2024 CORPORATE SUSTAINABILITY REPORT

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A MESSAGE FROM OUR CEO

I am excited to share how our approach to sustainability is integrated into our operational excellence and solutions for customers. Ryder's 2024 Corporate Sustainability Report highlights our progress as we continue to grow responsibly.

Investments in our fleet, facilities, and innovative technology enhance operational efficiencies and customer solutions. Through Ryder's environmental programs, we further prioritize continuous improvement by conserving resources, minimizing waste, and mitigating costs. We aim to improve in areas within our control while helping our customers do the same.

As the demand for skilled talent grows across the industry, Ryder continues to distinguish itself as an employer of choice. Our culture reflects strong engagement, integrity, and leadership across all levels of our organization where we're committed to fostering a safe, supportive, and innovative workplace. We recruit, develop, and retain a dynamic workforce to serve complex markets. Our employees help keep supply chains moving all while prioritizing the safety, health, and security of our workforce, customers, and communities in which we operate.

Ryder's corporate governance encompasses stakeholder engagement, risk management, data security, privacy, compliance, ethics, and the overall health of our business. Our governance supports the way we manage our supply chain as well as deliver transportation and logistics solutions for our customers. Our demonstrated expertise, flexible service offerings, and innovative technology, favor outsourcing to Ryder.

While important to look back at the progress and investments we've made, we are excited for our future and the opportunity to thrive and grow along with our customers, workforce, and communities.

Thank you for your trust and confidence in Ryder.

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

ABOUT RYDER

SECTIONS

Ryder At-a-Glance
Sustainability Governance at Ryder

Ryder System, Inc. (Ryder) is a leading provider of outsourced logistics and transportation solutions with operations in the United States (U.S.), Canada, and Mexico. We provide 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, brokerage, e-commerce fulfillment, last mile delivery, and professional services.

DEDICATED TRANSPORTATION SOLUTIONS

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

FLEET MANAGEMENT SOLUTIONS

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

REVENUE BY SEGMENT

PERCENT OF TOTAL REVENUE

SCS
42%

DTS
19%

FMS[1]
39%

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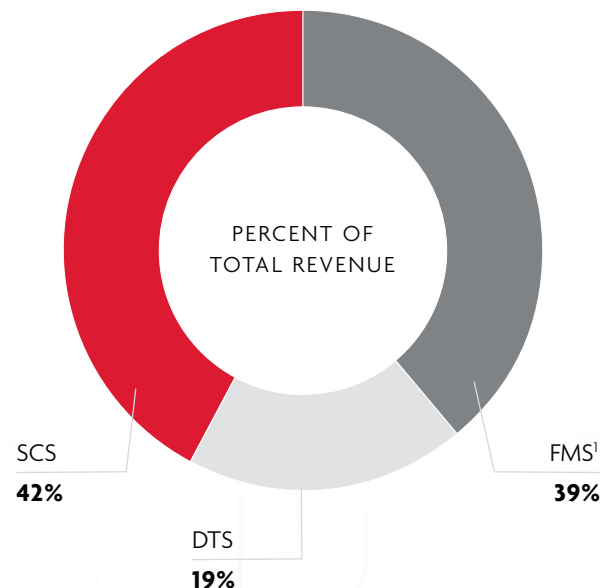
1   FMS revenue includes eliminations. For more information see our 2024 10-K.

RYDER AT-A-GLANCE

YEAR FOUNDED
1933

HQ: CORAL GABLES, FLORIDA, U.S.
OPERATIONS: UNITED STATES, CANADA, AND MEXICO

TOTAL REVENUE
~$12.6B

NYSE SYMBOL
R

EMPLOYEES
~51K

SQ. FT. OF WAREHOUSE SPACE
>100M

COMMERCIAL CUSTOMERS[2]
>40K

VEHICLES SERVICED
~250K

For more information about our business, products, and financials, see our 2024 10-K and 2025 Proxy Statement.

2   Represents total customers across all product lines. Customers utilizing multiple product lines may be counted more than once.

SUSTAINABILITY GOVERNANCE AT RYDER

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

MANAGEMENT OVERSIGHT

Ryder's Leadership Team reviews and implements initiatives shaping the company's sustainability strategy, which expands across Ryder through various roles.

- Chief Executive Officer (CEO) oversees Ryder's growth strategy, stakeholder relationships, and other areas critical to the company's operations and performance.

- Chief Operating Officer (COO) oversees operations of Ryder's three business segments (SCS, DTS, and FMS).

- Chief Legal Officer (CLO) oversees sustainability reporting, compliance and ethics, corporate governance, environmental, safety, health, and security, government relations, and real estate.

- Chief Financial Officer (CFO) leads Ryder's financial management functions including investor relations, corporate strategy, treasury, financial reporting, and audit.

- Presidents and Executive Vice President (EVP) of Ryder's business segments lead operations, sales, financial performance, and customer satisfaction.

- Chief Human Resources Officer (CHRO) oversees human resources including human capital, recruitment, retention, diversity, talent development, and employee engagement.

- Chief Information Officer (CIO) oversees information technology (IT) including cybersecurity.

- Chief Procurement (CPO) and Corporate Development Officer (CDO) leads global strategic sourcing including supplier agreements and procurement of resources and businesses through corporate merger and acquisition transactions.

- Chief Marketing Officer (CMO) oversees customer engagement, brand awareness, new technology development, product creation, and investments in startups.

Sustainability trends and stakeholder requests are also monitored by a steering committee overseen by the CLO. This cross-functional team includes representatives from legal, investor relations, government relations, compliance and ethics, environmental, and other functions as needed.

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

BOARD OVERSIGHT

Ryder's Board of Directors (Board) is responsible for overseeing management's efforts to maintain an ethical culture throughout the company. The Board delegates 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 significant issues relating to public policy, public affairs, and corporate responsibility.

- Company strategy relating to environmental, governmental affairs, safety, health, and security, employee diversity, and charitable giving.

- 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 in collaboration 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 sustainability matters including a review of the external risk landscape and updates on Ryder's sustainability reporting and efforts. Committee chairs report significant updates to the full Board. Board members are also provided continuing education opportunities from third-party experts including on sustainability matters like cybersecurity.

ASSESSING SUSTAINABILITY KEY TOPICS

Ryder utilized a third party to conduct a sustainability materiality assessment to strategically refine our sustainability management and reporting. The assessment in 2022 included surveying stakeholders (employees, customers, suppliers, and shareholders) and benchmarking sustainability key topics across our industry, peers, and global reporting frameworks. The results of the assessment were presented to the Board, which included the following sustainability key topics.

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

OUR SUSTAINABILITY GOALS

Ryder's sustainability goals reflect our commitment to managing our operations responsibly. We consider our growing business along with emerging regulatory and industry changes as we continue our practice of delivering useful information to our stakeholders through our Corporate Sustainability Report (CSR). As part of managing our goals, we assess our sustainability initiatives and global frameworks to refine data processes and methodologies. Updates to our sustainability goals are provided below.

ENVIRONMENTAL

Evaluate new Scope 1 and 2 intensity emissions reduction targets (based on lbs CO_2e per mile traveled and lbs CO_2e per square foot) in 2024.

Status: We have set new targets, detailed on page 11.

SOCIAL

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

Status: We implemented a CDL theory training program that is listed on the U.S. Federal Motor Carrier Safety Administration (FMCSA) Training Provider Registry. Theory training is part of the minimum standards established by FMCSA's Entry-Level Driver Training regulations.

GOVERNANCE

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

Status: The completed assessment found the maturity of our program was above benchmark. To learn more about our ERM program, see page 22.

VISION

To perfect the supply chains that drive our economy.

ENVIRONMENTAL

SECTIONS

Our Environmental Management
Optimizing Environmental Performance

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 environmental 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 takes a proactive and comprehensive approach to environmental risk and compliance. We recognize evolving regulations, supply chain market conditions, severe weather, and other events may affect operations for our customers and Ryder. 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. For more information regarding risk oversight, see page 22.

Ryder's environmental policy is available to all employees and outlines expectations around compliance, resource conservation, pollution prevention, waste management, and emission reductions. The 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 environmental 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. Additionally, we audit key suppliers as part of the environmental risk assessment process.

UNDERSTANDING AND MANAGING OUR EMISSIONS

Since 2009, we have tracked and disclosed greenhouse gas (GHG) emissions from our operations. The World Resources Institute and World Business Council for Sustainable Development GHG Protocol (GHG Protocol) guides how we measure our emissions. We apply the operational control approach from the GHG Protocol to define our scope 1, 2, and 3 emissions, as outlined below.

Scope 1: Direct emissions from mobile and stationary sources owned or controlled by the company.

For Ryder, this includes mobile emissions from vehicles we operate in our fleet as well as stationary emissions from the combustion of natural gas, propane, and heating oil in facilities where we have operational control. Ryder's scope 1 emissions are primarily generated by our dedicated transportation fleet's vehicle composition and miles driven.

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

For Ryder, this consists of electricity used at facilities we own or lease where we have operational control. Our electricity use may include electric vehicle (EV) charging. Scope 2 constitutes the smallest scope of our emissions inventory.

Scope 3: All other indirect emissions that are a consequence of the activities of 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 use of products and services and end-of-life).

For Ryder, this primarily consists of emissions generated by used vehicles sold through end-of-life (Category 11) and from the operation of vehicles we rent and lease to our customers (Category 13). Emissions across Category 11 and 13 are primarily influenced by the vehicle composition required to meet our customers' operational needs. Scope 3 constitutes the largest scope of our emissions inventory.

Our emissions reporting and calculations align as appropriate with emerging reporting frameworks, industry practices, and organizational changes. We continue to refine our data management and analysis to strengthen data accuracy and consistency. For more information about our emissions reporting, see our 2025 CDP Corporate Response (CDP).

SCOPE 1, 2, AND 3 GHG EMISSIONS[3] ———— 16,452,184[4] MT CO$_2$e TOTAL

SCOPE 1
1,217,555

SCOPE 2
MARKET-BASED 61,110
LOCATION-BASED 59,040

SCOPE 3
15,173,519

SCOPE 3 CATEGORIES[5]

1%	3%	2%	<1%	48%	45%
CATEGORY 1: Purchased Goods and Services	**CATEGORY 2:** Capital Goods	**CATEGORY 3:** Fuel- and Energy-related Activities (not included in scope 1 or 2)	**CATEGORY 4, 5, 6, AND 12:** Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, and End-of-life Treatment of Sold Products	**CATEGORY 11:** Use of Sold Products	**CATEGORY 13:** Downstream Leased Assets

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3 Reported in metric tons of carbon dioxide equivalent (MT CO$_2$e).
4 Calculated using scope 2 market-based emissions.
5 Data for Category 5 and 6 provided by Ryder suppliers.

OPTIMIZING ENVIRONMENTAL PERFORMANCE

Ryder is focused on reducing our environmental footprint through efficiency and innovation. Our environmental KPIs and targets inform how we prioritize programs, investments, and innovations. We also consider the expectations of our customers, shareholders, employees, regulators, and communities in which we operate. Our environmental programs reflect our commitment to conserve resources and mitigate costs, while investing in our fleet, facilities, and emerging technology to enhance operational efficiencies.

Emissions Reduction Targets

We established new emissions reduction targets for our scope 1 and 2 emissions, focused on lowering the emissions intensity of our fleet and facilities:

- Reduce fleet emissions by 10% per mile traveled by 2033, from a 2023 baseline
- Reduce facility emissions by 5% per square foot by 2033, from a 2023 baseline

Our targets are intensity-based to better reflect the efficiency of our operations as our business grows and evolves. We updated our 2023 scope 1 and 2 emissions to account for several acquisitions and establish a new baseline for measuring progress against our targets. We evaluate climate science, climate-related risks and opportunities, disclosure standards, and regulatory requirements to inform our target setting and reporting. For more about our emissions reduction targets, refer to our 2025 CDP.

Operational Efficiencies

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 team 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 26.

RECOGNIZED FOR FLEET EFFICIENCY

Ryder is a longstanding participant in the U.S. Environmental Protection Agency SmartWay® program. SmartWay considers fleet efficiency metrics including fuel consumed for every mile traveled and ton of freight moved. In 2024, we were honored as a SmartWay Excellence Awardee and High Performer for outstanding environmental performance and freight sustainability leadership. Ryder has earned the Excellence Award six times since 2013, the program's highest accolade.

EMISSIONS INTENSITY[6]

FLEET EMISSIONS (SCOPE 1)
2.82 lbs CO_2e
PER MILE TRAVELED

FACILITY EMISSIONS (SCOPE 1 AND 2)
6.31 lbs CO_2e
PER SQUARE FOOT

ENERGY INTENSITY[7]

FACILITY OPERATIONS
0.04 GJ
PER SQUARE FOOT

6   Reported in pounds of carbon dioxide equivalent (lbs CO_2e) emitted per mile traveled (fleet operations) and lbs CO_2e emitted per square foot (facility operations).
7   Reported in gigajoules (GJ).

In our facility operations, we regularly review 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 KPIs are 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 2025 CDP.

We raise employee and customer awareness of environmental management practices through training. 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.

We engage suppliers to help develop and deploy strategies. For example, we require vehicle wash suppliers to employ a wash water recovery process to protect water quality. Ryder also provides outsourced vehicle maintenance solutions to our customers which includes management of automotive wastes. We work with suppliers to prioritize reuse and recycling where possible, as reflected in the waste management table below.

WASTE MANAGEMENT[8]	
AUTOMOTIVE WASTE REUSED AND RECYCLED	
Hazardous waste (gallons)[9]	39,504
Non-hazardous liquid waste (gallons)	3,255,174
Scrap batteries (number)	106,982
Tires retreaded (number)	288,222
NON-AUTOMOTIVE WASTE REUSED AND RECYCLED	
Mixed recyclables (tons)[10]	6,439
Electronic waste (tons)	17
Universal waste (pounds)[11]	482
AUTOMOTIVE AND NON-AUTOMOTIVE WASTE LANDFILLED	
Mixed waste (tons)	27,913

ENERGY CONSUMPTION	19,734,427 GJ TOTAL
FLEET OPERATIONS	
Diesel	17,159,066
Renewable and Biodiesel	1,308,929
Gasoline	6,589
FACILITY OPERATIONS	
Heating Fuel	632,257
Electricity	627,586

8   Data for U.S. and Canada only, provided by Ryder suppliers. Non-automotive data is based on approximately 60% of locations with the exception of electronic waste.
9   Parts washing solvents.
10 Waste diverted from landfill such as paper, plastic, cardboard, and cans.
11 Light bulbs and small batteries (non-hazmat).

SOCIAL

SECTIONS

Our Employees
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 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 incentive 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.
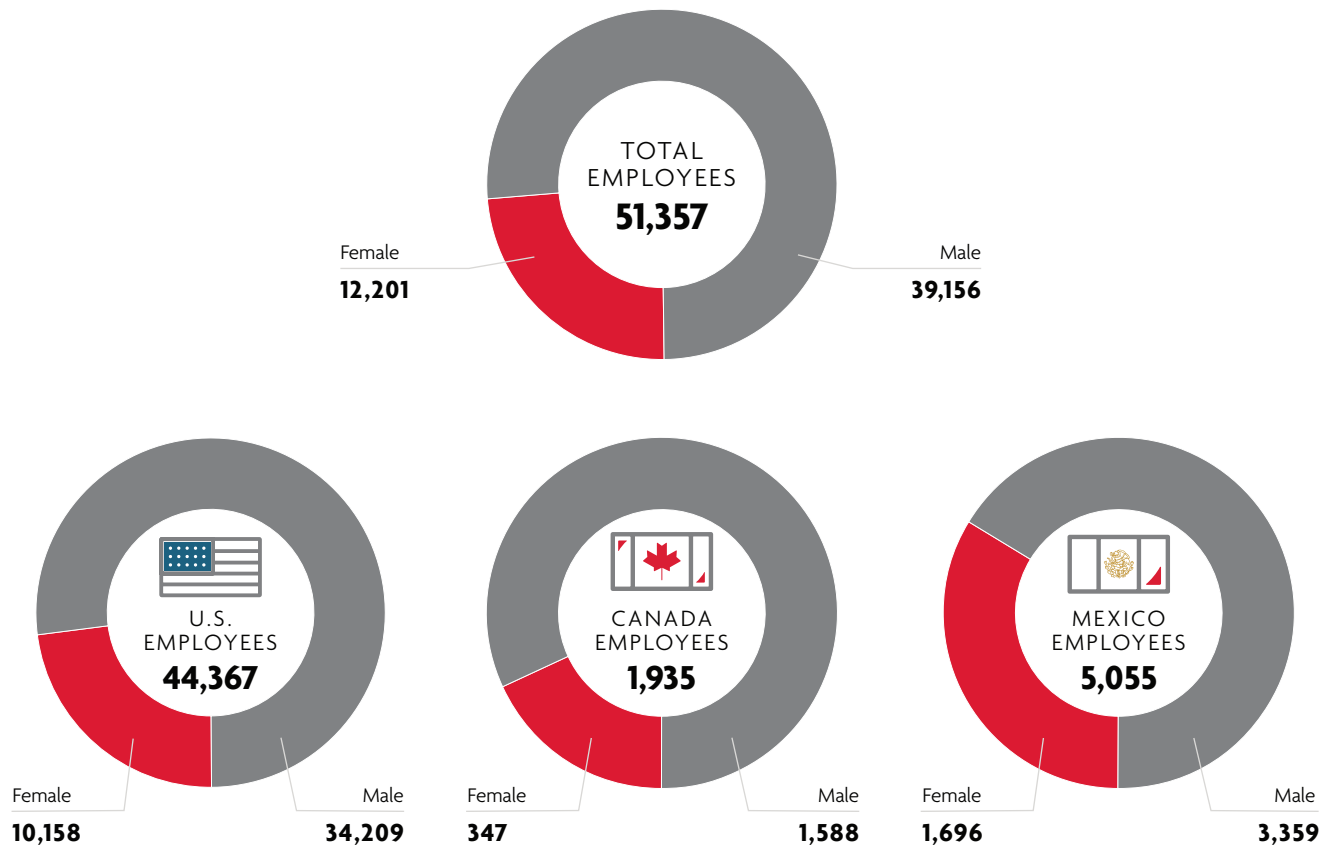
As part of our efforts to engage diverse talent, we recruit at Hispanic-serving institutions, historically Black colleges and universities, and military installations. We offer internship, trainee, and apprenticeship programs for various roles to further attract and develop talent.
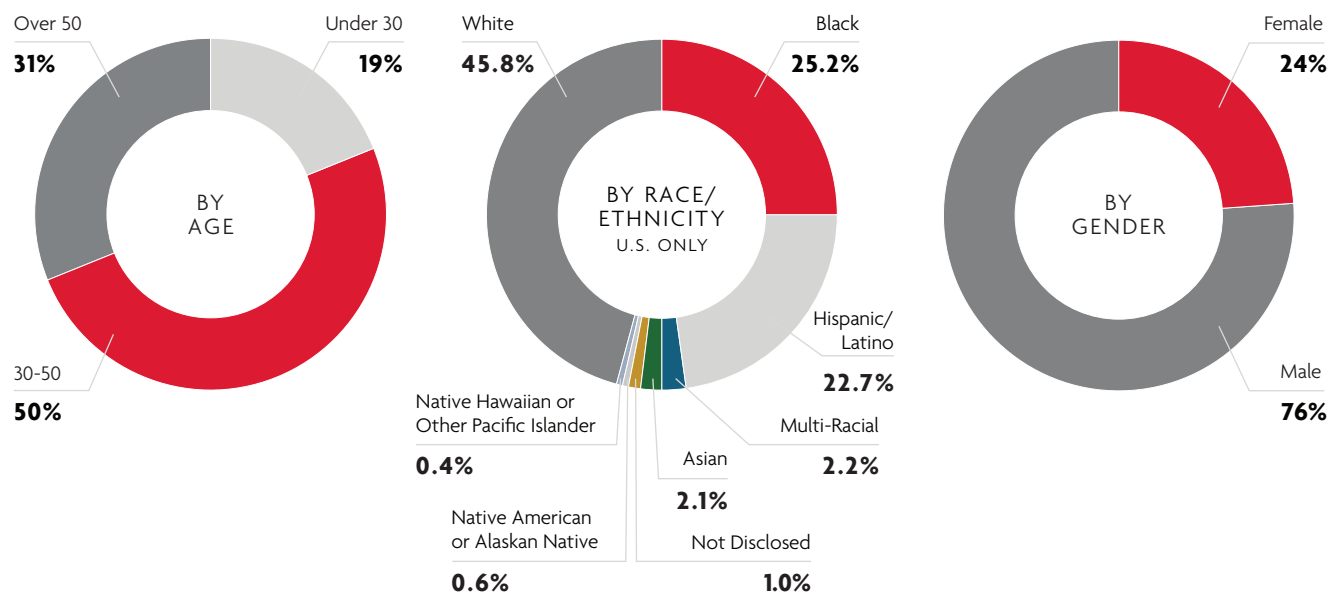
Compensation and Benefits

Our compensation practices are designed to be competitive and equitable. We regularly review market data and assess whether our employee wages are competitive. We monitor state minimum wage laws and work with local management to remain in compliance. Financial rewards are available to eligible employees including bonuses, sales commissions, and locally managed field incentive programs.

In the United States, we complete an annual pay gap assessment at the professional and managerial levels to determine if there are any race- or gender-based inequities. Our 2024 assessment demonstrated pay parity and results were provided to the Board Compensation and Governance Committees.

TOTAL WORKFORCE DATA

TOTAL EMPLOYEES
51,357

Female
12,201

Male
39,156

U.S. EMPLOYEES
44,367

Female
10,158

Male
34,209

CANADA EMPLOYEES
1,935

Female
347

Male
1,588

MEXICO EMPLOYEES
5,055

Female
1,696

Male
3,359

WORKFORCE DIVERSITY

BY AGE

Over 50
31%

Under 30
19%

30-50
50%

BY RACE/ ETHNICITY
U.S. ONLY

White
45.8%

Black
25.2%

Hispanic/ Latino
22.7%

Multi-Racial
2.2%

Asian
2.1%

Not Disclosed
1.0%

Native American or Alaskan Native
0.6%

Native Hawaiian or Other Pacific Islander
0.4%

BY GENDER

Female
24%

Male
76%

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 management, tobacco cessation, and for our professional drivers, sleep apnea when needed. Full-time employees and other employees who meet certain criteria are eligible for Ryder's 401(k) Savings Plan, employee stock purchase plan, and paid time off.

Resources are available for employees going through a job 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 14% 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 2024, Ryder maintained 91 CBAs in the United States, four in Canada, and four in Mexico. We renegotiate CBAs when dictated in agreements. We renegotiated 39 CBAs in the United States and Canada in 2024. There are no Ryder operations in which the right to freedom of association or collective bargaining are at risk.

EMPLOYEES BY TYPE		BY GENDER		BY COUNTRY		
TYPE	TOTAL	FEMALE	MALE	U.S.	CANADA	MEXICO
Full-Time	50,703	12,103	38,600	43,734	1,914	5,055
Part-Time	654	98	556	633	21	0
Permanent	50,548	11,914	38,634	44,340	1,925	4,283
Temporary	809	287	522	27	10	772
Non-Guaranteed Hours	6,340	261	6,079	6,340	0	0

Training and Development

Starting day-one at Ryder, we foster a culture of continuous learning and accountability with our workforce. Employees are supported by performance reviews, regular coaching, career development, and access to supplemental trainings beyond required job training.

In preparation of future talent demands, we continue our focus on employee engagement, productivity, and mobility. Some of our initiatives aim to provide employees visibility to skills and career paths for their development at Ryder. By focusing on skills, we can match internal talent to roles based on capabilities.

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 training and tools to help map out individual development plans, career mobility, and leadership competencies. For example, development plans may include upskilling, to enhance or expand skill sets so employees can be more productive contributors to the business, or reskilling, to equip our workforce with new skills allowing employees to take on a new position.

We build Ryder's future leadership and strengthen our succession pipeline by focusing on internal mobility and promotions, supported by training and development programs that prepare employees for leadership roles. We prioritize our employees' growth and development by offering programs like:

- **Future Leaders Program** is designed to prepare frontline employees for potential future management roles through learning about all aspects of our business.
- **Leadership Bridge and Executive Leadership Programs** are multi-month programs to prepare mid-level managers up to vice presidents for advancement through assessments, learning modules, coaching, and mentoring.

- **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 employees opportunities to strengthen their leadership and management skills with in-person and online courses designed around the company's strategic priorities. These targeted learning experiences equip our employees to drive Ryder's success.

NEW EMPLOYEE HIRES		
BY AGE	**NUMBER**	**PERCENTAGE**
Under 30 years old	8,595	38%
30-50 years old	11,279	49%
Over 50 years old	3,061	13%
BY GENDER	**NUMBER**	**PERCENTAGE**
Female	5,573	24%
Male	17,362	76%
BY COUNTRY	**NUMBER**	**PERCENTAGE**
U.S.	17,821	78%
Canada	578	2%
Mexico	4,536	20%

OFFICER[12] DIVERSITY	
	PERCENTAGE
Female	26%
Male	74%
30-50 years old	34%
Over 50 years old	66%
Diverse by race and ethnicity (U.S. only)	21%

12 Ryder Vice Presidents and above.

Enhancing Technician Training

Technician proficiency is essential for diagnosing, repairing, and maintaining 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 works with original equipment manufacturers (OEMs) and customers to understand maintenance requirements before deploying new technology. We regularly assess technician training needs and have plans to scale training for when new 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 customer purchases, we further support technicians' skill enhancement and retention.

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 participation from all aspects of our company.

Our employees are key in the continuous improvement of our workplaces. 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.

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.

TECHNICIAN TRAINING

TECHNICIANS TRAINED
5,413

HOURS OF TECHNICIAN TRAINING
199,197

TECHNICIANS WITH AFTERTREATMENT TRAINING
2,484

Employee councils provide platforms for sharing feedback, voicing challenges, offering new ideas, and communicating directly to management. In the U.S. and Canada, frontline employees are represented by peers through our Service Employee and Technician Trainee, Driver, Technician, and Warehouse Councils. 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 where employees feel connected is supported by meaningful opportunities to engage. Part of these efforts include our employee forums, Ryder's Women Leadership and Ryder Black Leadership Forum, which invest in the growth, retention, and engagement of our workforce. Beyond the workplace, our employees are active in their communities across 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 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 and customer service.

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 inspiring volunteer service of Ryder employees through peer nominations and the recipient's charity of choice receives a donation.

CONNECTING WITH NATURE THROUGH COMMUNITY TREE PLANTINGS

Our Ryder Mexico team organizes tree planting events called "Día Verde." In 2024, Ryder employees and their families planted approximately 2,300 trees in Ciudad de México, Estado de México, Guadalajara, and San Luis Potosí.

PRIORITIZING SAFETY, HEALTH, AND SECURITY

Safety at our locations and on the road is an operational imperative upheld 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 for implementing actions to enhance safety for colleagues, customers, and communities.

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., standards implementation, training, and corrective actions), KPIs, and audit results. Our health and safety committees help support our SMS, facilitating the requirements and expectations of our safety policies and procedures.

Employees are responsible for upholding our safety standards and are protected against reprisal when stopping or reporting safety concerns or hazards. Throughout our workplace, we encourage safety accountability by identifying risks before an incident occurs. If an incident does occur, managers report it in our SMS and work through a step-by-step investigation with involved employees to understand contributing factors and implement corrective actions.

Safety Training and Prevention

Ryder leverages data insights from incident and near miss reporting to drive improvements in programs, policies, procedures, and training. As part of our injury prevention strategy, the safety team carefully monitors 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 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 preventive measures. When applicable, services include the provision of personal protective equipment, a hazardous chemical education program, and a stretching program aimed at reducing musculoskeletal injuries.

WORKFORCE SAFETY METRICS[13]	NUMBER	RATE
Total Recordable Incident Rate (TRIR)	1,018	2.94
Fatality Rate	3	9.32
Lost Time Incident Rate	328	1.02
DOT Recordable Crashes[14]	217	0.29

Training is critical to increasing safety awareness and reinforcing safe behaviors, whether it is on the road, in the office, or at a facility. Our efforts to promote safety extend to our customers, others doing business with Ryder, and any persons visiting our locations. All employees have access to extensive online safety training curriculum, which includes crash and injury prevention awareness. Ryder has specific 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.

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13 U.S. and Canada only. Rate calculated based on 200,000 hours worked.
14 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 in our day-to-day operations. Ryder's procedures are in place to inform, minimize, and prepare for unanticipated events that may present workplace or supply chain disruptions.

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 extreme weather, 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 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, harassment, and other disruptive behavior. We take action to protect our employees and discipline wrongdoers accordingly. If an incident occurs, we activate our workplace violence response, which includes convening a committee of representatives from safety, human resources, legal, and management, to determine appropriate next steps. Next steps may include, among other things, suspension, 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 security program is certified by the U.S. Customs and Border Protection'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 strategy and performance, 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, review 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.

The Board seeks to maintain an experienced, effective, well-rounded, and collaborative Board that exemplifies sound judgment and integrity and believes diversity is one of many important considerations in board composition.

The board composition reflects a broad range of experiences and expertise to generate a variety of innovative ideas and perspectives.

BOARD[15] COMPOSITION	
	NUMBER
Public Company Senior Leadership Experience	10
Operational Expertise	10
Financial, Accounting, or Capital Markets Experience	9
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	55%

For more information regarding our Board, see our 2025 Proxy Statement.

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15 Board data as of May 2, 2025.

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 meets with 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 the company's giving strategy. The foundation's charitable giving priorities strategically align with Ryder's business priorities. Comprised of our CEO, COO, CLO, and CMO, the foundation's board oversees budget approval and reporting the annual charitable giving to the Board Governance Committee. Our engagement and giving strategy includes focus on disaster relief, innovation, and education to advance safety, well-being, and opportunities in our workplace and local communities. The foundation's charitable giving was $2.45 million in 2024, in line with previous years.

$1.15M

A RECORD FOR RYDER'S UNITED WAY SUPPORT

We raised $1.15 million for United Way in 2024 through employee pledges and a contribution from the Ryder Charitable Foundation, setting a new 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 and Ryder's Corporate Risk Steering Committee are responsible for identifying, managing, and mitigating risks. Key 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 our 2025 Proxy Statement.

CYBERSECURITY AND DATA PRIVACY

We recognize that cybersecurity and data privacy are fundamental to maintaining trust, ensuring business continuity, and protecting the integrity of our operations. Our CIO oversees our cybersecurity program, and our Chief Information Security Officer (CISO) manages its daily operation. We utilize industry standard and globally recognized frameworks such as 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 data privacy laws.

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 2024 10-K for more information.

As an enterprise-wide risk, we manage cybersecurity as part of our ERM program. Our team reviews the security systems of vendors with access to confidential Ryder information. Our contractual agreements with such vendors include heightened information security protocols and requirements for handling personal data or other confidential information.

Ryder's cybersecurity and data privacy efforts include a council chaired by our CISO. The council focuses on policies, training, risk monitoring, strengthening our critical systems, and monitoring emerging issues such as the effects of generative artificial intelligence (AI) 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 other stakeholders. Ryder's POBC outlines our policies and 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.

Ryder leverages technology to continuously improve our compliance and ethics program. Our technology platforms use enterprise data to detect and prevent wrongdoing and conduct real-time trending. Insights gathered are readily available to share with our Board and management.

COMPLIANCE AND ETHICS TRAINING COMPLETION
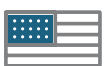
U.S. EMPLOYEES
48,533

CANADA EMPLOYEES
2,008

MEXICO EMPLOYEES
4,696

Employees and third parties can contact our Ethics Helpline to report compliance and ethics concerns anonymously as well as to ask any relevant questions 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 2024, we received 1,201 reports that alleged wrongdoing. All reports were investigated, and in 100% of cases where an allegation is substantiated, remedial actions 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 program. 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. Periodically, we 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

Building resiliency and adaptability into our supply chain supports Ryder's operational excellence. Access to key suppliers, the ability to manage disruptions, and insight to emerging technology help manage our supply chain effectively and meet stakeholder expectations.

SUPPLIER ENGAGEMENT AND EXPECTATIONS

Our supplier network is fundamental for providing the resources needed for our customers' and own operations. 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. We track each vehicle's build schedule, manufacturing, and transit progress closely to delivery.

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

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

Contingent labor to accommodate seasonal demand or to augment our workforce during periods of labor shortage.

Fuel for our fleet and customers. We engage suppliers for a given market depending on our anticipated volume. This allows for flexibility to make on-demand fuel purchases, deliver to designated areas, and respond to disruptions.

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 customers and suppliers. We cultivate diverse supplier relationships and 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 encourage qualified businesses, including minority, women, and veteran-owned businesses enterprises, to learn about joining Ryder's supplier network. We value suppliers that share our commitment to exceptional customer service, innovation, and continuous improvement. Our requests for proposals and sourcing information include sustainability-related 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.

CUSTOMER-CENTRIC 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, customer-centric, fleet management and supply chain solutions. Our procurement, maintenance, and engineering teams are critical in exploring, piloting, and implementing the latest options.

Safety, efficiency, productivity, and customers' operational needs contribute to our consideration of AVT such as electric and autonomous vehicles.

We further support our customers by providing education and expertise on the usability and adaptability of the developing technology. One of our offerings includes RyderElectric+ to support customers in deploying EVs. Ryder continues to assess, implement, and deploy new technology when feasible.

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. We invest in and collaborate with start-up companies tackling disruptions through RyderVentures, our corporate venture capital fund. Our investment areas include e-commerce fulfillment, warehouse automation, AVT, AI, and digital technology.

REPORTING INDICES

SECTIONS

GRI Index

SASB Index

TCFD Index

ABOUT THIS REPORT

The 2024 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, can be found here. For more information or questions, please contact sustainability@ryder.com.

All information covered in the 2024 CSR, except as otherwise noted, relates to Ryder System, Inc., as defined in Part 1, Item 1 (Business Overview) of our 2024 10-K; and reflects information for the period from January 1, 2024 to December 31, 2024 reported as of December 31, 2024. For more information, see our Cautionary Note and Forward-Looking Statements on page 37.

SUSTAINABILITY RECOGNITION

FORTUNE World's Most Admired Companies

Newsweek America's Greatest Workplaces

Newsweek America's Greatest Workplaces for Diversity

SmartWay® Excellence Award and High Performer

VETS Indexes Recognized Employer

Women in Trucking Top Companies for Women to Work For in Transportation

Mexican Center for Philanthropy Socially Responsible Company Certification (Cemefi Distintivo ESR®)

Expansión 500 Most Important Companies in Mexico

Trucking HR Canada Top Fleet Employer of Distinction

GRI INDEX

Ryder has reported the information cited in this GRI content index for the period from January 1, 2024 to December 31, 2024 with reference to the GRI Standards.

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
GENERAL		
2-1	Organizational details	CSR: About Ryder, page 4 2024 10-K
2-2	Entities included in the organization's sustainability reporting	2024 10-K: Exhibit 21.1
2-3	Reporting period, frequency and contact point	CSR: About This Report, page 27
2-4	Restatements of information	CSR: Emissions Reduction Targets, page 11 2025 CDP: 1.4, 7.1.1, 7.6, 7.7
2-5	External assurance	2025 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 4; Managing Our Supply Chain, page 25 2024 10-K: Business, page 1
2-7	Employees	CSR: Total Workforce Data, page 14
2-8	Workers who are not employees	CSR: Managing Our Supply Chain, page 25 TR-AF-310a.1, page 33
2-9	Governance structure and composition	CSR: Sustainability Governance at Ryder, page 6; Governing Our Company, page 21 2025 Proxy Statement: Corporate Governance Framework, page 5; Board Leadership Structure, page 8; Key Facts About Our Board, page 18
2-10	Nomination and selection of the highest governance body	2025 Proxy Statement: Succession Process for Directors, page 11
2-11	Chair of the highest governance body	CSR: Governing Our Company, page 21 2025 Proxy Statement: Board Leadership Structure, page 8
2-12	Role of the highest governance body in overseeing the management of impacts	CSR: Sustainability Governance at Ryder, page 6 2025 Proxy Statement: Corporate Governance and Nominating Committee, page 11
2-13	Delegation of responsibility for managing impacts	CSR: Sustainability Governance at Ryder, page 6 2025 Proxy Statement: Corporate Governance and Nominating Committee, page 11
2-14	Role of the highest governance body in sustainability reporting	CSR: Sustainability Governance at Ryder, page 6
2-15	Conflicts of interest	2025 Proxy Statement: Director Independence, page 6; Related Person Transactions, page 17
2-16	Communication of critical concerns	2025 Proxy Statement: Shareholder Engagement and Communications with the Board, page 7
2-17	Collective knowledge of the highest governance body	CSR: Sustainability Governance at Ryder, page 6 2025 Proxy Statement: Corporate Governance and Nominating Committee, page 11
2-18	Evaluation of the performance of the highest governance body	2025 Proxy Statement: Board and Committee Evaluation Process, page 13

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
GENERAL		
2-19	Remuneration policies	2025 Proxy Statement: Compensation Discussion and Analysis, page 31; Executive Compensation, page 46; Director Compensation, page 57
2-20	Process to determine remuneration	2025 Proxy Statement: Compensation Discussion and Analysis, page 30; Advisory Vote on Executive Compensation, page 58
2-21	Annual total compensation ratio	2025 Proxy Statement: Pay Ratio, page 56
2-22	Statement on sustainable development strategy	CSR: A Message from Our CEO, page 3
2-23	Policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Our Environmental Management, page 9; Prioritizing Safety, Health, and Security, page 19
2-24	Embedding policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Sustainability Governance at Ryder, page 6; Our Environmental Management, page 9; Prioritizing Safety, Health, and Security, page 19; Enhancing Human Rights, page 20; A Culture of Ethics and Integrity, page 23; Anti-Corruption Practices, page 24; Supplier Engagement and Expectations, page 25
2-25	Processes to remediate negative impacts	CSR: A Culture of Ethics and Integrity, page 23 Principles of Business Conduct Human Rights Statement
2-26	Mechanisms for seeking advice and raising concerns	CSR: A Culture of Ethics and Integrity, page 23 Principles of Business Conduct
2-27	Compliance with laws and regulations	2024 10-K: Regulation, page 8; Risk Factors, page 11
2-28	Membership associations	CSR: Membership Associations, page 22
2-29	Approach to stakeholder engagement	We regularly engage with our stakeholders to improve our business and advance sustainability matters. This includes: Customers (page 7) Employees (page 17) Local communities (page 22) Shareholders (page 22) Suppliers (page 25)
2-30	Collective bargaining agreements	CSR: Our Labor Practices, page 15 2024 10-K: Human Capital, page 9
MATERIAL TOPICS		
3-1	Process to determine material topics	CSR: Assessing Sustainability Key Topics, page 7
3-2	List of material topics	CSR: Assessing Sustainability Key Topics, page 7
3-3	Management of material topics	CSR (throughout full report)

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	More than 95% of our directly controllable procurement spend goes to suppliers and service providers based in the United States.
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	CSR: Anti-Corruption Practices, page 24
205-2	Communication and training about anti-corruption policies and procedures	CSR: A Culture of Ethics and Integrity, page 23; Anti-Corruption Practices, page 24
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: Energy Consumption, page 12
302-2	Energy consumption outside of the organization	Information for this indicator is unavailable.
302-3	Energy intensity	CSR: Energy Intensity, page 11
302-4	Reduction of energy consumption	CSR: Optimizing Environmental Performance, page 11 2025 CDP: 7.10.1, 7.55, 7.55.1, 7.55.2
302-5	Reductions in energy requirements of products and services	CSR: Optimizing Environmental Performance, page 11 2025 CDP: 7.74, 7.74.1
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 10
305-2	Energy indirect (Scope 2) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 10
305-3	Other indirect (Scope 3) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 10
305-4	GHG emissions intensity	CSR: Emissions Intensity, page 11
305-5	Reduction of GHG emissions	CSR: Optimizing Environmental Performance, page 11
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 25
308-2	Negative environmental impacts in the supply chain and actions taken	CSR: Supplier Engagement and Expectations, page 25

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
EMPLOYMENT		
401-1	New employee hires and employee turnover	CSR: New Employee Hires, page 16

Employee Turnover	Number	Rate
BY COUNTRY		
U.S.	18,144	43%
Canada	514	27%
Mexico	4,463	88%

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CSR: Compensation and Benefits, page 15
401-3	Parental leave	CSR: Compensation and Benefits, page 15

Parental Leave	Female	Male
Entitled to parental leave	4,210	13,311
Took parental leave	110	267
Return to work number	86	219
Return to work rate	99%	100%
Retention* number	7	32
Retention rate	8%	15%

*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 (82.8% Females and 100% Males).

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
LABOR MANAGEMENT RELATIONS		
402-1	Minimum notice periods regarding operational changes	CSR: Our Labor Practices, page 15
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	CSR: Occupational Health and Safety Management, page 19 2024 10-K: Safety, page 9
403-2	Hazard identification, risk assessment, and incident investigation	CSR: Occupational Health and Safety Management, page 19; Security and Crisis Preparedness, page 20 2024 10-K: Safety, page 9
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
403-6	Promotion of worker health	CSR: Compensation and Benefits, page 13; Safety Training and Prevention, page 19 2024 10-K: Safety, page 9
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	CSR: Safety Training and Prevention, page 19 2024 10-K: Safety, page 9
403-8	Workers covered by an occupational health and safety management system	CSR: Occupational Health and Safety Management, page 19

DISCLOSURE	DISCLOSURE TITLE	2024 LOCATION/RESPONSE
OCCUPATIONAL HEALTH AND SAFETY		
403-9	Work-related injuries	CSR: Occupational Health and Safety Management page 19; Workforce Safety Metrics (recordable work-related injuries is TRIR), page 19
403-10	Work-related ill health	Information for this indicator is unavailable. Work-related ill health is not distinguished from work-related injuries in our reporting.
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	CSR: Training and Development, page 16 14 hours
404-2	Programs for upgrading employee skills and transition assistance programs	CSR: Training and Development, page 16; Compensation and Benefits, page 15 2024 10-K: Human Capital, page 9
404-3	Percentage of employees receiving regular performance and career development reviews	CSR: Training and Development, page 16
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	CSR: Total Workforce Data, page 14; Training and Development, page 16; Governing Our Company, page 21 2025 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 20; A Culture of Ethics and Integrity, page 23
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 15
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	CSR: Supplier Sourcing and Sustainability, page 25
414-2	Negative social impacts in the supply chain and actions taken	CSR: Supplier Engagement and Expectations, page 25
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 23

SASB INDEX

METRIC	CODE	2024 LOCATION/RESPONSE
GHG EMISSIONS		
Gross global Scope 1 emissions	TR-AF-110a.1	CSR: Scope 1, 2, and 3 GHG Emissions, page 10
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: Emissions Reduction Targets, page 11 2025 CDP: 7.53, 7.53.2
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: Energy Consumption, page 12 (1a) 0%, (1b) 8%, and (2) not applicable.
AIR QUALITY		
Air emissions of the following pollutants: (1) NO_X (excluding N_2O), (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 19
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 two of the carriers we work with have a Conditional rating, one which was approved by the customer to continue operations and one where the carrier is not active (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	2024 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 19
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	SCS: (1) 26%, (2) 30%, (3) 35%, (4) 0%, (5) 49%, (6) 0% DTS: (1) 38%, (2) 38%, (3) 42%, (4) 0%, (5) 57%, (6) 90%
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 14 2024 10-K: Human Capital, page 9

TCFD INDEX

RECOMMENDED DISCLOSURES	2024 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, page 7 2025 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, page 6 2025 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.	2025 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.	2025 CDP: 3.1, 3.6, 5.1, 5.4 2024 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.	2025 CDP: 5.1 2024 10-K: Risk Factors, page 18 2025 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.	2025 CDP: 2.1, 2.2.1, 2.2.2
b) Describe the organization's processes for managing climate-related risks.	2025 CDP: 2.2.2 2025 Proxy Statement: Sustainability Matters, page 14; Risk Management, page 15
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2025 CDP: 2.2, 2.2.1, 2.2.2 2025 Proxy Statement: Sustainability Matters, page 14; Risk Management, page 15
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: Emissions Intensity, page 11 2025 CDP: 7.53, 7.53.2
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	CSR: Scope 1, 2, and 3 GHG Emissions, page 10 2025 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: Emissions Reduction Targets, page 11 2025 CDP: 7.53, 7.53.2

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 U.S. Securities and Exchange Commission (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. Data and metrics shown in this report may also incorporate estimates, assumptions, or be subject to rounding. 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 2025 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 may contain "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 may be identified by terms such as "target", "goal", "anticipate", "committed", "commitment", "believe", "expect", "estimate", "plan", "on track", "will", "may", "aim to", and other similar expressions, include our sustainability goals and emissions reduction targets, 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. 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; 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 data and methodologies; potential variations in methodologies used by us and third-party data providers; and uncertainties around future climate- and other sustainability-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.