

ABOUT THIS REPORT

STAKEHOLDER ENGAGEMENT & MATERIALITY

GUIDING OUR SUSTAINABILITY STRATEGY

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

ENGAGING OUR STAKEHOLDERS

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

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

MATERIALITY ASSESSMENT

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

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

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

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

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PROTECTING OUR PLANET
FOSTERING TALENT, DIVERSITY & EQUALITY

SAFEGUARDING PEOPLE
TRANSFORMING COMMUNITIES
UPHOLDING ETHICS & INTEGRITY

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FREQUENTLY ASKED QUESTIONS
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