



**2023 CORPORATE
SUSTAINABILITY REPORT**



ENVIRONMENTAL | SOCIAL | GOVERNANCE

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A MESSAGE FROM OUR CEO

At Ryder, we are focused on perfecting the supply chains that drive our economy. We work behind the scenes for over 40,000 companies large and small helping them efficiently, reliably, and safely deliver the products you rely on every day. Our 2023 Corporate Sustainability Report highlights how our environmental, social, and governance initiatives help us support our customers and achieve our business objectives.

Everything we do at Ryder is focused on optimizing supply chains by improving efficiencies, conserving resources, and minimizing waste. This focus translates to reducing our environmental impact and helping others do the same. We aim to improve in areas within our control while considering the expectations of our customers, employees, regulators, and others.

Our employees are the foundation of our solutions. Our ability to attract, develop, promote, and retain talent from an increasingly diverse workforce is an important driver for our future success. In addition to a competitive compensation program, we offer a wide range of training and development programs which drive a culture of continuous learning.

Our success is supported by our corporate governance. We maintain strong controls to manage risk, safeguard data, and uphold business ethics. Our employees and programs support our business strategies allowing us to swiftly adapt to disruptions and meet customer demands through effective supply chain management.

While it is important to look back at the progress and investments we've made, our 2023 report is a small snapshot of our efforts to continue to grow responsibly. We are excited for our future and the opportunity to thrive and grow along with our customers, workforce, and communities.

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

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



ABOUT RYDER

SECTIONS
 2023 Ryder At-a-Glance
 ESG Governance at Ryder

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

SUPPLY CHAIN SOLUTIONS

Ryder Supply Chain Solutions (SCS) provides fully integrated port-to-door solutions including distribution management, dedicated transportation, transportation management, freight brokerage, e-commerce fulfillment, last mile delivery, contract packaging, and contract manufacturing in North America.

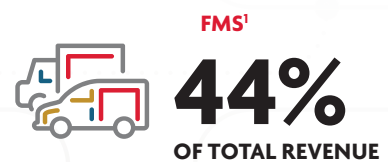
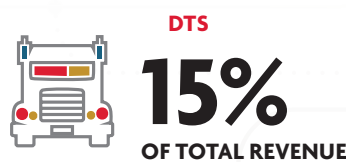
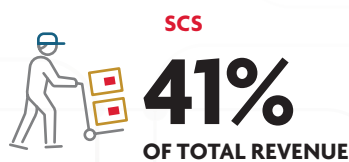
DEDICATED TRANSPORTATION SOLUTIONS

Ryder Dedicated Transportation Solutions (DTS) provides turnkey transportation solutions in the United States, including dedicated vehicles, professional drivers, management, and administrative support.

FLEET MANAGEMENT SOLUTIONS

Ryder Fleet Management Solutions (FMS)¹ provides full-service leasing, contract maintenance, and commercial rental of trucks, tractors, and trailers to customers principally in the United States and Canada as well as used vehicle sales.

REVENUE BY SEGMENT



¹ FMS revenue includes eliminations. For more information see our [2023 10-K](#).

2023 RYDER AT-A-GLANCE



YEAR FOUNDED

1933



HQ: CORAL GABLES, FLORIDA, U.S.

**OPERATIONS: UNITED STATES,
CANADA, AND MEXICO**



TOTAL REVENUE

~\$12B



NYSE SYMBOL

R



EMPLOYEES

~48K



SQ. FT. OF WAREHOUSE SPACE

>100M



COMMERCIAL CUSTOMERS²

~41K



VEHICLES SERVICED

~249K

For more information about our business, products, and financials, see our [2023 10-K](#) and [2024 Proxy Statement](#).

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

ESG GOVERNANCE AT RYDER

Sustainability at Ryder is about being thoughtful, purposeful, and focused on continuous progress in the areas of environmental, social, and governance (ESG). Governance starts at the top and is integrated throughout our company. For more information about our corporate governance, see page [22](#).

MANAGEMENT OVERSIGHT OF ESG

Our Chief Executive Officer (CEO) and members of Ryder’s Leadership Team review and implement initiatives shaping the company’s sustainability strategy. Our Leadership Team’s continued commitment to sustainability expands across Ryder through various roles.

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

- Chief Information Officer (CIO) oversees cybersecurity, data privacy, and information technology (IT).
- Chief Human Resources Officer (CHRO) oversees human resources, diversity, equity, and inclusion, recruitment, retention, and talent development.
- Chief Marketing Officer (CMO) oversees customer engagement, brand awareness, new technology development, product creation, and investments in startups.
- Chief Procurement and Corporate Development Officer (CPO) leads global strategic sourcing including supplier agreements and procurement of resources and businesses through corporate merger and acquisition transactions.
- Presidents and Executive Vice President of our three business segments (SCS, DTS, and FMS) manage operations, sales, financial performance, and customer satisfaction.

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



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

BOARD OVERSIGHT OF ESG

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

The Governance Committee has oversight of:

- Governance, reputational risks, and material issues relating to public policy, public affairs, and corporate responsibility.
- Corporate strategy relating to environmental, safety, health and security, diversity, governmental affairs, and charitable giving initiatives.
- Recommendations relating to the Principles of Business Conduct (POBC) and Human Rights Statement.

The Audit Committee has oversight of:

- Cybersecurity and IT risks, controls, and procedures including those related to data privacy and network security.
- Ryder’s compliance and ethics program.
- The adequacy and effectiveness of internal control over financial reporting with internal audit and independent registered certified public accounting firm.
- Matters relating to accounting, auditing, and financial reporting practices and policies.

At Board committee meetings, management reports on certain sustainability-related matters including a review of the external risk landscape and updates on Ryder’s sustainability reporting, programs, performance, and recommendations for future initiatives. The chairs of the committees then report any significant updates to the full Board. Board members are also provided continuing education opportunities from third-party experts on a variety of topics including sustainability-related matters like cybersecurity.

OUR KEY ESG TOPICS

In 2022, Ryder utilized a third party to conduct an ESG materiality assessment to strategically refine our sustainability management and reporting efforts. The assessment included benchmarking 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). We surveyed over 350 stakeholders (employees, customers, suppliers, and shareholders) and interviewed a sample of respondents. After analyzing the results of the assessment, a final list of key ESG topics was determined and the results were presented to the Board.



ENVIRONMENTAL

- Air quality
- Energy
- Environmental management
- Greenhouse gas emissions



SOCIAL

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



GOVERNANCE

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

INTRODUCING NEW GOALS

Our goals reflect our commitment to managing our operations responsibly. In our Corporate Sustainability Reports (CSRs), we report goals and targets along with updates and achievements. We continuously monitor and evaluate our initiatives to anticipate and meet the evolving expectations of our stakeholders.

To support the achievement of our goals and targets, we assess our existing frameworks and tools to refine our data processes and methodologies. In addition, we consider emerging regulatory, industry, and methodological changes as we continue our practice of delivering useful information to our stakeholders. Considering these factors and our growing business, we determined in 2023 the need to establish new goals. These new goals are intended to advance how our workforce and company will transition to a low-carbon future.



ENVIRONMENTAL

Evaluate new Scope 1 and 2 intensity emissions reduction targets (based on lbs CO₂e per mile traveled and lbs CO₂e per square foot) in 2024.



SOCIAL

Establish a program for commercial driver license (CDL) theory training.



GOVERNANCE

Conduct an assessment of our Enterprise Risk Management (ERM) program by an independent third party.





SECTIONS

Our Environmental Management

Optimizing Environmental Performance

Our Environmental Performance Data

ENVIRONMENTAL**OUR ENVIRONMENTAL MANAGEMENT**

Environmental stewardship goes hand in hand with our business model of continuous improvement and network optimization. Our strategy for environmental management is focused on reducing environmental risk, optimizing environmental performance, and supporting our evolving suite of services.

We measure the impact of initiatives and track progress across key performance indicators (KPIs) to inform the evolution of our strategy. Ryder's environmental team leads our efforts and engages internal teams on implementation, customers on solutions to optimize their supply chains, and suppliers on opportunities to further conserve resources.

ASSESSING RISK AND MAINTAINING COMPLIANCE

Ryder's long-standing environmental policy is available to all employees and outlines expectations around compliance, resource conservation, pollution prevention, waste management, and emission reductions. Ryder's environmental policy is operationalized through an Environmental Management System (EMS), which aligns with aspects of the [International Organization for Standardization \(ISO\) 14001](#). Our EMS is designed to identify new areas of risk, monitor compliance, and implement corrective action. Based on customer

requests, we pursue ISO 14001 certification at select sites.

Our environmental team routinely performs facility compliance audits to assess potential areas of environmental risks and assist our operations with EMS conformance. Audit findings inform new initiatives, policy updates, and employee training. As part of the environmental risk assessment process, the team audits key suppliers adherence to risk controls and service level expectations as well as review environmental data for improved resource conservation, waste reduction, and operational efficiencies.

Climate-related Risks and Reporting

We evaluate climate science, climate-related risks and opportunities, disclosure standards, and regulatory requirements to inform our target setting and reporting. We recognize evolving regulations, supply chain market conditions, severe weather, and other events may reduce efficiencies or affect fleet utilization and operations for our customers and Ryder. We annually disclose a detailed report on our environmental progress in our [CDP Response](#) (CDP). Our management, with oversight from our Board, analyzes significant climate-related risks and opportunities associated with our operations and reports material risks in our [10-K](#).

Understanding and Managing Our Emissions

Since 2009, we have tracked and disclosed emissions from our operations and we annually report our greenhouse gas (GHG) inventory in our CDP. We use the [World Resources Institute and World Business Council for Sustainable Development GHG Protocol](#) (GHG Protocol) to define our operational boundaries and measure our 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 emissions from vehicles we operate and stationary emissions from the combustion of natural gas, propane, and heating oil in facilities where we have operational control.

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

For Ryder, this is electricity we purchase to power facilities we own or lease where we have operational control. Additionally, electricity use may include electric vehicle (EV) charging.

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, examples include waste generated in our leased facilities (Category 5), used vehicle sales (Category 11), and the emissions from our rented and leased vehicles (Category 13).

Emissions reporting is an evolving discipline. We refine our data management and analysis to adjust for organizational changes, enhance the accuracy and consistency of our data, and align as appropriate with emerging reporting standards and industry practices. For more information about our emissions reporting, see our [2024 CDP](#).



RECOGNIZED FOR FLEET EFFICIENCY

Ryder is a longstanding participant in the U.S. Environmental Protection Agency SmartWay® program. In 2023, we were honored as a [SmartWay® High Performer](#) in the All Metrics and Carbon Metrics categories. The [All Metrics](#) category is reserved for the top 2% of all SmartWay truck carriers that focus on reducing carbon, particulate matter, or nitrogen oxide (NO_x) for every mile traveled and for every ton of freight moved. For the [Carbon Metrics](#) category, Ryder ranks within the top 10% of all High Performers for consuming less fuel for every mile traveled and for every ton of freight moved.

OPTIMIZING ENVIRONMENTAL PERFORMANCE

Ryder is focused on reducing our environmental footprint through efficiency and innovation. Our environmental programs reflect our commitment to conserve resources and mitigate costs, while investing in our fleet, buildings, and emerging technology to enhance operational efficiencies. We also consider the expectations of our customers, shareholders, employees, regulators, and communities in which we operate. Our environmental performance targets inform how we prioritize programs, investments, and innovations. In 2020, we set targets to reduce Ryder fleet emissions 10%, building emissions by 30%, and downstream leased equipment emissions 15% below 2018 by 2024.

In our fleet operations, we aim to improve fuel economy and reduce emissions through a combination of strategies including procurement of new vehicles, maintenance, and data analytics. Procuring vehicles with advanced vehicle technology (AVT) including engine updates are contributing factors to overall fleet efficiencies. Our preventive maintenance examines tire health and other robust diagnostics aimed to achieve manufacturer performance expectations, indicate if emission standards of a vehicle are met, and extend vehicle life. When operating the vehicles, our efforts are further enhanced by pairing predictive analytics with route and load planning to help minimize idle time and miles driven. Learn more about our AVT investments on page [27](#).

In our building operations, we regularly review facilities for opportunities to increase operational efficiency, maximize resource conservation, and reduce waste. We monitor and track utility consumption and waste streams by facility, region, customer account, business unit, and at the corporate level. At new facilities, we identify and map waste streams, disposal requirements, and opportunities for reuse and recycling.

We utilize historical data to identify anomalous use of water, electricity, natural gas, and propane, while working with facility teams to promptly investigate and, where applicable, implement corrective action. Environmental performance data is also used to prioritize conservation initiatives, including facility retrofits, renewable energy projects, and utility sourcing. To learn more about how we evaluate facilities for conservation opportunities, see our [2024 CDP](#).

REDUCTION OF ENERGY CONSUMPTION³



**2,067 GJ REDUCED
BY REPLACING
LIGHTING WITH LEDs**



**210 HVAC SYSTEMS
REPLACED WITH MORE
ENERGY EFFICIENT MODELS**

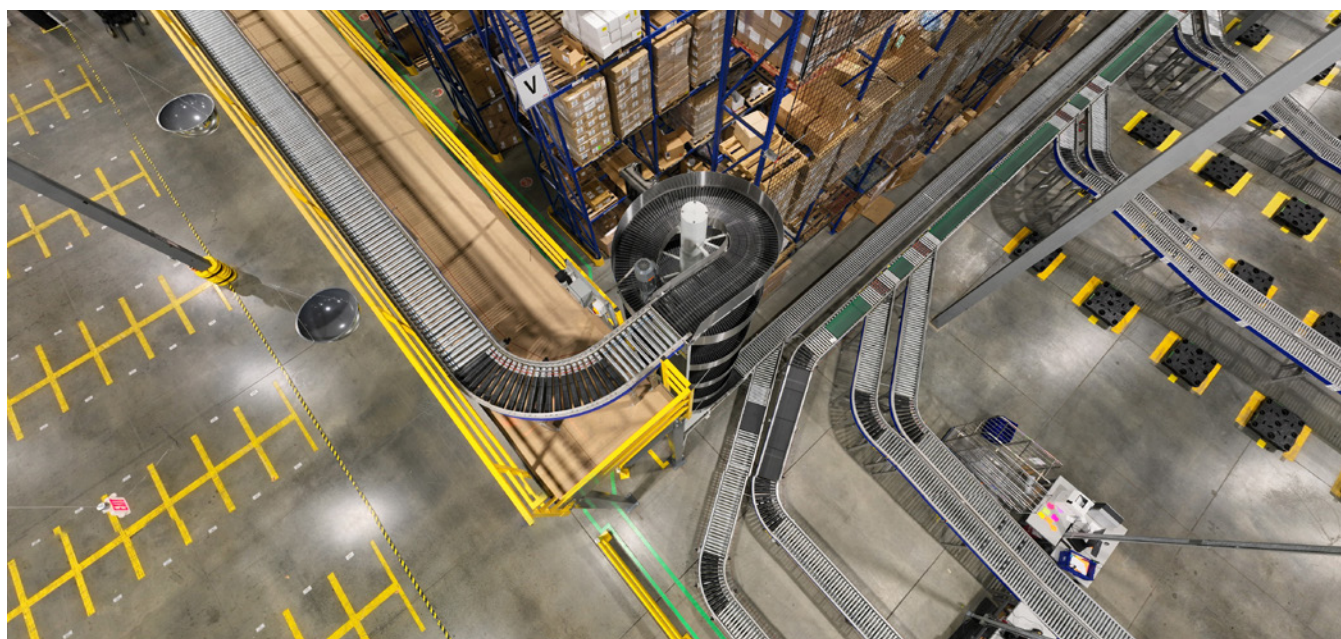
Ryder engages our suppliers to help develop and deploy strategies to further reduce our environmental footprint. For example, we work closely with our automotive waste (hazardous and non-hazardous) suppliers to reuse or recycle to divert landfill disposal, where feasible. We also require our vehicle wash supplier to employ a wash water recovery process to protect water quality. Water may be recovered from our vehicle wash bays and then discharged through pre-treatment devices to municipal sewers or reclaimed by mobile vacuum systems and transported offsite for pre-treatment through a multi-stage processing system. Once heavy solids are removed from recovered water, the water is discharged to publicly owned treatment facilities. For more information about supplier engagement and expectations, see page [27](#).

³ U.S. and Canada only. 2,067 gigajoules (GJ) reduced by replacing lighting with light-emitting diode (LEDs) and 210 heating, ventilation, and air conditioning (HVAC) systems replaced with more energy efficient models.

We raise employee and customer awareness of environmental management practices through training and developing action plans for implementation. For example, our maintenance and warehouse employees receive mandatory training on storage tank management, spill prevention and response, and proper waste handling, among other topics relevant to their responsibilities. We also implemented a training program aimed to improve fuel economy and fleet emissions by educating

professional drivers on how to manage revolutions per minute, speed, and idle time. Similar to our internal efforts with employees and business units, we collaborate with our customers to share emissions reduction and other environmental practices across our value chains. Solutions are tailored to customer operations and may include mileage reductions, fleet efficiencies, facility updates, route optimization, new technology pilots, and waste reduction.

TOTAL WASTE GENERATED AND RECYCLED ⁴	2021	2022	2023
AUTOMOTIVE WASTE			
Hazardous waste (gallons) ⁵	36,552	33,816	40,191
Non-hazardous liquid waste (gallons)	3,332,066	2,982,573	3,238,058
Scrap batteries (number)	114,495	115,928	125,052
Tires retreaded (number)	322,802	326,045	302,186
NON-AUTOMOTIVE WASTE⁶			
Mixed solid waste (tons)	27,230	27,046	28,845
Mixed recycled waste (tons) ⁷	5,841	7,871	6,615
Electronic waste total, recycled (tons)	16	31	14
Universal waste total, recycled (pounds) ⁸	1,139	1,617	324



4 Automotive and non-automotive waste data for U.S. and Canada only, collected and reported by Ryder’s suppliers and not controlled by Ryder.
 5 Parts washing solvents only. Contaminated fuel, anti-freeze, and automotive liquids volumes are not reported.
 6 Estimation based on approximately 60% of U.S. and Canada locations.
 7 Waste diverted from landfill such as paper, plastic, cardboard, cans.
 8 Light bulbs, small batteries (non-hazmat).

OUR ENVIRONMENTAL PERFORMANCE DATA

SCOPE 1, 2, AND 3 GHG EMISSIONS⁹ ————— 18,960,373¹⁰ MT CO₂e TOTAL



SCOPE 1

869,939



SCOPE 2

MARKET-BASED 69,851
LOCATION-BASED 67,377



SCOPE 3

18,020,583

SCOPE 3 CATEGORIES

2%

CATEGORY 1:
Purchased Goods and Services

3%

CATEGORY 2:
Capital Goods

1%

CATEGORY 3:
Fuel- and Energy-related Activities (not included in Scope 1 or 2)

<1%

CATEGORY 4, 5, 6, AND 12:
Upstream Transportation and Distribution, Waste Generated in Operations,¹¹ Business Travel,¹² and End-of-life Treatment of Sold Products

53%

CATEGORY 11:
Use of Sold Products

40%

CATEGORY 13:
Downstream Leased Assets

EMISSIONS INTENSITY¹³



SCOPE 1 MOBILE EMISSIONS

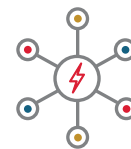
2.75 lbs CO₂e
PER MILE TRAVELED



SCOPE 1 STATIONARY AND SCOPE 2 EMISSIONS

7.48 lbs CO₂e
PER SQUARE FOOT

ENERGY INTENSITY



FACILITY OPERATIONS

0.04 GJ
PER SQUARE FOOT

ENERGY CONSUMPTION¹⁴ ————— 14,428,320 GJ TOTAL

Renewable & Biodiesel	Compressed Natural Gas	Gasoline
1,319,755	4,358	3,918

TRANSPORTATION OPERATIONS

Diesel **11,758,473**

FACILITY OPERATIONS

Heating Fuel **664,463**

Electricity **677,353**

⁹ Reported in metric tons carbon dioxide equivalent (MT CO₂e).

¹⁰ Calculated using Scope 2 market-based emissions.

¹¹ Waste generated in operations data is collected and reported by Ryder's suppliers and not controlled by Ryder.

¹² Business travel data is collected and reported by Ryder's suppliers exclusively and not by Ryder.

¹³ Reported in pounds carbon dioxide equivalent (lbs CO₂e) emitted per mile traveled (transportation operations) and lbs CO₂e emitted per square foot (facility operations).

¹⁴ Reported in gigajoules (GJ).



SOCIAL

- SECTIONS
- Our Employees
 - Total Workforce Data
 - Prioritizing Safety, Health, and Security

OUR EMPLOYEES

At Ryder, we strive to create a high-performance culture that embraces diverse perspectives and experiences while offering our employees opportunities to grow and excel. Our priorities are to attract, develop, promote, and retain talent.

RECRUITING AND RETAINING TALENT

Ryder’s business and customers depend on the logistics and transportation expertise of our dedicated employees. We continuously search for responsible, determined, and trustworthy employees to join our team. Professional drivers, technicians, and warehouse employees are the frontlines of our business and help our customers deliver their promises. We attract and retain talent by providing competitive compensation and benefits as well as robust training and development opportunities.

Recruiting Strategies

As Ryder’s business grows, so does our need for talent. We encourage employees to refer qualified candidates for open positions through our referral incentives program. We recruit widely through social media platforms, online job boards, state and local unemployment offices, vocational schools, universities, colleges, and military and

veteran organizations. As part of our efforts to engage diverse talent, we recruit at Historically Black Colleges and Universities, Hispanic Serving Institutions, and military installations, and provide a dedicated [hiring page](#) for service members, military spouses, and veteran candidates. We offer internship, trainee, and apprenticeship programs for various roles to further attract and develop talent.

To better understand our diversity representation against national averages, we compare relevant demographic data from the U.S. Bureau of Labor Statistics (BLS) with our internal workforce data. Among select industry job functions in the United States, we consistently meet or exceed the BLS representation for diversity and women in the workforce.

OFFICER¹⁵ DIVERSITY

	PERCENTAGE
Female	28%
Male	72%
30-50 years old	41%
Over 50 years old	59%
Diverse by race and ethnicity (U.S. only)	21%

¹⁵ Ryder Vice Presidents and above.

Compensation and Benefits

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

In the United States, we complete an annual pay gap assessment of professional and managerial roles to gauge whether employees are paid within the competitive market range and to determine if there are any race or gender-based inequities. Our 2023 results demonstrated pay parity for employees of color and women at the professional and managerial levels. We provide the assessment results to the Board Compensation and Governance Committees.

Ryder continues to expand and improve benefit offerings for our employees and prospective talent. We encourage employees to prioritize health and wellness by offering health, dental, and vision plans to full-time Ryder employees. Our wellness benefits include mental health services and programs for diabetes, weight loss/management, and smoking cessation. For our professional drivers identified as at risk for obstructive sleep apnea, the driver participates in a third-party sleep apnea program at no cost for the study or machine. Employees who are not full-time are eligible to participate in Ryder's 401(k) Savings Plan and may be eligible for paid time off (e.g., vacation, sick leave, and other leave required by applicable law).

Resources are available for employees going through a transition including financial planning services for employees contemplating retirement. In circumstances of job eliminations, severance pay, outplacement services, and other benefits are offered to eligible employees. Additionally, we aid employees facing hardships caused by hurricanes, floods, or other natural disasters through the Ryder Employee Disaster Relief Assistance Fund.

We provide employees with country-specific policies and procedures as part of our onboarding process. When employees need to take a leave of absence related to parental, medical, personal, military, 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.



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. Approximately 15% of Ryder employees are unionized.

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

In 2023, Ryder maintained 98 CBAs in the United States, four in Canada, and four in Mexico. We renegotiate CBAs when dictated in agreements. In 2023, we renegotiated 15 CBAs in the United States and Canada. There are no Ryder operations in which the right to freedom of association or collective bargaining are at risk.

Training and Development

Starting day-one at Ryder, we foster a culture of continuous learning and accountability with our workforce. It is further supported by performance reviews, regular coaching, access to training, and career development. Employees have access to development courses through our learning management system to supplement required job training. On average, 25 hours of training were completed per employee in 2023.

Ryder is growing at astounding rates. We have almost doubled our employee population in the last 10 years, and we are gearing up for more growth in the future. To prepare for future talent demands, we continue our focus on developing strategies for employee engagement, productivity, and flexibility. Intentional development planning is a key component of performance management at Ryder. Our annual performance review process prompts dialogue between managers and direct reports around goals, capabilities, and growth opportunities. Managers and employees have access to additional tools to help map out individual development plans, career mobility, and leadership competencies. For example, development action items for upskilling or reskilling can be created by the manager or employee. An upskilling development item is to enhance or expand skill sets so employees can be more productive contributors to the business, while a reskilling development item is to equip our workforce with new skills allowing employees to take on a new position.

Our leadership competencies reflect a changing talent environment and guide how we conduct business within the organization and externally. Ryder's leadership development program provides a suite of instructor-led and self-guided courses to develop and enhance employee's leadership and management skills. Additional training and development programs help transition employees into leadership roles. These include performance reviews, individual development plans, experiential trainings, talent mobility initiatives, and offering programs like these:

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

We provide our future leaders with growth opportunities while building Ryder's succession plan by focusing on internal mobility and promotion. As part of our succession planning, we identify key talent and continually review their performance, engagement, and promotion.



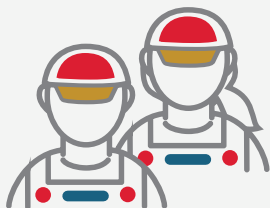
Enhancing Technician Training

Technician proficiency is essential for diagnosing, repairing, and maintaining the engines and vehicles for our company and customers. As the trucking and automotive industries evolve and adopt new technology, our training programs must adapt. We equip our technicians with the skills and proficiencies needed for efficiency improvements, emissions control, aftertreatment, and new technology integration to service the equipment coming into their maintenance locations.

A cross-functional team at Ryder collaborates with OEMs and customers to understand technology applications and maintenance requirements prior to deployment. We regularly assess training needs and have plans to scale training for when the technology is procured with plans of deployment. Training is introduced or refined to align with the needs of our customers, technicians, and regional operations as well as OEM requirements and emissions standards set by state and federal agencies. For example, aftertreatment training equips our technicians to manage systems aiming to reduce engine emissions like nitrogen oxides (NO_x), particulate matter, and hydrocarbons. By aligning training with regional adoption of technology and our customer purchasing decisions, we further support technicians' skill enhancement and retention.

2023 TECHNICIAN TRAINING

- **4,896** technicians trained
- **183,200** hours of technician training
- **1,145** technicians with aftertreatment training
- **347** technicians with EV training



DRIVING EMPLOYEE ENGAGEMENT

Ryder's collaborative work environment supports and values individual contributors and their perspectives. Employee participation is elevated through peer engagement, employee forums, leadership development, volunteerism, and recognition of contributions.

Elevating Employee Voices and Participation

Throughout our North America operation, local Ryder teams cultivate a strong culture of employee engagement. We recognize the wide-ranging benefits from interacting with peers and creating community in the workplace. The success of our programs relies on sponsorship and participation from all aspects of our company.

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

- **Driver Council** is comprised of Certified Driver Trainers who regularly listen to the professional drivers they onboard, train, and support. The council members bring their experiences and feedback forward, ensuring views and concerns represent a cross-section of employees beyond the council itself.
- **Technician Council** includes technicians representing each region of the United States to ensure diverse viewpoints. The council encourages communication, feedback, and information sharing among technicians.

- **Warehouse Councils** provide warehouse employees a forum to communicate directly to management about the work environment, company culture, and their experience working at Ryder. Councils are formed around Ryder's diverse supply chain verticals and include a cross-section of employees from different warehouse locations.
- **Employee Experience Steering Committee** focuses on understanding and piloting different technology in the market to improve the experience of our warehouse employees. The team is comprised of experts from operations, finance, human resources, and engineering.
- **Senior Leadership Summit** in 2023 brought together approximately 700 of our senior leaders to plan for our future growth and success, which included strategic plan update; Voice of Employee and Voice of Customer experience sessions; business segment updates; and individual lines of business working sessions.

In addition to the councils and committees, we engage employees through our intranet, surveys, town halls, focus groups, pilots, and forums. By providing multiple methods for employee participation, we strengthen corporate initiatives. Enterprise-wide announcements are instantaneously shared through our interactive intranet and employee-submitted posts help our workforce stay connected.



Biennially, we gather comprehensive input through our RyderVoice Employee Engagement Survey. Employee responses are anonymous, aggregated, and used to develop action plans for implementation. By utilizing pulse surveys, we gauge real-time employee feedback to address concerns promptly. Town halls foster two-way communication between management and employees around company vision, plans, organizational changes, or other important updates. When Ryder is evaluating how new technology, digital tools, or initiatives may support jobs and enhance safety, we engage employee focus groups to pilot and assist in the evaluation.

Fostering an inclusive culture with engaged employees is supported by our cross-functional Diversity, Equity, and Inclusion Council led by our CHRO. Part of these efforts include our employee forums, **Ryder's Women Leadership** (RWL) and **Ryder Black Leadership Forum** (BLF). RWL invests in the growth, promotion, and retention of women in our workforce. BLF fosters the development of Black leaders and aims to further cultivate an inclusive and equitable environment with opportunities to increase exposure, representation, and engagement.

Our employees are widespread throughout communities in North America. Local teams initiate philanthropic activities where their communities need support. Efforts by employees include volunteering, hosting drives for clothing, food, and toys, fundraising through employee runs and walks, and providing local disaster relief. At the corporate level, philanthropic engagement and giving is organized by the Ryder Charitable Foundation. See page [23](#) for more information.

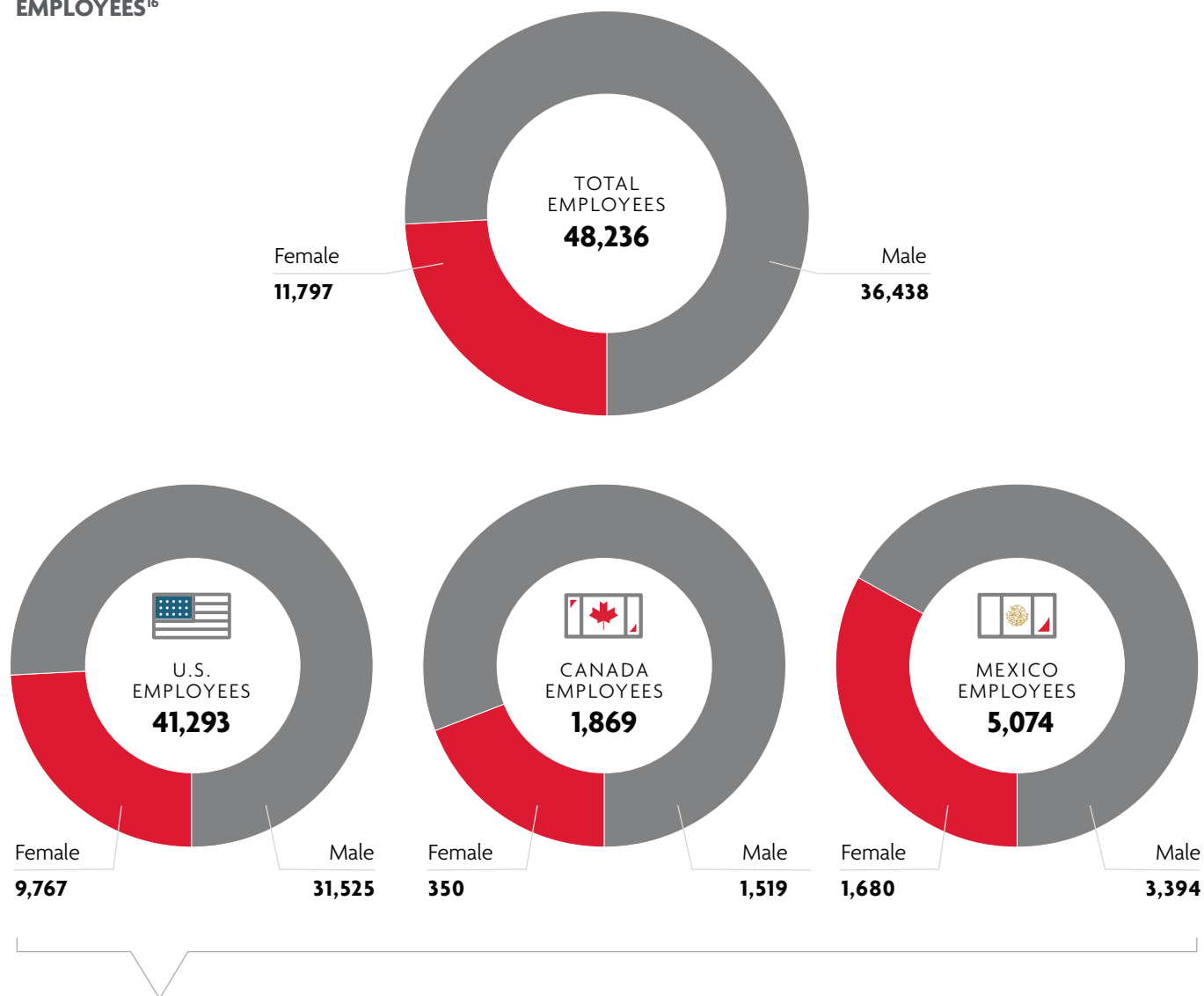
Employee Recognition

Recognition is one of the ways Ryder shows we value our employees and their contributions to our teams and overall company success. Employees exhibiting a commitment to safety, performance, and community are considered for the following awards:

- **Driver of the Year** recognizes professional drivers for exemplary safety performance, customer service, and citizenship.
- **Top Technician of the Year** recognizes the winner of our Top Technician competition, which tests technicians' knowledge and skills.
- **Warehouse Employee of the Year** recognizes an outstanding warehouse employee who exhibits Ryder's philosophy of excellence in safety, performance, and attendance.
- **Chairman's Safety Award** recognizes teams demonstrating superior safety commitment, leadership, and performance achievements in defined safety criteria.
- **Driven to Give** recognizes Ryder employees committed to creating a better world through extraordinary and inspiring volunteer service. Employees are nominated by colleagues and the winner's charity of choice receives a \$5,000 donation.

TOTAL WORKFORCE DATA

EMPLOYEES¹⁶

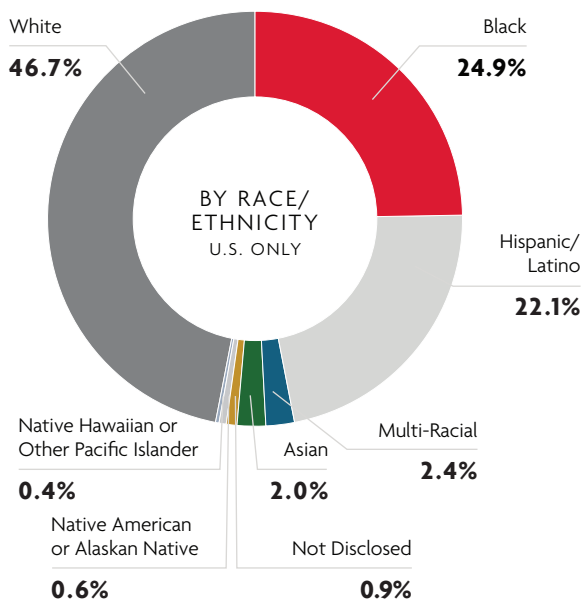
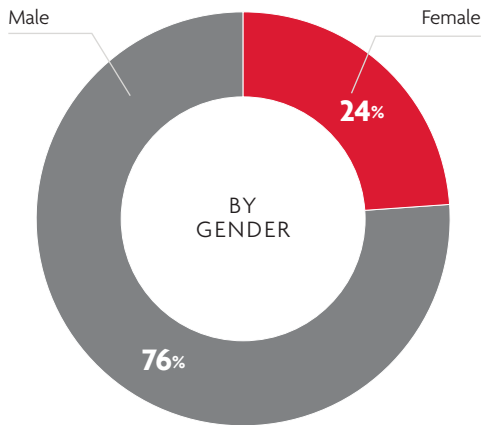
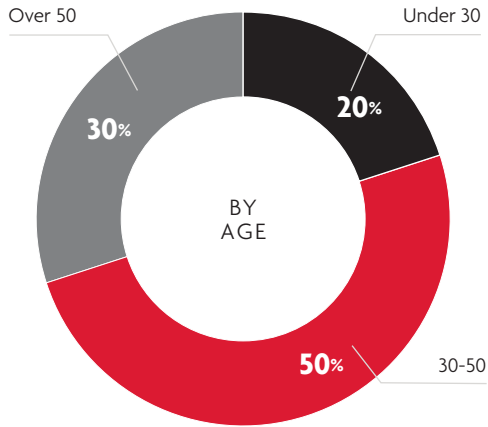


EMPLOYEE TYPE	TOTAL	BY GENDER		BY COUNTRY		
		FEMALE	MALE	U.S.	CANADA	MEXICO
Full-Time	47,512	11,669	35,842	40,589	1,849	5,074
Part-Time	724	128	596	704	20	0
Permanent	47,124	11,330	35,793	41,237	1,855	4,032
Temporary	1,112	467	645	56	14	1,042
Non-Guaranteed Hours	4,402	201	4,201	4,402	0	0

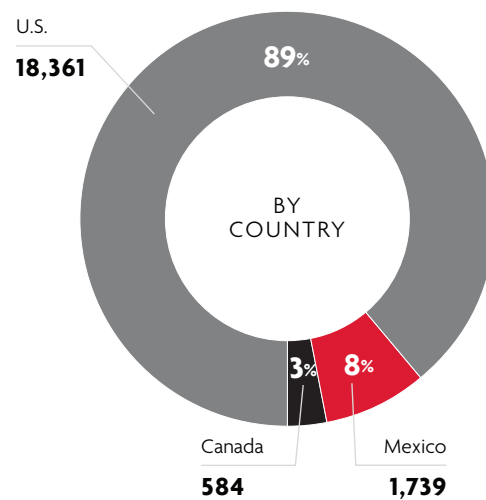
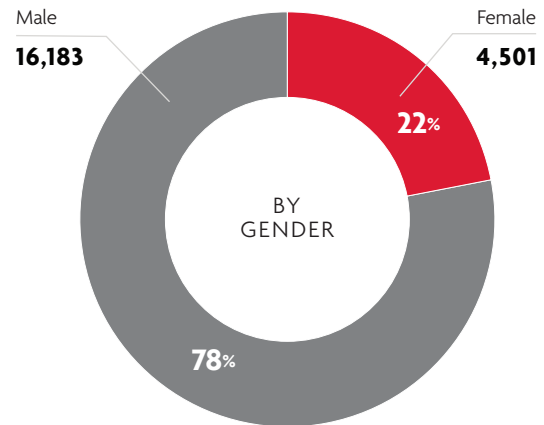
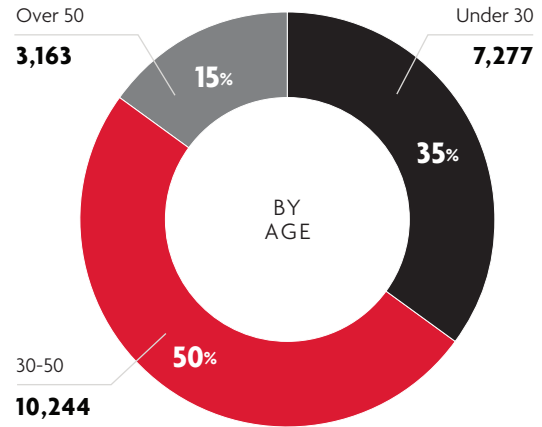
¹⁶ Of total workforce, one employee selected to not disclose gender.

TOTAL WORKFORCE DATA CONT'D

WORKFORCE DIVERSITY



NEW EMPLOYEE HIRES



PRIORITIZING SAFETY, HEALTH, AND SECURITY

Safety at our locations and on the road is an operational imperative upheld by our employees and supported at all levels of the company. Our safety strategy includes policies, training, compliance, risk assessments, and KPIs, and is led by our Vice President of Safety. Every employee is responsible and accountable for implementing safe actions to enhance a safe environment for colleagues, customers, and communities.



Safety



Health



Security

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Our occupational health and safety management system (SMS) delivers safety and compliance programs and facilitates two-way communication between employees and management. The system provides location-level visibility to safety tasks (e.g., training, corrective actions, and implementation of standards and plans), performance data, and audit results.

Employees are responsible for upholding our safety standards and are protected against reprisal when stopping or reporting safety concerns or work-related hazards. Throughout our workplace, we encourage safety accountability by identifying risks before an incident occurs. Our near miss reporting program, GoodCatch, allows employees to report potential safety concerns, and we use the data to refine our training, policies, and procedures. Employees are also empowered to stop an operation anytime if the situation does not meet the company’s rigorous safety standards. If an incident does occur, managers report the incident in our SMS and work through a step-by-step investigation process with involved employees to understand contributing factors and implement corrective actions. This includes employee-manager collaboration through health and safety committees facilitating our SMS policies and

procedures along with the responsibilities of incident investigation, training and awareness, recognition, inspections and audits, and emergency preparedness.

Safety Training and Prevention

Ryder leverages data insights from incident and near miss reporting to drive improvements in our programs, policies, procedures, and training. As a part of our injury prevention strategy, the safety team carefully monitors our common work-related injuries (e.g., slips, trips, falls, and material handling) to predict future trends and prevent undesired outcomes. We audit high-risk locations to ensure safety procedures are in place and followed. Audits focus on identifying location-level safety issues, developing solutions, and standardizing improvement plans.

Our programs and policies are designed to increase awareness, minimize risk, and mitigate reoccurring and high-consequence injuries such as motor vehicle and powered industrial truck crashes, unintentional vehicle movement, and falls from heights (i.e., flatbed trailers and liftgates). Our occupational health services also provide preventative measures. When applicable, services include the provision of personal protective equipment, a hazard communication program focused on educating employees on hazardous chemicals in the workplace, and a stretching program aimed at reducing musculoskeletal injuries.



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. Our efforts to promote safety at our locations and on the road extend to our customers and others doing business with Ryder and any persons visiting our locations.

All employees have access to an extensive safety training curriculum through our online learning platform, which includes interactive videos on crash and injury prevention awareness. Ryder has specific safety training programs for management,

professional drivers, technicians, warehouse employees, and forklift operators. Trainings cover topics such as safe driving, health and wellness (e.g., heat stress awareness and winter preparation), equipment safety, and proper lifting/material handling techniques. All required safety training is free, available in English, Spanish, and French Canadian, and completed during paid working hours. We also offer safety services to customers, which may include customized consultations, training, and compliance support.

WORKFORCE SAFETY METRICS ¹⁷	2021		2022		2023	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
Total Recordable Incident Rate (TRIR)	845	2.92	875	2.97	1,049	3.17
Fatality Rate	2	6.91	2	6.79	1	3.02
Lost Time Incident Rate	369	1.23	338	1.15	231	0.70
DOT Recordable Crashes ¹⁸	243	0.37	270	0.43	220	0.35



¹⁷ U.S. and Canada only. Rate calculated based on 200,000 hours worked.

¹⁸ U.S. Department of Transportation (DOT) Recordable Crashes for SCS and DTS employees and contingent workers. Rate is measured per million miles traveled.

SECURITY AND CRISIS PREPAREDNESS

The safety and security of our workforce, customers, and communities are front of mind when conducting day-to-day business. Ryder's procedures are in place to inform, minimize, and prepare for unanticipated events that may present disruptions in the workplace or supply chain.

Preparing for Emergencies at the Workplace

We have emergency procedures and evacuation plans worldwide designed to protect our employees and prepare for potential disruptions from natural disasters, terrorist attacks, epidemics, data breaches, cybersecurity attacks, 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 teams review these BCPs during regular disaster response meetings.

Workplace Violence Prevention and Preparedness

Ryder is committed to working with our employees and customers to maintain a work environment free from violence, threats of violence, harassment, intimidation, and other disruptive behavior. Our POBC further emphasizes our policy for preventing workplace violence. We take action to protect our employees and discipline wrongdoers accordingly. If an employee or customer exhibits aggression towards another Ryder employee, we activate our workplace violence response. We convene a committee comprised of representatives from safety, human resources, operations, legal, plus the employees' manager to respond and determine appropriate next steps, which may include suspension for the offending employee, security protocol review, or hiring additional security.

Supply Chain and Border Security

Ryder maintains an extensive supply chain security program, which involves the international movement of goods and is designed to be an effective deterrent of cross-border smuggling. We collaborate with customers, peers, trade associations, and law enforcement agencies to mitigate potential risk of illegal or criminal activities like terrorism, drug smuggling, human trafficking, and asset misuse. Our supply chain operations are certified by the U.S. Customs and Border Protection, U.S. Customs-Trade Partnership Against Terrorism, Canada's Partners in Protection Program, and Mexico's Authorized Economic Operator Program.

Enhancing Human Rights

Ryder is committed to respecting and promoting human rights as articulated in the [United Nations Universal Declaration of Human Rights](#), [International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work](#), and [United Nations Guiding Principles on Business and Human Rights](#).

This is outlined in our [Human Rights Statement](#). We expect our suppliers and contractors to uphold these same principles as stipulated in our [Supplier Code of Conduct](#) (Supplier Code).

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



GOVERNANCE

SECTIONS

- Governing Our Company
- Maintaining Compliance and Mitigating Risk
- Managing Our Supply Chain

GOVERNING OUR COMPANY

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

Ryder believes the CEO is in the best position to fulfill the Board chair’s responsibilities including identifying emerging issues, communicating essential information to the Board 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 with authority to call meetings, develop and approve meeting agendas, and engage shareholders. This position facilitates and strengthens the Board’s independent oversight of company performance, strategy, succession planning, and effective governance standards. For more information, see our [2024 Proxy Statement](#).

The Board believes diversity is one of many important considerations in board composition. The Governance Committee evaluates the composition of the Board to ensure the directors reflect a diversity of viewpoints, professional experience, backgrounds, education, and skills.

Ryder believes a diverse group of directors brings a broader range of expertise to the Board and generates a greater variety of innovative ideas and perspectives, and, therefore, is in a better position to make complex decisions.

BOARD ¹⁹ COMPOSITION	
	NUMBER
Senior Leadership Experience	10
Public Company Operational Expertise	10
Financial and Accounting Background	8
Industry Experience	7

BOARD DIVERSITY		
	NUMBER	PERCENTAGE
Female	3	27%
Male	8	73%
Diverse by race and ethnicity	3	27%
Diverse by gender, race, and ethnicity	6	54%

For more information regarding the composition of our Board, see our [2024 Proxy Statement](#).

¹⁹ Board data as of May 3, 2024.

ENGAGING SHAREHOLDERS

The Board Governance Committee oversees our shareholder engagement process. The committee monitors shareholder voting results, investor sentiment, and emerging trends, and solicits shareholder input to enhance Ryder policies, practices, and disclosures. Ryder management regularly contacts shareholders to request feedback on various matters including environmental, social, governance, executive compensation, and overall strategy.

MEMBERSHIP ASSOCIATIONS

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

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

RYDER CHARITABLE FOUNDATION

We formed the [Ryder Charitable Foundation](#) in 1984 to guide meaningful philanthropic engagement and giving strategy. The foundation's charitable giving priorities strategically align with Ryder's business priorities. Comprised of our CEO, CFO, CLO, and CMO, the foundation's board duties include budget approval and reporting the annual charitable giving to the Board Governance Committee. Our engagement and strategy showcase the company's focus on technology, thought leadership, and diversity to advance opportunities in our workplace and local communities. The foundation's charitable giving was \$2.45 million in 2023, in line with previous years.

\$1.1M



A RECORD FOR RYDER'S UNITED WAY SUPPORT

We raised \$1.1 million for United Way in 2023 through employee pledges and a contribution from the Ryder Charitable Foundation. This set a new employee contribution and participation record for Ryder's more than 40-year history supporting United Way.

MAINTAINING COMPLIANCE AND MITIGATING RISK

Ryder maintains strong controls to manage risk, safeguard data, and uphold business ethics and integrity. Our employees and programs support our business strategies and protect our company and stakeholders' interests.

MANAGING RISK

Our Enterprise Risk Management (ERM) program provides management and the Board with a robust, holistic view of key risks facing Ryder. Our CLO and CFO supervise the program, and our Chief Compliance Officer (CCO) and Vice President of Internal Audit manage its daily operation. The [Leadership Team](#), including our CEO, and Ryder's Corporate Risk Steering Committee are responsible for identifying, managing, and mitigating risks. Enterprise-wide risks are reviewed with and monitored by the relevant Board committees throughout the year, depending on the nature of the risk. For more information regarding risk oversight, see [2024 Proxy Statement](#), and to read more about how we manage climate-related risks, see page [7](#).

CYBERSECURITY AND DATA PRIVACY

We depend on the integrity of our information and the proper functioning and availability of our information systems in operating our business. Our Chief Information Officer (CIO) supervises our cybersecurity program, and our Chief Information Security Officer (CISO) manages its daily operation. We utilize the [National Institute of Standards and Technology Cybersecurity Framework](#) to inform our cybersecurity program and maintain [ISO 27001](#) certification. The CIO and CISO update the Board Audit Committee and collaborate with members of Ryder’s Leadership Team. Our CCO and Chief Privacy Officer works with the CIO and CISO to ensure compliance with information privacy laws including data breach management, document retention, and data privacy policies.

Protecting data and critical information from cybersecurity threats and breaches is a widespread challenge. Our IT systems, networks, and those of our third-party providers can be targets. We implement controls to proactively identify and minimize risk for Ryder and our customers while promoting security awareness to safeguard our systems. Our focus remains anticipating and thwarting these advances. To date, such events have not had a material impact on our financial condition or results of operations. See our [2023 10-K](#) for more information.

As an enterprise-wide risk, we manage cybersecurity as part of our ERM program, see page [23](#). Our team reviews the security systems of any vendor with access to confidential Ryder information. Our contractual agreements with such vendors include heightened information security protocols and requirements for handling personally identifiable or other confidential information.

Ryder’s Information Security Executive Council (ISEC) was formed to enhance our cybersecurity and data privacy efforts. Chaired by the CISO and composed of representatives from risk, audit, compliance, legal, human resources, and technology, the ISEC discusses policy creation and maintenance, employee and leadership training, and data security risk monitoring. Priorities include protecting confidential data, reducing security incidents, strengthening our critical systems and response preparedness, and monitoring the effects of generative artificial intelligence on information security.

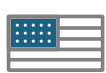
Minimizing internal risks requires security awareness among our employees. All employees are required to complete semiannual cybersecurity trainings and have access to more frequent cybersecurity trainings through online simulations. We also require employees in certain roles to complete additional role-based, specialized cybersecurity trainings.

A CULTURE OF ETHICS AND INTEGRITY

Ryder sustains a business model based on ethics, integrity, and responsibility, which reinforces our position as a trustworthy partner for our customers and stakeholders. Ryder’s POBC outlines our expectations for all employees to conduct business fairly, honestly, and ethically. We provide the POBC in languages commonly spoken throughout our regions of operations (English, Spanish, and French Canadian). All of our employees agree to abide by Ryder’s POBC. Our compliance and ethics trainings are provided to employees throughout the year, tailored to employee responsibilities and associated risks. Topics in the POBC include but are not limited to mechanisms to report known or suspected wrongdoing; bribery and corruption; contributing to a respectful workplace free of harassment and discrimination; compliance with laws in our operating countries; conflicts of interest; gifts and entertainment; and social media use.

2023 COMPLIANCE AND ETHICS TRAINING COMPLETION

U.S. EMPLOYEES



46,653

CANADA EMPLOYEES



1,916

MEXICO EMPLOYEES



1,739

Ryder developed an IT platform to measure and monitor our compliance and ethics program effectiveness. The platform, which incorporates guidance issued by the U.S. Securities and Exchange Commission (SEC) and Department of Justice, uses enterprise data to detect and prevent wrongdoing, and conducts real-time trending. By centralizing enterprise-wide data from multiple systems, we can monitor investigations, conflicts of interest, training, and other areas. Insights gathered are readily available to share with our Board and management.



Employees and third parties can contact our [Ethics Helpline](#) to report compliance and ethics concerns anonymously as well as to ask any relevant questions via a toll-free number or online web submission without fear of retribution. Ryder's Ethics Helpline is hosted by an independent third party and available worldwide, seven days a week, 24 hours a day, and in multiple languages. In 2023, we received 1,169 reports that alleged wrongdoing. All reports were investigated, and in 100% of cases where an allegation is substantiated, remedial action are taken, ranging from training to termination of employment.

ANTI-CORRUPTION PRACTICES

We have zero tolerance for bribery and corruption, as outlined in our POBC. Our anti-corruption policies and procedures are included in our compliance and ethics training. Our CCO provides regular updates to our Board on our anti-corruption program and relevant developments. Our suppliers are expected to abide by Ryder's Supplier Code, which includes an anti-corruption policy. We conduct third-party due diligence and train our suppliers, as needed. As additional measures, our third parties in Mexico contractually agree to abide by our POBC and relevant anti-corruption clauses and are subject to external audit.

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



MANAGING OUR SUPPLY CHAIN

Our supplier network is fundamental in providing the resources and tools to respond to customer needs and adapt to disruptions. We collaborate with our suppliers to outsource certain services. 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 customize the vehicle specification for their operation. For rental units, our desired vehicle specifications are determined through an internal assessment of customer demand. From order placement to arrival for in-servicing, we track each vehicle’s build schedule, manufacturing, and transit progress closely to ensure timely delivery.



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



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



Contingent labor to 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. Our relationships with suppliers outside of a given market allow flexibility to make on-demand fuel purchases and/or provide delivery of fuel to designated areas in the event of natural disasters or other disruptions.



INVESTING IN INNOVATION

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

We evaluate the feasibility of using AVT like autonomous, alternative fuel, near-zero and zero-emission vehicles (ZEVs) to provide innovative solutions for our customers and our operations. Cross-functional Ryder teams regularly meet with OEMs to discuss development plans and projected go-to-market schedules. The learnings from these experiences help inform our business strategies and guide the development of new fleet management and supply chain solutions for our customers. Our procurement, maintenance, and engineering teams are critical in exploring, piloting, and implementing the latest options.

Safety, efficiency, and productivity contribute to our consideration of AVT such as EVs and autonomous vehicles (AVs). We support our customers by providing education and expertise on the usability and adaptability of the developing technology. Additionally, we consider AVT offerings based on finding the right fit for our customers' operational needs and help customers create an AVT roadmap. One of our offerings includes a turnkey EV solution called [RyderElectric+](#) to support customers in deploying EVs. Ryder continues to assess, implement, and deploy new technology when feasible. Our supplier network is fundamental in providing the resources and tools to respond to our customer needs and adapt to disruptions.

Ryder is transforming warehouse and distribution centers to include advanced automation, flexible and instantly scalable operations, real-time visibility, and a customer-centric experience. Our strategy creates greater integration of warehouse automation to meet order fulfillment objectives at higher accuracy rates, while using labor more strategically to complement

evolving technology. We continue to pilot technology for goods-to-person solutions to optimize productivity.

We value the research and creativity of companies leading development of the technology and applications driving our industry forward. Through [RyderVentures](#), our corporate venture capital fund, we are investing in and collaborating with start-up companies tackling disruptions. Our investments are driven by accelerating demand for asset sharing, e-commerce fulfillment, next-generation vehicles, automation, data analytics, and transportation and supply chain technology.



SUPPLIER EXPECTATIONS AND ENGAGEMENT

We expect our suppliers to uphold the principles stipulated in our [Supplier Code](#). The Supplier Code addresses criteria such as environmental management, bribery and corruption, ethical labor practices, human rights, health, and safety. Select suppliers undergo environmental, health, and safety evaluations when relevant to the services provided. We regularly assess key suppliers for compliance through ongoing dialogue and numerous performance measurements including facility visits. Violation of Ryder's Supplier Code may lead to penalties, up to and including the loss of our business.

Supplier Sourcing and Sustainability

Ryder maintains a sharp focus on meeting the needs and expectations of our customers including responding to supply chain disruptions and headwinds

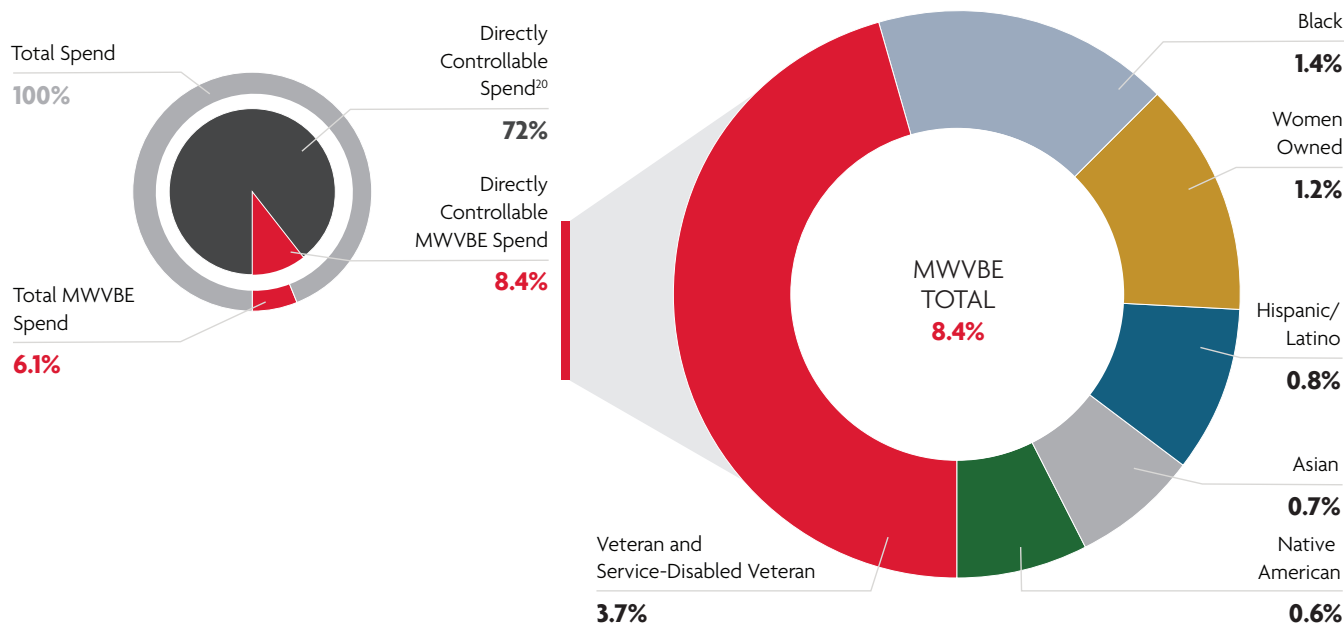
such as shortages of material and inflationary risk. To understand, manage, and minimize supply chain risks, disruptions, and potential impacts, we are in constant communication with our suppliers. We leverage technology to track our supply and mitigate delays. Where feasible, we identify supplementary suppliers to ensure a multi-source supply strategy for critical components.

Strong supplier relationships are integral to our business, and we value the long-standing relationships between our teams. Our requests for proposal and sourcing information include sustainability questions to help qualify key suppliers. Contractual agreements with key suppliers are occasionally crafted to further emphasize specific expectations. For example, environmental supplier contracts are augmented with more stringent requirements as needed to address specific risks associated with their products and services. We engage our key suppliers in recurrent discussions on priorities and KPI reporting.

Supplier Diversity

We cultivate diverse supplier relationships through our [Supplier Diversity Program](#), which provides opportunity for minority, woman, and veteran-owned business enterprises (MWVBE) to work with Ryder. Our strategy is defined by three opportunities to enhance our MWVBE impact, which include addressable spend opportunities, MWVBE dealership partnerships, and leveraging strategic large-company relationships to improve their MWVBE performance. The program enhances our relationships with local communities and expands our supplier base to new qualified businesses that share our commitment to equality, service, innovation, and continuous improvement. As of December 31, 2023, more than 95% of our directly controllable procurement spend goes to suppliers and service providers based in the United States.

2023 U.S. PROCUREMENT SPEND



²⁰ Directly Controllable Spend is Ryder’s external spend which Ryder directly controls and can influence through its business decisions. It includes our conventional spend (including, but not limited to, contingent labor, vehicles parts, logistics services), non-conventional spend (including, but not limited to, banking and financial services, fuel suppliers, insurance purchases, electricity), and spend associated with dealer-based buying relationships.



REPORTING INDICES

SECTIONS
GRI Index
SASB Index
TCFD Index

ABOUT THIS REPORT

The 2023 Ryder Corporate Sustainability Report (CSR) references the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) Air Freight and Logistics Standard, and the Task Force on Climate-Related Financial Disclosures (TCFD). We report on an annual basis and our sustainability reporting, including our CDP Response, can be found [here](#). For more information or questions, please contact sustainability@ryder.com.

All information covered in the 2023 CSR, except as otherwise noted, relates to Ryder System, Inc., as defined in Part 1, Item 1 (Business Overview) of our [2023 10-K](#); and reflects information for the period from January 1, 2023 to December 31, 2023 reported as of December 31, 2023. For more information, see our Cautionary Note and Forward-Looking Statements on page [39](#).

2023 SUSTAINABILITY RECOGNITION

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

[Forbes America's Best Large Employers](#)

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

[Inbound Logistics' G75 Green Supply Chain Partners](#)

[Military Times Best for Vets: Employers](#)

[Newsweek Most Trustworthy Companies in America](#)

[SmartWay® High Performer](#)

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

[Expansión: 500 Most Important Companies in Mexico](#)

GRI INDEX

Ryder has reported the information cited in this GRI content index for the period from January 1, 2023 to December 31, 2023 with reference to the GRI Standards.

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE
GENERAL		
2-1	Organizational details	CSR: About Ryder, page 2 2023 10-K
2-2	Entities included in the organization's sustainability reporting	2023 10-K : Exhibit 21.1
2-3	Reporting period, frequency and contact point	CSR: About This Report, page 29
2-4	Restatements of information	CSR: GRI Index, 403-10, page 34
2-5	External assurance	2024 CDP : 7.9, 7.9.1, 7.9.2, 7.9.3
2-6	Activities, value chain, and other business relationships	CSR: About Ryder, page 2 ; Managing Our Supply Chain, page 26 2023 10-K : Business, page 1
2-7	Employees	CSR: Total Workforce Data, page 17
2-8	Workers who are not employees	CSR: Managing Our Supply Chain, page 26 TR-AF-310a.1, page 36
2-9	Governance structure and composition	CSR: ESG Governance at Ryder, page 4 ; Governing Our Company, page 22 2024 Proxy Statement : Corporate Governance Framework, page 5; Board of Directors, page 6; Key Facts About Our Board, page 18
2-10	Nomination and selection of the highest governance body	2024 Proxy Statement : Corporate Governance and Nominating Committee, page 11
2-11	Chair of the highest governance body	CSR: Governing Our Company, page 22 2024 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 4 2024 Proxy Statement : Sustainability Matters, page 14
2-13	Delegation of responsibility for managing impacts	CSR: ESG Governance at Ryder, page 4 2024 Proxy Statement : Sustainability Matters, page 14
2-14	Role of the highest governance body in sustainability reporting	CSR: ESG Governance at Ryder, page 4
2-15	Conflicts of interest	2024 Proxy Statement : Director Independence, page 6
2-16	Communication of critical concerns	2024 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 4 2024 Proxy Statement : Sustainability Matters, page 14
2-18	Evaluation of the performance of the highest governance body	2024 Proxy Statement : Board and Committee Evaluation Process, page 13

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE
GENERAL		
2-19	Remuneration policies	2024 Proxy Statement : Executive Compensation, page 45; Director Compensation, page 56
2-20	Process to determine remuneration	2024 Proxy Statement : Compensation Discussion and Analysis, page 30; Advisory Vote on Executive Compensation, page 58
2-21	Annual total compensation ratio	2024 Proxy Statement : Pay Ratio, page 55
2-22	Statement on sustainable development strategy	CSR: A Message from our CEO, page 1
2-23	Policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Our Environmental Management, page 7 ; Prioritizing Safety, Health, and Security, page 19
2-24	Embedding policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: ESG Governance at Ryder, page 4 ; Our Environmental Management, page 7 ; Prioritizing Safety, Health, and Security, page 19 ; Enhancing Human Rights, page 21 ; A Culture of Ethics and Integrity, page 24 ; Anti-Corruption Practices, page 25 ; Supplier Expectations and Engagement, page 27
2-25	Processes to remediate negative impacts	CSR: A Culture of Ethics and Integrity, page 24 Principles of Business Conduct Human Rights Statement
2-26	Mechanisms for seeking advice and raising concerns	CSR: A Culture of Ethics and Integrity, page 24 Principles of Business Conduct
2-27	Compliance with laws and regulations	2023 10-K : Regulation, page 10; Note 21, Contingencies and Other Matters, page 102
2-28	Membership associations	CSR: Membership Associations, page 23
2-29	Approach to stakeholder engagement	We regularly engage with our stakeholders to improve our business and advance sustainability matters. This includes: Customers (page 5) Employees (page 15) Local communities (page 23) Shareholders (page 23) Suppliers (page 27)
2-30	Collective bargaining agreements	CSR: Our Labor Practices, page 13 2023 10-K : Human Capital, page 10
MATERIAL TOPICS		
3-1	Process to determine material topics	CSR: Our Key ESG Topics, page 5
3-2	List of material topics	CSR: Our Key ESG Topics, page 5
3-3	Management of material topics	CSR (throughout full report)

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	CSR: Supplier Diversity, page 28
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	CSR: Anti-Corruption Practices, page 25
205-2	Communication and training about anti-corruption policies and procedures	CSR: A Culture of Ethics and Integrity, page 24 ; Anti-Corruption Practices, page 25
205-3	Confirmed incidents of corruption and actions taken	We had no incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
ENERGY		
302-1	Energy consumption within the organization	CSR: Our Environmental Performance Data, page 11
302-2	Energy consumption outside of the organization	Information for this indicator is unavailable.
302-3	Energy intensity	CSR: Our Environmental Performance Data, page 11
302-4	Reduction of energy consumption	CSR: Optimizing Environmental Performance, page 9
302-5	Reductions in energy requirements of products and services	CSR: Optimizing Environmental Performance, page 9
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	CSR: Our Environmental Performance Data, page 11
305-2	Energy indirect (Scope 2) GHG emissions	CSR: Our Environmental Performance Data, page 11
305-3	Other indirect (Scope 3) GHG emissions	CSR: Our Environmental Performance Data, page 11
305-4	GHG emissions intensity	CSR: Our Environmental Performance Data, page 11
305-5	Reduction of GHG emissions	CSR: Optimizing Environmental Performance, page 9
305-6	Emissions of ozone-depleting substances (ODS)	Information for this indicator is unavailable.
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.
SUPPLIER ENVIRONMENTAL ASSESSMENT		
308-1	New suppliers that were screened using environmental criteria	CSR: Supplier Sourcing and Sustainability, page 28
308-2	Negative environmental impacts in the supply chain and actions taken	CSR: Supplier Expectations and Engagement, page 27

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE																																				
EMPLOYMENT																																						
401-1	New employee hires and employee turnover	<p>CSR: New Employee Hires, page 18 Employee Turnover</p> <table border="1"> <thead> <tr> <th></th> <th>Number</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td colspan="3">BY AGE</td> </tr> <tr> <td>Under 30</td> <td>8,685</td> <td>87%</td> </tr> <tr> <td>30-50</td> <td>11,962</td> <td>50%</td> </tr> <tr> <td>Over 50</td> <td>4,591</td> <td>32%</td> </tr> <tr> <td colspan="3">BY GENDER</td> </tr> <tr> <td>Female</td> <td>5,721</td> <td>49%</td> </tr> <tr> <td>Male</td> <td>19,517</td> <td>53%</td> </tr> <tr> <td colspan="3">BY COUNTRY</td> </tr> <tr> <td>U.S.</td> <td>19,857</td> <td>48%</td> </tr> <tr> <td>Canada</td> <td>560</td> <td>30%</td> </tr> <tr> <td>Mexico</td> <td>4,821</td> <td>96%</td> </tr> </tbody> </table>		Number	Rate	BY AGE			Under 30	8,685	87%	30-50	11,962	50%	Over 50	4,591	32%	BY GENDER			Female	5,721	49%	Male	19,517	53%	BY COUNTRY			U.S.	19,857	48%	Canada	560	30%	Mexico	4,821	96%
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CSR: Compensation and Benefits, page 13																																				
401-3	Parental leave	<p>CSR: Compensation and Benefits, page 13 Parental Leave</p> <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Entitled to parental leave*</td> <td>9,293</td> <td>28,001</td> </tr> <tr> <td>Took parental leave</td> <td>84</td> <td>172</td> </tr> <tr> <td>Return to work number</td> <td>69</td> <td>155</td> </tr> <tr> <td>Return to work rate</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Retention number</td> <td>4</td> <td>9</td> </tr> <tr> <td>Retention rate**</td> <td>5.8%</td> <td>5.8%</td> </tr> </tbody> </table> <p>*Of employees entitled to parental leave, one employee selected to not disclose gender.</p> <p>**Employees who stayed at the company for at least 12 months after leave. Includes employees who have not terminated but have not yet reached the 12 month threshold required for the calculation (100% Females and 99.4% Males).</p>		Female	Male	Entitled to parental leave*	9,293	28,001	Took parental leave	84	172	Return to work number	69	155	Return to work rate	100%	100%	Retention number	4	9	Retention rate**	5.8%	5.8%															
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LABOR MANAGEMENT RELATIONS																																						
402-1	Minimum notice periods regarding operational changes	CSR: Our Labor Practices, page 13																																				
OCCUPATIONAL HEALTH AND SAFETY																																						
403-1	Occupational health and safety management system	CSR: Occupational Health and Safety Management, page 19 2023 10-K : Safety, page 11																																				
403-2	Hazard identification, risk assessment, and incident investigation	CSR: Occupational Health and Safety Management, page 19 ; Security and Crisis Preparedness, page 21 2023 10-K : Safety, page 11																																				
403-3	Occupational health services	CSR: Safety Training and Prevention, page 19																																				
403-4	Worker participation, consultation, and communication on occupational health and safety	CSR: Occupational Health and Safety Management, page 19																																				
403-5	Worker training on occupational health and safety	CSR: Safety Training and Prevention, page 19																																				

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE
OCCUPATIONAL HEALTH AND SAFETY		
403-6	Promotion of worker health	CSR: Compensation and Benefits, page 13 ; Safety Training and Prevention, page 19 2023 10-K : Safety, page 11
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	CSR: Safety Training and Prevention, page 19 2023 10-K : Safety, page 11
403-8	Workers covered by an occupational health and safety management system	CSR: Occupational Health and Safety Management, page 19
403-9	Work-related injuries	CSR: Occupational Health and Safety Management page 19 ; Workforce Safety Metrics (recordable work-related injuries is TRIR), page 20
403-10	Work-related ill health	Information for this indicator is unavailable. Work-related ill health is not tracked separately from work-related injuries and therefore 2022 data did not reflect actual cases of work-related ill health.
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	CSR: Training and Development, page 14
404-2	Programs for upgrading employee skills and transition assistance programs	CSR: Training and Development, page 14 ; Compensation and Benefits, page 13 2023 10-K : Human Capital, page 10
404-3	Percentage of employees receiving regular performance and career development reviews	CSR: Training and Development, page 14
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	CSR: Total Workforce Data, page 18 ; Governing Our Company, page 22 2024 Proxy Statement : Board Highlights, page 3, Key Facts About Our Board, page 18
405-2	Ratio of basic salary and remuneration of women to men	CSR: Compensation and Benefits, page 13
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Enhancing Human Rights, page 21 ; A Culture of Ethics and Integrity, page 24
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 13

DISCLOSURE	DISCLOSURE TITLE	2023 LOCATION/RESPONSE
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	CSR: Supplier Sourcing and Sustainability, page 28
414-2	Negative social impacts in the supply chain and actions taken	CSR: Supplier Expectations and Engagement, page 27
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	CSR: Prioritizing Safety, Health, and Security, page 19
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	We had no incidents of noncompliance concerning the health and safety impacts of products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	CSR: Cybersecurity and Data Privacy, page 24

SASB INDEX

METRIC	CODE	2023 LOCATION/RESPONSE
GHG EMISSIONS		
Gross global Scope 1 emissions	TR-AF-110a.1	CSR: Our Environmental Performance Data, page 11
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AF-110a.2	CSR: Climate-related Risks and Reporting, page 7
Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	TR-AF-110a.3	CSR: Our Environmental Performance Data, page 11 (1a) <1%, (1b) 10%, and (2) not applicable.
AIR QUALITY		
Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-AF-120a.1	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.
LABOR PRACTICES		
Percentage of drivers classified as independent contractors	TR-AF-310a.1	4%
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 20
SUPPLY CHAIN MANAGEMENT		
Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	TR-AF-430a.1	Nearly 100% (99.71%) of the carriers we work with are below the FMCSA intervention threshold. Only four of the carriers we work with have a Conditional rating, one which was approved by the customer to continue operations and three where the carrier is not active (removed) in Ryder's system. All others have a Satisfactory rating or no rating, indicating the carrier has not been subject to a FMCSA audit.
Total greenhouse gas (GHG) footprint across transport modes	TR-AF-430a.2	Information for this indicator is unavailable.

METRIC	CODE	2023 LOCATION/RESPONSE
ACCIDENT AND SAFETY MANAGEMENT		
Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	CSR: Occupational Health and Safety Management, page 19
Number of aviation accidents	TR-AF-540a.2	Not applicable.
Number of road accidents and incidents	TR-AF-540a.3	CSR: Workforce Safety Metrics, page 20
Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-AF-540a.4	All our BASIC percentiles are below the FMCSA intervention threshold. SCS: (1) 41%, (2) 36%, (3) 11%, (4) 0%, (5) 50%, (6) 66% DTS: (1) 37%, (2) 48%, (3) 56%, (4) 0%, (5) 58%, (6) 58%
ACTIVITY METRICS		
Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	TR-AF-000.A	Information for this indicator is unavailable.
Load factor for: (1) road transport and (2) air transport	TR-AF-000.B	Information for this indicator is unavailable.
Number of employees, number of truck drivers	TR-AF-000.C	CSR: Total Workforce Data, page 17 2023 10-K : Human Capital, page 10

TCFD INDEX

RECOMMENDED DISCLOSURES	2023 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 5 2024 CDP : 4.1, 4.1.1, 4.1.2
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CSR: Management Oversight of ESG, page 4 2024 CDP : 4.3, 4.3.1
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.	2024 CDP : 2.2.1, 2.2.2, 3.1, 3.6
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2024 CDP : 3.1, 3.6, 5.1, 5.3, 5.3.1, 5.3.2 2023 10-K : Risk Factors, page 19
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CSR: Climate-related Risks and Reporting, page 7 ; Managing Risk, page 23 2024 CDP : 5.1 2023 10-K : Risk Factors, page 19 2024 Proxy Statement : Risk Management, page 15
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.	2024 CDP : 2.1, 2.2.1, 2.2.2
b) Describe the organization's processes for managing climate-related risks.	2024 CDP : 2.2.2 2024 Proxy Statement : Sustainability Matters, page 14
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2024 CDP : 2.2, 2.2.1, 2.2.2 2024 Proxy Statement : Sustainability Matters, 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 11 2024 CDP : 7.53, 7.53.3, 7.54
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	CSR: Our Environmental Performance Data, page 11 2024 CDP : 7.6, 7.7, 7.8
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CSR: Climate-related Risks and Reporting, page 7 2024 CDP : 7.53, 7.53.3, 7.54

CAUTIONARY NOTE

This report is intended to provide information from a different perspective and, in some cases, in greater detail, than disclosures we make under securities laws and regulations, other applicable legal requirements of the United States and/or other jurisdictions, including in our financial statements and other filings with the SEC, or under any other standards. Used in the context of this report, the terms “material”, “materiality”, “significant”, “key”, “select”, “severe”, and other terms that are similar to those used in any laws, regulations or other legal requirements or standards are not intended to be construed in accordance with such legal requirements or standards. Although data in this report has been internally reviewed using accepted scientific and technical methodologies, we may disclose information in this report that differs from prior or future reports due to the availability of new data, evolution in underlying standards, science, regulations, industry-driven changes to methodologies, or improvements in data collection, among other reasons. Information related to statements on GHG emissions, including the methodologies and processes used to calculate such emissions or reductions of such emissions, and the independent third-party verification of our emissions inventory, can be found in our [2024 CDP](#). Certain information in this report comes from third-party sources and operations outside of our control, which have not been independently verified. We hold no obligation to update information in this report.

FORWARD-LOOKING STATEMENTS

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

RyderVentures; and the scope and impact of our risks and opportunities. In addition, any statement, other than statements of historical reference, may be deemed to be forward-looking statements.

These forward-looking statements are based on assumptions, analyses, estimates, and expectations based on current conditions, as well as prior experiences, historical trends, and future projections, among other factors, and are subject to risks and uncertainties that could cause actual results, activities or performance to differ materially from those expressed or implied by such forward-looking statements. Accordingly, these forward-looking statements should be evaluated with consideration given to the many risks and uncertainties that could cause actual results and events to differ materially from those in the forward-looking statements, including without limitation those risks set forth in our periodic filings with the SEC, as well as the reliability of third-party emissions and other important data (see “About This Report”), the complexity, evolving nature, lack of common definitions/standards of climate and other ESG data and methodologies, potential variations in methodologies used by us and third-party data providers, and uncertainties around future climate- and other ESG-related policies, legislation and regulations. New risks emerge from time to time. It is not possible for management to predict all such risk factors or to assess the impact of such risks on our business. Certain statements made in this report use a greater number and level of assumptions and estimates and are over longer time frames than many of our required disclosures. These assumptions and estimates are highly likely to change over time. In addition, our climate risk analysis and emissions reduction strategy remain under development, and the data underlying our analysis and strategy remain subject to evolution over time. Accordingly, all such forward-looking statements are based on the assumptions, analyses, estimates and expectation of the company as of the date they are made, and we undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. No representations or warranties, expressed or implied, are given by or on behalf of the company as to the achievement or reasonableness of any projections, plans, estimates, forecasts, targets, goals, or prospects described herein.