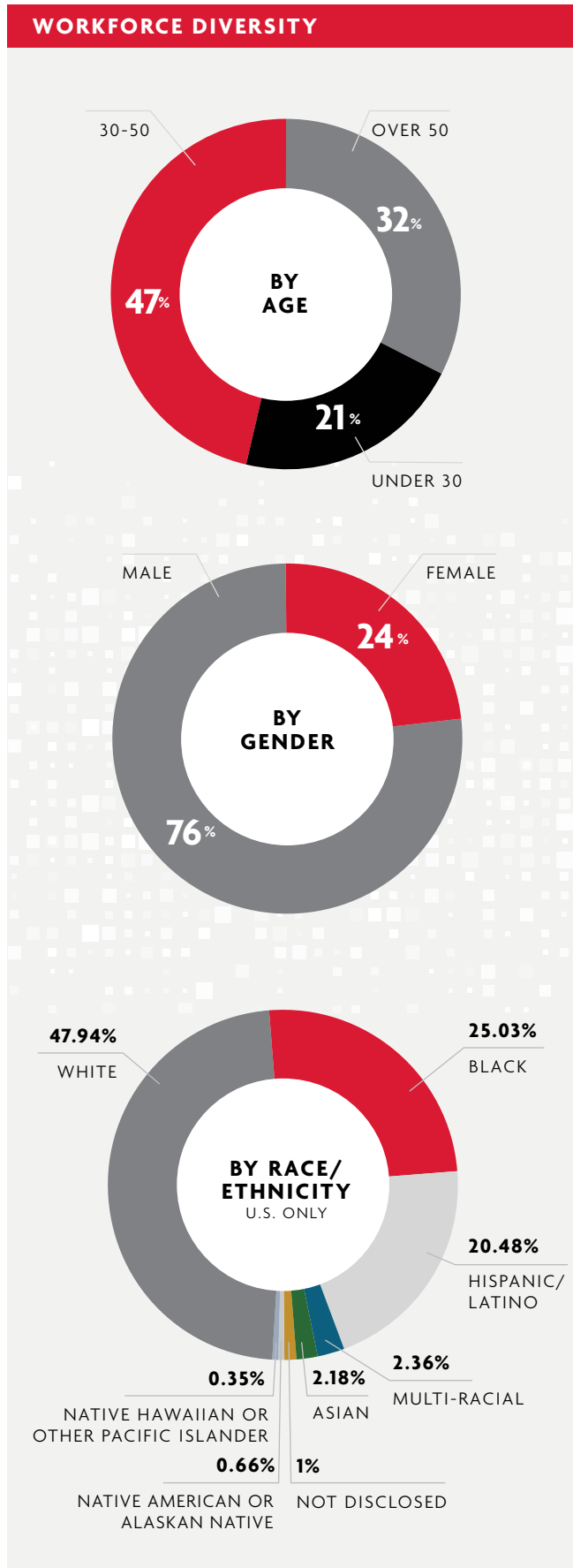
TOTAL WORKFORCE DATA

EMPLOYEES



EMPLOYEE TYPE	TOTAL	BY GENDER		BY COUNTRY		
		FEMALE	MALE	U.S.	CANADA	MEXICO
Full-Time	47,631	11,234	36,397	40,856	1,822	4,953
Part-Time	729	141	588	706	23	0
Permanent	47,075	10,891	36,184	41,491	1,826	3,758
Temporary	1,285	484	801	71	19	1,195
Non-Guaranteed Hours	4,815	206	4,609	4,815	0	0

TOTAL WORKFORCE DATA CONT'D



¹⁴ Of new hires, 0.01% or 4 employees selected to "not disclose" gender.

FOSTERING DIVERSITY, EQUITY, AND INCLUSION

Ryder's collaborative work environment supports and values individual contributors and their perspectives. Our priorities are to attract, develop, promote, and retain the best talent, foster an inclusive culture where leaders engage employees, and embrace diversity to drive innovation. Our cross-functional DE&I Council, led by our CHRO, advocates for strong performance and growth in these areas.

To monitor our progress, 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. There continues to be a steady increase in diversity among our corporate officers since 2016.

Ryder's Women Leadership

Ryder's Women Leadership (RWL) program invests in the growth, promotion, and retention of women in our workforce. In 2022, RWL:

- Supported the development of women leaders through virtual networking, career development, and collaborative programs.
- Hosted in-person event with women leaders (directors and above), providing networking opportunities, leadership exposure, and development activities.

- Expanded support for "Women in Rental" to cultivate inclusiveness, understanding, and representation of women in leadership positions and sales. This includes the launch of a women mentorship program and an intranet page to regularly publish feature success stories and recent promotions.

Ryder Black Leadership Forum

The Ryder Black Leadership Forum (BLF) fosters the development of Black leaders at Ryder. BLF aims to further cultivate an inclusive and equitable environment with opportunities to increase exposure, representation, and engagement while creating community at the workplace. BLF continuity relies on sponsorship and participation from all aspects of our company. BLF continues to explore how to improve recruitment, growth opportunities, career advancements, retention, and job longevity. To further enhance opportunities, awareness, and engagement in 2022, BLF:

- Provided several programs for Black leaders, focusing on leadership skill development, training, and networking.
- Hosted the first BLF in-person event for engagement and networking among Black employees and local directors and officers in the Charlotte, North Carolina area.
- Identified development and growth opportunities for Black employees through our talent reviews, training, and development programs (i.e., Leadership Bridge and Future Leaders).



Engaging Diverse Talent

We engage in campus recruiting initiatives at Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) to develop a more diverse talent pipeline. We attend career fairs, hire campus recruiters, leverage a recruiting platform, and offer internship opportunities. Additionally, the [Ryder Charitable Foundation](#) donates funds and time to further establish and support students and programs at HBCUs and HSIs. Ryder employees facilitate student group projects to provide practical learning experiences.



Military and Veteran Recruiting and Training

Ryder understands the unique work experiences of military personnel and values their inherent leadership qualities. To help service members transition to civilian life, we go beyond hiring to collaborate with other organizations, offer apprenticeships, and support veteran employees. We provide a [dedicated military hiring page](#) to help service members and veterans match their skills with open positions at Ryder.

We participate in initiatives like the U.S. Chamber of Commerce’s [Hiring Our Heroes](#) program to identify service members, military spouses, and veteran candidates. Ryder has registered U.S. Department of Labor (DOL) Apprenticeship programs for veteran and civilian drivers and technicians. We offer:

- **Driver Apprenticeships**, on-the-job training with our professional driver development curriculum.
- **Diesel Technician Apprenticeships**, structured training along with hands-on experience in our shops.

Within Ryder, we provide veterans with the support needed to become technicians and learn from other veteran employees. Specifically:

- **The Pathway Home Diesel Training Program** offers a diesel technician training program through the [U.S. Department of Defense SkillBridge Program](#).
- **The Veteran Buddy Program** pairs Ryder employees who are veterans with new veteran employees.

When our employees are called to serve, Ryder’s Military Service Policy grants a leave of absence with make-up pay for military service, training, or related obligations in accordance with applicable laws. We provide full make-up pay between the employee’s military pay and their Ryder pay for the duration of their military leave for a maximum of up to one year from date of notice, unless otherwise required by law.

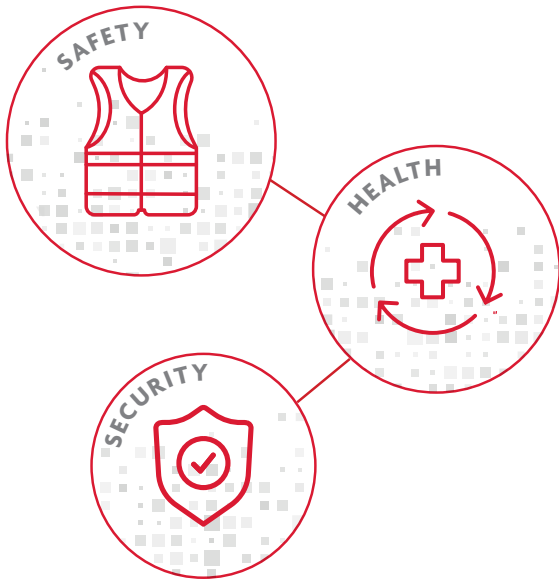
SUPPORTING HEROES

Ryder was listed in the [Military Times 2022 Best for Vets: Employers](#) for our efforts to recruit, retain, and support current and former service members, military spouses, and military caregivers.

PRIORITIZING SAFETY, HEALTH, AND SECURITY

PROTECTION AND PREVENTION TOGETHER

Safety in our facilities and on the road is ingrained into Ryder employees from the top down. Every employee is responsible and accountable for ensuring the safety of colleagues, customers, and communities.



Safety Governance

The Vice President of Safety reports annually to the Board Governance Committee and directs the safety organization team. This team drives Ryder’s overall safety strategy and consists of three divisions:

- **Safety Standards and Technology Group** manages safety policies, technology, and training. Responsible for all safety metrics, safety management systems, and incident management. Led by the Director of Safety Standards and Technology.
- **Field Safety Solutions Group** oversees all field safety processes, risk assessments, management training, site investigations, and day-to-day support. Led by Field Safety Directors.
- **Department of Transportation (DOT) Compliance Group** oversees driver performance management and all regulatory activities, supports operational locations and compliance case management, trains managers, and promotes compliance accountability. Led by the Director for DOT Compliance.

Health and Safety Management System

Our occupational health and safety management system, SafetyNET, delivers safety and compliance programs and facilitates injury reporting across our workplace (e.g., all employees in supply chain, warehousing, transportation, and maintenance). The system is based on legal requirements in our operating countries and our internal safety measures, reinforcing Ryder’s commitment to a world-class safety culture.

SafetyNET integrates our organizational processes to communicate safety information and employee recognition, implement standards and plans, track site-specific data, audit results, and complete corrective actions. Throughout our workplace, we encourage safety accountability by identifying risks before an incident occurs. We enhanced our near miss reporting program by launching GoodCatch in 2022. The program allows employees to report potential safety concerns. The GoodCatch data helps refine our training, policies, and procedures.



Injury and Crash Prevention Strategy

Ryder strives to improve workplace injury and crash performance year-over-year. Performance is reported monthly and tied to management-level compensation. Non-managerial employees have safety improvement metrics tied to compensation based on individual and/or location performance. Our “Captain of the Ship” policy empowers employees to stop an operation anytime if the situation does not meet the company’s rigorous safety standards. Employees are responsible for upholding our safety standards and are protected against reprisal when stopping or reporting safety concerns or work-related hazards.

As a part of our injury prevention strategy, Ryder’s safety team carefully monitors our common work-related injuries (e.g., slips, trips, falls, and material handling) through historical trending and comprehensive incident investigations. We work with an injury assessment service to facilitate timely injury treatment and reporting. This service provides injured employees and managers with access to medical professionals 24 hours a day, seven days a week via telephone.

Our programs and policies are designed to increase awareness and minimize reoccurring and high-consequence injuries such as motor vehicle and powered industrial truck (PIT) crashes, unintentional vehicle movement, and falls from heights (i.e., flatbed trailers and liftgates). Examples of our programs and policies include:

- **Flatbed safety awareness campaign** to mitigate injuries resulting from flatbed trailer falls. The outreach includes monthly calls, on-site evaluations, and safety awareness messages.
- **Warehouse injury prevention plan** to streamline procedures and best practices for warehouse employees.
- **Injury prevention online pilot program** to prevent and reduce high-consequence injuries. The pilot delivered weekly micro-learning modules on everyday safe work habits.

We use customized dashboards to track and monitor key safety and compliance performance indicators across our operations. The safety metrics report dashboard integrates metrics from multiple systems including training compliance, to improve visibility and accountability. We measure leading and lagging performance indicators to predict future trends and prevent undesired outcomes. We monitor metrics in real time and review performance monthly to drive continuous improvement.

We audit high-risk locations to ensure standard safety procedures are in place and followed to prevent recurrence of injuries. The audits are done as part of FOCUS 2.0, a continuous improvement process to identify location-level safety issues, develop solutions, and standardize improvement plans to prevent future injuries and collisions.

Safety Training

Training is critical to increasing safety awareness and reinforcing safe behaviors, whether it is on the road, in the shop, in the office, or at our warehouses. All employees have access to an extensive safety training curriculum through our online learning platform, which includes interactive videos on crash and injury prevention awareness.

We further prioritize our employees’ physical health at work through targeted procedures and programs within SafetyNet including special training and awareness campaigns. All required safety training is free for employees and completed during normal working hours. Safety training and communications are available in English, Spanish, and French Canadian. Our specific safety training programs include:

- **Management** receives safety leadership training to support a thorough understanding of their safety and compliance roles and responsibilities.
- **Professional drivers** receive active coaching and quarterly training. We offer a driver certification program to our employees to provide leadership opportunities, reinforce our culture of safety, and enable peer-to-peer safety education.
- **Technicians** receive monthly training covering topics guided by the U.S. Occupational Safety and Health Administration (OSHA) as well as employees’ health and wellness (e.g., heat stress awareness and winter preparation). General safety information about equipment services, repair, and procedures is frequently shared.
- **Warehouse employees** receive annual training on safe cutting, trailer securement, proper lifting/material handling techniques, and equipment safety along with regular OSHA training.
- **Forklift operators** receive classroom and hands-on training. We offer a Certified Lift-Truck Trainer certification course, designed for PIT operators in our warehouses.

WORKFORCE SAFETY METRICS ¹⁵	2020		2021		2022	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Total Recordable Incident Rate (TRIR)	676	2.36	845	2.92	875	2.97
Fatality Rate	1	3.50	2	6.91	2	6.79
Lost Time Incident Rate	348	1.17	369	1.23	338	1.15
DOT Recordable Crashes ¹⁶	191	0.34	243	0.37	270	0.43

¹⁵ Rates calculated based on 200,000 hours worked.

¹⁶ Measured per million miles traveled. Does not include our FMS business segment.

Promoting Safer Driving

We prioritize our employees’ physical health at work through targeted procedures and programs within SafetyNet including special training and awareness campaigns. The health and well-being of our professional drivers can impact driving behaviors and safety. To minimize risk and monitor health, professional drivers are required to pass a pre-employment drug screen and physical exam. Any drug and/or alcohol violations are reported to the [CDL Drug and Alcohol Clearinghouse](#), a database established by the Federal Motor Carrier Safety Administration (FMCSA).

Our professional drivers are subject to recurrent DOT physical examinations to assist in identifying if the individual is healthy to safely perform the tasks of a professional driver and to keep our nation’s roads safe. If a professional driver is identified as at risk for obstructive sleep apnea, the driver participates in a third-party sleep apnea program. This includes a sleep study to diagnose the severity of the individual’s condition and determine appropriate treatment. There is no cost to the professional driver for the study or the machine if the driver tests positive. The machine helps track compliance on a weekly basis and noncompliant participants are removed from driving duties.

Ryder utilizes safety and collision mitigation technology to help keep our roads safe. For example, systems like automatic on-board recording devices (AOBRDs) assist our professional drivers on the road, while providing our driver managers with a tool to improve driving coaching. Managers can identify opportunities to effectively intervene, coach, and provide additional training to our professional drivers to mitigate and reduce high-risk behaviors. Further, AOBRDs provide footage of incidents to help demonstrate no-fault and exonerate our professional drivers when applicable. Other safety technology we deploy include:

- **Active brake assist** to warn drivers and engage partial or full braking capability to avoid a collision.
- **Lane departure warning** to caution drivers if the truck veers out of its lane without an engaged turn signal.
- **Roll stability control** which automatically reduces engine power and applies breaks when the acceleration sensor detects a vehicle is at risk of rolling over.
- **Adaptive cruise control** to maintain a safe following distance and adapt to slower vehicles ahead by automatically adjusting the cruising speed.

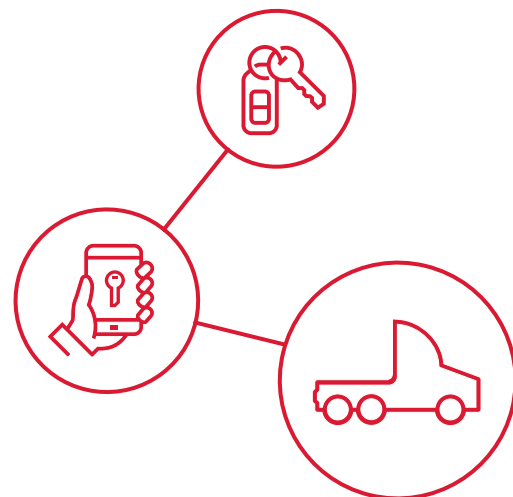


Keeping Customers Safe

Our safety culture extends to our customers, and we provide safety support through [Ryder Fleet Risk Services](#) (FRS). FRS helps customers navigate the increasingly complex industry landscape through customized consultation, innovative solutions, and best-in-class safety programs.

FRS supports customer safety by:

- Monitoring publicly available DOT information to identify potential disruptions.
- Offering safety education including quarterly webinars, weekly safety messages, and an online driver training program.
- Providing safety technology options like AOBRDs and electronic logging devices.
- Auditing customers’ safety programs and consulting on safety corrective actions.



SECURITY AND CRISIS PREPAREDNESS

Protecting our Assets

Ryder collaborates with peers, industry associations, law enforcement, and government agencies including the U.S. DOT, Department of Homeland Security (DHS), and Federal Bureau of Investigation to mitigate the potential risk of asset misuse and threat of illegal activities like terrorism and trafficking. Our customer screening process and fleet security program has received the [DHS SAFETY Act Designation](#), which encourages the development and deployment of anti-terrorism technology. We continue to adopt the latest safety and security protocols and train our employees on best practices in asset security.

Supply Chain and Border Security

Ryder maintains an extensive supply chain security program across our operations, which involves the international movement of goods to keep safe from criminal activity like drug smuggling and human trafficking. Our program received the [DHS SAFETY Act Certification](#). The U.S. Customs and Border Protection randomly audits our supply chain security certifications to validate that our written security plans are implemented at the global sites engaged in international logistics services.

Our supply chain operations are certified by the U.S. Customs-Trade Partnership Against Terrorism (C-TPAT), Canada’s Partners in Protection Program, and Mexico’s Authorized Economic Operator Program. Our professional drivers operating in the international supply chain receive annual C-TPAT training, along with how to protect and secure goods, inspect seals and containers, and more.



Preparing for Emergencies at the Workplace

We have emergency procedures and evacuation plans worldwide to protect our employees and prepare for potential disruptions from natural disasters, terrorist attacks, epidemics, data breaches, and workplace violence. All field locations have Business Continuity Plans (BCPs) in place, based on location, number of employees, and type of operational processes performed. BCPs outline security risks, procedures, resource needs, insurance plans, and network connectivity risks specific to each location. Our field operations team review these BCPs during regular disaster response meetings.

Workplace Violence Prevention and Preparedness

Our Employee Handbook outlines appropriate behavior when dealing with each other and with customers to prevent workplace violence. If an employee or customer exhibits aggression towards another Ryder employee, we activate our workplace violence response, which outlines procedures for handling these incidents. We then convene a Threat Assessment Group – an ad hoc committee comprised of representatives from safety, human resources, operations, legal, plus the employee’s manager – to determine appropriate next steps. These may include suspension for the offending employee, security protocol review, or the hiring of additional security personnel. In addition, each location has an active shooter plan, and every employee receives active shooter training.



Anti-Trafficking Efforts

For more than a decade, Ryder has collaborated with [Truckers Against Trafficking](#) (TAT) to combat human trafficking. Through TAT, we work with law enforcement and government agencies to educate, equip, empower, and mobilize the transportation industry to help end this heinous crime. At Ryder, human trafficking training is available to our employees in English and Spanish. The course familiarizes employees with the issue of human trafficking – what it is, how to recognize human trafficking situations, and what individuals and organizations can do to help stop this violation of human rights. All our professional drivers are assigned training to help spot and report trafficking. Our engagement with TAT extends beyond training as Ryder supports TAT through charitable contributions to fund victim protection programs.

How Can You Help?

Know the [red flags of trafficking](#). Even a gut feeling can be reported to the National Human Trafficking Hotline — 1-888-373-7888. If you are witnessing a crime in progress, call 911.

Enhancing Human Rights

Ryder is committed to respecting and promoting human rights as articulated in the [United Nations Universal Declaration of Human Rights](#), [International Labor Organization’s 1998 Declaration on Fundamental Principles and Rights at Work](#), and [United Nations Guiding Principles on Business and Human Rights](#). This is outlined in our [Human Rights Statement](#). We expect our suppliers and contractors to uphold these same principles as stipulated in our [Supplier Code of Conduct](#) (Supplier Code).

Ryder is an equal opportunity employer and, as detailed in our [POBC](#) does not discriminate against anyone on the basis of age, race, color, national origin, gender, gender identity, sexual orientation, marital status, religion, disability status, genetic information, veteran status, or any other class protected by law. We strive to cultivate a safe and respectful work environment, free of harassment of any kind, and expect the same from all in our environment, including our customers, contractors, suppliers, and others. Ryder treats incidents of alleged discrimination and harassment very seriously and, where substantiated, takes appropriate remedial and disciplinary action, up to and including termination of employment.



STRENGTHENING OUR COMMUNITIES

Ryder has a long-standing legacy of building stronger communities where our employees live and work. From financial contributions and knowledge sharing to hands-on volunteering, we look for opportunities to give back.

GIVING THROUGH THE RYDER CHARITABLE FOUNDATION

We formed the [Ryder Charitable Foundation](#) in 1984 to guide meaningful philanthropic engagement and giving strategy. We believe investing in people and communities helps make our world and company better.

Our charitable giving priorities strategically align with Ryder’s business priorities. Comprised of our CEO, CFO, CLO, and CMO, the Ryder Charitable Foundation Board duties include budget approval and reporting the annual charitable giving to the Board Governance Committee. Our engagement and strategy showcase the company’s focus on technology, thought leadership, and diversity to advance opportunities in our workplace and local communities. Objectives for 2022 included:

- Sharpen focus on disaster relief, preparedness, and sustainability in collaborations with other organizations.
- Increase participation in “Make It Count!” dashboard which captures employee volunteer hours.
- Align charitable giving to focus on equality by expanding giving collaborations, organizing events, and enhancing digital communications.
- Increase customer collaborations with charitable causes.

The Foundation’s charitable giving in 2022 was \$2.45 million, in line with previous years. We increased our financial commitment to organizations advancing equality. Recipients of our charitable giving include the Black and Hispanic communities, women and girls, people with disabilities, LGBTQ+ organizations, and veterans. In 2022, we contributed more than \$936,000, including \$263,000 to organizations supporting the Black community, and awarded 78 partial scholarships to women and minority students. Additionally, we provide funding for value-added research, mission delivery, internships, and recruiting with several colleges and universities advancing education in supply chain management.



Commemorating 30 Years

RYDER TRAUMA CENTER

Ryder has supported life-saving medical treatments as the founding benefactor of the Ryder Trauma Center at Jackson Memorial Hospital in Miami, Florida, since its grand opening in 1992. The world-renowned trauma center is a leader in medical research and education and serves as the nation’s only surgical training facility for the U.S. Army.

\$1M

A Record for Ryder’s United Way Support

We raised a total of \$1 million for United Way in 2022 through employee contributions and the company’s matching donation. This set a new employee contribution and participation record for Ryder’s more than 40-year history supporting United Way.

EMPLOYEE VOLUNTEERISM

Ryder has a strong culture of employee volunteerism in addition to our charitable giving and community relationship programs. Throughout our North America operation, local Ryder teams volunteer together. In 2022, teammates hosted clothing, food, and toy drives, fundraised through employee runs and walks, built a new community playground, and provided local disaster relief. We recognize Ryder employees' contributions to communities through the following programs:

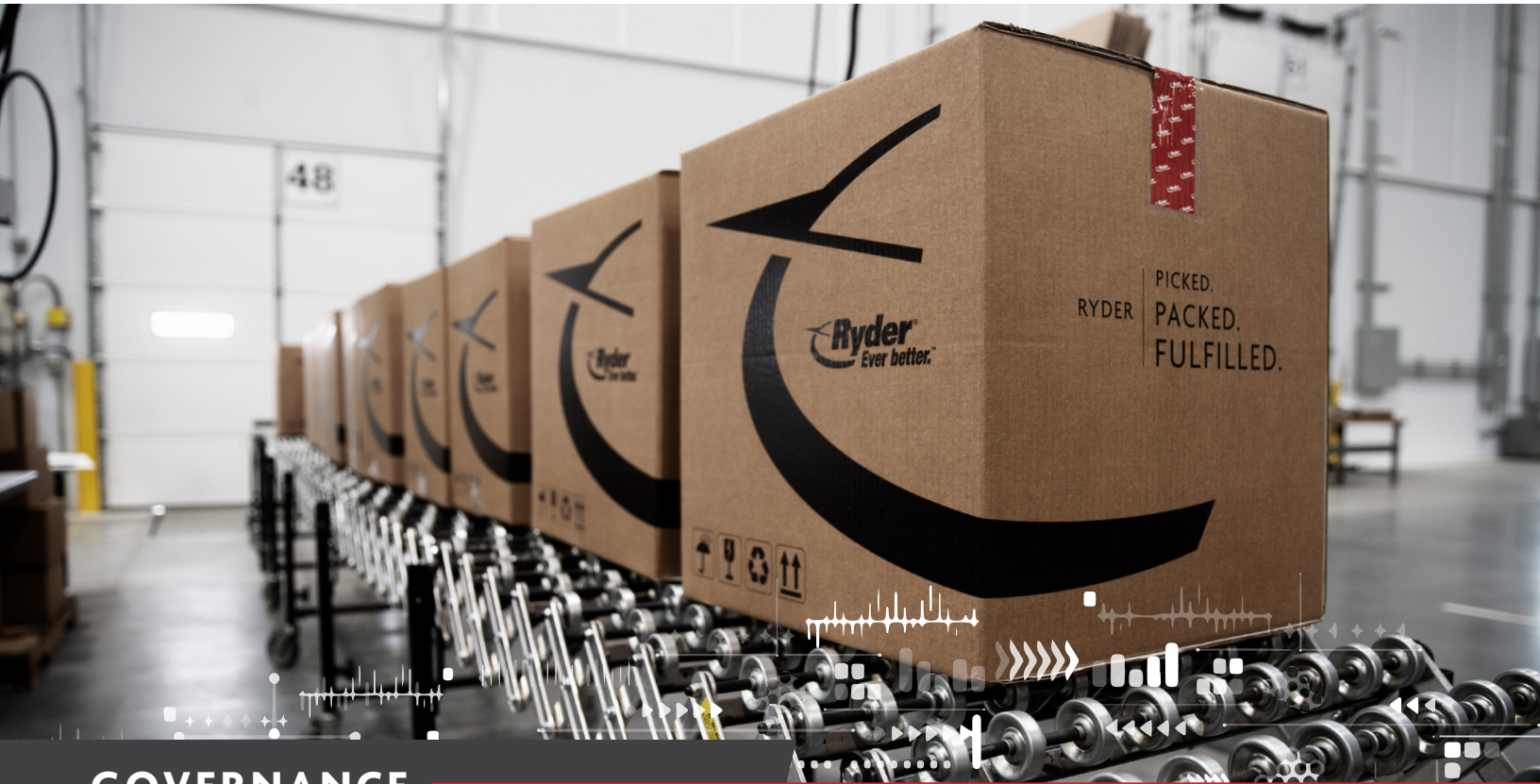
- **Driven to Give** is an annual award recognizing Ryder employees in the United States, Canada, and Mexico, committed to creating a better world through extraordinary and inspiring volunteer service. Employees are nominated by colleagues in a companywide search and the winner receives a \$5,000 contribution to a charity of choice.
- **Make It Count!** is an effort to capture and recognize the collective good we do as the Ryder community. Employees are encouraged to submit their volunteer hours.

SUPPORTING COMMUNITIES IN CRISIS

Ryder supports nationwide disaster preparation and relief efforts through logistics, supply chain, and transportation services. This includes financial and in-kind contributions like transportation support. As a proud member of the American Red Cross Disaster Responder Program, we focus our dollars, transportation services, and expertise to help the Red Cross prepare for and respond to natural disasters while delivering critical aid to where it is needed most. In 2022, we provided the Red Cross with financial contributions and discounted access to Ryder trucks.

\$10M
American Red Cross
 Over the past three decades, we have contributed more than \$10 million to the American Red Cross, supporting disaster preparedness and response.





GOVERNANCE

SECTIONS

- Governing Our Company
- Maintaining a Culture of Ethics and Integrity
- Protecting Our Company
- Managing Our Supply Chain

GOVERNING OUR COMPANY

Our **Board** (comprised of our CEO, who presides as chair, and 10 independent directors) guides our culture, strategic vision, risk management, and compliance. The Board has four committees: Audit, Compensation, Governance, and Finance.

Ryder believes the CEO is in the best position to fulfill the Board chair’s responsibilities including identifying emerging issues, communicating essential information about Ryder’s performance and strategies, and proposing agendas for the Board.

Our Board leadership structure is further enhanced by the appointment of a strong Lead Independent Director. This position facilitates and strengthens the Board’s independent oversight of company performance, strategy, and succession planning, and upholds effective governance standards.

CORPORATE GOVERNANCE RESOURCES

- [2023 Proxy Statement](#)
- [Corporate Governance Guidelines](#)
- [Governance page on Investors website](#)

The Board believes diversity is one of many important considerations in board composition. The Governance Committee evaluates the composition of the Board to ensure the directors reflect a diversity of viewpoints, professional experience, backgrounds, education, and skills. Ryder believes a diverse group of directors brings a broader range of expertise to the Board and generates a greater variety of innovative ideas and perspectives, and, therefore, is in a better position to make complex decisions.

BOARD¹⁷ COMPOSITION

Senior Leadership Experience	10
Public Company Operational Expertise	9
Financial and Accounting Background	8
Industry Experience	6

BOARD DIVERSITY

	NUMBER	PERCENTAGE
Female	3	27%
Male	8	73%
Over 50 years old	11	100%
Diverse by race and ethnicity	3	27%
Diverse by gender, race, and ethnicity	6	54%

For more information regarding the composition of our Board, see our [2023 Proxy Statement](#).

ENGAGING SHAREHOLDERS

The Governance Committee of the Board oversees our shareholder engagement process:

- Assess and monitor shareholder voting results, investor sentiment, emerging trends in ESG, and Ryder governance policies and practices.
- Engage with shareholders to actively solicit input on issues.
- Evaluate and respond to shareholder input and feedback by enhancing Ryder policies, practices, and disclosures.

In 2022, Ryder management contacted shareholders constituting more than 60% of our outstanding shares to request feedback on various matters including ESG, executive compensation program, and overall strategy.

MEMBERSHIP ASSOCIATIONS

Ryder participates in trade associations to better understand, respond, and adapt to economic and societal concerns, and to share perspectives on changes and advancements within the industry.

Our primary memberships include the American Trucking Associations, National Home Delivery Association, International Warehouse Logistics Association, Transportation Intermediaries Association, Truck Renting and Leasing Association, U.S. Chamber of Commerce, and various state trucking associations.

MANAGING RISK

Our Enterprise Risk Management (ERM) program provides management and the Board with a robust, holistic view of key risks facing Ryder. Our CLO and CFO supervise the program, and our Chief Compliance Officer and Vice President of Internal Audit manage its daily operation. The [Leadership Team](#), including our CEO and Ryder’s Corporate Risk Steering Committee (CRSC), are responsible for identifying, managing, evaluating, and mitigating risks.

The CRSC, comprised of department leaders and subject matter experts, meets quarterly to further monitor and calibrate risks at Ryder. Risks are reviewed with and monitored by the relevant Board committees throughout the year, depending on the nature of the risk. Enterprise-level risks and ERM program process updates are reported annually to the Board.

For more information regarding risk oversight, see [2023 Proxy Statement](#), and to read more about how we manage climate-related risks, see [page 11](#).



¹⁷ Board data as of May 5, 2023.

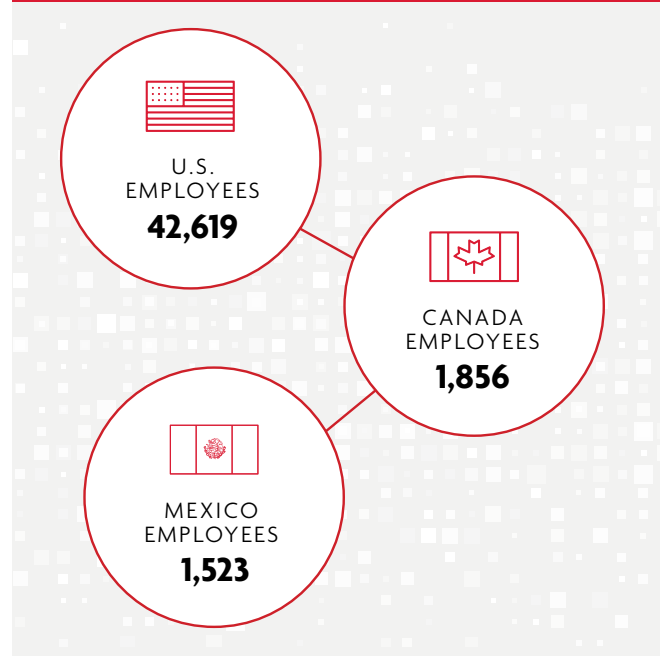
MAINTAINING A CULTURE OF ETHICS AND INTEGRITY

Ryder sustains a business model based on ethics and responsibility, which reinforces our position as a trustworthy partner for our customers and stakeholders. Ryder’s POBC outlines our expectations for all employees to conduct business fairly, honestly, and ethically. We provide the POBC in languages commonly spoken throughout our regions of operations (English, Spanish, and French Canadian). Topics in the POBC include, but are not limited to:

- Mechanisms to report known or suspected wrongdoing.
- Bribery and corruption.
- Contributing to a respectful workplace free of harassment and discrimination.
- Compliance with laws around safety, health, and the environment.
- Conflicts of interest.
- Gifts and entertainment.
- Social media use.

All of our employees agree to abide by Ryder’s POBC. New hires are introduced to and trained on the POBC during onboarding. Our compliance and ethics trainings are provided to employees throughout the year, in-person and online. We tailor our trainings based on employee responsibilities and associated risks.

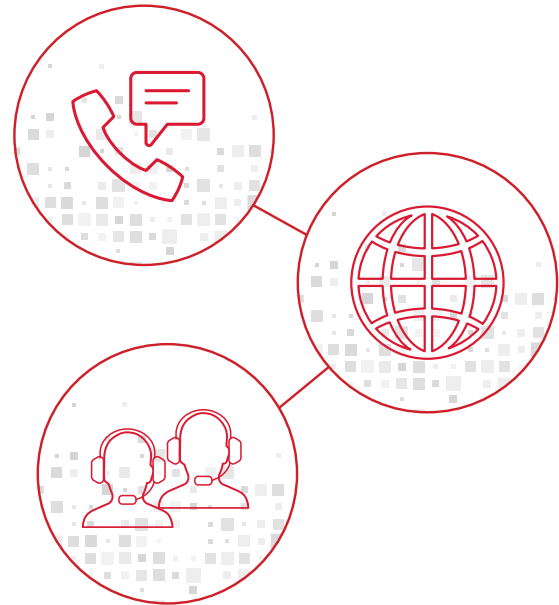
COMPLIANCE AND ETHICS EMPLOYEES TRAINED IN 2022



ANTI-CORRUPTION PRACTICES

We have zero-tolerance for bribery and corruption, as outlined in our POBC. Our anti-corruption policies and procedures are included in our compliance and ethics training. Our Chief Compliance Officer provides regular updates to our Board on our anti-corruption program and relevant developments from the U.S. Department of Justice (DOJ) and Securities and Exchange Commission (SEC). Our suppliers are expected to abide by Ryder’s Supplier Code, which includes an anti-corruption policy. We conduct third-party due diligence and train our suppliers, as needed. As an additional measure, all of our third parties in Mexico contractually agree to abide by our POBC and relevant anti-corruption clauses.

We take particular care when dealing with companies that are government-owned or have ties to government agencies. We comply with all applicable bribery laws and regulations on improper payments to individuals and government officials including the U.S. Foreign Corrupt Practices Act. We are mindful of international transactions and interactions that include border crossings, where exchanges with government employees may be more common. We periodically conduct corruption risk assessments of our operations, and when evaluating operational risk, we incorporate the [Transparency International’s Corruption Perceptions Index](#), along with other relevant factors such as geography, size, nature of transactions, and government touchpoints. In 2022, to help inform our anti-corruption program, we engaged an independent third party to conduct a bribery and corruption risk assessment of our operations in Mexico.



ETHICS HELPLINE

Employees and third parties can contact our [Ethics Helpline](#) to report compliance and ethics concerns anonymously as well as to ask any relevant questions via a toll-free number or online web submission without fear of retribution. An independent third-party hosts the Ethics Helpline, which is available worldwide, seven days a week, 24 hours a day, and in multiple languages. In 2022, we received 960 reports that alleged wrongdoing. All reports are investigated, and in 100% of cases where an allegation is substantiated, remedial action is taken, ranging from training to termination of employment.



USING DATA ANALYTICS TO ENHANCE OUR COMPLIANCE AND ETHICS PROGRAM

To measure and monitor Ryder’s compliance and ethics program effectiveness, we developed an IT platform in 2022. The platform incorporates guidance issued by the SEC and DOJ, uses enterprise data to detect and prevent wrongdoing, and conducts real-time trending. By centralizing companywide data from multiple systems, we can monitor investigations, conflicts of interest, training, and other areas. Insights gathered are readily available to share with our Board, leadership, and management.

PROTECTING OUR COMPANY

CYBERSECURITY AND DATA PRIVACY

Protection of our own and our customers' data is of utmost importance at Ryder. Our Vice President and Chief Information Security Officer (CISO) oversees our data security program. The CISO reports to the Executive Vice President and Chief Information Officer (CIO). As needed, the CIO and CISO update the Audit Committee and collaborate with members of Ryder's Leadership Team.

REDEFINING IT THROUGH LEADERSHIP AND INNOVATION

We are proud of the skilled team responsible for safeguarding our data and systems, and our CIO and CISO were honored among peers in 2022. Our CIO, Rajeev Ravindran, was recognized by [Forbes CIO Next List: 2022](#), for the launch of a digital platform to keep goods moving through the supply chain with increased visibility and efficiencies. Cyber Defense Magazine named our CISO, Joe Ellis, as one of the [Top Global CISOs for 2022](#). Honorees are regarded for their leadership and innovative approaches to risk reduction.

Our Chief Compliance and Privacy Officer works with the CISO and CIO to ensure compliance with information privacy laws and regulations. This includes data breach management, document retention and data privacy policies, and data privacy compliance with regulations such as the General Data Protection Regulation and the California Privacy Rights Act.

Protecting data and critical information from cybersecurity threats and breaches is a widespread challenge across our industry. Our IT systems, networks, and those of our third-party providers can be targets. We carefully implement controls to minimize risk for Ryder and our customers while promoting security awareness across our entire organization to safeguard our systems. Our primary focus remains anticipating and thwarting these advances. To date, such events have not had a material impact on our financial condition or results of operations. See our [2022 10-K](#) for more information.

As an enterprise risk, we manage cybersecurity as part of our ERM program, see [page 31](#). Our team reviews the security systems of any vendor with access to confidential Ryder information. Our contractual agreements with such vendors include heightened information security protocols and requirements for handling personally identifiable or other confidential information.

To further enhance our cybersecurity and data privacy efforts, Ryder formed an internal Information Security Executive Council (ISEC) in 2021. Chaired by the CISO and composed of a cross-section of leaders from risk, audit, compliance, legal, human resources, and technology, the ISEC meets quarterly to discuss policy creation and maintenance, employee and leadership training, and data security risk monitoring. Priorities in 2022 included identifying and protecting confidential data, reducing security incidents, and strengthening our critical systems.

Our policies covering data security, [privacy](#), and compliance risks are available electronically to all employees via the Ryder Policy Management System (RPMS). The RPMS tracks and verifies that required employees read, agree, and sign relevant policies.

Our policies and processes are based on the [NIST Cybersecurity Framework](#) and certified to the [ISO/IEC 27001 Information Security Management standard](#) – the only internationally accepted security standard for best practices in information security management systems. We regularly conduct vulnerability assessments, penetration tests, architecture reviews, and third-party security assessments. Any gaps and subsequent improvement action plans are reported to the Audit Committee.

Minimizing internal risks requires security awareness and starts day one at Ryder. New employees are required to complete cybersecurity training, and we immediately deploy a phishing simulation to see if the employee understands the content. All employees with email addresses receive cybersecurity training and quarterly phishing simulations. In 2022, we enhanced the reporting dashboards to provide managers visibility into their team's phishing results. Simulation results are communicated to the Audit Committee quarterly and improved in 2022. To further educate employees on security awareness topics, our data privacy program hosts lunch-and-learns and shares regular guidance through our intranet.

MANAGING OUR SUPPLY CHAIN

Our supplier network is fundamental in providing the resources and tools to respond to customer needs and adapt to disruptions. We collaborate with our suppliers to outsource certain services and the majority of our procurement activities consist of the following components:



New commercial vehicles from original equipment manufacturers (OEMs). For leased units, we work with our customer to customize the vehicle specification for their operation. For rental units, our desired vehicle specifications are determined through an internal assessment of customer demand. From order placement to arrival for in-servicing, we track each vehicle’s build schedule, manufacturing, and transit progress closely to ensure timely delivery.



Vehicle parts from OEMs, non-OEMs (e.g., aftermarket suppliers), and a limited number of distributors. These distributors work together with OEMs and non-OEMs to stock parts on behalf of Ryder and deliver to our facilities.



Contingent labor to support our warehouse workers, professional drivers, and other business areas to accommodate seasonal demand or to augment our workforce during periods of labor shortage.



Fuel for our fleet and customers. Fuel suppliers bid on Ryder’s fuel volume in each market we serve. We may engage multiple suppliers for a given market depending on our internal assessment of anticipated volume. To ensure adequate fuel supply in the event of natural disasters or other disruptions, we maintain relationships with suppliers outside of a given market allowing us the flexibility to make on-demand fuel purchases and/or provide delivery of fuel to designated areas where and when it is most needed.



Vehicle repairs when it is more economical to work with another business such as glass and sheet metal repairs and painting.

ADVANCING TECHNOLOGY AND INNOVATION

Ryder is at the forefront of identifying new technology for operational advancements and acts as an extended research and development arm for our suppliers and customers. We continuously monitor advanced and emerging technology, and work closely with technology providers, suppliers, and OEMs to improve functionality, usability, and adaptability for commercial truck applications.

Our priority is providing customers innovative solutions with sustainable applications. This includes evaluating the feasibility of using AVT like autonomous, alternative fuel, and zero-emission vehicles (ZEVs). The learnings from these experiences help inform our business strategies and guide the development of new fleet management and supply chain solutions for our customers. Our procurement, maintenance, and engineering teams are critical in exploring and piloting the latest options.

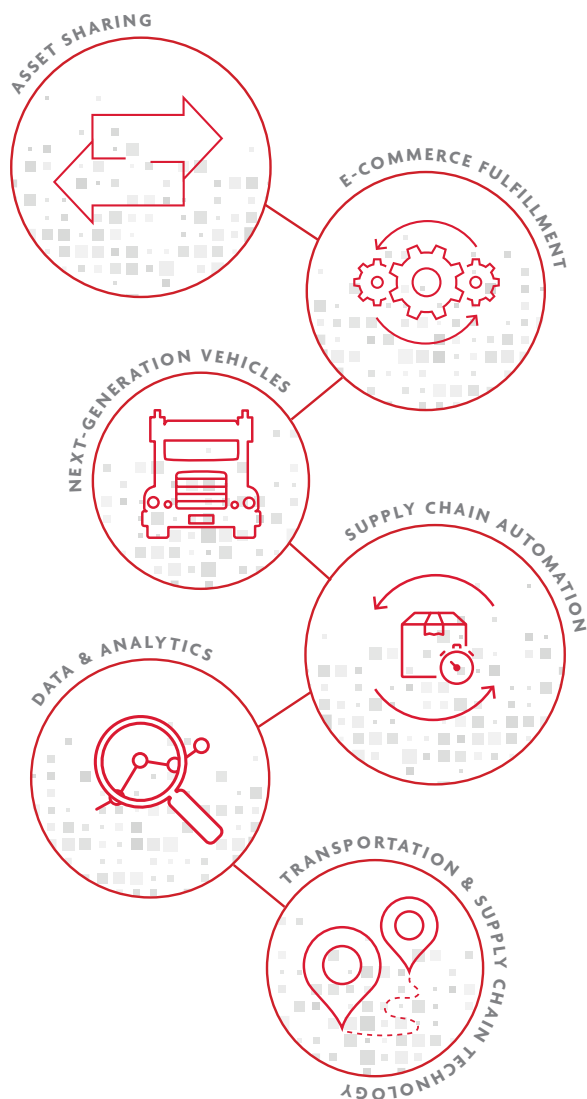


RECOGNIZING WOMEN IN SUPPLY CHAIN

Karen Jones, our CMO, was recognized as one of Supply & Demand Chain Executive magazine’s [2022 Women in Supply Chain](#) for her role in creating a one-of-a-kind supply chain visibility and collaboration tool. The award honors women whose accomplishments, mentorship, and examples set a foundation for women in all levels of a company’s supply chain network.

RyderVentures

Through [RyderVentures](#), our corporate venture capital fund, we are targeting to invest up to \$50 million between 2020 and 2025. The focus is on start-up companies tackling disruptions in the supply chain, driven by accelerating demand for asset sharing, e-commerce fulfillment, next-generation vehicles, automation, data and analytics, and transportation and supply chain technology. RyderVentures is also forming strategic alliances with companies to pilot new innovative technology for quicker adoption. In 2022, RyderVentures startup investments were in the areas of dispatch technology, e-commerce, parcel delivery, and warehouse automation.



Autonomous Vehicles (AVs)

Safety, efficiency, productivity, and innovation all contribute to our consideration of the development and deployment of AVT and AVs. Our internal, cross-functional AV Steering Committee meets regularly and is responsible for providing direction on the development of new products and services.

Facilitating the commercialization of AV technology is a critical next step toward building key service elements to support safe deployment of autonomous trucks. In 2022, we continued to collaborate with several autonomous trucking companies, sharing our expertise in safety, maintenance, and logistics. Autonomous trucks will require more frequent preventive maintenance and immediate access to corrective maintenance. These unique service needs make Ryder’s fleet maintenance services essential as the industry moves toward the commercialization of autonomous trucks.

Electric Vehicles (EVs)

Ryder continues to identify EV deployment opportunities and commercial EV infrastructure solutions based on our customers’ needs. A cross-functional Ryder team regularly meets with leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are early testers of emerging technology like zero- and near-zero emission vehicles, devices and technology. We help customers create an AVT roadmap and created an EV step-by-step checklist to guide customers through diversifying their fleet in the most efficient, cost-effective way possible.

We continue to expand EV charging infrastructure to meet our customers’ needs and our growing owned and leased EV fleet. In 2022, we helped install new direct current fast chargers at customer locations, deployed electric Class 8 tractors to serve a dedicated customer route, added our first light-duty EVs to select rental locations, as well as rented and leased our first all-electric walk-in van and straight truck to customers.

Warehousing and E-Commerce

Ryder is transforming warehouse and distribution centers to include advanced automation, flexible and instantly scalable operations, real-time visibility, and a customer-centric experience. Our strategy to lead the change creates greater integration of warehouse automation to meet order fulfillment objectives at higher accuracy rates, while using labor more strategically to complement evolving technology. We continue to pilot technology such as autonomous mobile robots, robotic trailer unloading, automated storage and retrieval systems, and other goods-to-person solutions to optimize productivity.

In automated warehouses, wearable and mobile technology (e.g., smart phones, sensors, scanners, tablets, glasses, and head-mounted systems) support core processes such as shipping, receiving, routing, inventory management, picking, and replenishment. Robotics and automation devices (including autonomous pickers, tuggers, transporters, and sorters) provide a safe, efficient, and reliable

solution for the movement of goods, while improving productivity, visibility, and customer service levels. Technology utilization provides managers and employees increased capability to exchange data between devices, the network, and customers.

SUPPLIER EXPECTATIONS AND ENGAGEMENT

All Ryder suppliers, as part of the supplier onboarding and registration process, must accept our [Supplier Code](#). Suppliers are expected to abide by the Supplier Code at all times. The Supplier Code addresses ESG topics and criteria such as environmental, bribery and corruption, ethical labor practices, human rights, health, and safety. Select suppliers undergo environmental, health, and safety evaluations when relevant to the services provided. We regularly assess our key suppliers for compliance through ongoing dialogue and numerous performance measurements including facility visits. Violation of Ryder's Supplier Code may lead to penalties, up to and including the loss of our business.



Supplier Sourcing and Sustainability

Ryder maintains a sharp focus on meeting the needs and expectations of our customers including working diligently to overcome ongoing global supply chain disruptions and headwinds such as inflationary risk and material shortages. To fully understand, manage, and minimize supply chain risks, disruptions, and potential impacts, we are in constant communication with our suppliers. We leverage technology to track our supply and mitigate delays. Where feasible, we identify supplementary suppliers to ensure a multi-source supply strategy for critical components.

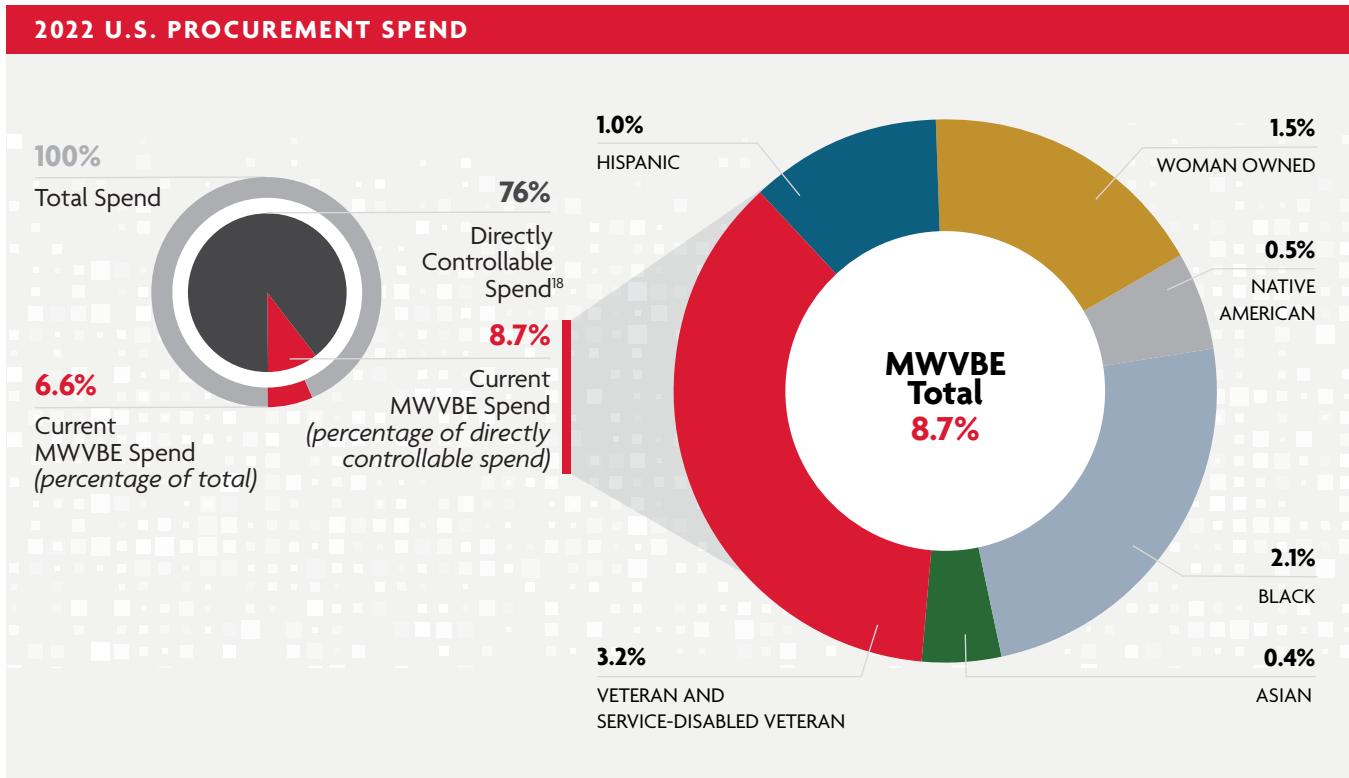
Strong supplier relationships are integral to our business, and we value the long-standing relationships between our teams. Our requests for proposal and sourcing information include sustainability questions to help qualify and select key suppliers. Contractual agreements with key suppliers are occasionally crafted to further emphasize specific expectations. We engage our key suppliers in recurrent discussions on sustainability to align our goals, identify ESG-related opportunities, and define annual KPIs to be tracked and reported.

Supplier Diversity

We cultivate diverse supplier relationships through our [Small Business and Supplier Diversity Program](#), which provides opportunity for minority, woman, and veteran-owned business enterprises (MWVBE) to work with Ryder. Our strategy is defined by three opportunities to enhance our MWVBE impact:

- Addressable spend opportunities.
- MWVBE dealership partnerships.
- Leveraging strategic large-company relationships to improve their MWVBE performance.

The program enhances our relationships with local communities and expands our supplier base to new qualified businesses that share our commitment to equality, service, innovation, and continuous improvement. As of December 31, 2022, more than 95% of our directly controllable procurement spend goes to suppliers and service providers based in the United States. In 2022, we increased our diverse supplier spend by 27.9%.



¹⁸ Directly Controllable Spend is Ryder’s external spend which Ryder directly controls and can influence through its business decisions. It includes our conventional spend (including, but not limited to, contingent labor, vehicles parts, logistics services), non-conventional spend (including, but not limited to, banking and financial services, fuel suppliers, insurance purchases, electricity), and spend associated with dealer-based buying relationships.



REPORTING INDICES

SECTIONS

GRI Index

SASB Index

TCFD Index

ABOUT THIS REPORT

The 2022 Ryder Corporate Sustainability Report (CSR) references the Global Reporting Initiative (GRI) Standards 2021. It is aligned to the Sustainability Accounting Standards Board (SASB) Air Freight and Logistics Standard, and to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We report on an annual basis and our sustainability reporting, including our CDP Climate Change Response, can be found [here](#). For more information or questions, please contact sustainability@ryder.com.

All information covered in the 2022 CSR, except as otherwise noted, relates to Ryder System, Inc., as defined in Part 1, Item 1 (Business Overview) of our [2022 10-K](#); all wholly-owned subsidiaries including

Ryder Integrated Logistics; U.S., Canada, and Mexico (“North America”); and qualitative and quantitative information, and references to “currently”, “to date”, or similar expressions, reflect information for the period from January 1, 2022 to December 31, 2022 reported as of December 31, 2022. Any use of the terms “material”, “significant”, “key”, and other similar words are not intended to be construed in accordance with securities laws, any other laws of the United States and/or other jurisdictions, or as these terms are used in the context of financial statements and financial reporting. Although data in this report has been internally reviewed using accepted scientific and technical methodologies, we may from time to time change prior data due to the availability of new data, industry-driven changes to methodologies, or improvements in data collection, among other reasons. Certain information in this report comes from third-party sources and operations outside of our control. We believe such information has been accurately collected and reported, however, we have not independently verified third-party data. While we are committed to providing timely updates, we hold no obligation to update information.

GRI INDEX

Ryder has reported the information cited in this GRI content index for the period from January 1, 2022 to December 31, 2022 with reference to the GRI Standards.

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE
General		
2-1	Organizational details	CSR: About Ryder, page 4 2022 10-K
2-2	Entities included in the organization’s sustainability reporting	2022 10-K : Exhibit 21.1
2-3	Reporting period, frequency and contact point	CSR: About This Report, page 39
2-4	Restatements of information	2023 CDP : C6.5a
2-5	External assurance	2023 CDP : C10.1, C10.2
2-6	Activities, value chain, and other business relationships	CSR: About Ryder, page 4 ; Managing Our Supply Chain, page 35 2022 10-K : Business, page 1
2-7	Employees	CSR: Total Workforce Data, page 19
2-8	Workers who are not employees	CSR: Managing Our Supply Chain, page 35 TR-AF-310a.1, page 46
2-9	Governance structure and composition	CSR: ESG Governance at Ryder, page 7 ; Governing Our Company, page 30 2023 Proxy Statement : Corporate Governance Framework, page 5; Board of Directors, page 6
2-10	Nomination and selection of the highest governance body	2023 Proxy Statement : Corporate Governance and Nominating Committee, page 11
2-11	Chair of the highest governance body	CSR: Governing Our Company, page 30 2023 Proxy Statement : Board Leadership Structure, page 8
2-12	Role of the highest governance body in overseeing the management of impacts	CSR: ESG Governance at Ryder, page 7 2023 Proxy Statement : ESG Matters, page 14
2-13	Delegation of responsibility for managing impacts	CSR: ESG Governance at Ryder, page 7 2023 Proxy Statement : ESG Matters, page 14
2-14	Role of the highest governance body in sustainability reporting	CSR: ESG Governance at Ryder, page 7
2-15	Conflicts of interest	2023 Proxy Statement : Director Independence, page 6

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE
2-16	Communication of critical concerns	2023 Proxy Statement : Shareholder Engagement and Communications with the Board, page 7
2-17	Collective knowledge of the highest governance body	CSR: ESG Governance at Ryder, page 7 2023 Proxy Statement : ESG Matters, page 14
2-18	Evaluation of the performance of the highest governance body	2023 Proxy Statement : Board and Committee Evaluation Process, page 13
2-19	Remuneration policies	2023 Proxy Statement : Executive Compensation, page 44; Director Compensation, page 54
2-20	Process to determine remuneration	2023 Proxy Statement : Compensation Discussion and Analysis, page 30; Proposal No. 3, Advisory Vote on Executive Compensation, page 56
2-21	Annual total compensation ratio	2023 Proxy Statement : Pay Ratio, page 53
2-22	Statement on sustainable development strategy	CSR: A Message from our CEO, page 3
2-23	Policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Our Environmental Management Approach, page 10 ; Protection and Prevention Together, page 23
2-24	Embedding policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: ESG Governance at Ryder, page 7 ; Our Environmental Management Approach, page 10 ; Enhancing Human Rights, page 27 ; Protection and Prevention Together, page 23 ; Maintaining a Culture of Ethics and Integrity, page 32
2-25	Processes to remediate negative impacts	CSR: Managing Risk, page 31 Principles of Business Conduct Human Rights Statement
2-26	Mechanisms for seeking advice and raising concerns	CSR: Ethics Helpline, page 33 Principles of Business Conduct
2-27	Compliance with laws and regulations	2022 10-K : Business, page 9; Note 22, Contingencies and Other Matters, page 104
2-28	Membership associations	CSR: Membership Associations, page 31

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE
2-29	Approach to stakeholder engagement	We regularly engage with our stakeholders to improve our business and advance ESG issues. This includes: Customers (page 9) Employees (page 18) Local communities (page 28) Shareholders (page 31) Suppliers (page 37)
2-30	Collective bargaining agreements	CSR: Our Labor Practices, page 17 2022 10-K : Business, page 10
Material Topics		
3-1	Process to determine material topics	CSR: Determining our Key ESG Topics, page 9
3-2	List of material topics	CSR: Determining our Key ESG Topics, page 9
3-3	Management of material topics	CSR (throughout full report)
Procurement Practices		
204-1	Proportion of spending on local suppliers	CSR: Supplier Diversity, page 38
Anti-corruption		
205-1	Operations assessed for risks related to corruption	CSR: Anti-Corruption Practices, page 33
205-2	Communication and training about anti-corruption policies and procedures	CSR: Maintaining a Culture of Ethics and Integrity, page 32 ; Anti-Corruption Practices, page 33
205-3	Confirmed incidents of corruption and actions taken	We had no incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
Energy		
302-1	Energy consumption within the organization	CSR: Our Environmental Performance Data, page 14
302-2	Energy consumption outside of the organization	Information for this indicator is unavailable.
302-3	Energy intensity	Information for this indicator is unavailable.
302-4	Reduction of energy consumption	CSR: Reducing Our Environmental Footprint through Efficiency and Innovation, page 13
302-5	Reductions in energy requirements of products and services	CSR: Reducing Our Environmental Footprint through Efficiency and Innovation, page 13

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE																																				
Emissions																																						
305-1	Direct (Scope 1) GHG emissions	CSR: Our Environmental Performance Data, page 14																																				
305-2	Energy indirect (Scope 2) GHG emissions	CSR: Our Environmental Performance Data, page 14																																				
305-3	Other indirect (Scope 3) GHG emissions	CSR: Our Environmental Performance Data, page 14																																				
305-4	GHG emissions intensity	CSR: Our Environmental Performance Data, page 14																																				
305-5	Reduction of GHG emissions	2023 CDP : C6.5a																																				
305-6	Emissions of ozone-depleting substances (ODS)	Information for this indicator is unavailable.																																				
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.																																				
Supplier Environmental Assessment																																						
308-1	New suppliers that were screened using environmental criteria	CSR: Supplier Sourcing and Sustainability, page 38																																				
308-2	Negative environmental impacts in the supply chain and actions taken	CSR: Supplier Expectations and Engagement, page 37																																				
Employment																																						
401-1	New employee hires and employee turnover	CSR: New Employee Hires, page 20 Employee Turnover <table border="1"> <thead> <tr> <th></th> <th>Number</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td colspan="3">BY AGE</td> </tr> <tr> <td>Under 30</td> <td>8,933</td> <td>94.4%</td> </tr> <tr> <td>30-50</td> <td>11,289</td> <td>53.7%</td> </tr> <tr> <td>Over 50</td> <td>4,740</td> <td>32.2%</td> </tr> <tr> <td colspan="3">BY GENDER*</td> </tr> <tr> <td>Female</td> <td>5,391</td> <td>53.4%</td> </tr> <tr> <td>Male</td> <td>19,567</td> <td>55.8%</td> </tr> <tr> <td colspan="3">BY COUNTRY</td> </tr> <tr> <td>U.S.</td> <td>19,449</td> <td>50.2%</td> </tr> <tr> <td>Canada</td> <td>621</td> <td>34.5%</td> </tr> <tr> <td>Mexico</td> <td>4,892</td> <td>105.9%</td> </tr> </tbody> </table> *Of employee turnover, 4 employees selected to “not disclose” gender.		Number	Rate	BY AGE			Under 30	8,933	94.4%	30-50	11,289	53.7%	Over 50	4,740	32.2%	BY GENDER*			Female	5,391	53.4%	Male	19,567	55.8%	BY COUNTRY			U.S.	19,449	50.2%	Canada	621	34.5%	Mexico	4,892	105.9%
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Mexico	4,892	105.9%																																				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CSR: Benefits, page 16																																				

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE																					
401-3	Parental leave	CSR: Benefits, page 16 Parental Leave <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Entitled to parental leave</td> <td>8,157</td> <td>26,306</td> </tr> <tr> <td>Took parental leave</td> <td>71</td> <td>156</td> </tr> <tr> <td>Return to work number</td> <td>37</td> <td>130</td> </tr> <tr> <td>Return to work rate</td> <td>79%</td> <td>99%</td> </tr> <tr> <td>Retention number</td> <td>37</td> <td>127</td> </tr> <tr> <td>Retention rate*</td> <td>79%</td> <td>97%</td> </tr> </tbody> </table> *Employees who stayed at the company for at least 12 months after leave. Includes employees who have not terminated but have not yet reached the 12-month threshold required for the calculation (36 Females and 122 Males).		Female	Male	Entitled to parental leave	8,157	26,306	Took parental leave	71	156	Return to work number	37	130	Return to work rate	79%	99%	Retention number	37	127	Retention rate*	79%	97%
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Labor Management Relations

402-1	Minimum notice periods regarding operational changes	CSR: Our Labor Practices, page 17
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Occupational Health and Safety

403-1	Occupational health and safety management system	CSR: Protection and Prevention Together, page 23 2022 10-K : Business, page 10
403-2	Hazard identification, risk assessment, and incident investigation	CSR: Protection and Prevention Together, page 23 ; Security and Crisis Preparedness, page 26 2022 10-K : Business, page 10
403-3	Occupational health services	CSR: Protection and Prevention Together, page 23
403-4	Worker participation, consultation, and communication on occupational health and safety	CSR: Protection and Prevention Together, page 23
403-5	Worker training on occupational health and safety	CSR: Safety Training, page 24
403-6	Promotion of worker health	CSR: Benefits, page 16 ; Protection and Prevention Together, page 23 2022 10-K : Business, page 10
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	CSR: Protection and Prevention Together, page 23 2022 10-K : Business, page 10
403-8	Workers covered by an occupational health and safety management system	CSR: Protection and Prevention Together, page 23
403-9	Work-related injuries	CSR: Injury and Crash Prevention Strategy, page 23 ; Workforce Safety Metrics (recordable work-related injuries is TRIR), page 24
403-10	Work-related ill health	Number of fatalities as a result of work-related ill health Employees: 2 (Rate 6.79) Number of cases of recordable work-related ill health Employees: 877 (Rate 2.97)

DISCLOSURE	DISCLOSURE TITLE	2022 LOCATION/RESPONSE
Training and Education		
404-1	Average hours of training per year per employee	CSR: Training and Development Programs, page 16
404-2	Programs for upgrading employee skills and transition assistance programs	CSR: Training and Development Programs, page 16 ; Benefits, page 16 2022 10-K : Business, page 10
404-3	Percentage of employees receiving regular performance and career development reviews	CSR: Performance Reviews, page 18
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	CSR: Total Workforce Data, page 20 ; Fostering Diversity, Equity, and Inclusion, page 21 ; Governing Our Company, page 31
405-2	Ratio of basic salary and remuneration of women to men	CSR: Compensation, page 16
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Enhancing Human Rights, page 27 ; Ethics Helpline, page 33
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	CSR: Our Labor Practices, page 17
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	CSR: Supplier Sourcing and Sustainability, page 38
414-2	Negative social impacts in the supply chain and actions taken	CSR: Supplier Expectations and Engagement, page 37
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	CSR: Protection and Prevention Together, page 23
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	We had no incidents of noncompliance concerning the health and safety impacts of products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	CSR: Cybersecurity and Data Privacy, page 34

SASB INDEX

METRIC	CODE	2022 LOCATION/RESPONSE
GHG Emissions		
Gross global Scope 1 emissions	TR-AF-110a.1	CSR: Our Environmental Performance Data, page 14
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	TR-AF-110a.2	CSR: Climate-related Risk and Emissions Management, page 11
Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	TR-AF-110a.3	CSR: Our Environmental Performance Data, page 14 (1a) <1%, (1b) 12%, and (2) not applicable.
Air Quality		
Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-AF-120a.1	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.
Labor Practices		
Percentage of drivers classified as independent contractors	TR-AF-310a.1	3%
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	TR-AF-310a.2	Ryder does not disclose this figure, except to the extent material and required by SEC rules.
Employee Health and Safety		
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF-320a.2	CSR: Workforce Safety Metrics, page 24
Supply Chain Management		
Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	TR-AF-430a.1	Nearly 100% (99.85%) of the carriers we work with are below the FMCSA intervention threshold. Only two of the carriers we work with have a Conditional rating, one which was approved by the customer to continue operations and one where the carrier is not active in Ryder's system. All others have a Satisfactory rating or no rating, indicating the carrier has not been subject to a FMCSA audit.
Total greenhouse gas (GHG) footprint across transport modes	TR-AF-430a.2	Information for this indicator is unavailable.

METRIC	CODE	2022 LOCATION/RESPONSE
Accident and Safety Management		
Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	CSR: Prioritizing Safety, Health, and Security, page 23
Number of aviation accidents	TR-AF-540a.2	Not applicable.
Number of road accidents and incidents	TR-AF-540a.3	CSR: Workforce Safety Metrics, page 24
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	TR-AF-540a.4	All our BASIC percentiles are below the FMCSA intervention threshold. SCS: (1) 16%, (2) 43%, (3) 25%, (4) 7%, (5) 53%, (6) 78% DTS: (1) 21%, (2) 52%, (3) 42%, (4) 0%, (5) 54%, (6) 55%
Activity Metrics		
Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	TR-AF-000.A	Information for this indicator is unavailable.
Load factor for: (1) road transport and (2) air transport	TR-AF-000.B	Information for this indicator is unavailable.
Number of employees, number of truck drivers	TR-AF-000.C	CSR: Total Workforce Data, page 19 Approximately 10,800 professional drivers.

TCFD INDEX

RECOMMENDED DISCLOSURES	2022 LOCATION/RESPONSE
Governance: Disclose the organization's governance around climate-related risks and opportunities	
a) Describe the board's oversight of climate-related risks and opportunities.	CSR: Board Oversight of ESG, page 8 2023 CDP : C1.1a, C1.1b
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CSR: Management Oversight of ESG, page 7 2023 CDP : C1.2
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2023 CDP : C2.1, C2.1a, C2.3, C2.3a, C2.4, C2.4a
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2023 CDP : C2.3a, C2.4a, C3.1, C3.2a, C3.2b, C3.3, C3.4
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CSR: Climate-related Risk and Emissions Management, page 11 2023 CDP : C3.2, C3.2a, C3.2b; We have completed a qualitative climate-related scenario analysis. 2022 10-K : Risk Factors, page 18
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.	2023 CDP : C2.1, C2.2, C2.2a
b) Describe the organization's processes for managing climate-related risks.	2023 CDP : C2.1, C2.2 2023 Proxy Statement : page 14
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2023 CDP : C2.1, C2.2 2023 Proxy Statement : page 14
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CSR: Our Environmental Performance Data, page 14 2023 CDP : C4.2, C4.2b
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	CSR: Our Environmental Performance Data, page 14 2023 CDP : C6.1, C6.3, C6.5
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CSR: Climate-related Risk and Emissions Management, page 11 2023 CDP : C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b

FORWARD-LOOKING STATEMENTS

This report contains “forward-looking statements” (including for purposes of the Federal Private Securities Litigation Reform Act of 1995 and the “safe harbor” provisions of such Act). The forward-looking statements in this report, which are typically identified by “target”, “goal”, “anticipate”, “committed”, “commitment”, “believe”, “expect”, “estimate”, “plan”, “on track”, “will”, “may”, “aim to”, and other similar expressions, include our ESG goals and expectations of meeting such goals, targets, commitments and programs; our business outlook, plans, priorities, initiatives and objectives; our assumptions and expectations related to our performance and the macroeconomic environment; our expectations regarding advanced and emerging technology; our expectations regarding RyderVentures; and the scope and impact of our risks and opportunities. In addition, any statement, other than statements of historical reference, may be deemed to be forward-looking statements.

These forward-looking statements are based on assumptions, analyses, estimates, and expectations based on current conditions, as well as prior experiences, historical trends, and future projections, among other factors, and are subject to risks and uncertainties that could cause actual results, activities or performance to differ materially from those expressed or implied by such forward-looking statements. 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 without limitation those risks set forth in our periodic filings with the SEC, as well as the reliability of third-party emissions and other important data (see “About This Report”), the complexity, evolving nature, lack of common definitions/standards of climate and other ESG data and methodologies, potential variations in methodologies used by us and third-party data providers, and uncertainties around future climate- and other ESG-related policies, legislation and regulations. 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. Certain statements made in this report use a greater number and level of assumptions and estimates and are over longer time frames than many of our required disclosures. These assumptions and estimates are highly likely to change over time. In addition, our climate risk analysis and emissions reduction strategy remain under development, and the data underlying our analysis and strategy remain subject to evolution over time. Accordingly, all such forward-looking statements are based on the assumptions, analyses, estimates and expectation of the company 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. No representations or warranties, expressed or implied, are given by or on behalf of the company as to the achievement or reasonableness of any projections, plans, estimates, forecasts, targets, goals, or prospects described herein.