2021
CORPORATE SUSTAINABILITY REPORT

ENVIRONMENTAL | SOCIAL | GOVERNANCE

Rental Reservations: 1-800-BY-RYDER

Ryder.com

Ryder
Ever better.

53'

TRUCK RENTAL | FLEET LEASING & MAINTENANCE | DEDICATED TRANSPORTATION | SUPPLY CHAIN MANAGEMENT

Ryder®
Ever better.™

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🔴 Indicates quantitative data

A MESSAGE FROM OUR CEO

More than ever before, recent years have shown us that our customers and communities rely on Ryder to deliver critical and innovative supply chain and transportation solutions, often while facing unprecedented circumstances. We helped our customers overcome significant market disruptions, and did so while keeping our impact on our employees, our communities, and our environment top of mind.

As a leader in the outsourced logistics and transportation industry, and a trusted name for best-in-class customer solutions, we know we must continue to anticipate and meet the evolving expectations of our customers, employees, and other important stakeholders. Sustainability at Ryder is about being thoughtful, purposeful, and focused on meeting such expectations in the areas of environmental, social, and governance (ESG). Integrated into the fabric of our business, it guides innovations to improve safety and efficiency, reduce emissions, and inspire our team to develop the best solutions for our customers.

This year we took steps to elevate our ESG initiatives and conducted an ESG materiality assessment where we asked our stakeholders to identify their most important ESG topics. In response, we aligned Ryder's ESG reporting efforts with the topics identified, and are using the information to develop thoughtful, purposeful programs, communications, and services designed to address the key needs of our stakeholders.

By prioritizing ESG projects, we achieved our emissions reduction targets ahead of our 2024 schedule. Our focus on ESG has also led to new recruiting and retention strategies, as our frontline and management employees are the core of our success. The results of our most recent employee survey reflect the value of these initiatives and our efforts were recognized on the national and global level. We were named a "Best Employer for Diversity" by Forbes, one of the "World's Most Admired Companies" by FORTUNE magazine, and one of "America's Most Responsible Companies" by Newsweek.

The investments we are making in ESG initiatives and our progress demonstrate our commitment to maintaining economic viability with an eye towards the future. We expect these initiatives to continue to generate value for our company and our stakeholders. I am proud of our team of dedicated professionals and service providers who relentlessly provide creative solutions that drive efficiency and improved performance.

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

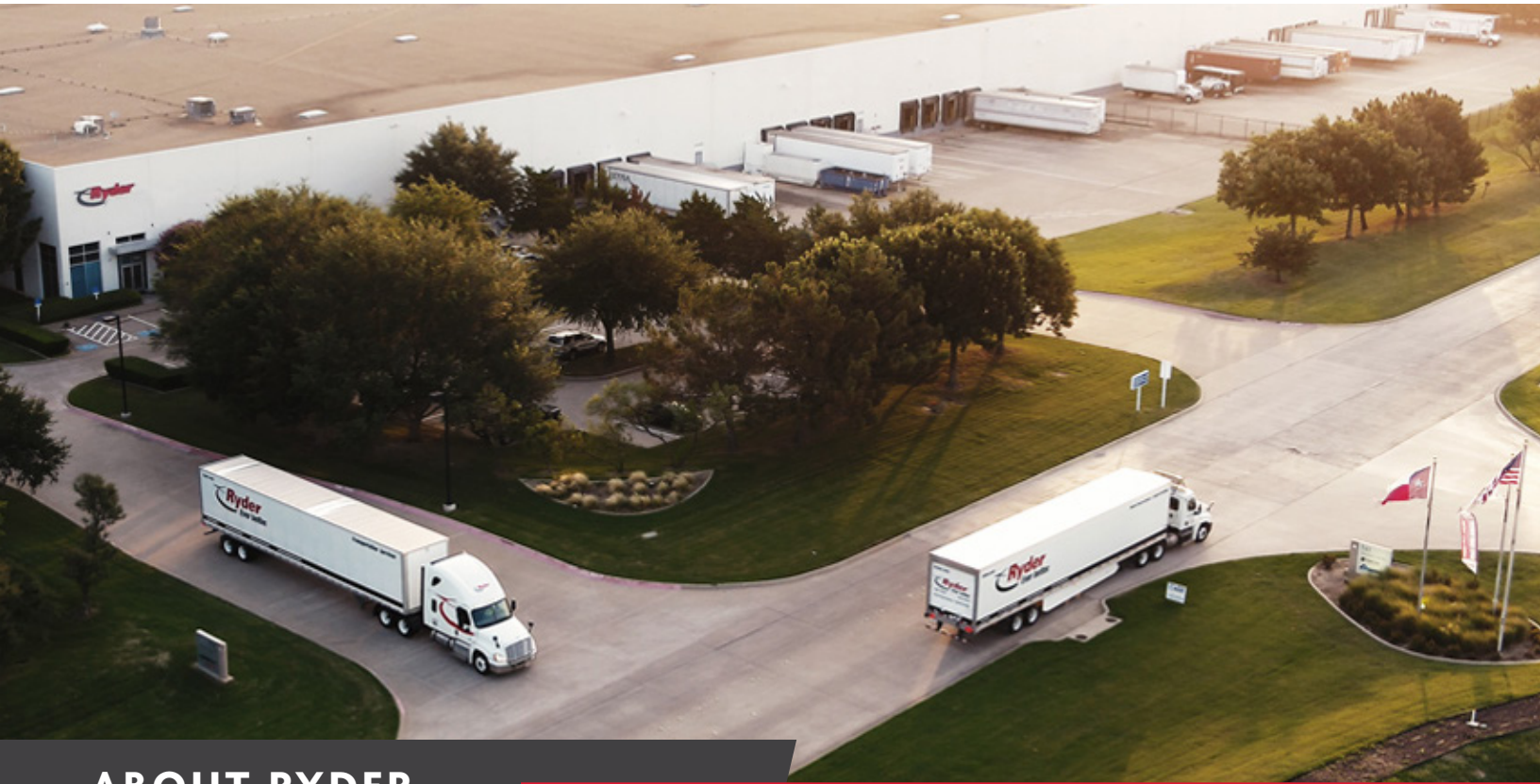# ABOUT RYDER

SECTIONS

2021 Ryder At-a-Glance

Our ESG Goals and Progress

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 innovative fleet management and supply chain solutions that are reliable, safe, and efficient, enabling our customers to deliver on their promises. We operate behind the scenes, managing critical fleet, transportation, and supply chain functions for our customers.

We primarily operate three business segments:

- **Supply Chain Solutions (SCS)** provides integrated logistics solutions, including distribution management, dedicated transportation, transportation management, e-commerce, last mile, and professional services.

- **Dedicated Transportation Services (DTS)** provides turnkey transportation solutions, including dedicated vehicles, drivers, management, and administrative support.

- **Fleet Management Solutions (FMS)** provides full-service leasing and leasing with flexible maintenance options, commercial rental and maintenance services of trucks, tractors, and trailers to customers.

2021 RYDER AT-A-GLANCE

EMPLOYEES
42K+

MAINTENANCE FACILITIES
~750

YEARS AVERAGE TENURE
5.5+

SQUARE FEET OF WAREHOUSE SPACE
75M

CUSTOMERS
50K+

REVENUE
$9.7B

VEHICLES MANAGED
260K

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

For more information about our business, products, and financials, see our 2021 10-K and 2022 Proxy Statement.

OUR ESG GOALS AND PROGRESS

Our ESG goals reflect our commitment to managing our operations responsibly. We continuously monitor our ESG initiatives to ensure we are meeting our goals and stakeholder expectations. We are proud of the progress made, which includes achieving seven of our ESG goals that were published in our 2019-2020 Corporate Sustainability Report.

GOAL	PROGRESS
Environmental	
Reduce Ryder fleet emissions 10%, building emissions by 30%, and downstream leased equipment emissions 15% below 2018 baseline by 2024.	Achieved. See page 11.
Evaluate potential renewable energy usage strategies and the use of science-based targets for inclusion in the company's next 10-year emissions reduction strategy commencing in 2024.	We are currently evaluating our renewable energy procurement options and the use of science-based targets.
Train 10% of Ryder technicians to maintain and support alternative fuel vehicles over the next five years.	Achieved. More than 1,500 (30%) active technicians have received alternative fuel vehicles maintenance training.
Social	
Develop and engage top-quality talent by ensuring that at least 90% of key talent has completed a leadership development activity over the next three years.	Achieved. See page 17.
Provide leadership development for all Black and women leaders through the Black Leadership Forum and Ryder's Women Leadership to accelerate professional growth opportunities to advance Ryder's success.	Achieved. See page 21.
Achieve at least a 10% reduction in vehicle accident and injury frequency within five years as measured by Occupational Safety and Health Administration's (OSHA) recordable injury rate and vehicle accidents per million miles.	On track. See page 23.
Achieve 15% improvement in driver training effectiveness over five years as measured by Ryder's in-vehicle video event recorders.	On track. See page 24.
Invest 10% of the Ryder Charitable Foundation's budget by 2022 for specific initiatives to expand equality and diversity for the Black community.	Achieved. See page 27.
Award 75 partial scholarships per year for women and minority students by 2025.	On track. 60 scholarships awarded as of 2021. See page 27.
Governance	
100% of employees will complete a compliance and ethics training each year.	Achieved. See page 29.
Require 100% of employees to review and agree to abide by our Principles of Business Conduct.	Achieved. See page 29.

ESG GOVERNANCE AT RYDER

Ryder recognizes the achievement of our ESG goals over time 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 29.

BOARD OVERSIGHT OF ESG

Ryder's Board of Directors (Board) is responsible for overseeing management's efforts to develop an ethical culture throughout the organization. The Board has delegated certain ESG efforts to the Corporate Governance and Nominating Committee (Governance Committee) and the Audit Committee.

The Governance Committee has oversight of:

- Governance and reputational risks.
- Corporate strategy relating to environmental, health, safety, security, diversity, government relations, and charitable initiatives.
- Material issues relating to sustainability, public policy, public affairs, and corporate responsibility.
- ESG-related goals, reports, efforts, and programs.

The Audit Committee has oversight of:

- Cybersecurity and information technology risks, controls, and procedures, including those related to data privacy and network security.
- Compliance and the scope of effectiveness of the programs for reporting.

At Board committee meetings, management reports on certain ESG-related efforts, including a review of the external risk landscape, updates on Ryder's programs and 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.

Board Composition

10

SENIOR LEADERSHIP EXPERIENCE

9

PUBLIC COMPANY
OPERATIONAL EXPERTISE

7

DIVERSE BY RACE, GENDER,
AND ETHNICITY

5

INDUSTRY EXPERIENCE

MANAGEMENT OVERSIGHT OF ESG

Our Chief Executive Officer (CEO) and members of Ryder's Leadership Team review and implement ESG-related initiatives. Our Leadership Team's continued commitment to sustainability expands across our entire organization through various roles.

- 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, and property management and construction.

- Chief Information Officer (CIO) oversees cybersecurity, data privacy, and information technology.

- 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 product creation, and technology development.

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): President - Fleet Management Solutions Thomas M. Havens; President - Supply Chain Solutions & Dedicated Transportation Solutions J. Steven Sensing; Senior Vice President - Dedicated Transportation Solutions Steve W. Martin; Executive Vice President & Chief Human Resources Officer Frank Lopez; Executive Vice President, Chief Legal Officer & Corporate Secretary Robert D. Fatovic; Executive Vice President & Chief Marketing Officer Karen M. Jones; Chair of the Board & Chief Executive Officer Robert E. Sanchez; Senior Vice President & Chief Procurement Officer Timothy Fiore; Executive Vice President & Chief Financial Officer John J. Diez; Executive Vice President & Chief Information Officer Rajeev Ravindran.

DETERMINING OUR KEY ESG TOPICS

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.

The key ESG topics identified through the assessment guide our ESG efforts.

Identified Key ESG Topics

Environmental

Air quality

Energy

Greenhouse gas (GHG) emissions

Environmental management

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

Our Environmental Performance Data

Reducing Our Environmental Footprint
through Efficiency and Innovation

OUR ENVIRONMENTAL MANAGEMENT APPROACH

Environmental stewardship is paramount at Ryder, and we have maintained a formal environmental policy since 1991. This policy is periodically updated to reflect regulatory changes, customer needs, and our impact on society. It reflects our commitment to sustainable development, environmental protection, and pollution prevention in our business.

Our Environmental Management System (EMS), which aligns with aspects of ISO 14001 standards, is designed to continually identify new areas of risk, monitor regulatory compliance gaps, and ensure corrective actions are identified and completed.

Based on customer requests, we have achieved ISO 14001 certification at select sites in the United States, Canada, and Mexico.

ASSESSING RISK AND MAINTAINING COMPLIANCE

Our business is subject to regulation by various federal, state, and local government agencies. We routinely perform facility compliance audits to assess environmental risks and controls to assist our operations in EMS conformance. At the end of each year, we review audit findings and associated inspection results to evaluate new and potential areas of compliance opportunity and risk and other issues for action or opportunities for program improvement. This includes implementing new initiatives or policies, additional employee training, or conservation opportunities.

Climate-related Risk and Emissions Management

We are committed to closely monitoring, responding to, and mitigating climate-related risks. We recognize that evolving regulations, markets, severe weather, and other events may reduce efficiencies or cause significant business disruptions to fleet utilization and operations for our customers and Ryder. For more information, see our CDP Climate Change Questionnaire.

Emissions from our operations, vehicles, and buildings have been tracked and disclosed since 2009. In 2012, we set our first emission reduction target to reduce Scope 1 and Scope 2 stationary greenhouse gas (GHG) emissions 20% by 2020 over a 2009 baseline, a goal we achieved in 2019. To drive our reduction strategy, we were able to implement and achieve new Scope 1, 2, and 3 emission reduction targets.

We use the World Resources Institute and World Business Council for Sustainable Development GHG Protocol to design and model our operational boundaries and programs for managing emissions. We focus our reduction ambitions 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, and regulators as well as the communities in which we operate.

Emissions reduction and reporting is an evolving discipline. We are committed to continued evaluation of climate change science, climate-related risks and opportunities, disclosure standards, and regulatory requirements to inform our target-setting and reporting practices.

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.

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.

UNDERSTANDING OUR SCOPE 1, 2, AND 3 GHG EMISSIONS

The GHG Protocol categorizes and defines emissions as:
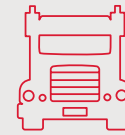
- **Scope 1:** Direct emissions from sources owned or controlled by the company.

  For Ryder, this includes mobile and stationary mobile emissions from the vehicles we operate and stationary emissions from the combustion of natural gas, propane, and heating oil in our owned furnaces.

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

  For Ryder, this is electricity we purchase to power facilities that we own or lease for our operations.

- **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.
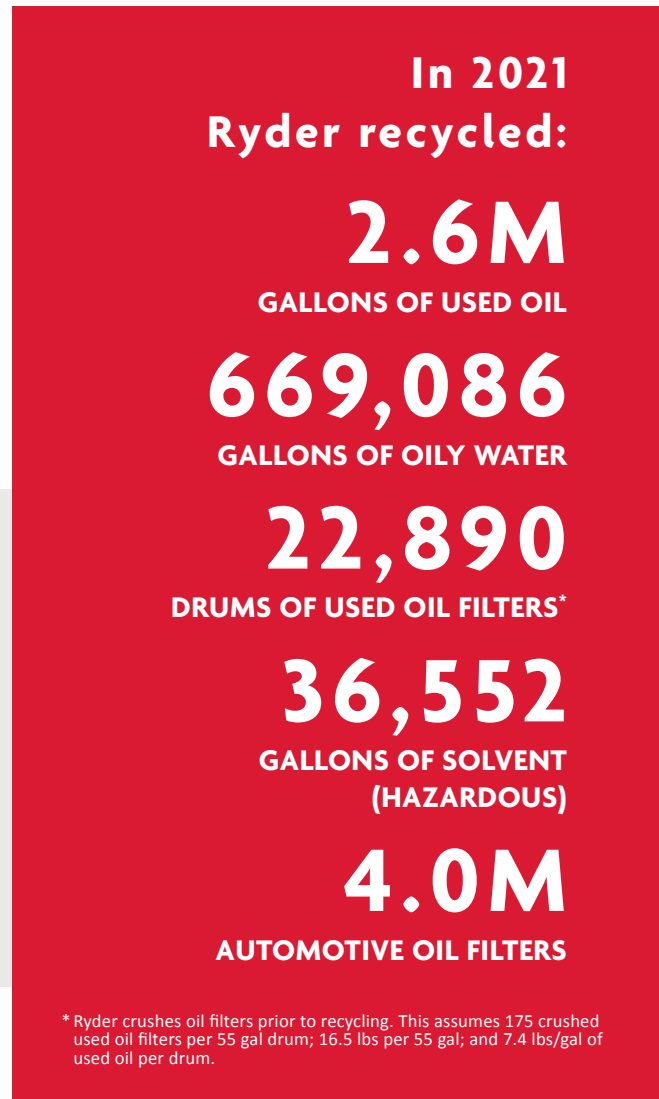
  For Ryder, two examples include waste generated in our leased facilities (Category 5) and the emissions from our leased vehicles (Category 13). Ryder reports other Scope 3 categories as well.

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 technologies to help further reduce our waste footprint. We collaborate with select suppliers that prioritize waste-from-landfill diversion, focus on waste recycling/reuse, and have significant experience with waste management, especially automotive waste.

REUSING ENGINE OIL

When Ryder technicians conduct truck maintenance, environmental services provider Safety-Kleen collects the used motor oil. The industry saw a shortage of engine oil in 2021, and Safety-Kleen stepped in to help by re-refining the used oil to manufacture a new, high-quality base oil. The finished lube product is a Group II+ synthetic blend, original equipment manufacturer (OEM)-approved engine oil to keep our trucks in service and minimize disruption to our operations and customers.
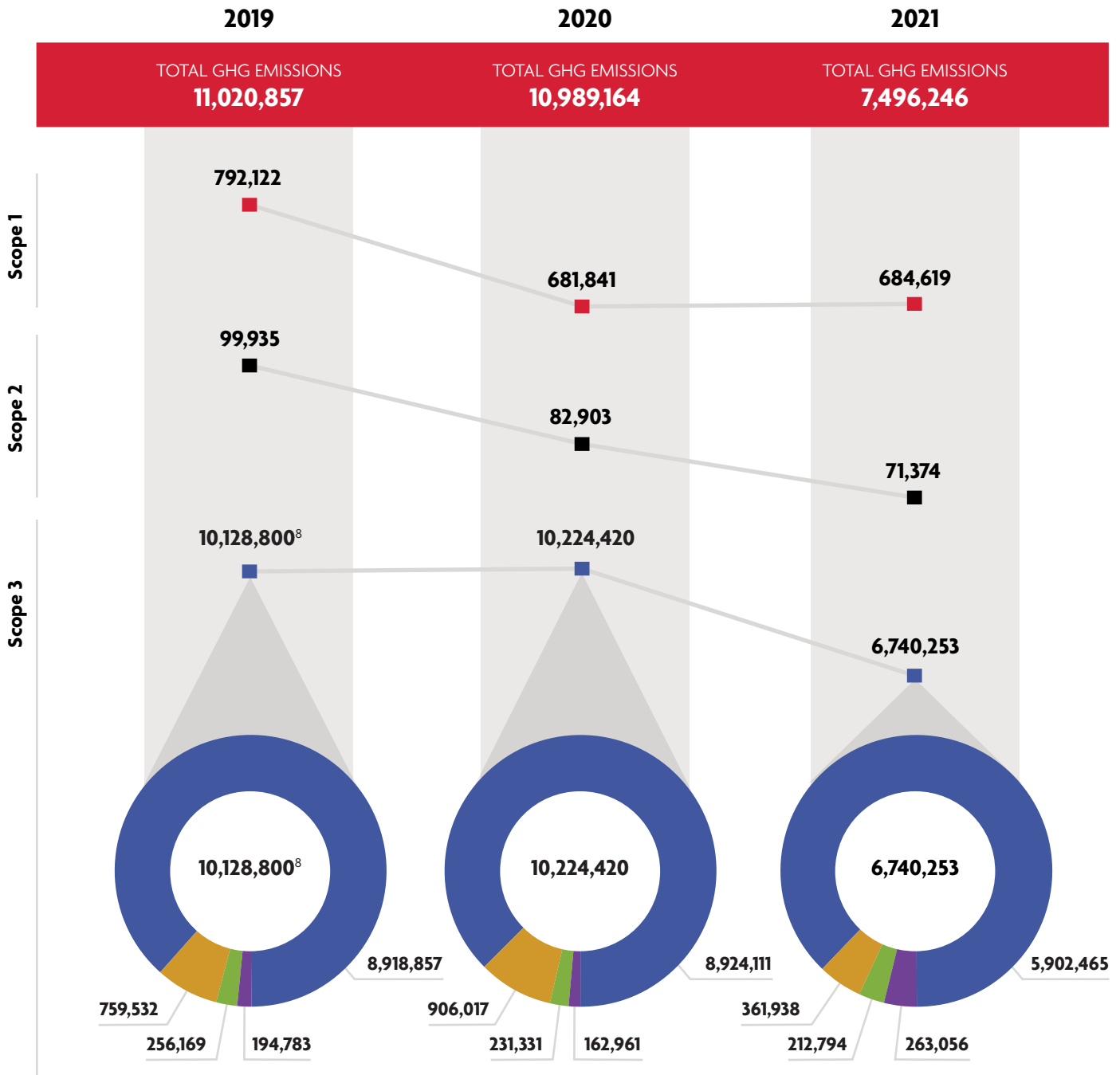
In 2021 Ryder recycled:

2.6M
GALLONS OF USED OIL

669,086
GALLONS OF OILY WATER

22,890
DRUMS OF USED OIL FILTERS*

36,552
GALLONS OF SOLVENT (HAZARDOUS)

4.0M
AUTOMOTIVE OIL FILTERS

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

TOTAL WASTE GENERATED AND RECYCLED[1]	2019	2020	2021
Automotive Waste[2]			
Hazardous waste (gallons)[3]	48,844	34,281	36,552
Non-hazardous liquid waste (gallons)	3,940,011	3,848,456	3,332,066
Tires retreaded (number)	310,079	325,678	322,802
Non-Automotive Waste			
Mixed solid waste (tons)[4]	24,307	28,152	27,230
Mixed recyclable waste (tons)[5]	6,325	5,733	5,841
Electronic waste total, recycled (tons)	39	14	16
Universal waste total, recycled (pounds)[6]	9,422	3,795	1,139

1 Automotive and non-automotive waste data is collected and reported by Ryder's suppliers and not controlled by Ryder.
2 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 technologies versus landfill disposal.
3 Parts washing solvents only. Contaminated fuel, anti-freeze, and automotive liquids volumes are not reported.
4 Estimated based on approximately 80% of locations.
5 Cardboard, paper, plastics, cans.
6 Light bulbs, small batteries (non-hazmat).

OUR ENVIRONMENTAL PERFORMANCE DATA[7]

Total Scope 1, 2, and 3 Emissions (metric tons CO_2e)

2019	2020	2021
TOTAL GHG EMISSIONS **11,020,857**	**TOTAL GHG EMISSIONS** **10,989,164**	**TOTAL GHG EMISSIONS** **7,496,246**

Scope 1

- 792,122
- 681,841
- 684,619

Scope 2

- 99,935
- 82,903
- 71,374

Scope 3

- 10,128,800[8]
- 10,224,420
- 6,740,253

2019
- 10,128,800[8]
- 8,918,857
- 759,532
- 256,169
- 194,783

2020
- 10,224,420
- 8,924,111
- 906,017
- 231,331
- 162,961

2021
- 6,740,253
- 5,902,465
- 361,938
- 212,794
- 263,056

● Downstream Leased Assets   ● Use of Sold Products   ● Purchased Goods and Services

● **OTHER:** Capital Good, Fuel- and Energy-related Activities (not included in Scope 1 or 2), Upstream Transportation & Distribution Waste Generated in Operations (Leased Facilities)[9], Business Travel[10]

7   Ryder total emissions is reported for global footprint, not North America alone.
8   Due to variability in employee commuting patterns, Category 7 has been removed from our Scope 3 emissions total and is no longer being reported by Ryder at this time. 2019 Scope 3 data has been restated to reflect this change.
9   Waste generated in operations data is collected and reported by Ryder's suppliers and not controlled by Ryder.
10 Business travel data is collected and reported by Ryder's suppliers exclusively and not by Ryder.

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 strive for operational efficiency in our buildings and our fleet.

2 We prioritize projects, such as employee training and equipment retrofits, that can be implemented quickly and which will yield the greatest environmental sustainability benefits.

3 We identify, target, and position our company for early access to advanced vehicle technologies to help us and our customers maximize our emissions reductions.

OPERATIONAL EFFICIENCY

Environmental sustainability is integrated and aligned with our business model of continuous improvement. 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 in 2021:

- Updated Ryder owned and controlled facilities' maintenance standards to require only LED lighting or fixture replacements. Invested $1.3 million to replace 2,030 lighting fixtures and reduce wattage by nearly 50%.

- Invested $1.1 million to maintain HVAC systems at peak efficiency and reduce energy consumption. Completed 1,095 preventive maintenance services at more than 500 locations to ensure building systems perform optimally.

- Invested $1.4 million to replace aging HVAC systems with more energy-efficient systems.

- Installed motion sensors to conserve electricity after evaluating the benefits and identifying the appropriate circumstances of new and replacement light installations.

Our fleet management services emphasize preventive maintenance to drive fuel efficiency. We apply rigor to routine 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.

Network optimization is always a priority at Ryder. We continuously aim to drive fewer miles and minimize idle time through weekly route planning, predictive analytics, and co-mingle returns. We create tools like RyderDrive™, our telematics program designed to improve routing and driving habits and reduce unauthorized use and idle time.


SMART WAREHOUSING

Ryder continues to pilot technologies such as autonomous mobile robots, robotic trailer unloading, automated storage and retrieval systems (ASRS), and other goods-to-person solutions to optimize productivity. ASRS maximizes warehouse space by storing inventory in a dense cubic layout and eliminating the need for aisles traditionally required for material handling equipment and operators. We analyze process flows to optimize resource productivity by identifying waste, inefficiencies, and opportunities for continuous improvement across all functions.

DRIVER TRAINING TO IMPROVE FUEL EFFICIENCY

In 2021, we created a driver training program to improve fuel efficiency awareness. More than 10,000 drivers received the training, and it was added to our new driver onboarding process. The training aims to reduce fuel use and fleet emissions by educating drivers 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. We are exploring providing this program and fuel efficiency educational materials to our customers to help further reduce emissions and improve the footprint of our downstream, leased assets.
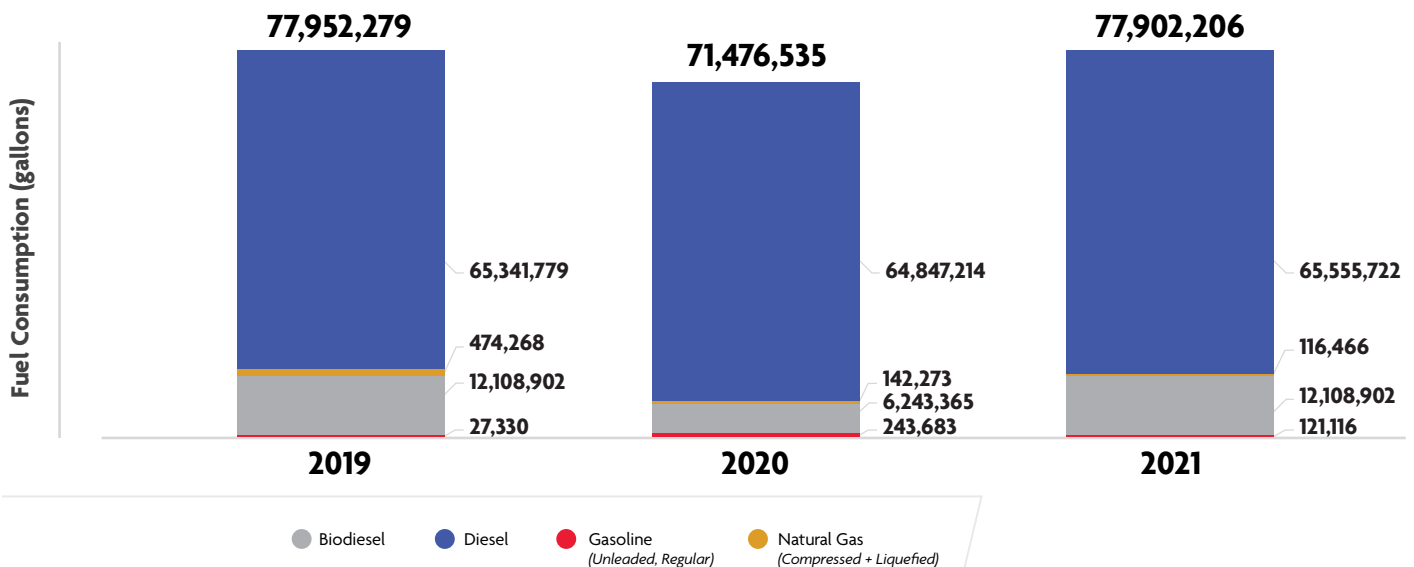
Driver controlled behaviors

REDUCE RPM

OVER SPEEDING

IDLE TIME
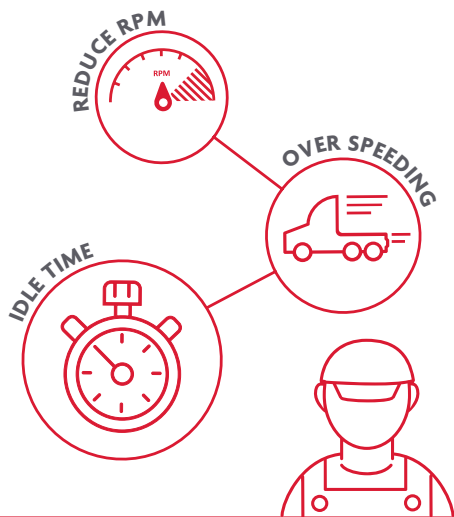
TRUCKWINGS

In 2021, we continued our collaboration with TruckLabs to pilot TruckWings, a tractor-mounted, active aerodynamic device that closes the gap between the cab and the trailer at highway speeds to reduce drag, add stability, and improve fuel economy. A successful pilot with 30 trucks over 12 weeks showed TruckWings could help Ryder save 1,130 gallons of diesel and eliminate more than 25,000 pounds of CO_2 emissions per truck per year.

Total Fuel Consumption (gallons)[11]

Fuel Consumption (gallons)

77,952,279

2019	
65,341,779	
474,268	
12,108,902	
27,330	

71,476,535

2020	
64,847,214	
142,273	
6,243,365	
243,683	

77,902,206

2021	
65,555,722	
116,466	
12,108,902	
121,116	

● Biodiesel   ● Diesel   ● Gasoline *(Unleaded, Regular)*   ● Natural Gas *(Compressed + Liquefied)*

11 Fuel consumption is specific to U.S. and Canada only.

SOCIAL

SECTIONS

Our Employees

Our Total Workforce Demographics

Prioritizing Safety

Strengthening Our Communities

OUR EMPLOYEES

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

RECRUITING AND RETAINING TOP TALENT

Ryder's business depends upon our dedicated employees with deep logistics and transportation expertise. We are continuously in search of talented, dependable, and responsible employees to join our team. Professional drivers, diesel technicians, and warehouse employees are the frontlines of our business and help our customers deliver their promises. Combined with strong support from our supervisory and support organizations, our customers benefit from Ryder's top talent. We attract and retain talent by providing competitive compensation and benefits as well as robust training and development opportunities. We also offer referral incentives to encourage employees to support our recruiting efforts.

Recruiting Strategies

As Ryder's business grows, so does our need for talent. We continually look for ways to streamline and improve our recruiting process, and use multiple data sources to track and monitor opportunities. We use a variety of social media platforms to connect with talent and increase Ryder's brand awareness. See more about our efforts to recruit from diverse populations on page 20.

Training and Development Programs

We foster a culture of continuous learning that starts on day one with onboarding. We focus on internal mobility and promotion to provide our future leaders with growth opportunities while building Ryder's succession plan. We maintain quantitative targets, which are incorporated into our CEO's performance goals, related to leadership succession planning and employee development. In 2021, we met these quantitative targets. As part of our succession planning, we identify key talent and continuously review their performance, engagement, and promotion. In 2021, 37% of the key talent that we had identified at the director level received a promotion.

In 2021, we updated our leadership competency model to reflect a changing talent environment, and subsequently, launched a leadership development program that incorporates new competencies. Delivered in short increments over several weeks, the program instills the values of our leadership competency model in our employees, encouraging these leaders to inspire trust, drive results, and lead change. More than 300 leaders completed the program.

Our training and development programs help transition employees from informal leaders into supervisors, including our Future Leaders Program and operations, rental, and logistics management trainee programs.

Other training and development programs for employees at all levels include our Group Logistics Management Development Program to prepare mid-level managers for future director positions and Ryder Sales University to provide coaching support. All employees have access to development courses through our learning management system.

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. In many cases, we target wages that are above market. We provide financial rewards, including bonuses, sales commissions, and locally managed field incentives programs. In total, 25% of our employees qualify for a financial incentive on top of base compensation.

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. The results of the assessment are provided to the Compensation and Governance Committees of the Board. Our 2021 results demonstrated pay parity for employees of color and women at both the managerial and professional levels.

Referral Incentives

Our Referral Program motivates employees to recruit new talent to Ryder. We paid more than $1.2 million in referral bonuses in 2021 and tripled the number of driver referrals compared to 2020. Employees who refer a qualified candidate for an open position earn a $1,500 bonus for drivers, technicians, and warehouse employees, and $500 for all other roles if the candidate is hired and completes 90 days of employment.

$1.2M+
REFERRAL BONUSES PAID IN 2021

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 16% of Ryder employees are unionized. The terms of our collective bargaining agreements (CBAs) are designed to align to those practices governing non-unionized employees in similar areas and functions. The CBAs generally mandate that Ryder notify employees and union representatives of any significant operational change within a certain time period and we fully comply with all CBA requirements.

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. To hear directly from our employees, we conducted an engagement survey in 2021. Results were at or above the average in all areas and across all key demographic groups compared to industrial and transportation industry benchmarks.

Driver Council

Our Driver Council meets monthly to discuss and ensure we have the right priorities in place for our drivers throughout the year. The Council includes 10 drivers, representing diverse perspectives across gender and military participation. Members are all Certified Driver Trainers (CDTs) and Lead Drivers who regularly listen to the drivers they onboard, train, and support. The Council members then bring these experiences and feedback forward, ensuring that views and concerns surfaced represent a cross-section of employees beyond the Council itself.

Employee Experience Steering Committee

Our Employee Experience Steering Committee focuses on understanding and piloting different technologies in the market to improve the experience of our warehouse employees. This cross-functional team, comprised of experts from Operations, Finance, Human Resources, and Supply Chain, researched and/or implemented several solutions in 2021 including:

- Flexible scheduling for warehouse employees.
- Gamification to incentivize productive employee behaviors.
- Pay-for-performance programs, so hourly employees can earn pay incentives based on individual or group level metrics.

Employee Recognition

Recognition is one of the ways Ryder shows we value our employees and their contributions to our teams and overall company success. Every year, we present awards to employees in key roles who exhibit a commitment to safety, performance, and community. These include:

- The **Chairman's Safety Award** recognizes divisional teams that demonstrate superior safety commitment, leadership, and performance achievements in defined safety criteria.

- **Driver of the Year** recognizes three drivers (two employees and one customer) 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 Ryder's safety program.
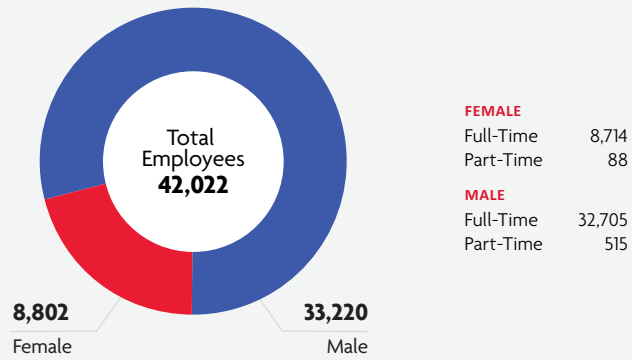
Performance Reviews

Performance reviews and regular coaching help create a culture of accountability and continuous learning. All Ryder salaried employees receive formal performance reviews. We provide drivers, technicians, and warehouse employees with ongoing performance feedback.

- 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.
- Warehouse employees receive frequent feedback on job performance and productivity.
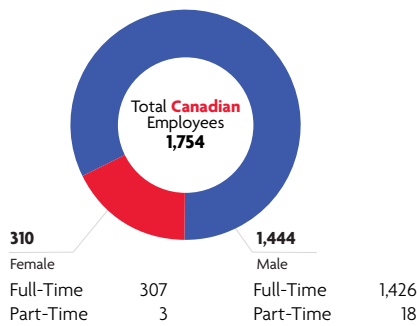
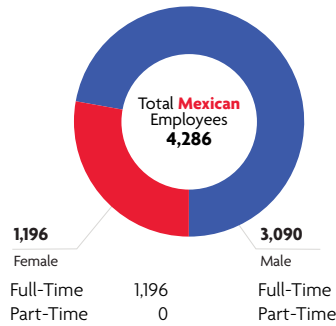# OUR TOTAL WORKFORCE DEMOGRAPHICS (AS OF DECEMBER 31, 2021)

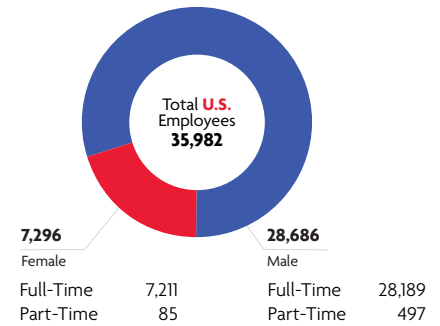## Breakdown of Total Workforce by Employment Status and Gender

Total Employees
42,022

8,802 Female

33,220 Male

FEMALE
Full-Time   8,714
Part-Time   88

MALE
Full-Time   32,705
Part-Time   515

Breakdown of Canadian Workforce by Employment Status and Gender

Total **Canadian** Employees
1,754

310 Female

1,444 Male

	Female	Male
Full-Time	307	1,426
Part-Time	3	18

Breakdown of Mexican Workforce by Employment Status and Gender

Total **Mexican** Employees
4,286

1,196 Female

3,090 Male

	Female	Male
Full-Time	1,196	3,090
Part-Time	0	0

Breakdown of U.S. Workforce by Employment Status and Gender

Total **U.S.** Employees
35,982

7,296 Female

28,686 Male

	Female	Male
Full-Time	7,211	28,189
Part-Time	85	497

Employees by Age

Total Employees
42,022

47% 30-50

20% Under 30

33% Over 50
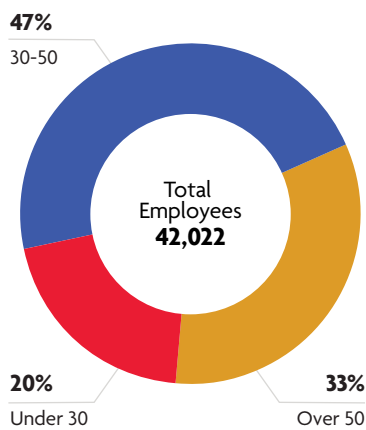
Employees by Race/Ethnicity (U.S. Only)

Total U.S. Employees
35,982

2.22% Multi-racial

18.03% Hispanic/Latino

23.55% Black

2.13% Asian

1.3% Other

52.76% White

0.35% Native Hawaiian/Pacific Islander
0.61% Native American/Alaskan Native
**0.34%** Did not answer
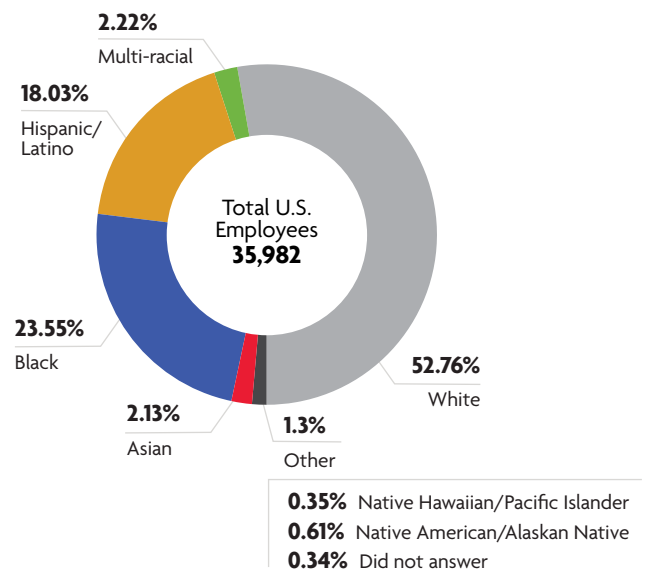
FOSTERING DIVERSITY, EQUITY, AND INCLUSION

Our vision is to create a collaborative work environment that 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.
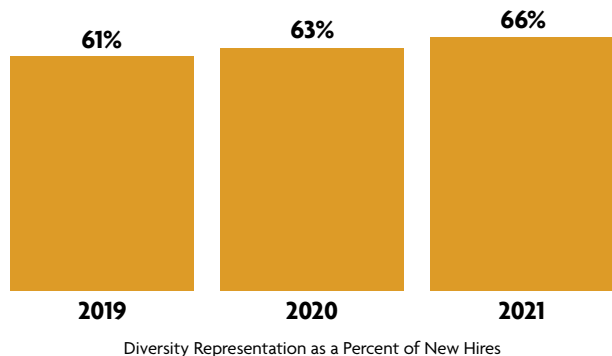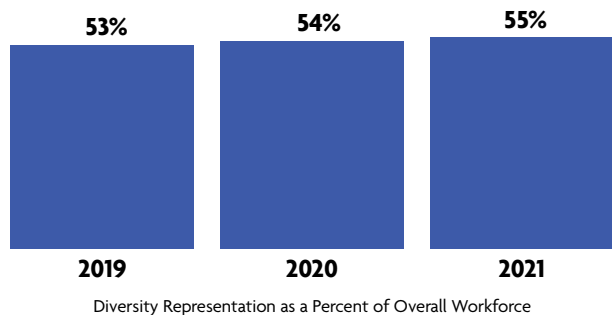
Upon hire, every Ryder employee takes our mandatory course, "The Inclusion Journey: Delivering on the Potential of a Diverse Workforce," reinforcing our philosophy of equality in the workforce.

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 also continues to be a steady increase in diversity among our corporate officers since 2016.

Progression of Total Officer Diversity Since 2016[12]

2016	2017	2018	2019	2020	2021
33%	35%	37%	37%	38%	39%
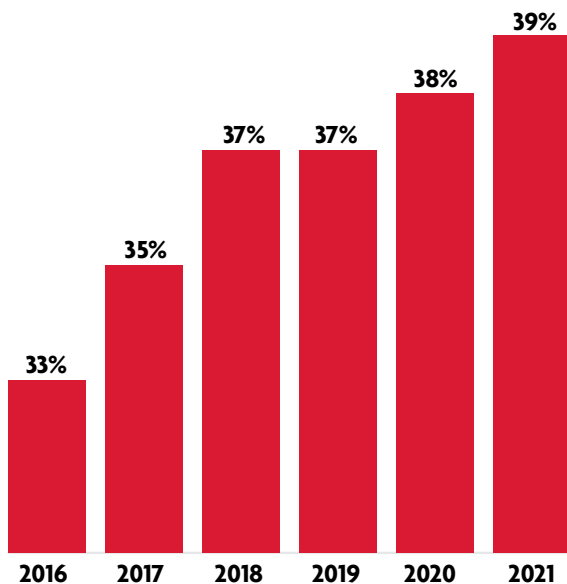
Progression of Overall Diversity Representation[13]

2019	2020	2021
53%	54%	55%

Diversity Representation as a Percent of Overall Workforce

2019	2020	2021
61%	63%	66%

Diversity Representation as a Percent of New Hires

---

12 Diversity representation as a % of officer population
13 Defined as gender and race/ethnicity.

Ryder's Women Leadership

In 2021, we celebrated the 10th anniversary of Ryder's Women Leadership (RWL) program, representing a decade of investing in the growth, promotion, and retention of female leaders. RWL efforts have resulted in the continued growth of women in our workforce with the number of women officers at Ryder nearly doubling since 2016. In 2021, RWL:

- Supported the development of more than 1,000 women leaders through virtual networking events, career development programs, and collaborative activities.
- Conducted a 7-week workshop to discuss "The 7 Competencies of Being an Extraordinary Leader."
- Formed Women in Rental to support the growth of women in our rental organization.

Black Leadership Forum

We launched the Ryder Black Leadership Forum in 2021 to foster the development of the more than 500 Black leaders at Ryder. Within a year, we built and increased virtual leadership and networking programming and supported development opportunities for leaders.

Collaboration with Historically Black Colleges and Universities (HBCU) and Hispanic Serving Institutions (HSI)

We expanded our campus recruiting initiatives at HBCUs and HSIs in 2021 to develop a more diverse talent pipeline. We increased our presence at career fairs, hired campus recruiters, and leveraged a recruiting platform.

Additionally, Ryder's Charitable Foundation donated funds and time to HBCUs, such as Howard University and North Carolina A&T University, to further establish a relationship between Ryder, the schools, and the students. Ryder employees facilitated student group projects to provide practical learning experiences.

2021 Diversity at Ryder

55%
DIVERSE U.S. POPULATION*

66%
OF NEW HIRES WERE DIVERSE

9.3%
OF OUR U.S. WORKFORCE ARE VETERANS

25%
OF OFFICERS** ARE WOMEN

21%
OF OFFICERS ARE RACIALLY/ETHNICALLY DIVERSE

* U.S. employee population only. Defined as gender and race/ethnicity.

**Defined as Vice President or above.

Military and Veteran Recruiting and Training

Veterans are an essential part of our workforce. Ryder understands the unique work experiences of military personnel and values their inherent leadership qualities. We are proud to have hired a total of 1,404 veterans in 2021, bringing our total veteran population to 9.3% of our U.S. workforce. On our website, we provide a dedicated military hiring page that serves to help veterans match their skills with open positions at Ryder.

To help military veterans transition to civilian life, we go beyond hiring to collaborate with other organizations, offer apprenticeships, and support veteran employees. For example, we participate in initiatives like the U.S. Chamber of Commerce's Hiring Our Heroes program to identify military service members and veteran candidates.

Ryder has registered U.S. Department of Labor Apprenticeship programs for veteran and civilian drivers and diesel technicians. Eligible veterans enrolled in the apprenticeship programs receive GI Bill benefits. We offer:

- **Driver Apprenticeship,** a 12-month program that combines our eight-week driver development curriculum with on-the-job training.

- **Diesel Technician Apprenticeship,** which combines structured training along with hands-on experience in our shops.

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

- **The Pathway Home Diesel Training Program** offers a 12-week diesel technician training program in collaboration with the U.S. Army at seven installations through the U.S. Department of Defense SkillBridge Program. As part of our program, participating soldiers are provided with hands-on diesel technician training during their final 180 days of active duty and a career with Ryder after military service. We have helped veterans find rewarding careers in a wide variety of locations across the country, and 244 transitioning service members have taken jobs at Ryder since the start of the program.

- **The Veteran Buddy Program** pairs current Ryder employees who are military veterans with new veteran employees. The program helps ease the transition from military to civilian life, which can be a significant challenge for recently separated service members entering the civilian workforce.

When our employees are called to serve, our Military Service Policy grants a leave of absence with make-up pay for military service, training, or related obligations in accordance with applicable laws. Ryder provides 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.

In 2021, Ryder was honored by the Employer Support of the Guard and Reserve (ESGR) State Committees with the Above and Beyond Award for outstanding service and support of the nation's defense. The award recognizes employers at the local level that went above and beyond the legal requirements by providing Guard and Reserve employees with additional, non-mandated benefits.

LIFE AFTER SERVICE

Staff Sergeant Nathan "Ossy" Brookshire served in the U.S. Army for 20 years as an Apache helicopter mechanic, completed combat tours, and received numerous decorations including the Meritorious Service Medal. While Staff Sergeant Brookshire was participating in Ryder's Pathway Home Diesel Training Program, he was hired by our Bowling Green, KY shop as a part-time, level two technician. The day after graduating from the Pathway Home program, Staff Sergeant Brookshire transitioned to full-time with Ryder. He quickly advanced to level three technician and is now the Technician-in-Charge in the evenings.

PRIORITIZING SAFETY

KEEPING EMPLOYEES HEALTHY AND SAFE

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. 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.

Ryder's incident management system, housed on our web-based, enterprise risk platform SafetyNET, is used to report injuries and near misses across our workplaces. We work with an injury assessment service to facilitate timely injury treatment and reporting. This service provides injured employees and supervisors with access to medical professionals 24 hours a day, seven days a week via telephone.

We upgraded SafetyNET in 2021 to give our management team mobile access. In 2022, we will launch the SafetyNET Good Catch Program that will allow employees to easily notify leadership of a risky or unsafe condition that could lead to injury.

We will explore the benefits of adopting external safety certifications like ISO 45000 in the future.

Safety Governance

The Vice President of Safety reports annually to the Governance Committee of the Board 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, technologies, and training. Responsible for all safety metrics, Safety Management Systems, and incident management. Led by the Director of Safety Standards & Technology.

- **Field Safety Solutions Group** oversees all field safety processes, risk assessments, management training, site investigations, and day-to-day support. Led by three Field Safety Directors from FMS and Integrated Logistics.

- **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.

Safety Goals and Metrics

Ryder sets safety goals 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 goals and metrics tied to compensation based on individual and/or location performance.

Our 2021 crash frequency was flat compared to 2020. The crash frequency, or vehicle accident rate, referenced are DOT recordable crashes only, measured per 1 million miles traveled. DOT recordable crashes are commercial vehicle crashes on public roadways that result in either a fatality, an injury treated away from the scene of the crash, or at least one vehicle being towed from the scene.

We increased communications of our injury prevention strategy, after observing an increase in injuries related to material handling, lifting, pushing, and pulling product and cargo. We also audit high-risk locations to ensure standard safety procedures are in place and followed to prevent recurrence of these 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.

Workforce Safety Metrics	2019		2020		2021	
	Number	Rate	Number	Rate	Number	Rate
Total Recordable Incident Rate[14]	898	2.86	676	2.36	845	2.92
Fatality Rate	4	13.2	1	3.5	2	6.91
Lost Time Incident Rate[15]	389	1.24	348	1.17	369	1.23
DOT Recordable Crashes[16]	264	0.44	191	0.34	243	0.37

14 Calculated based on 200,000 hours worked.
15 Calculated based on 200,000 hours worked.
16 Does not include our FMS business segment.

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. We upgraded this training in 2021 to include interactive videos focusing on crash and injury prevention awareness.

Our specific safety training programs include:

- **Management** – Ryder supervisors receive Safety Leadership training to support a thorough understanding of their safety and compliance roles and responsibilities.

- **Technicians** – Technicians receive monthly training that includes topics guided by OSHA and topics that benefit our employees' health and safety, such as heat stress awareness and winter preparation.

- **Drivers** – All Ryder drivers receive quarterly training. Full-time drivers with at least one year of experience are further offered a CDT certification course. The purpose of the course is to develop a base of certified trainers who can give new driver safety orientation and driving skills training to drivers that need additional support. The CDT certification further reinforces our culture of safety, enabling peer-to-peer safety education, and empowering employees to become leaders in driver safety. We currently have 248 active CDTs.

- **Forklift Drivers** – Implemented in 2021, our Certified Lift-Truck Trainer (CLT) program mirrors the CDT, but for powered industrial truck (PIT) operators in our warehouses. The goal is to help decrease PIT crashes and related injuries by having CLTs support classroom and hands-on training.

We developed customized dashboards in 2021 to track and monitor key safety and compliance performance indicators across our operations. The dashboards integrate metrics from multiple systems, including training compliance, to improve visibility and accountability. The metrics are reviewed monthly with each of the three safety divisions to drive continuous improvement and action.

Health and Wellbeing

We support our employees' physical health by offering health care, dental care, and vision plans to full-time Ryder employees. Wellness benefits include mental health services, diabetes management program, and weight loss/management programs. Our employees are provided their country-specific policies and procedures as part of the 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.

The health and well-being of our professional drivers can impact driving behaviors and safety. To minimize risk and monitor health, we require drivers 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 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 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 if a CPAP machine is appropriate for treatment. There is no cost to the driver for the study or the machine if the driver tests positive. The machine helps track compliance on a weekly basis. Noncompliant participants are removed from driving duties.

PROMOTING SAFER DRIVING

Ryder uses many technologies to help keep our roads safe. For example, technology systems like automatic on-board recording devices (AOBRDs) assist our 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 drivers to mitigate and reduce high-risk behaviors. Further, AOBRDs provide footage of incidents that help demonstrate no-fault and exonerate our drivers when applicable.

Other collision mitigation technologies we deploy include:

- **Adaptive cruise control** to automatically adjust truck's cruising speed to maintain a safe following distance and react to slower vehicles ahead.
- **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.

From 2017 to 2021, we reduced collisions by 78% using safety and collision mitigation technologies.

KEEPING DRIVERS INFORMED

Ryder interacts with our drivers through **Driver News**, a dedicated category on our intranet. Content is published frequently to provide up-to-date information affecting drivers' jobs, and includes industry news, recognitions, safety videos, road alerts, and company driving events.

RECOGNIZING SAFETY

We launched Coach of the Month and Year in 2021 to recognize coaches who excel in effectively coaching drivers, resulting in reduced driver risk and overall improved safety for the company. Ryder employees also receive safety recognition from vendors and industry associations. Ryder driver John Dansby earned the Lytx 2021 Driver of the Year award in the Private Trucking category for his commitment to safety. Additionally, Ryder driver Robert Cole was named a finalist for the Truckload Carriers Association Driver of the Year award. The award recognizes company drivers that provide the reliable transportation of North America's goods.

Keeping Customers Safe

The safety of our customers is also paramount at Ryder. Safety support is provided to customers 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.

Through FRS, we:

- Actively monitor publicly available DOT information to flag potential disruptions for our customers.
- Offer safety education. In 2021, we hosted quarterly webinars that attracted nearly 3,000 total registrants and emailed weekly safety messages to more than 7,700 customers.
- Conduct an online driver training program: approximately 2,300 drivers participate every year.
- Provide safety technologies like AOBRDs and electronic logging devices to our customers.
- Audit customers' safety programs and meet with customers' executive teams to consult on safety and corrective actions following collisions.

Our FRS customers experience 42% fewer out-of-service violations than the industry average. As of October 2021, the national average for total out-of-service was 18.29%, compared to 10.61% for FRS customers.

CRISIS PREPAREDNESS

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 supervisor – to determine appropriate next steps. These may include suspension for the offending employee, security protocol review, or the hiring of additional security personnel. If circumstances escalate, each location has an active shooter plan, and every employee receives active shooter training.

Anti-Trafficking Efforts

For over a decade, Ryder has collaborated with Truckers Against Trafficking (TAT) to combat human trafficking. TAT trains our drivers to spot and report trafficking; 6,000 Ryder employees completed training in 2021.

Our engagement with TAT extends beyond training. Ryder supports TAT through charitable contributions to fund programs that protect victims. 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.

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 also expect our suppliers and contractors to uphold these same principles.

OUR RESPONSE TO COVID-19

Ryder employees displayed extraordinary effort to keep our company strong, our communities healthy, and our economy moving during the COVID-19 pandemic. In response, we continued to prioritize our employees' safety and wellbeing and support our communities. For example, we:

- **Ensured essential workers safety** by sourcing personal protective equipment and airlifting supplies directly to Ryder locations or employees when needed.

- **Offered PTO** for employees to receive the vaccine.

- In appreciation of our frontline employees, **$30 million in bonuses were paid in 2020.**

- Provided flexibility for **remote work** where possible.

- **Evolved charitable giving and volunteering activities** to allow virtual participation, resulting in a record year of employee engagement and giving for Ryder.

- **Continued to support our communities**, such as delivering supplies to three South Florida-based charities during the 2021 COVID-19 surge.

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.

The Foundation's Board is comprised of our CEO, CMO, CLO, and Chief Finance Officer (CFO). The Foundation Board duties include approving the budget and reporting on annual charitable giving to the Board Governance Committee.

Our charitable giving priorities strategically align with Ryder's business priorities. Our engagement and strategy showcase the company's focus on technology, thought leadership, equality, and diversity to advance opportunities in our workplace and local communities. Ryder's overall charitable giving in 2021 was $2.45 million, in line with previous years.

We increased our financial commitment to organizations advancing equality from $550,000 in 2020 to $700,000 in 2021, including $200,000 earmarked to support initiatives that positively impact the Black community. We exceeded our goal, giving more than $787,000 with $233,500 contributed to organizations supporting the Black community. Other recipients included women and girls, the Hispanic community, people with disabilities, LGBTQ+ organizations, and veterans.

To further advance equality, we formed new relationships and expanded funding for scholarships, value-added research, internships, mission delivery, and recruiting with several organizations. As of 2021, we awarded 60 scholarships to women and minority students.

EMPLOYEE VOLUNTEERISM

Ryder has a strong culture of employee volunteerism in addition to our charitable giving and community relationship programs. Ryder's annual Driven to Give award recognizes employees who are 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.

SUPPORTING EMPLOYEES AND COMMUNITIES IN CRISIS

Ryder supports nationwide relief efforts during period of disaster through logistics, supply chain, and transportation services. As a proud member of the Red Cross Disaster Responder Program, we focus dollars, transportation services, and expertise to help the Red Cross prepare for natural disasters and get critical aid to where it is needed most. We help our employees overcome hardship caused by hurricanes, floods, or other natural disasters through the Ryder Employee Disaster Relief Fund.

A Record for Ryder's United Way Support

$900K

We raised a total of $900,000 for United Way in 2021 through employee contributions and the company's matching donation. This set a record for the company's more than 40-year history supporting United Way.

GOVERNANCE

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.

MANAGING RISK

Our Enterprise Risk Management (ERM) program provides management and the Board with a robust and 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, meet 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.

ENGAGING SHAREHOLDERS

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

- Assess and monitor shareholding voting results, investor sentiment, emerging trends in ESG, and Ryder governance policies.
- 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 2021, Ryder management reached out to shareholders constituting more than 60% of our outstanding shares to request feedback on our ESG matters, executive compensation program, and overall strategy.

CORPORATE GOVERNANCE RESOURCES
- 2022 Proxy Statement
- Corporate Governance Guidelines
- Governance page on Investors website

MAINTAINING A CULTURE OF ETHICS AND INTEGRITY

Integrity at Ryder starts with our Principles of Business Conduct (POBC), which outlines our expectations for all employees to conduct business fairly, honestly, and ethically. Available in multiple languages, topics include but are not limited to:

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

All Ryder new hires are introduced to and trained on the POBC during onboarding. All salaried employees receive online ethics and compliance training three times a year, and all hourly employees receive training once a year. In 2021, 100% of our salaried employees and 99% of our hourly employees completed a compliance and ethics training and agreed to abide by the POBC.

ANTI-CORRUPTION PRACTICES

The POBC clearly outlines our zero-tolerance culture for bribery and corruption. We take particular care when dealing with companies that are government-owned or have ties to government agencies. We are cautious with international transactions and interactions that include border crossings, where exchanges with government employees may be more common. We comply with all applicable bribery laws and regulation on improper payments to individuals and government officials, including the U.S. Foreign Corrupt Practices Act.

We periodically conduct corruption risk assessments at our operations and provide dedicated training for employees on our anti-corruption policies and procedures. We also conduct due diligence with and provide training to our suppliers, when necessary. Our Board receives regular updates on our anti-corruption program and relevant developments from the U.S. Department of Justice and Securities and Exchange Commission.

SAFELY REPORTING ETHICS CONCERNS

Employees can communicate any compliance or ethics concerns to our third-party hosted Helpline, which is managed by our Compliance and Ethics Department. The Helpline is available 24 hours a day and in multiple languages. Employees can report any issues anonymously and without fear of retribution. In 2021, we received 848 reports that alleged wrongdoing. All reports are investigated, and in 100% of cases where an allegation is substantiated, remedial action is taken, ranging from warnings to termination of employment.

CLEAR SIGNALS – RYDER EMPLOYEES WHO DID THE RIGHT THING

We publish a periodic column on our intranet that provides real-life examples of compliance issues at Ryder and how the issues were resolved. For example, a Ryder employee in New York was offered $3,000 in cash from a customer in recognition of his great customer service. The Ryder employee refused to accept the cash and notified his manager. After discussions with the Compliance and Ethics Department, all parties involved agreed to contribute the money to the Ryder Charitable Foundation.

PROTECTING OUR COMPANY VIRTUALLY AND PHYSICALLY

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). Both the CISO and CIO regularly collaborate with other members of Ryder's Leadership Team and update the Audit Committee as needed.

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

To further enhance our cybersecurity and data privacy efforts, in 2021, we formed an internal Information Security Executive Council. Composed of a cross-section of leaders from risk, audit, compliance, and legal, the Council meets quarterly to discuss policy creation and maintenance, employee and leadership training, and data security risk monitoring.

Our various policies covering data security, privacy, and compliance risks are available electronically to all employees via the Ryder Policy Management System (RPMS). The RPMS enables us to easily track and verify that the required employees have read and signed off on relevant policies.

All 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.

As an enterprise risk, we manage cybersecurity as part of our ERM (see page 28). Our team reviews the security systems of any vendor with access to confidential Ryder information. Our contractual agreements with such vendors include heightened
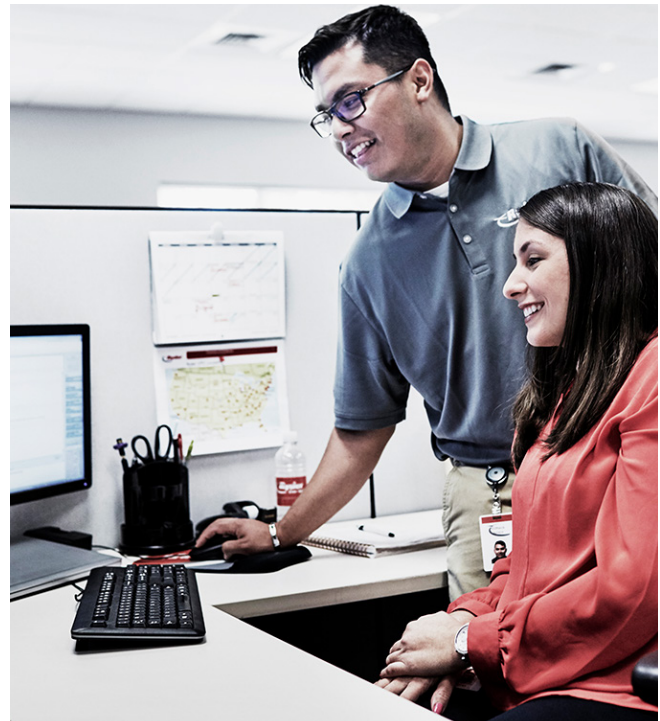
ENGAGING EMPLOYEES DURING OCTOBER CYBERSECURITY MONTH

Information security articles are published year-round through our intranet. In October 2021, we used the forum to recognize National Cybersecurity Awareness Month, which is a collaborative effort between government and industry. We published a series of articles that included security tips and tricks, gave away gift cards for completing engagement quizzes, hosted virtual Lunch-n-Learns, and emphasized the importance of employees as the first line of defense when it comes to cyber-attacks.

information security protocols and requirements for handling personally identifiable or other confidential information.

When a new employee is hired, we require cybersecurity training and immediately deploy a phishing simulation to see if the employee understood the content. Further, employees receive quarterly cybersecurity training followed by a phishing simulation. Nearly 100% of employees received cybersecurity and privacy training in 2021 and we plan to increase the frequency and content of trainings in the future.

PROTECTING OUR ASSETS

Ryder routinely engages with peers, governments, and industry associations to identify and reduce the potential risk of rental asset misuse and threat of illegal activities like terrorism and trafficking.

We work closely with the Truck Renting and Leasing Association (TRALA) to develop and promote policies that make our communities safer. Through TRALA, we collaborate with peers and regularly meet with local, regional, and federal law enforcement agencies, including the DOT, Department of Homeland Security (DHS), Transportation Security Administration (TSA), and Federal Bureau of Investigation (FBI) to mitigate potential threats and improve public safety.

We continue to adopt the latest safety and security protocols and train our employees on best practices in asset security. Examples include:

- Collaborating with TRALA and the FBI to create a 7-minute training video instructing employees how to recognize suspicious rental activity.

- Screening customers before each rental. If a possible match to any watch lists published by government agencies and law enforcement is flagged, employees are required to get approval before renting to the customer.

- Reminding our employees to be on heightened alert for suspicious activity during holiday weekends, large events, and celebrations.

- Our customer screening process and fleet security program has received the DHS SAFETY Act Designation, which encourages the development and deployment of anti-terrorism technologies by creating systems of risk and litigation management.

SUPPLY CHAIN AND BORDER SECURITY

Ryder maintains an extensive supply chain security program across our operations, which involves the international movement of goods that we need to keep safe from criminal activity like drug smuggling and human trafficking. Our program leverages state-of-the-art technologies, documented security policies and procedures, and supply chain security best practices. This program has also received the DHS SAFETY Act Certification in recognition of our leadership.

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 the basics of how to protect goods in transit, inspect seals and containers, and more. All drivers learn the importance of securing deliveries during onboarding. We regularly communicate to all drivers through our intranet and send specific reminders on being aware of surroundings and crowds ahead of major events and political protests.

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. Ryder consistently achieves "in compliance" ratings on all security items.

MANAGING OUR SUPPLY CHAIN

Ryder collaborates with suppliers and outsources certain services where it is more sustainable and cost-effective to do so. The majority of our procurement activities consist of the following components:

- **New commercial vehicles** from OEMs. For leased units, we work with our customer to define the appropriate vehicle specification for the customer's 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 and 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, 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 also 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.

WORKING WITH ACADEMIA TO STUDY AUTONOMOUS TRUCKING

Our collaboration with Georgia Institute of Technology's School of Industrial and Systems Engineering resulted in the industry's first data-driven study on the impact of autonomous trucking. Learn more here.

ADVANCING TECHNOLOGIES AND INNOVATION

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

Through our RyderVentures program, we are investing up to $50 million between 2020 and 2025 in startups developing new technologies and business models that advance and automate the logistics and transportation industries. In 2021, RyderVentures invested in six new startups. Our priority is providing customers with innovative solutions with sustainable applications. This may include advanced vehicles technologies (AVT) like autonomous, alternative fuel, and zero-emission vehicles (ZEVs). Our procurement teams are critical in exploring and piloting the latest options.

Autonomous Vehicles (AVs)

Our internal, cross-functional AV Steering Committee meets regularly and is responsible for providing direction on the development of new products and services. We announced several alliances with autonomous trucking companies in 2021, including:

- Embark Trucks Inc. to launch a nationwide network of up to 100 Embark transfer points, where Ryder will provide yard operations, maintenance, and fleet management to support a coast-to-coast, autonomous network for Embark fleet allies.

- Gatik to provide a national maintenance and leasing solution in the United States and Canada.

- TuSimple to collaborate on identifying and utilizing Ryder shops as terminals on TuSimple's Autonomous Freight Network.

- Waymo to service and develop maintenance practices for autonomous trucks across Waymo Via and provide roadside service between hubs.

Electric Vehicles (EVs)

Ryder tested nine different EV models with customers and our own fleet in 2021. We continue to grow our EV charging infrastructure in preparation for expanding our owned and leased EV fleet. There are currently more than 50 charging installations at our locations across the United States.

In 2021, a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are identifying potential new OEM relationships and ensuring our customers' needs are understood.

SHARING VEHICLES THROUGH COOP

COOP by Ryder is the first-ever commercial vehicle-sharing platform creating market access to existing equipment. The COOP platform allows fleet owners to safely generate revenue by sharing idle trucks and trailers and provides access to more than 50,000 rental vehicles of all sizes from a network of trusted peers. Since launching in 2018, more than 10,000 businesses have joined COOP, a 250% year-over-year growth.

AVT Maintenance

Ryder is committed to making AVTs available to our customers and providing the related maintenance solutions as these technologies continue to develop and evolve. We have a goal to train 10% of Ryder technicians to maintain and support alternative fuel vehicles over the next five years. We have achieved this goal, with 1,500 (30%) active technicians receiving alternative fuel vehicles maintenance training.

SUPPLIER EXPECTATIONS AND ENGAGEMENT

All Ryder contracted suppliers acknowledge and are expected to abide by our Supplier Code of Conduct, as included in our working agreements. We regularly assess our key suppliers for compliance through facility visits, and we maintain an ongoing dialogue throughout the different levels of the organization. Violation of Ryder's Supplier Code of Conduct may lead to penalties, up to and including the loss of our business.

The Supplier Code of Conduct addresses topics such as:

- Human rights and ethical labor practices.
- Bribery and corruption.
- Environmental policy.
- Health and safety.

Supplier Sustainability

Sustainability questions have been included in our requests-for-proposal and sourcing information for more than a decade. This helps us qualify and select key suppliers.

In 2019, we began engaging our top suppliers in recurrent discussions on sustainability to align our goals, identify emissions reduction opportunities, and define key annual performance indicators to be tracked and reported. We plan to enhance our supplier engagement efforts by updating our Supplier Code of Conduct to expand our minimum requirements around sustainability.

Supplier Diversity

We support the diversity of our suppliers through our Small Business and Supplier Diversity Program, which provides greater opportunity for minority, women, and veteran-owned business enterprises (MWVBE) to work with Ryder. MWBVEs typically undergo a certification process to prove the majority of the business is owned, operated, and controlled by a member of a minority population, woman, or veteran. Our strategy is defined by three opportunities to enhance our MWVBE impact:

- Addressable spend opportunities.
- MWBVE dealership partnerships.
- Leveraging strategic large-company relationships to improve their MWVBE performance.
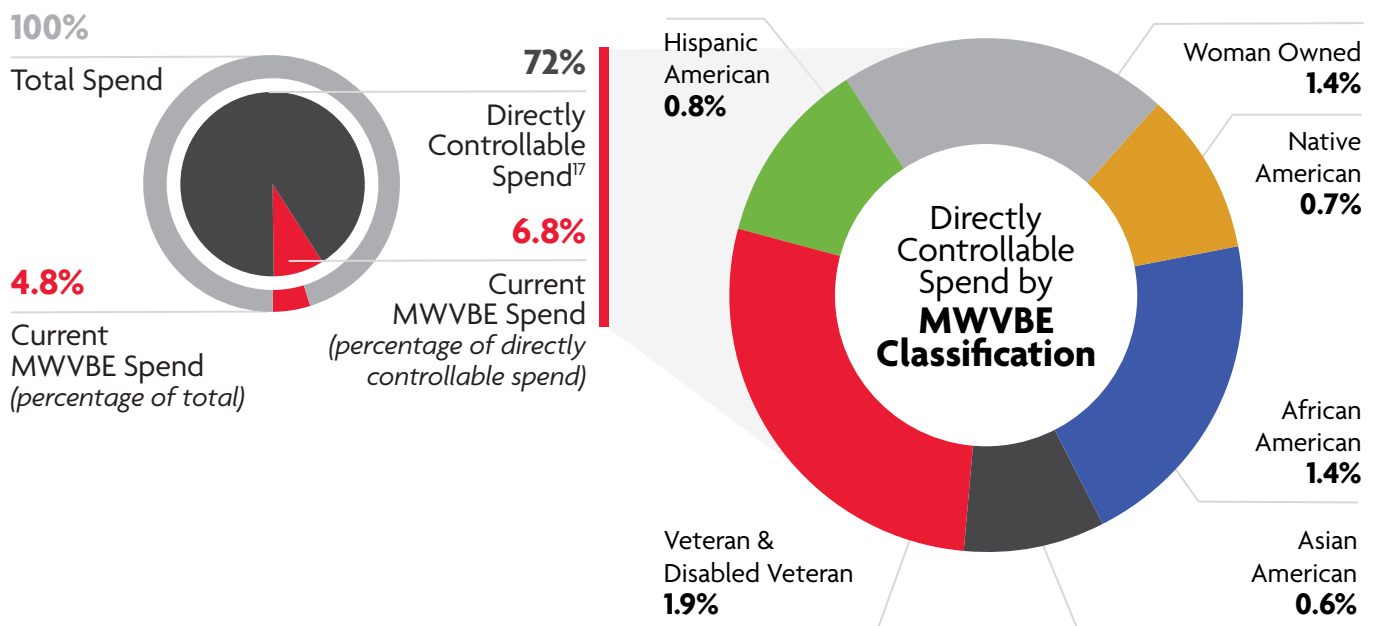
The program helps us grow our relationships with local communities, meet customer expectations, and expand our supplier base. It helps Ryder form new relationships with qualified businesses who share our commitment to equality, service, innovation, and continuous improvement. In 2021, we increased our diverse supplier spend over 2020 by 9.68%.

Supplier Risks and Disruptions

We maintain constant communications with our key suppliers to fully understand, manage, and minimize supply chain risks and potential impacts. Depending on the circumstances, our communication takes form of regular weekly or monthly calls/meetings, or direct senior management-to-senior management conversations given the magnitude or urgency of the situation. Where feasible, we identify supplementary suppliers to ensure a multi-source supply strategy for critical components. We leverage technology to track our supply and mitigate delays.

2021 U.S. Procurement Spend

100%
Total Spend

72%
Directly Controllable Spend[17]

6.8%
Current MWVBE Spend
(percentage of directly controllable spend)

4.8%
Current MWVBE Spend
(percentage of total)

Directly Controllable Spend by **MWVBE Classification**

Hispanic American **0.8%**

Woman Owned **1.4%**

Native American **0.7%**

African American **1.4%**

Asian American **0.6%**

Veteran & Disabled Veteran **1.9%**

17 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, temporary 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.

2021 SUSTAINABILITY RECOGNITION

FORTUNE® World's Most Admired Companies for 10 consecutive years

Newsweek® America's Most Responsible Companies

EPA SmartWay® Excellence Award

Food Logistics' Top Green Providers

Forbes® America's Best Employers for Diversity

Forbes® America's Best Employers for Veterans

Top Company for Women to Work for in Transportation

REPORTING INDICES

SECTIONS

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SASB Index

TCFD Index

ABOUT THIS REPORT

The 2021 Ryder Corporate Sustainability Report (CSR) references the GRI Standards 2021. It is aligned to the SASB Air Freight & Logistics Standard, and to the recommendations of the TCFD. We plan to 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 RyderForInvestors@ryder.com.

All information covered in the 2021 CSR, except as otherwise noted, relates to Ryder System, Inc., as defined in Part 1, Item 1 (Business Overview) of our 2021 10-K; and qualitative and quantitative information, and references to "currently", "to date", or similar expressions reflect information as of December 31, 2021. 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

The following table references the GRI Standards 2021 that align with the results of our ESG materiality assessment (see page 9).

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	2021 LOCATION/RESPONSE
General		
2-1	Organizational details	CSR, About Ryder, page 4 2021 10-K
2-2	Entities included in the organization's sustainability reporting	2021 10-K, Exhibit 21.1
2-3	Reporting period, frequency and contact point	CSR, About This Report, page 35
2-4	Restatements of information	CSR, Our Environmental Performance Data, page 13
2-5	External assurance	We did not seek external assurance.
2-6	Activities, value chain, and other business relationships	CSR, About Ryder, page 4, Managing Our Supply Chain, page 32 2021 10-K, Item 1: Business, page 1
2-7	Employees	CSR, Our Total Workforce Demographics, page 19 2021 10-K, Item 1: Human Capital, page 9
2-8	Workers who are not employees	CSR, Our Total Workforce Demographics, page 19
2-9	Governance structure and composition	CSR, Governing Our Company, page 28 2022 Proxy Statement, Corporate Governance Framework, page 5, Board of Directors, page 6
2-10	Nomination and selection of the highest governance body	2022 Proxy Statement, Corporate Governance and Nominating Committee, page 11
2-11	Chair of the highest governance body	CSR, Governing Our Company, page 28 2022 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 2022 Proxy Statement, ESG Matters, page 14
2-13	Delegation of responsibility for managing impacts	CSR, ESG Governance at Ryder, page 7 2022 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	2022 Proxy Statement, Director Independence, page 6
2-16	Communication of critical concerns	2022 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 2022 Proxy Statement, ESG Matters, page 14

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	2021 LOCATION/RESPONSE
2-18	Evaluation of the performance of the highest governance body	2022 Proxy Statement, Board and Committee Evaluation Process, page 13
2-19	Remuneration policies	2022 Proxy Statement, Executive Compensation, page 45, Director Compensation, page 53
2-20	Process to determine remuneration	2022 Proxy Statement, Compensation Discussion and Analysis, page 30, Proposal No. 3: Advisory Vote on Executive Compensation, page 55
2-21	Annual total compensation ratio	2022 Proxy Statement, Pay Ratio, page 52
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
2-24	Embedding policy commitments	Human Rights Statement Principles of Business Conduct CSR, Our Environmental Management Approach, page 10, Enhancing Human Rights, page 26
2-25	Processes to remediate negative impacts	CSR, Managing Risk, page 28 Human Rights Statement Principles of Business Conduct
2-26	Mechanisms for seeking advice and raising concerns	CSR, Safely Reporting Ethics Concerns, page 29 Principles of Business Conduct
2-27	Compliance with laws and regulations	2021 10-K, Item 1: Business, page 9, Note 22: Contingencies and Other Matters, page 115
2-28	Membership associations	Ryder's primary memberships include the American Trucking Associations, National Home Delivery Association, International Warehouse Logistics Association, Transportation Intermediaries Association, TRALA, U.S. Chamber of Commerce, and various State Trucking Associations.
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 27) Shareholders (page 29) Suppliers (page 33)
2-30	Collective bargaining agreements	CSR, Our Labor Practices, page 17 2021 10-K, Item 1: Business, page 10

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	2021 LOCATION/RESPONSE
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	More than 95% of our procurement budget goes to OEMs based in the United States. CSR, Supplier Diversity, page 34
Anti-corruption		
205-1	Operations assessed for risks related to corruption	CSR, Anti-Corruption Practices, page 29
205-2	Communication and training about anti-corruption policies and procedures	CSR, Anti-Corruption Practices, page 29
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		
302-5	Reductions in energy requirements of products and services	Partially reported: CSR, Reducing Our Environmental Footprint through Efficiency and Innovation, page 14
Emissions		
305-1	Direct (Scope 1) GHG emissions	CSR, Total Scope 1, 2, and 3 Emissions (metric tons CO_2e), page 13
305-2	Energy indirect (Scope 2) GHG emissions	CSR, Total Scope 1, 2, and 3 Emissions (metric tons CO_2e), page 13
305-3	Other indirect (Scope 3) GHG emissions	CSR, Total Scope 1, 2, and 3 Emissions (metric tons CO_2e), page 13
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Partially reported: CSR, Supplier Expectations and Engagement, page 33
Employment		
401-1	New employee hires and employee turnover	**New Employee Hires** Overall: 26,188 Male: 20,164 (77%) Female: 6,024 (23%) **Employee Turnover** Overall: 52% Voluntary: 40.2% Involuntary: 11.8%
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Part-time employees are not eligible for benefits.

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	2021 LOCATION/RESPONSE
401-3	Parental leave	Ryder employees are informed of parental leave eligibility based on their country's policy, such as the U.S. Family and Medical Leave Act. Of the 29,497 Ryder employees eligible for parental leave, 126 males and 68 females took parental leave in 2021. The return to work rate for both genders was 100%. The retention rate was 82% for females and 96% for males, which includes employees who have not terminated but have not yet reached the 12-month threshold. Return to work rate factors in employees who return to work after leave. Retention rate factors in employees who stayed at the company for at least 12 months after leave.

Labor Management Relations

402-1	Minimum notice periods regarding operational changes	CSR, Our Labor Practices, page 17

Occupational Health and Safety

403-1	Occupational health and safety management system	CSR, Keeping Employees Healthy and Safe, page 23 2021 10-K, Item 1: Business, page 10
403-2	Hazard identification, risk assessment, and incident investigation	CSR, Keeping Employees Healthy and Safe, page 23 Preparing for Emergencies at the Workplace, page 26 2021 10-K, Item 1: Business, page 10
403-3	Occupational health services	CSR, Keeping Employees Healthy and Safe, page 23
403-4	Worker participation, consultation, and communication on occupational health and safety	CSR, Keeping Employees Healthy and Safe, page 23, Driver Council, page 18
403-5	Worker training on occupational health and safety	CSR, Safety Training, page 24
403-6	Promotion of worker health	CSR, Health and Wellbeing, page 24 2021 10-K, Item 1: Business, page 10
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	CSR, Promoting Safer Driving, page 25 2021 10-K, Item 1: Business, page 10
403-8	Workers covered by an occupational health and safety management system	CSR, Keeping Employees Healthy and Safe, page 23
403-9	Work-related injuries	CSR, Safety Goals and Metrics, page 23
403-10	Work-related ill health	Ryder does not distinguish work-related ill health from work-related injuries.

Training and Education

404-2	Programs for upgrading employee skills and transition assistance programs	CSR, Training and Development Programs, page 17 2021 10-K, Item 1: Business, pages 9-10
404-3	Percentage of employees receiving regular performance and career development reviews	CSR, Performance Reviews, page 18

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	2021 LOCATION/RESPONSE
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	CSR, Fostering Diversity, Equity, and Inclusion, page 20, Our Total Workforce Demographics, page 19, Governing Our Company, page 28
405-2	Ratio of basic salary and remuneration of women to men	CSR, Compensation, page 17
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Ryder is an Equal Opportunity Employer. Every qualified applicant receives consideration for employment regardless of race, religion, color, national origin, sex, age, status as a protected veteran, or status as a qualified individual with a disability. Read more on our website.
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
Human Rights Assessment		
412-2	Employee training on human rights policies or procedures	CSR, Enhancing Human Rights, page 26
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	All suppliers are required to acknowledge and abide by our Supplier Code of Conduct, which specifically addresses human rights.
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	All suppliers are required to acknowledge and abide by our Supplier Code of Conduct, which outlines social criteria.
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	CSR, Promoting Safer Driving, page 25
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	We have experienced cybersecurity threats and breaches targeting our information technology systems and networks and those of our third-party providers. Such prior events, to date, have not had a material impact on our financial condition or results of operations. See CSR and 2021 10-K

SASB INDEX

ACCOUNTING METRIC	CODE	2021 LOCATION/RESPONSE
GHG Emissions		
Gross global Scope 1 emissions	TR-AF-110a.1	CSR, Total Scope 1, 2, and 3 Emissions (metric tons CO_2e), page 13
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, Our Environmental Management Approach, page 10
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, Total Fuel Consumption (gallons), page 15
Labor Practices		
Percentage of drivers classified as independent contractors	TR-AF-310a.1	14.5% of our drivers are classified as independent contractors.
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 23
Supply Chain Management		
Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	TR-AF-430a.1	Nearly 100% (99.7%) of the carriers we work with are below the FMCSA intervention threshold. Only one of the carriers we work with has a Conditional rating, which was approved by the customer to continue operations. All others have a Satisfactory rating or no rating, indicating the carrier has not been subject to a FMCSA audit.
Accident and Safety Management		
Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	CSR, Prioritizing Safety, page 23
Number of road accidents and incidents	TR-AF-540a.3	CSR, Workforce Safety Metrics, page 23
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.
Activity Metrics		
Number of employees, number of truck drivers	TR-AF-000.C	CSR, Our Total Workforce Demographics, page 19 2021 10-K, Item 1: Human Capital, page 9

TCFD INDEX

RECOMMENDED DISCLOSURES	2021 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 7 2021 CDP, section C1.1a, C1.1b
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CSR, Management Oversight of ESG, page 8 2021 CDP, section C1.2a
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.	2021 CDP, section 2
b) Describe the impact of climate- related risks and opportunities on the organization's businesses, strategy, and financial planning.	2021 CDP, section C2.3a, C2.4a
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2021 CDP, section C3 (We have not completed a scenario analysis.)
Risk Management: Disclose how the organization identifies, assesses, and manages climate-related risks.	
a) Describe the organization's processes for identifying and assessing climate-related risks.	2021 CDP, section C2.1b, 2.2
b) Describe the organization's processes for managing climate-related risks.	2021 CDP, section C2.2 2022 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.	2021 CDP, section 1.1a, C1.1b, C1.2a 2022 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 13 2021 CDP, section C3.3
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	CSR, Total Scope 1, 2, and 3 Emissions (metric tons CO_2e), page 13 2021 CDP, section C2.2a, C6, C7
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CSR, Our ESG Goals and Progress, page 6, Climate-related Risk and Emissions Management, page 11 2021 CDP, section C4.1b, 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", "committed", "commitment", "ambition", "goal", "expect", "estimate", "plan", "on track", "will", "may", "aim to", and other similar expressions, include our ESG goals and expectations of meeting such goals, commitments and programs; our business outlook, plans, priorities, initiatives and objectives; our assumptions and expectations related to our performance; 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 Securities and Exchange Commission, 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.