Welcome to your CDP Climate Change Questionnaire 2022

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Ryder System, Inc. (Ryder), a Florida corporation founded in 1933, is a leading logistics and transportation company. We provide supply chain, dedicated transportation, and commercial fleet management solutions. We report our financial performance based on three business segments: (1) Fleet Management Solutions (FMS), which provides full service leasing and leasing with flexible maintenance options, commercial rental and maintenance services of trucks, tractors and trailers to customers principally in the United States (U.S.), Canada and the United Kingdom (U.K.); (2) Supply Chain Solutions (SCS), which provides integrated logistics solutions, including distribution management, dedicated transportation, transportation management, e-commerce and last mile, and professional services in North America; and (3) Dedicated Transportation Solutions (DTS), which provides turnkey transportation solutions in the U.S., including dedicated vehicles, drivers, management, and administrative support. Dedicated transportation services provided as part of an operationally integrated, multi-service, supply chain solution to SCS customers are primarily reported in the SCS business segment. Ryder has received significant awards and recognition from customers, leading transportation and logistics industry associations, media, business and regulatory communities. Recent examples include: Newsweek: America's Most Responsible Companies (2020-2021); FORTUNE: World's Most Admired Companies Award (2013-2022); Forbes: America's Best Employers for Veterans 2021; Forbes: America's Best Employers for Women (2018); Forbes: America's Best Employers (2015-2019); Trucking HR Canada – Top Fleet Employers (2018); Trucking HR Canada - Achievement of Excellence for Women in the Workplace award (2021); America's Most JUST Companies (2022); SupplyChainBrain - 100 Great Supply Chain Partners award (2017-2019); Carbon Disclosure Project Carbon Disclosure Leadership Index (2012, 2015); Food Logistics: Top Green Providers award for green transportation and logistics solutions (2012 – 2021); Inbound Logistics - Top 75 Green Supply Chain Partners by Inbound Logistics (2009– 2022); Inbound Logistics – Top 10 3PL Awards (Reader's Choice) (2022); Supply & Demand Chain Executive: Green Supply Chain Award for meeting green or sustainable supply chain goals (2016-2017, 2020-2021); 2020 Women on Boards W Company – Ryder was named a "W" company for having a board with more than 20 percent women (2013, 2017); Militaryfriendly.com: Military Friendly Company (2020); Monster.com:

Monster/Military.com Companies to Watch (2020-2021); Florida Diversity Council: Most Powerful and Influential Women Award (2017); Women in Trucking: Top Companies for Women to Work For (2019-2021); Women in Trucking: Influential Woman in Trucking (2019); Employer Support of the Guard & Reserve (ESGR) - Above and Beyond Award for veteran hiring (2021); South Florida Business Journal - South Florida's Top Corporate Philanthropists of 2019 (Awarded in 2020).

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Reporting year	January 1, 2021	December 31, 2021	No

C0.3

(C0.3) Select the countries/areas in which you operate.

Canada
Mexico
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C-TO0.7/C-TS0.7

(C-TO0.7/C-TS0.7) For which transport modes will you be providing data?

Light Duty Vehicles (LDV)
Heavy Duty Vehicles (HDV)

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a CUSIP number	7835491082

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board-level committee	i) Management of Ryder's fundamental governance policies and practices are overseen by Ryder's Board of Directors Corporate Governance Committee. They are responsible for reviewing and informing on matters relating to public policy, public affairs and corporate responsibility including Ryder's environmental & sustainability programs, which address regulatory and business issues such as climate change impacts and strategy. ii) The Board periodically reviews and decides on a variety of issues related to sustainability and climate change opportunities, throughout the year including: in its review of environmental issues related to Proxy statements and disclosures; as part of periodic changes to our Corporate Sustainability Reporting; and when reviewing and deciding on changes to improve Ryder's ESG (Environmental, Social & Governance) priorities, disclosures and performance rankings throughout the year. In addition, the Board is updated periodically on enterprise risks, including climate related impacts. For example, in 2020 the board set Ryder's new Scope 1, Scope 2, and Scope 3 emission reduction targets that were published in the 2021 Corporate Sustainability Report. iii) The Chief Legal Officer leads the company's legal functions and serves as Corporate Secretary for coordinating all functions relating to the company's board of directors, including acting as liaison of the Board's Corporate Governance Committee. He is also responsible for Ryder's Safety, Health and Security organization, Corporate Compliance group, Government Affairs, and Environmental department and works closely with other departments that execute sustainability-related functions, such as Human Resources. The VP Environmental, Real Estate and Fuel Services reports to the Chief Legal Officer and maintains day-to-day operational responsibility for Environmental Programs including climate change impacts. The VP provides an annual Environmental Program Report to the Board of

	Directors Corporate Governance Committee that includes details on Ryder's emission reduction strategy and goals, as well as overall sustainability performance.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – all meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Monitoring and overseeing progress against goals and targets for addressing climate-related issues	Ryder's Board of Directors Corporate Governance Committee oversees major plans of action as important matters arise. For example, periodically throughout the year and during the annual board meeting, environmental risks and costs are reviewed to identify potential business opportunities and action plans to assist with reductions related to energy and resource conservation. This includes a general overview of environmental programs, year-over-year progress toward emission reduction targets, and overall sustainability performance.
Sporadic - as important matters arise	Reviewing and guiding business plans Monitoring and overseeing progress against goals and targets for addressing climate-related issues	Ryder's Board of Directors Corporate Governance Committee oversees and periodically reviews business plans as important matters arise. For example , Ryder is at the forefront of identifying new technologies for operational advancements and acts as an extended research and development arm for our customers. We continuously monitor advanced and emerging vehicle technologies, and we work closely with technology providers and Original Equipment Manufacturers to improve functionality, usability, and adaptability for commercial truck applications. Our priority is providing customers with innovative solutions that enable them to reach their sustainability goals. This may include advanced vehicle technologies (AVTs) like autonomous, alternative fuel, and zero emission vehicles (ZEVs).

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues
Row 1	Yes	

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify • Other: Chief Legal Officer	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Chief Legal Officer leads the company's legal functions and serves as Corporate Secretary for coordinating all functions relating to the company's board of directors including acting as liaison of the Board's Corporate Governance Committee. He is also responsible for Ryder's Safety, Health and Security organization, Corporate Compliance group, Government Affairs, and Environmental department and works closely with other departments that execute sustainability-related functions, such as Human Resources and Sourcing. The VP Environmental, Real Estate and Fuel Services reports to the Chief Legal Officer and maintains day-to-day operational responsibility for environmental sustainability programs. The VP provides an annual report to the Board of Directors Corporate Governance Committee that includes a status of environmental programs, Ryder's emission reduction strategy and goals, and overall sustainability performance.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
All employees	Non-monetary reward	Behavior change related indicator	Ryder employees are encouraged to identify, implement, and take ownership of initiatives that further reduce facility energy use through lighting management and improved equipment maintenance procedures. Business unit directors are measured and incentivized to meet approved spending limits for locations, including utility reduction targets. They can measure, track, and attain targets for energy use and emission reductions leveraging conservation programs, awareness campaigns, and other activities. We have instituted employee awareness campaigns and energy challenges in the past to engage and energize employees, as well as to identify and share energy and climate change reduction best practices across the organization.
Buyers/purchasers	Monetary reward	Energy reduction project	Facility maintenance contractors as well as 3rd party suppliers are incentivized to identify, propose and implement energy reduction opportunities. Several large scale programs have been developed and launched that reduce energy use and provide financial benefit to our supplier partners for service/materials. These programs include shop lighting upgrades, the replacement of aging HVAC systems with energy efficient equipment and routine preventative maintenance programs that financially encourage suppliers to find improved energy management solutions. Ryder assigns an annual building maintenance budget to each facility based on operating footprint and building square footage. This serves to benchmark each facility's performance & utility usage, thereby improving employee management and investment decisions that result in facility upgrades and promote energy efficiency and resource conservation.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	5	SBTi recommends these time horizons for short-term, medium-term, and longer-term targets.
Medium-term	5	15	SBTi recommends these time horizons for short-term, medium-term, and longer-term targets.
Long-term	15	30	SBTi recommends these time horizons for short-term, medium-term, and longer-term targets.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

To identify, assess, and mitigate key risks, Ryder maintains an enterprise risk management ("ERM") program that provides management and Ryder's Board of Directors with a robust and holistic view of key risks facing Ryder. For more information on Ryder's risk management process, specifically Ryder's Enterprise Risk Management Program which identifies various risks faced by the company, please refer to page 15 of Ryder's 2022 Proxy Statement. For information on risks that Ryder believes are most significant to its business, including climate-related risks, please see Item 1A, Risk Factors, of our 2021 Annual Report on Form 10-K and other filings we made with the SEC. With respect to climate-related risks, management continuously monitors, responds to and attempts to mitigate various risks and their varying impacts. For example, severe weather and other natural occurrences may reduce efficiencies in or cause significant business disruptions to our customers' and our fleet utilization and operations. Many of our customers operate in cyclical or seasonal industries, or operate in industries, including the food and beverage industry, that may be impacted by unanticipated weather, growing conditions (such as drought, insects or disease), natural disasters, pandemics, and other conditions over which we have no control. A downturn in our customers' businesses or unanticipated events impacting their businesses could cause a reduction in freight volume shipped by those customers or a reduction in their need for our services, which could materially and adversely affect our operating results and financial condition. Similarly, our

operations may be directly affected by climate-related factors such as increased severe weather events, including floods, fires, hurricanes and earthquakes at operating locations where we have vehicles, warehouses and other assets. These weather events can adversely affect the performance of our fleet, result in damage to our vehicles and facilities, make our workforce temporarily unavailable in impacted areas, cause fuel costs to rise, as well as result in other business interruptions. Insurance protection needed to mitigate against sudden losses of business and other insurable risks is subject to coverage limitations, depending on the nature of the risk insured, and does not fully mitigate against all interruptions in operations. Costs associated with securing insurance coverage are increasing each year and may not continue to be available at commercially available rates based on a number of different factors.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

A specific climate-related risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

a) Ryder's process for identifying and assessing climate-related risks includes evaluation, management, and on-going review of financial, regulatory, customer, employment, insurance, and environmental risks, among others at both a company level and an asset level:
i) Company level, we utilize insurance risk management modelling systems used by underwriters and an integrated Environmental Management System (EMS) to manage climate change risks; ensure compliance; promote business opportunity and growth; and create a competitive advantage with environmental programs consistent with Ryder’s long-term business strategy.
ii) Asset level, we apply formal identification processes and assess climate change risks and opportunities of our assets: a) Facilities, we contract with third party risk consulting firms to perform onsite surveys of operating facilities to support compliance.
b) Vehicle fleet, we identify efficiencies through our participation in the EPA SmartWay® Program and Ryder’s RydeSmart fleet tracking system. RydeSmart is an integrated telematics platform helps customers monitor key vehicle attributes such as location,

speed and idle time and real-time performance metrics. In addition, Ryder pursues investments in low carbon technologies including electric and alternative fuel vehicles such as natural gas or electric trucks.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

Ryder buys vehicles and related equipment from a relatively small number of original equipment manufacturers (OEMs) in our FMS business. Some of our vehicle manufacturers rely on a small concentration of suppliers for certain vehicle parts, components and equipment. Ryder maintains strong partnerships with our OEMS to ensure our fleet is optimum to keep our customer businesses moving smoothly, using best in class advanced vehicle technologies and operating at lower costs. Through these partnerships, Ryder is able to identify, assess and respond to supply chain disruptions that may impact truck availabilities and we are able to leverage these partnerships to best position our customers for access to new and disruptive technologies. For example, as customers seek greener and more eco-friendly solutions, Ryder has leaned on our long-time OEM partners and new prospective OEM partners for EV technologies. In 2021, we have met one-on-one with 28 different traditional and non-traditional OEMs to discuss their EV development plans and projected production schedules. As part of these discussions, we are forging potential new OEM relationships, aligning our emission reduction targets and other business timelines with expected EV delivery dates. This supplier engagement effort has connected Ryder with more than 10 OEMs with whom we have not worked before, thereby expanding our OEM network.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

In recent years, our industry has been impacted by evolving customer interest and demand toward low carbon technologies as a result of emission reduction programs and regulatory mandates. Ryder is actively engaged in developing strategic partnerships with new technology providers, developing new products, and evaluating emerging technologies as they become available to support this shift in demand. However, we may fail to respond adequately or in a timely manner to innovative changes in new technology in our industry. In recent years, our industry has been characterized by rapid changes in technology, leading to innovative transportation and logistics concepts that have impacted, or have the potential to significantly impact, our business model, competitive landscape and the industries of our customers and suppliers. While we are actively engaged in evaluating emerging technology and developing strategic alliances and new products, we cannot be certain that our initiatives will be successful or timely, and our failure to effectively implement any initiative could have an adverse impact on our financial condition or results of operations. For example, new concepts are currently under development for advanced electric vehicles, autonomous or semi-autonomous self-driving vehicles, connected vehicle platforms, and drones. There is also a rapidly growing demand for e-commerce services, last mile home delivery and asset- and freight-sharing services. In addition, there may be other innovations that could impact the transportation, trucking and supply chain and logistics industries that we cannot yet foresee. Our inability to quickly adapt to and adopt innovations desired by our customers may result in a significant loss of demand for our service offerings. An increase in customer use of electric vehicles could reduce the demand for our vehicle maintenance services, diesel vehicles and related offerings. Likewise, self-driving vehicles may reduce the demand for our dedicated service offerings, where, in addition to a vehicle, we provide a driver as part of an integrated, full service customer solution. Moreover, advances in technology may require us to increase investments in order to remain competitive, and our customers may not be willing to accept higher prices to cover the cost of these investments. In addition, the timing of when we have to adopt new technologies may be affected by changes in the political or regulatory environment, which could further increase our investment costs, operating complexity and our ability to offer such technologies to our customers in the jurisdictions in which we operate.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain

Current regulation	Relevant, always included	We determine that current regulation risk is relevant to our organization because it has financial and strategic impacts to our business. For example, existing regulations in California required us to adjust our vehicle replacement schedule in the state, as well as make other operational and financial adjustments.
Emerging regulation	Relevant, always included	We determine that emerging regulation risk is relevant to our organization because it has financial and strategic impacts to our business. For example, the timing of when we have to adopt new technologies may be affected by changes in the political or regulatory environment, which could further increase our investment costs, operating complexity and our ability to offer such technologies to our customers in the jurisdictions in which we operate.
Technology	Relevant, always included	We determine that technology risk is relevant to our organization because it has financial and strategic impacts to our business. While we are actively engaged in evaluating emerging technology and developing strategic alliances and new products, changes in technology require us to adjust our business strategy and service offerings. For example, an increase in customer use of electric vehicles could reduce the demand for some of our current vehicle maintenance services, diesel vehicles and related offerings.
Legal	Relevant, always included	We determine that legal risk is relevant to our organization because it has financial and strategic impacts to our business. For example, changes in the regulatory environment can result in increased fuel efficiency mandates, accelerated deployment of alternative fuel vehicles or carbon taxes all of which will directly impact our industry.
Market	Relevant, always included	We determine that market risk is relevant to our organization because it has financial and strategic impacts to our business. For example, market changes in fuel costs could influence our business and financials.
Reputation	Relevant, always included	We determine that reputation risk is relevant to our organization because it has financial and strategic impacts to our business. For example, our inability to quickly adopt innovations or adapt to meet customer and investor expectations may result in a loss of demand for our service offerings or reputational impacts.
Acute physical	Relevant, always included	We determine that acute physical risk is relevant to our organization because it has financial and strategic impacts to our business. For example, during natural disasters, we extend our transportation and supply chain environmental expertise, technology, and infrastructure to customers and organizations in need. On the other hand, Ryder could also experience supply chain disruptions from these weather events.
Chronic physical	Relevant, always included	We determine that chronic physical risk is relevant to our organization because it has financial and strategic impacts to our business. For example , long-term, incremental shifts in weather patterns (i.e. annual

		average rainfall or temperature) can disrupt or require adjustments in our operations and the operations of our customers.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Risk type & Primary climate-related risk driver

Emerging regulation

Mandates on and regulation of existing products and services

Primary potential financial impact

Increased direct costs

Company-specific description

i) We anticipate regulatory risks in the United States if both pending and proposed state-specific or increased federal regulations move forward. This includes state or federal changes in all areas including engine or emission standards for vehicles, particularly related to vehicle efficiency. ii) In the case of changes in emissions or engine standards, we anticipate these changes could lead to increases in the cost of operating Ryder's fleet and an increase in operating costs for our Customers. We monitor, evaluate and help influence legislative and regulatory activities through our government relations program that includes active participation in diverse business, professional and trade groups.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

6,450,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Enacted legislation can directly and/or indirectly influence business decisions and costs related to equipment, fuel, or operations. We anticipate that climate change-related regulations will continue to increase in volume and complexity, thereby increasing Ryder's operating and compliance costs. For example, the climate change and other environmental regulations adopted in California over the past 10 years have increased our asset and operating costs in state, such as the cost of refrigerated units which must be replaced every seven years compared to the 8 to 10 year replacement schedule nationwide. Furthermore, California requires a minimum vehicle preventative maintenance frequency regardless of mileage, meaning maintenance costs per vehicle are higher in California than other states. Similarly, FMS shops in California spend $150,000 on average per year more than non-California FMS shops in operating costs due in part to higher regulatory requirements. This equates to an estimated $6,450,000 in additional operational spend across all 43 FMS California shops. It should be noted that while operating costs in California are greatly impacted by stricter regulatory requirements, operating costs in and out of California are influenced by a variety of factors including shop size, services offered, proximity to customers, and cost of living, among other variables. Additionally, this estimate, which is provided only as an illustrative example, is not all-inclusive, subject to uncertainty, and not representative of future costs.

Cost of response to risk

1,600,000

Description of response and explanation of cost calculation

Our compliance and reporting costs will continue to increase, particularly if regulations mandate equipment with specialized parts (i.e., emission control devices), maintenance requirements, regular equipment testing and compliance reporting. For example, Ryder retains professional environmental consulting, trade groups, trucking associations, and legal support to mitigate the direct potential impact of regulations to Ryder and our customers, which cost more than $1.6 million annually across our North America operations. It should be noted that this estimate, which is provided only as an illustrative example, is not all-inclusive, subject to uncertainty and not representative of future costs.

More importantly, Ryder proactively addresses regulatory risks through a culture of continuous improvement that drives efficiency and productivity, to the benefit of our

customers and the environment. Three examples include: (i) energy tracking and reporting tools to monitor energy use and improve energy efficiency by allowing us to easily identify unusually high energy consumption and flag facilities that are candidates for further emission reduction opportunities; (ii) collaboration with trade and business associations to shape pending climate change- legislation and regulations at the state, provincial, and federal level; and, (iii) our relationships with the OEMs to support accelerated deployment of new and more efficient technologies, such as EV. We work with our OEM partners to validate the technology for our customers' needs and help it gain widespread industry acceptance. These relationships also ensure that integration is looked at through the lens of a fleet operator and not solely from the perspective of a truck manufacturer. Ryder has recognized the value of making financial investments in advanced fuel equipment, technologies, and processes to improve fuel economy for our customers, enhance safety, and reduce operating costs as part of an overall strategy to improve transportation efficiencies. For example, Ryder provides several options to rent or lease electric light duty trucks, including the Workhorse units we offer for long-term leases and through our COOP commercial vehicle sharing platform. We also offer service and charging capabilities in our expanding EV charging station network throughout our US facilities, including two recently upgraded facilities in Fontana and Northridge, CA that feature the latest fast chargers.

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Risk type & Primary climate-related risk driver

Primary potential financial impact

Increased indirect (operating) costs

Company-specific description

i) We consider our company to be exposed to physical risks such as natural disasters (e.g. flooding, tropical cyclones and storms, etc.) or changing weather patterns that may be associated with climate change. There are no specific geographical areas that are more affected by these physical risks than others, although our operations in coastal and near coastal areas (particularly in the Gulf or East Coast regions of U.S.) may be at higher risk for hurricanes and tropical cyclones.

ii) Our company is exposed to physical risks such as tropical cyclones in a number of ways: a) increased costs and business disruption because our facilities or equipment (vehicle fleet) could be damaged during a disaster, b) we may need to increase resources and modify operations in order to support our customers in the event of a

disaster, or c) our larger supply chains may be disrupted as a result of natural disasters that will temporarily interfere with our ability to maintain operations.

Time horizon

Medium-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

2,400,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Our business is more susceptible to severe weather and other natural occurrences as we operate a capital-intensive business with a large number of vehicles and need to access roads and warehouses in order to service our customers. Severe weather may negatively affect our operations as it may damage our vehicles and facilities, and prohibit our workforce from servicing our customers. In addition, fuel costs may rise and other significant business interruptions could occur. Insurance to protect against loss of business and other related consequences resulting from these natural occurrences is subject to coverage limitations, and may not be sufficient to cover all of our damages and may not be available at commercially reasonable rates. The frequency or intensity of severe weather events has increased in the last 20 years, according to United Nations Office for Disaster Risk Reduction, and may continue to do so. The financial implications of acute physical risks include damage to our facilities, vehicles, or other equipment that would increase our operational cost and vary based on the severity of the weather event. For example, in 2021, the financial impact to Ryder from severe weather and other natural occurrences was approximately $2.4M. This estimate, which is provided only as an illustrative example, is not all-inclusive, subject to uncertainty and not representative of future costs.

Cost of response to risk

0

Description of response and explanation of cost calculation

Actively managing risks is fundamental to the services Ryder provides so there is no additional cost for risk response ($0). Ryder facilities must comply with an Asset

Protection Manual that dictates how to maintain optimum, safe working conditions year-round. We update contingency and emergency management plans annually, perform third party risk assessments of our facilities, and have dedicated property risk control specialists inspect and recommend improvements. Compliance with mitigation plans and recommendations is tracked and any human element issues require corrective actions within 90 days.

Furthermore, Ryder has multiple protocols in place, ready to execute when natural disasters strike. We pre-engage key suppliers, e.g. generator providers, and perform preparation work at potentially impacted facilities. We follow a structured pre and post-storm notification procedure to alert potentially impacted Ryder locations of impending storm events. Notifications include specific instructions for protecting Ryder property. When warranted, post-storm procedures include scheduled calls with key Ryder areas (Risk Management, Operations, Safety, Claims, IT, etc.) to assist impacted locations in becoming operational as soon as possible. In-house management of Ryder property claims helps control the costs of claims. To further minimize business disruptions and costs, we have a comprehensive fuel supply network through Ryder's Energy Distribution Company (REDCO), which responds quickly to man-made or natural disruptions in fuel supply, and we help customers with contingency plan implementation, including fuel management. Critical freight loads are moved early and inventory loads repositioned in advance to avoid potential storm impacts.

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Risk type & Primary climate-related risk driver

Reputation

Shifts in consumer preferences

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Company-specific description

i) A potential risk is the need to expand existing business services to support customer-driven initiatives related to the measurement, reduction, and reporting of their own emission outputs.

ii) As our customers increasingly consider and quantify the direct and indirect impacts associated with their carbon emissions, as a transportation service provider, our company is required to respond with emission outputs related to the services we provide and to assist customers to also measure the emissions associated with the movement

of inbound raw materials and outbound products within their supply chain network. Our company's response has taken varied forms including responding to supplier questionnaires or assisting customers in specifying the most fuel efficient vehicles or options to reduce fuel usage by using viable and commercially-available alternative powered vehicles.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

0.1

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

The financial implications of these identified risks are difficult to quantify long-term as other risk areas previously discussed (i.e., regulatory risks) influence the magnitude of their impact, as does how quickly and nimbly Ryder responds to these risks. However, in the medium-term, a consumer shift toward greener and more eco-friendly transportation solutions is expected to decrease demand for diesel-centric products and services, including fuel and vehicle maintenance. With increased EV adoption over the next 5-7 years, potential changes in vehicle maintenance frequency and revenue are expected, but the extent of these changes are still speculative and contingent on EV availability and adoption rates. We anticipate an estimated 5-10% decrease in fuel consumption by 2030 similar to reduced fuel consumption impacts previously observed from improved fuel efficiency standards. It should be noted that this estimate, which is provided only as an illustrative example, is not all-inclusive, subject to uncertainty and not representative of future costs.

Additionally, new services and products in emerging technologies like EV will bring new revenue generating opportunities to offset lower diesel demand. Ryder tested nine different EV models with customers and our own fleet in 2021. We continue to grow our EV charging infrastructure in preparation for expanding our owned and leased EV fleet. There are currently more than 50 charging installations at our locations across the U.S. In 2021, a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market

schedules. As part of these discussions, we are identifying potential new OEM relationships and ensuring our customers' needs are understood.

Cost of response to risk

50,000,000

Description of response and explanation of cost calculation

As part of our commitment to stay ahead of the curve on advanced vehicle technology, Ryder has increased its investment in mitigating this risk by amassing in-house resources related to alternative fuel vehicles and emerging technologies, including adding four new dedicated employee resources to this effort. Additionally, in 2020, we launched RyderVentures, a corporate venture capital fund that is targeting $50 million in investments over the next five years. Ryder regularly explores and evaluates new vehicles, new technologies, and early-stage development products that could directly benefit our customers. By researching and testing technology before bringing it to our customers, we ensure that it is right for their business needs. For example, in 2021, we continued our collaboration with TruckLabs to pilot TruckWings, a tractor-mounted, active aerodynamic device that closes the gap between the cab and the trailer at highway speeds to reduce drag, add stability, and improve fuel economy. A successful pilot with 30 trucks over 12 weeks showed TruckWings could help Ryder save 1,130 gallons of diesel and eliminate more than 25,000 pounds of CO2 emissions per truck per year. We are routinely looking for and piloting emerging, low-carbon technologies that will drive value for our customers and improve our environment.

Comment

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Risk type & Primary climate-related risk driver

Primary potential financial impact

Decreased revenues due to reduced production capacity

Company-specific description

We buy vehicles and related equipment from a relatively small number of OEMs in our FMS business. Some of our vehicle manufacturers rely on a small concentration of suppliers for certain vehicle parts, components and equipment. A discrete event in a particular OEM's or supplier's industry or location, or adverse regional economic conditions impacting an OEM or supplier's ability to provide vehicles or a particular component, has and could in the future adversely impact our FMS business and

profitability. In addition, our business and reputation could also be negatively impacted if any parts, components or equipment from one of our suppliers suffer from broad-based quality control issues or become the subject of a product recall and we are unable to obtain replacement parts from another supplier in a timely manner. Although we believe we have alternative sources of supply for the equipment and other supplies used in our business, termination or significant alteration of our relationship with any of our key suppliers could have a material adverse effect on our business, financial condition or results of operations in the unlikely event that we were unable to obtain adequate equipment or supplies from other sources in a timely manner or at all.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Cost of response to risk

Description of response and explanation of cost calculation

The potential risk and financial impact of supply chain disruptions that could result in our reduced production capacity is dependent on a wide range of factors and therefore difficult to quantify. However, we recognize the importance of a robust and diverse supply chain in mitigating this risk. As such, we work closely with our OEM partners to ensure our operational needs can be met, plan for changing customer and regulatory trends, and align our business strategy and timelines to their production timelines, among other mitigating strategies. Furthermore, we continuously work to expand our OEM network. For example, in 2021, we have met one-on-one with 28 different traditional and non-traditional OEMs to discuss their EV development plans and projected production schedules. These discussions have not only deepened our

relationship with our existing OEM partners, but they also connected us with more than 10 OEMs with whom we have not previously worked.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

i. Increasing complexity of vehicle technologies, continually changing maintenance requirements, and new United States federal and state regulatory, fuel, and emissions standards will drive more companies to outsource their transportation needs to a third party like Ryder that has the technical knowledge and expertise to handle these areas.
ii. Ryder helps customers manage and reduce their own risks and costs by providing guidance and direction to our customers on regulatory rules and regulations that may impact their business. For example, a small to medium size fleet client may not have dedicated environmental and regulatory personnel, and it will be advantageous to this client to have our compliance specialists stay abreast of frequent regulatory changes rather than attempting to monitor these changes themselves. We also allow our customers to achieve economies of scale (in fuel, maintenance, waste management and other operating costs) and to access to new and emerging technologies that they would not be able to gain, at least not as quickly and cost effectively as they do with Ryder.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

0.24

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

New fuel economy and fuel efficiency standards are expected to impact vehicle manufacturing costs, fuel costs, and overall operating costs for our fleet. The full extent of these impacts depends on a number of variables and are still unknown. However, we are able to estimate some of these costs. For example, while new vehicle emission standards will increase initial tractor-trailer equipment costs, past standards have resulted in approximately 24% fuel efficiency gain overtime (from 2011 to 2017, according to the European Federation for Transport and Environment), thereby reducing fueling and other operating costs. We also expect to generate increased revenues as the increased complexity associated with responding to new regulations prompts customers to outsource their transportation management and network optimization services to Ryder. As an industry leader, our expertise and access to emerging technologies is significantly greater than a company of a smaller size is able to achieve.

Cost to realize opportunity

4,500,000

Strategy to realize opportunity and explanation of cost calculation

Ryder has operated successfully in a highly regulated environment for years and is well positioned to service our customers with expertise and support. Ryder invests in purchasing strategies including evaluation of the environmental and performance standards of suppliers. We continually invest in state-of-the-art vehicles, fleet management and diagnostic technologies that expand these capabilities and maximize vehicle performance, cargo routing, fuel usage, and driving skills. We also had demonstrated leadership in transitioning our customers to evolving and more efficient transportation technologies. Starting in 2009, we assembled an Alternative Fuels and Vehicles Strategy Team (expanded in 2010 to the Alternative Fuel Natural Gas Council)

to review alternative fuel platforms and identify new market opportunities. In 2019, to better serve customers incorporating EVs into their fleets, we assembled a large cross-functional diverse team of 100+ in-house technical resource experts across 11 different workstreams (marketing, incentive grants, pricing, infrastructure, maintenance needs). In 2021, a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are identifying potential new OEM relationships and ensuring our customers' needs are understood. Additionally, we have tested more than 10 different alternative fuel truck models and are investing in EV vehicles and charging infrastructure. As of this report, we have invested $1M in EV charging stations and charging infrastructure, expanding our EV charging network to more than 50 stations at Ryder locations. Other investments in EV technologies in 2020 and 2021 include $3M to reserve a total of 150 electric tractors, $260,000 to purchase five Ford E-Transits deployed into our Rental fleet, $180,000 in 2 C-1000 Workhorse all-electric step vans offered through COOP for short-term rentals and through ChoiceLease and SelectCare product lines for longer term leases, and nearly $30,000 in partnership with Freightliner to demo new, all-electric Class 6 and Class 8 trucks. Combined, recent investments exceed $4.5M.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of new products or services through R&D and innovation

Primary potential financial impact

Increased revenues through access to new and emerging markets

Company-specific description

i) Changing consumer behaviour, particularly interest in full-service transportation solutions, has increased interest in environmentally-sound transportation solutions, presenting future business opportunities for Ryder.
ii) Ryder provides full-service transportation solutions, which helps customers outsource their transportation needs and lower their carbon emissions.

Time horizon

Medium-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

0

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Ryder is continually developing new services and tools that generate new revenue opportunities by enhancing the experience of and creating value for our outsourced transportation management and network optimization customers, such as: (1) RyderGyde, an application that allows drivers, fleet managers, and fleet owners to manage vehicles, ensure compliance, schedule maintenance, rent vehicles, find Ryder locations, and compare fuel rates; (2) RyderConnect , Ryder's turnkey telematics program that gives customers real-time visibility and control over their fleet; (3) RyderShare, the only digital platform from a 3PL that provides end-to-end supply chain visibility, exception management, and predictive analytics to increase productivity and savings, among other benefits; and, (4) COOP by Ryder, a commercial vehicle sharing platform that gives customers access to thousands of commercial trucks, tractors, and trailers available for rent at competitive rates. The potential financial impact will be indirect ($0).

Cost to realize opportunity

180,000

Strategy to realize opportunity and explanation of cost calculation

i) Ryder proactively invests in developing new services and technology for our outsourced transportation management and network optimization customers to continuously improve operational efficiency and enhance the customer experience. As part of our commitment to innovation, we help customers manage their climate change risks and reduce their emissions through access to emerging technologies, market leadership, in-house technical expertise, and research and development. For example, Ryder developed the RyderGyde application to give customers the ability to manage their fleet or a single vehicle anywhere and anytime using a customized Ryder phone app. The app allows our customers to more efficiently identify Ryder locations, view fleet details and compare fuel rates. In addition, COOP is the perfect launch platform for new technology vehicles such as the Workhorse C-Series electric van as it provides customers the ability to try the vehicles in various markets without any long-term

commitment. In 2020, Ryder purchased 2 C-1000 Workhorse units ($90,000 each) and began offering the all-electric step van through COOP for short-term rentals and through ChoiceLease and SelectCare product lines for longer term leases.

Comment

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Markets

Primary climate-related opportunity driver

Use of public-sector incentives

Primary potential financial impact

Increased access to capital

Company-specific description

i) Changing consumer behaviour, particularly related to business demand for energy efficient technologies, has increased interest in environmentally sound transportation solutions, presenting future business opportunities for Ryder.
ii) The growth of demand for alternative fueled trucks including electric vehicles is an example of one such opportunity. In previous years, Ryder has obtained federal and state grants for both electric and natural gas equipment and has used that funding to offset incremental costs associated with NGVs, EVs and associated infrastructure for our customers.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

3,169,746

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Federal and state incentive projects provided Ryder with a tremendous opportunity to expand our alternative fueled fleet including electric and natural gas truck program, generating additional revenues from these new vehicles. The potential financial impact figure above includes grants received in 2021 to purchase and install two integrated power centers and up to four megachargers in San Bernardino and Riverside Counties, California, which will support future expansion of EVs into these areas. We expect this potential financial impact figure to increase in future years as we leverage additional partnerships and resources to enhance our grant achieving potential. For example, in 2021, Ryder partnered with the Center for Transportation and the Environment (CTE) to identify and win grants that will help us expand our evolving vehicle technology deployment efforts. Ryder is in CTE's Leadership Circle, which constitutes its highest level of membership.

Cost to realize opportunity

25,000

Strategy to realize opportunity and explanation of cost calculation

In 2020, Ryder made significant investments in developing charging infrastructure in our network, the impact and geographic extent of which was magnified by access to public-sector incentives. Over the course of the year, we installed five charging stations across three locations in California, bringing Ryder's total to 51 charging stations across the U.S. These installations will allow Ryder to increase the uptake of electric vehicles in its fleet in these regions. In the next year, Ryder hopes to install at least 15 electric charging stations across the US and Canada. Additionally, in April 2021, the South Coast Air Quality Management District Governing Board approved $3.17M in grant funding for Ryder to purchase and install up to four Megachargers and two mobile charging power centers. Through Ryder's partnership with CTE as a member of their Leadership Circle (a $25,000 membership cost), we anticipate leveraging additional public sector incentives and grants focused on advancing EV technologies.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

No, our strategy has been influenced by climate-related risks and opportunities, but we do not plan to develop a transition plan within two years

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy
Row 1	Yes, qualitative

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

To identify, assess, and mitigate key risks, Ryder maintains an enterprise risk management ("ERM") program that provides management and Ryder's Board of Directors with a robust and holistic view of key risks facing Ryder. For more information on Ryder's risk management process, specifically Ryder's Enterprise Risk Management Program which identifies various risks faced by the company, please refer to page 15 of Ryder's 2022 Proxy Statement. For information on risks that Ryder believes are most significant to its business, including climate-related risks, please see Item 1A, Risk Factors, of our 2021 Annual Report on Form 10-K and other filings we made with the SEC. With respect to climate-related risks, management continuously monitors, responds to and attempts to mitigate various risks and their varying impacts. For example, severe weather and other natural occurrences may reduce efficiencies in or cause significant business disruptions to our customers' and our fleet utilization and operations. This is an example of a cautionary discussion of the material risks and uncertainties that management believes affect us. Any of the business and operation risks detailed in Item 1A, Risk Factors, of our 2021 Annual Report on Form 10-K, as well

as risks that we do not know or currently deem immaterial, could have a material adverse effect on our business, financial condition or results of operations.

Results of the climate-related scenario analysis with respect to the focal questions

Many of our customers operate in cyclical or seasonal industries, or operate in industries, including the food and beverage industry, that may be impacted by unanticipated weather, growing conditions (such as drought, insects or disease), natural disasters, pandemics, and other conditions over which we have no control. A downturn in our customers' businesses or unanticipated events impacting their businesses could cause a reduction in freight volume shipped by those customers or a reduction in their need for our services, which could materially and adversely affect our operating results and financial condition. Similarly, our operations may be directly affected by climate-related factors such as increased severe weather events, including floods, fires, hurricanes and earthquakes at operating locations where we have vehicles, warehouses and other assets. These weather events can adversely affect the performance of our fleet, result in damage to our vehicles and facilities, make our workforce temporarily unavailable in impacted areas, cause fuel costs to rise, as well as result in other business interruptions.

Actively managing risks is fundamental to the services Ryder provides. Ryder facilities must comply with an Asset Protection Manual that dictates how to maintain optimum, safe working conditions year-round. We update contingency and emergency management plans annually, perform third party risk assessments of our facilities, and have dedicated property risk control specialists inspect and recommend improvements. Compliance with mitigation plans and recommendations is tracked and any human element issues require corrective actions within 90 days. Furthermore, Ryder has multiple protocols in place, ready to execute when natural disasters strike. We pre-engage key suppliers, e.g. generator providers, and perform preparation work at potentially impacted facilities. We follow a structured pre and post-storm notification procedure to alert potentially impacted Ryder locations of impending storm events. Notifications include specific instructions for protecting Ryder property. When warranted, post-storm procedures include scheduled calls with key Ryder areas (Risk Management, Operations, Safety, Claims, IT, etc.) to assist impacted locations in becoming operational as soon as possible. In-house management of Ryder property claims helps control the costs of claims. To further minimize business disruptions and costs, we have a comprehensive fuel supply network through Ryder's Energy Distribution Company (REDCO), which responds quickly to man-made or natural disruptions in fuel supply, and we help customers with contingency plan implementation, including fuel management. Critical freight loads are moved early and inventory loads repositioned in advance to avoid potential storm impacts.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	a) Ryder has tested more than 10 different alternative fuel truck models and has invested in new heavy-duty EV technologies. In 2020 and 2021, Ryder invested $3M to reserve a total of 150 electric tractors, $260,000 to purchase five Ford E-Transits deployed into our Rental fleet, $180,000 in 2 C-1000 Workhorse all-electric step vans offered through COOP for short-term rentals and through ChoiceLease and SelectCare product lines for longer term leases, and nearly $30,000 in partnership with Freightliner to demo new, all-electric Class 6 and Class 8 trucks. b) Ryder's low carbon products and services, such as efficient vehicles and alternative fuel vehicles, have had a medium-high influence on business.
Supply chain and/or value chain	Yes	a) We have a comprehensive fuel supply network through Ryder's Energy Distribution Company (REDCO), which responds quickly to man-made or natural disruptions in fuel supply. For example, Ryder helps customers get ready for hurricanes and other approaching storms by implementing contingency plans in storm areas that include fuel management and by leaning on our strategic fuel partners for priority supply. We also have fostered a robust supplier network on which we to ensure continued deliveries and uninterrupted supply fuel shortages or supply chain interruptions. In 2020, due to COVID, the diesel fuel market experienced a surplus rather than a shortage. However, we have faced shortages in past years and we track fuel inventories by branch in the affected areas. We also evaluate our fuel supplier portfolio annually to ensure we are best aligned for supply, price, and service in the right geographies. Critical freight loads are moved early and inventory loads repositioned in advance to avoid potential storm impacts. b) Ryder’s logistics and transportation support services have had a medium-high influence on the business such as support to federal and state governments, as well as to non-profit disaster relief agencies during times of disaster.
Investment in R&D	Yes	a) Ryder invests in state-of-the-art vehicles, fleet management and diagnostic technologies that expand transportation capabilities and maximize vehicle performance, cargo routing, fuel usage, and driving skills.

		As of this report, we have invested $1M in EV charging stations and charging infrastructure, expanding our EV charging network to more than 50 stations at Ryder locations. Additionally, in April 2021, the South Coast Air Quality Management District Governing Board approved $3.17M in grant funding for Ryder to purchase and install up to four megachargers and two mobile charging power centers. b) Ryder's investment in R&D for new low carbon vehicles and technologies has had a medium-high influence on the business.
Operations	Yes	a) Continuously improving efficiency in our operations is commonplace at Ryder. Operations routinely reduces costs and emissions by investing in vehicle and building efficiency, as well as educating our employees. In 2021, we created a driver training program to improve fuel-efficiency awareness. More than 10,000 drivers received the training, and it was added to our new driver onboarding process. The training aims to reduce fuel use and fleet emissions by educating drivers how to control and reduce RPMs, over speeding, and idle time, the three driver-controlled behaviors with the greatest impact on fuel efficiency. We are exploring providing this program and fuel-efficient educational materials to our customers to help further reduce emissions and improve the footprint of our downstream, leased assets. b) Ryder's operational risks and opportunities have had a medium influence on the business.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Direct costs Capital expenditures	Starting in 2009, we assembled an Alternative Fuels and Vehicles Strategy Team (expanded in 2010 to the Alternative Fuel Natural Gas Council) to review alternative fuel platforms and identify new market opportunities. In 2019, to better serve customers incorporating EVs into their fleets, we assembled a large cross-functional diverse team of 100+ in-house technical resource experts across 11 different workstreams (marketing, incentive grants, pricing, infrastructure, maintenance needs). In 2021 , a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are

		identifying potential new OEM relationships and ensuring our customers' needs are understood. Additionally, we have tested more than 10 different alternative fuel truck models and are investing in EV vehicles and charging infrastructure. As of this report, we have expanded our EV charging network to more than 50 stations at Ryder locations. Other investments in EV technologies in 2020 and 2021 include $3M to reserve a total of 150 electric tractors, $260,000 to purchase five Ford E-Transits deployed into our Rental fleet, $180,000 in 2 C-1000 Workhorse all-electric step vans offered through COOP for short-term rentals and through ChoiceLease and SelectCare product lines for longer term leases, and nearly $30,000 in partnership with Freightliner to demo new, all-electric Class 6 and Class 8 trucks.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2020

Target coverage

Business division

Scope(s)

Scope 1

Scope 2 accounting method

Scope 3 category(ies)

Base year

2018

Base year Scope 1 emissions covered by target (metric tons CO2e)

701,947.17

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

701,947.17

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

93.6

Target year

2024

Targeted reduction from base year (%)

10

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

631,752.453

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

640,023.26

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

640,023.26

% of target achieved relative to base year [auto-calculated]

88.2173369258

Target status in reporting year

Underway

Is this a science-based target?

No, and we do not anticipate setting one in the next 2 years

Target ambition

Please explain target coverage and identify any exclusions

Emissions from our operations, vehicles, and buildings have been tracked and disclosed since 2009. In 2012, we set our first emission reduction target goal to reduce Scope 1 and Scope 2 stationary GHG emissions 20% by 2020 over a 2009 baseline, a goal we achieved in 2019. We implemented new Scope 1, 2, and 3 emission reduction targets in 2020 to drive our reduction strategy through 2024:
- Reduce Scope 1 emissions (company-operated fleet) 10% by 2024, over 2018 baseline;
- Reduce Scope 2 emissions (company-operated facilities) 30% by 2024, over 2018 baseline; and,
- Reduce Scope 3 emissions (downstream leased equipment) 15% by 2024, over 2018 baseline.

To develop our new emissions targets, we closely tracked and evaluated materials factors that influence our emissions across the value chain. We identified priorities that present the greatest opportunity to reduce emissions and close existing data gaps while evaluating the resources available (and needed) to achieve our goals.

It should be noted that total Scope 1 mobile emissions disclosed for the reporting year excluded emissions from our service trucks (2020: 319 MT CO2e) and our UK fleet (2020: 10,256 MT CO2e). However, emissions from both have been included in this year's total for consistency with our internal emission reduction goal tracking process.

Plan for achieving target, and progress made to the end of the reporting year

In alignment with our sustainability principle to protect our planet, we strive to reduce emissions along our whole value chain. As a leading logistics and transportation company, we have a unique opportunity and ability to continually reduce the environmental impacts of our operations and those of the tens of thousands of customers we serve. Whether we are deploying AFVs, optimizing distribution networks, or operating energy-efficient warehouses and service shops, Ryder helps customer reduce emissions and drive long-term value for their businesses.

List the emissions reduction initiatives which contributed most to achieving this target

Target reference number

Abs 2

Year target was set

2020

Target coverage

Company-wide

Scope(s)

Scope 2

Scope 2 accounting method

Location-based

Scope 3 category(ies)

Base year

2018

Base year Scope 1 emissions covered by target (metric tons CO2e)

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

118,889.38

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2024

Targeted reduction from base year (%)

30

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

83,222.566

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

71,374.34

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

71,374.34

% of target achieved relative to base year [auto-calculated]

133.2191880105

Target status in reporting year

Underway

Is this a science-based target?

No, and we do not anticipate setting one in the next 2 years

Target ambition

Please explain target coverage and identify any exclusions

Emissions from our operations, vehicles, and buildings have been tracked and disclosed since 2009. In 2012, we set our first emission reduction target goal to reduce Scope 1 and Scope 2 stationary GHG emissions 20% by 2020 over a 2009 baseline, a goal we achieved in 2019. We implemented new Scope 1, 2, and 3 emission reduction targets in 2020 to drive our reduction strategy through 2024:

- Reduce Scope 1 emissions (company-operated fleet) 10% by 2024, over 2018 baseline;
- Reduce Scope 2 emissions (company-operated facilities) 30% by 2024, over 2018 baseline; and,
- Reduce Scope 3 emissions (downstream leased equipment) 15% by 2024, over 2018

baseline.

To develop our new emissions targets, we closely tracked and evaluated materials factors that influence our emissions across the value chain. We identified priorities that present the greatest opportunity to reduce emissions and close existing data gaps while evaluating the resources available (and needed) to achieve our goals.

Plan for achieving target, and progress made to the end of the reporting year

In alignment with our sustainability principle to protect our planet, we strive to reduce emissions along our whole value chain. As a leading logistics and transportation company, we have a unique opportunity and ability to continually reduce the environmental impacts of our operations and those of the tens of thousands of customers we serve. Whether we are deploying AFVs, optimizing distribution networks, or operating energy-efficient warehouses and service shops, Ryder helps customer reduce emissions and drive long-term value for their businesses.

List the emissions reduction initiatives which contributed most to achieving this target

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Target reference number

Abs 3

Year target was set

2020

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)

Category 13: Downstream leased assets

Base year

2018

Base year Scope 1 emissions covered by target (metric tons CO2e)

Base year Scope 2 emissions covered by target (metric tons CO2e)

Base year Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

9,599,291.42

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2024

Targeted reduction from base year (%)

15

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

8,159,397.707

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

Scope 3 emissions in reporting year covered by target (metric tons CO2e)

5,902,465

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

5,902,465

% of target achieved relative to base year [auto-calculated]

256.7430072528

Target status in reporting year

Underway

Is this a science-based target?

No, and we do not anticipate setting one in the next 2 years

Target ambition

Please explain target coverage and identify any exclusions

Emissions from our operations, vehicles, and buildings have been tracked and disclosed since 2009. In 2012, we set our first emission reduction target goal to reduce Scope 1 and Scope 2 stationary GHG emissions 20% by 2020 over a 2009 baseline, a goal we achieved in 2019. We implemented new Scope 1, 2, and 3 emission reduction targets in 2020 to drive our reduction strategy through 2024:
- Reduce Scope 1 emissions (company-operated fleet) 10% by 2024, over 2018 baseline;
- Reduce Scope 2 emissions (company-operated facilities) 30% by 2024, over 2018 baseline; and,
- Reduce Scope 3 emissions (downstream leased equipment) 15% by 2024, over 2018 baseline.

In 2021, Ryder Scope 3 emissions were tracked and reported under eight of the 15 categories. While we calculate and track emissions across more categories, Scope 3 emissions reported in this section include only those from downstream leased assets (Category 13), as they represent the highest percentage of our Scope 3 (and total emissions).

Plan for achieving target, and progress made to the end of the reporting year

In alignment with our sustainability principle to protect our planet, we strive to reduce emissions along our whole value chain. As a leading logistics and transportation company, we have a unique opportunity and ability to continually reduce the environmental impacts of our operations and those of the tens of thousands of customers we serve. Whether we are deploying AFVs, optimizing distribution networks, or operating energy-efficient warehouses and service shops, Ryder helps customer reduce emissions and drive long-term value for their businesses.

List the emissions reduction initiatives which contributed most to achieving this target

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Other climate-related target(s)

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2019

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)
Engagement with suppliers
Percentage of suppliers (by emissions) disclosing their GHG emissions

Target denominator (intensity targets only)

Base year
2019

Figure or percentage in base year
8

Target year
2022

Figure or percentage in target year
20

Figure or percentage in reporting year
28

% of target achieved relative to base year [auto-calculated]
166.6666666667

Target status in reporting year
Underway

Is this target part of an emissions target?

Scope 3 emissions are the biggest portion of our total company emissions. Therefore, we are focused on working collaboratively with our suppliers and customers to reduce both upstream and downstream emissions through increased and more targeted engagement efforts. For example, we have expanded our collaboration with OEMs to speed products to market that will help us and our customers make progress toward our emission reduction targets, such as reduce mobile emissions from vehicles. In 2021, a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are identifying potential new OEM relationships and ensuring our customers' needs are understood.

Is this target part of an overarching initiative?

Please explain target coverage and identify any exclusions

Since 2009, Ryder has included sustainability questions in its RFP and Sourcing information to help in the qualifying and selection process for key suppliers. For environmental service and product providers, responses were weighted and included in the selection criteria. For other suppliers, responses were considered but were not always determinative. In 2019, Ryder started a broad-based company-wide supplier initiative to review current supplier code of conducts, sustainability programs and begin discussion on opportunities to reduce emissions. Ryder Environmental Services and Procurement teams have been working with a number of suppliers in those efforts to advance emission reduction benefits going forward, Ryder will now review select strategic suppliers to drive toward increased reporting and scoping of beneficial emission reduction opportunities. As part of this on-going collaboration, Ryder is bolstering our supplier code of conduct with more specific supplier specific greenhouse gas reduction and reporting requirements. In 2020, we met with our top strategic suppliers, including our preferred tire vendor, our preferred building repair and maintenance program vendor, and waste recycling vendor on sustainability KPIs. Additionally, we are meeting with OEMs to align their low carbon product (i.e. EVs) production timelines with our emission reduction targets and overall strategy timelines. In 2021, we met one-on-one with 28 different OEMs as part of our EV strategy, including more than 10 new prospective OEM partners.

Plan for achieving target, and progress made to the end of the reporting year

List the actions which contributed most to achieving this target

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*		
Implementation commenced*		
Implemented*		
Not to be implemented		

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

Type of product(s) or service(s)

Description of product(s) or service(s)

Starting in 2009, we assembled an Alternative Fuels and Vehicles Strategy Team (expanded in 2010 to the Alternative Fuel Natural Gas Council) to review alternative fuel platforms and identify new market opportunities. In 2019, to better serve customers incorporating EVs into their fleets, we assembled a cross-functional diverse team of 100+ in-house technical resource experts across 11 different workstreams (marketing, incentive grants, pricing, infrastructure, maintenance needs). In 2021, a cross-functional Ryder team met with all leading traditional and non-traditional OEMs to discuss EV development plans and projected go-to-market schedules. As part of these discussions, we are identifying potential new OEM relationships and ensuring our customers' needs are understood. Additionally, we have tested more than 10 different alternative fuel truck models and are investing in EV vehicles and charging infrastructure. As of this report, we have expanded our EV charging network to more than 50 stations at Ryder locations. Other investments in EV technologies in 2020 and 2021 include $3M to reserve a total of 150 electric tractors, $260,000 to purchase five Ford E-Transits deployed into our Rental fleet, $180,000 in 2 C-1000 Workhorse all-electric step vans offered through COOP for short-term rentals and through ChoiceLease and SelectCare product lines for longer term leases, and nearly $30,000 in partnership with Freightliner to demo new, all-electric Class 6 and Class 8 trucks.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify

Argonne National Laboratory GREET 2. Model

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Functional unit used

Reference product/service or baseline scenario used

Life cycle stage(s) covered for the reference product/service or baseline scenario

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

Explain your calculation of avoided emissions, including any assumptions

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

Type of product(s) or service(s)

Description of product(s) or service(s)

Through Ryder's industry-leading logistics expertise and network optimization tools, Supply Chain Solution customers can more precisely align inbound and outbound shipments, synchronize returns with optimized fleet use and arrange backhauls that offset transportation costs and minimize empty miles. For example, Ryder helped a customer to reduce their carbon footprint by 7% through implementation of a lean supply chain design that includes optimal transportation and fleet solutions, including the use of a dedicated fleet. Through multi-stop truckload routing, total miles driven were reduced by nearly 50%. It should be noted that these results, which are provided as an illustrative example, are not all-inclusive and subject to variability depending on a number of customer-driven factors.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify

EPA SmartWay Tool

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Functional unit used

Reference product/service or baseline scenario used

Life cycle stage(s) covered for the reference product/service or baseline scenario

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

Explain your calculation of avoided emissions, including any assumptions

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0.01

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

Type of product(s) or service(s)

Description of product(s) or service(s)

Ryder offers customers quality preventive and ongoing maintenance to optimize vehicle and fleet performance. Better-maintained vehicles are more efficient and burn less fuel. Ryder has an extensive program that implements rigorous preventive maintenance schedules for even the most routine care by routinely measuring engine performance at pre-scheduled maintenance checks and verifying tire conditions and inflation rates every time vehicles stop to refuel. Our fleet management services emphasize preventive maintenance to drive fuel efficiency. We apply rigor to routine care, such as checking tire conditions and inflation rates every time vehicles refuel. Properly inflated tires can save as much as 4% in fuel consumption.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify

Internal asset management database

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Functional unit used

Reference product/service or baseline scenario used

Life cycle stage(s) covered for the reference product/service or baseline scenario

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

Explain your calculation of avoided emissions, including any assumptions

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0.06

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in methodology	The methodology for calculating Scope 2 market-based emissions was updated to reflect more current regional emission factors for electricity utilized by facilities in the United States.

C5.1c

(C5.1c) Have your organization's base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold
Row 1		

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1, 2018

Base year end

December 31, 2018

Base year emissions (metric tons CO2e)

749,903.46

Comment

Base year emissions reflected here include both Scope 1 stationary and mobile emissions. It should be noted that Ryder's Scope 1 emissions reduction target is limited to Scope 1 mobile emissions, which represent 93.6% of Ryder's total Scope 1 emissions.

Scope 2 (location-based)

Base year start

January 1, 2018

Base year end

December 31, 2018

Base year emissions (metric tons CO2e)

118,889.38

Comment

Scope 2 (market-based)

Base year start

January 1, 2018

Base year end

December 31, 2018

Base year emissions (metric tons CO2e)

117,962.65

Comment

Scope 3 category 1: Purchased goods and services

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 2: Capital goods

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 5: Waste generated in operations

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 6: Business travel

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 7: Employee commuting

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 13: Downstream leased assets

Base year start

January 1, 2018

Base year end

December 31, 2018

Base year emissions (metric tons CO2e)

8,924,111

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Defra Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, 2019
IPCC Guidelines for National Greenhouse Gas Inventories, 2006
The Climate Registry: General Reporting Protocol
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
US EPA Center for Corporate Climate Leadership: Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases
US EPA Center for Corporate Climate Leadership: Indirect Emissions From Purchased Electricity

Other, please specify
US EPA Office of Transportation and Air Quality Emission Facts EPA420 -F-05-001

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)
684,619.19

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

Comment
We continuously review and refine our emissions accounting process. One area of continued growth is our work to obtain as much market-based information as possible from suppliers and from publicly available information to ensure the increased accuracy of our market-based emissions, currently only reported for locations in the US and Canada.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based
71,374.34

Scope 2, market-based (if applicable)

69,695.79

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source

Refrigerants

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

No emissions from this source

Relevance of market-based Scope 2 emissions from this source (if applicable)

No emissions from this source

Explain why this source is excluded

Relevance was determined from estimating the size of refrigerants emissions as compared to a materiality threshold of 5%. Since refrigerant emissions make up 0.55% (4,134 MTCO2) of the scope 1 and 2 emissions (0.60% of scope 1), they are considered not material and therefore not relevant. Ryder also considers if emissions are relevant by determining if Ryder can drive reductions, the cost-benefit of gathering data, stakeholder expectations, and potential uses of the data.

Estimated percentage of total Scope 1+2 emissions this excluded source represents

Explain how you estimated the percentage of emissions this excluded source represents

Source

CH4/N2O Emissions

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

Emissions are not relevant

Relevance of market-based Scope 2 emissions from this source (if applicable)

Emissions are not relevant

Explain why this source is excluded

CH4 and N2O emissions are not estimated as they are considered de minimis. They represent approximately 0.1% of scope 1 and 2 emissions (including the other omissions).

Estimated percentage of total Scope 1+2 emissions this excluded source represents

Explain how you estimated the percentage of emissions this excluded source represents

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

212,794

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The WRI/WBCSD Scope 3 average-data method and supplier specific method were applied to calculate the category 1: purchased goods and services. This category includes upstream emissions from extraction, production & transportation, to our fuel distribution suppliers of fuel purchased by Ryder customers through REDCO, excluding

DTS (covered elsewhere). Fuel production and transportation average life cycle emission factors for upstream emissions per gallon were used, excluding combustion (U.S. /CA Life Cycle EF for Diesel at regional storage).

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

129,169

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The WRI/WBCSD Scope 3 average-data method was applied to calculate the category 2: Capital Goods. This category includes upstream emissions from extraction, production & transportation of new trucks added to the Ryder fleet in reporting year. The WRI/WBCSD Scope 3 average product method was applied estimating emissions from purchased trucks using industry average lifecycle emission factors published by Ecoinvent V3.2 Truck Lifecycle Dataset.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

120,619

Emissions calculation methodology

Supplier-specific method
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The WRI/WBCSD Scope 3 average-data method and supplier-specific method were applied to calculate the category 3: fuel and energy related activities not included in scope 1 or scope 2 emissions. This category includes upstream emission from extraction, production & transportation of fuel purchased for Ryder DTS fleet through REDCO. We used the average-data method to calculate the upstream emissions of Ryder fuels used in their operations including extraction, production, and transportation

to storage. We used the supplier-specific method to calculate the upstream distribution of Ryder fuels used in their operations from the bulk supplier to Ryder. Fuel production and transportation emission factors from the Ecoinvent V3 database were generated in the SimaPro life cycle assessment software using the IPCC 2007 GWP 100a characterization method.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1,591

Emissions calculation methodology

Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The WRI/WBCSD Scope 3 distance-based method was applied to calculate the category 4: upstream transportation and distribution emissions from fuel Ryder sold to customers. This category includes upstream emissions from transportation of fuel from Ryder fuel distributors to Ryder FMS shops and purchased by Ryder customers through REDCO, excluding DTS (covered elsewhere). Transportation emission factors from the Ecoinvent V3 database were generated in the SimaPro life cycle assessment software using the IPCC 2007 GWP 100a.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

3,150

Emissions calculation methodology

Average spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

The average cost data method was applied to calculate category 5: Waste generated in operations. This category includes downstream emissions from the disposal of solid waste generated at Ryder facilities through primary solid waste management vendor only. Excludes emissions from other waste providers (i.e. local waste providers retained

directly by Supply Chain facilities). Ryder waste hauling costs are approximately 0.020% of our primary solid waste management vendor's total revenue. At the time this GHG inventory analysis was completed, the vendor's latest publicly-reported scope 1 and 2 emissions were 15,934,821 MTCO2e (2020), which is consistent with previous years. Therefore Ryder's scope 3 category was estimated to total approximately 3,150 MTCO2e.

Business travel

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

8,527

Emissions calculation methodology

Other, please specify

See below.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

This category includes upstream emissions from business travel as reported annually by our two corporate business travel providers and excludes business travel booked directly with other companies. The calculation methodologies are based on various widely accepted protocols that can all be traced back or related to the GHG Protocol. They include The Climate Registry General Reporting Protocol and the EPA GHG Calculator. Also included in this category are GHG emissions based on annual mileage and mpg reports from Ryder's preferred rental car partner.

Employee commuting

Evaluation status

Relevant, not yet calculated

Please explain

Ryder has calculated and reported employee commuting in past years. The methodology for estimating employee commuting emissions under review due to increase in remote work company-wide following the COVID-19 pandemic.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

Ryder does not lease assets for Ryder operations.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Please explain

The only products Ryder sells are used vehicles which are already accounted for in Category 11 – Use of Sold Products.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

Ryder does not sell intermediate products.

Use of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

361,938

Emissions calculation methodology

Methodology for indirect use phase emissions, please specify

Ryder has established the SmartWay Tool as the technical basis and source for all mobile emission factors, as documented in EPA 420-F-05-001

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The category includes estimated downstream emissions from the operation of used vehicles for the year in which they are sold. Ryder has established the SmartWay Tool as the technical basis and source for all mobile emission factors. Scope 1 and Scope 3 mobile emissions are based on a factor of 22.2 lbs of CO2 per gallon of diesel fuel, as documented in the US EPA Office of Transportation and Air Quality EPA 420-F-05-001 dated February 2005, and which is the basis for all SmartWay CO2 emission calculations.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Please explain

The only products that Ryder sells are used vehicles which are accounted for in Category 11 – Use of Sold Products.

Downstream leased assets

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

5,902,465

Emissions calculation methodology

Methodology for direct use phase emissions, please specify

Ryder has established the SmartWay Tool as the technical basis and source for all mobile emission factors, as documented in EPA 420-F-05-001

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

The WRI/WBCSD Scope 3 direct use-phase emissions method was applied to calculate the category 13: downstream leased assets emissions from fuels combusted in Ryder leased vehicles. This category includes downstream emissions from fuel used/combusted in customer leased Ryder vehicles based on operational data (i.e., mileage, MPG, fuel consumption) as captured by telematics devices or in other reports. The category includes the emissions from the use phase of the leased products (combustion) and life cycle emission factor for diesel production. Ryder has established the SmartWay Tool as the technical basis and source for all mobile emission factors. Scope 1 and Scope 3 mobile emissions are based on a factor of 22.2 lbs of CO2 per gallon of diesel fuel, as documented in the US EPA Office of Transportation and Air Quality EPA 420-F-05-001 dated February 2005, and which is the basis for all SmartWay CO2 emission calculations.

Franchises

Evaluation status

Not relevant, explanation provided

Please explain

Ryder is not a franchisor.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

Ryder is not an investment company or company that provides financial services.

Other (upstream)

Evaluation status

Not evaluated

Please explain

Other (downstream)

Evaluation status

Not evaluated

Please explain

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Yes

C6.7a

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

	CO2 emissions from biogenic carbon (metric tons CO2)	Comment
Row 1	31,109.38	

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

C-TS6.15

(C-TS6.15) What are your primary intensity (activity-based) metrics that are appropriate to your emissions from transport activities in Scope 1, 2, and 3?

LDV

Scopes used for calculation of intensities

Intensity figure

Metric numerator: emissions in metric tons CO2e

Metric denominator: unit

Metric denominator: unit total

% change from previous year

Please explain any exclusions in your coverage of transport emissions in selected category, and reasons for change in emissions intensity.

HDV

Scopes used for calculation of intensities

Intensity figure

Metric numerator: emissions in metric tons CO2e

Metric denominator: unit

Metric denominator: unit total

% change from previous year

Please explain any exclusions in your coverage of transport emissions in selected category, and reasons for change in emissions intensity.

ALL

Scopes used for calculation of intensities

Report just Scope 1

Intensity figure

1,375

Metric numerator: emissions in metric tons CO2e

640,023.26

Metric denominator: unit

p.mile

Metric denominator: unit total

496,349,869

% change from previous year

Please explain any exclusions in your coverage of transport emissions in selected category, and reasons for change in emissions intensity.

The above intensity figure constitutes grams per mile from Ryder's Scope 1 mobile emissions only. Scope 1 mobile emissions represent 94.9% of Ryder's total Scope 1 emissions. This is the first year that Ryder has reported this intensity metric, as such no percentage change from previous year is provided.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
United States of America	624,828.14
Canada	49,590.07
Europe	10,200.98

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

By activity

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Supply Chain Solutions	640,086.99

Fleet Management Solutions	34,269.23
Administration	61.99
International Operations	10,200.98

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Transportation Service/Fleet activity	650,287.98
Fleet Maintenance activity	34,269.23
Administrative activity	61.99

C-CE7.4/C-CH7.4/C-CO7.4/C-EU7.4/C-MM7.4/C-OG7.4/C-ST7.4/C-TO7.4/C-TS7.4

(C-CE7.4/C-CH7.4/C-CO7.4/C-EU7.4/C-MM7.4/C-OG7.4/C-ST7.4/C-TO7.4/C-TS7.4) Break down your organization's total gross global Scope 1 emissions by sector production activity in metric tons CO2e.

	Gross Scope 1 emissions, metric tons CO2e	Comment
Transport services activities	650,287.97	

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
United States of America	62,725.94	61,047
Canada	1,340.74	1,340.74
Mexico	7,019.82	7,019.82
Europe	288.23	288.23

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

By activity

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Supply Chain Solutions	26,310.95	24,409
Fleet Management Solutions	33,375.8	34,143
Administration	4,379.74	3,836
International	7,308	7,308

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Transportation Service/Fleet activity	33,618.95	31,717
Fleet Maintenance activity	33,375.8	34,143
Administrative activity	4,379.74	3,836

C-CE7.7/C-CH7.7/C-CO7.7/C-MM7.7/C-OG7.7/C-ST7.7/C-TO7.7/C-TS7.7

(C-CE7.7/C-CH7.7/C-CO7.7/C-MM7.7/C-OG7.7/C-ST7.7/C-TO7.7/C-TS7.7) Break down your organization's total gross global Scope 2 emissions by sector production activity in metric tons CO2e.

	Scope 2, location-based, metric tons CO2e	Scope 2, market-based (if applicable), metric tons CO2e	Comment
Transport services activities	33,618.95	31,717	

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	7,874	Increased	33.89	Ryder purchased 35% more biodiesel/renewable diesel from 2020 to 2021. 31,109.38 MTCO2e in 2021 versus 23,235.82 MTCO2e in 2020 = 33.89% increase.
Other emissions reduction activities	11,528	Decreased	13.91	We continually make energy efficiency improvements in our buildings, such as the following initiatives we completed in 2021: • Updated Ryder owned and controlled facilities' maintenance standards to require only LED lighting or fixture replacements. 2,030 lighting fixtures at 129 locations were replaced, an investment of $1.3 million to reduce fixture wattage by nearly 50%. • Invested $1.1 million to maintain HVAC systems at peak efficiency and reduce energy consumption. 1,095 preventive maintenance services were completed at more than 500 locations to ensure building systems perform optimally. • Invested $1.4 million to replace aging HVAC systems with more energy-efficient systems. • Evaluated benefits of motion sensors for new and replacement light installations to conserve electricity and installed where appropriate. Combined energy-efficiency and emission reduction activities contributed to a 13.91% decrease in Scope 2 location-based emissions (71,374.34 MTCO2e in 2021 versus 82,903.20 MTCO2e in 2020).

Divestment				
Acquisitions				Ryder had one business entity acquisition that was closed at the end of December 2021. Given that the acquisition closed so late in the year, this business entity's emissions were not included in our emissions inventory or this report for 2021 and will be incorporated next year. Emissions from individual assets (properties, vehicles, etc.) acquired during the calendar year are captured within our reporting from the date of acquisition.
Mergers				
Change in output	7,184.25	Decreased	1.11	Ryder decreased truck mileages and improved MPG in 2021 resulting in a 1.11% decrease in emissions. 2021 Scope 1 mobile emissions were 640,023.26 MTCO2e versus 647,207.51 MTCO2e in 2020 for a net decrease of 7,184.25 MTCO2e.
Change in methodology	12,970	Decreased	21	Ryder updated our market-based emission accounting methodology when preparing the 2021 GHG inventory with current regional market-based emission factors. This resulted, in part, in a 21% decrease in Scope 2 market-based emissions: 75,358 MTCO2e in 2020 versus 62,388 MTCO2e in 2021. It should be noted that location-based emissions also decreased so the decrease in market-based emissions cannot be solely attributed to a change in methodology.
Change in boundary				
Change in physical operating conditions				
Unidentified				
Other				

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh

Consumption of fuel (excluding feedstock)	Unable to confirm heating value			2,710,335.22
Consumption of purchased or acquired electricity				172,641.48
Total energy consumption				2,882,976.7

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

Total fuel MWh consumed by the organization

Comment

Other biomass

Heating value

Total fuel MWh consumed by the organization

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

Comment

Coal

Heating value

Total fuel MWh consumed by the organization

Comment

Oil

Heating value

Total fuel MWh consumed by the organization

Comment

Gas

Heating value

Total fuel MWh consumed by the organization

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

Comment

Total fuel

Heating value

Total fuel MWh consumed by the organization

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

None (no active purchases of low-carbon electricity, heat, steam or cooling)

Energy carrier

Low-carbon technology type

Country/area of low-carbon energy consumption

Tracking instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

Country/area of origin (generation) of the low-carbon energy or energy attribute

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

C-TS8.2f

(C-TS8.2f) Provide details on the average emission factor used for all transport movements per mode that directly source energy from the grid.

Category	Emission factor unit	Average emission factor: unit value	Comment
LDV	gCO2/kWh	405	Argonne Lab Model GREET 1, Version 2019, Electricity Generation, Power Plant Emissions: Grams per kWh of Electricity Available at User Sites (wall outlets)

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

C-TS8.5

(C-TS8.5) Provide any efficiency metrics that are appropriate for your organization's transport products and/or services.

Activity

Heavy Duty Vehicles (HDV)

Metric figure

1,375

Metric numerator

Other, please specify

CO2 Total Emissions

Metric denominator

p.mile

Metric numerator: Unit total

640,023.26

Metric denominator: Unit total

496,349,869

% change from last year

Please explain

Ryder Dedicated Transportation Services' (Ryder DTS) CO2 grams per mile calculations are based on the data sources, calculation methods, and assumptions within the SmartWay Online Truck Tool (OTT) for Data Year 2021. The Tool calculates emissions by multiplying Ryder-input fleet activity data (miles driven and fuel consumption) with EPA-approved emission factors. The Ryder DTS GHG fleet emissions performance is expressed in CO2 grams per mile. For 2021, performance was calculated at 1,375 grams per mile, compared to 1,410 for reporting year 2020.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C-TO9.3/C-TS9.3

(C-TO9.3/C-TS9.3) Provide tracking metrics for the implementation of low-carbon transport technology over the reporting year.

Activity

Light Duty Vehicles (LDV)

Metric

Fleet adoption

Technology

Battery electric vehicle (BEV)

Metric figure

7

Metric unit

Units

Explanation

In 2020, Ryder announced that customers will be able to lease or short-term rent the C-Series Workhorse all-electric step van, which is a first step for fleets seeking to electrify their last mile. The C-1000 was first made available in California through Ryder's COOP peer-to-peer commercial vehicle sharing platform. The C-1000 has 1,000 cubic feet of

space and weighs 13,000 pounds fully loaded. Ryder collaborated with Workhorse to develop the electric vehicle chassis and invested $180,000 in the two C-1000 all-electric step van units. In 2021, Ryder invested an $260,000 to purchase five Ford E-Transits deployed into our Rental fleet.

C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6

(C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6) Does your organization invest in research and development (R&D) of low-carbon products or services related to your sector activities?

	Investment in low-carbon R&D	Comment
Row 1	Yes	

C-TO9.6a/C-TS9.6a

(C-TO9.6a/C-TS9.6a) Provide details of your organization's investments in low-carbon R&D for transport-related activities over the last three years.

Activity

Heavy Duty Vehicles (HDV)

Technology area

Materials

Stage of development in the reporting year

Pilot demonstration

Average % of total R&D investment over the last 3 years

≤20%

R&D investment figure in the reporting year (optional)

50,000,000

Comment

RyderVentures, a new corporate venture capital fund, was launched in 2020 to invest in and partner with start-up companies that are developing new technologies and business models that deliver advancements and automation in logistics and transportation. RyderVentures is targeting to invest $50 million over five years. For example, in 2021, we continued our collaboration with TruckLabs to pilot TruckWings, a tractor-mounted, active aerodynamic device that closes the gap between the cab and the trailer at highway speeds to reduce drag, add stability, and improve fuel economy. A successful pilot with 30 trucks over 12 weeks showed TruckWings could help Ryder save 1,130 gallons of diesel and eliminate more than 25,000 pounds of CO2 emissions per truck

per year. We are routinely looking for and piloting emerging, low-carbon technologies that will drive value for our customers and improve our environment.

Activity
Light Duty Vehicles (LDV)

Technology area
Electrification

Stage of development in the reporting year
Pilot demonstration

Average % of total R&D investment over the last 3 years
≤20%

R&D investment figure in the reporting year (optional)
260,000

Comment
In 2020, Ryder announced customers will be able to lease or short-term rent the C-Series Workhorse all-electric step van, which is a first step for fleets seeking to electrify their last mile. The C-1000 was first made available in California through Ryder's COOP peer-to-peer commercial vehicle sharing platform. The C-1000 has 1,000 cubic feet of space and weighs 13,000 pounds fully loaded. Workhorse is the only fully permitted, last-mile EV OEM building vehicles for commercial use across the country. Ryder collaborated with Workhorse to develop the electric vehicle chassis and invested $180,000 in the two C-1000 all-electric step van units. In 2021, Ryder invested an $260,000 to purchase five Ford E-Transits deployed into our Rental fleet.

Activity
Heavy Duty Vehicles (HDV)

Technology area
Electrification

Stage of development in the reporting year
Pilot demonstration

Average % of total R&D investment over the last 3 years
≤20%

R&D investment figure in the reporting year (optional)
3,030,000

Comment

Ryder has tested more than 10 different alternative fuel truck models and has invested in new heavy-duty EV technologies. In 2020 and 2021, Ryder invested $3M to reserve a total of 150 electric tractors and nearly $30,000 in partnership with Freightliner to demo new, all-electric Class 6 and Class 8 trucks.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Status in the current reporting year

Complete

Type of verification or assurance

Reasonable assurance

Attach the statement

Ryder_2021 GHG Verification Statement_080122.pdf

Page/ section reference

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place

Status in the current reporting year
Complete

Type of verification or assurance
Reasonable assurance

Attach the statement

Ryder_2021 GHG Verification Statement_080122.pdf

Page/ section reference

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place

Status in the current reporting year
Complete

Type of verification or assurance
Reasonable assurance

Attach the statement

Ryder_2021 GHG Verification Statement_080122.pdf

Page/ section reference

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Purchased goods and services
Scope 3: Capital goods
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
Scope 3: Upstream transportation and distribution
Scope 3: Waste generated in operations
Scope 3: Business travel
Scope 3: Use of sold products
Scope 3: Downstream leased assets

Verification or assurance cycle in place

Status in the current reporting year

Complete

Type of verification or assurance

Reasonable assurance

Attach the statement

Ryder_2021 GHG Verification Statement_080122.pdf

Page/section reference

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers/clients

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

% of suppliers by number

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5

Rationale for the coverage of your engagement

Impact of engagement, including measures of success

All Ryder suppliers acknowledge and are expected to abide by our Supplier Code of Conduct, as included in our working agreements. We regularly assess our key suppliers for compliance through facility visits, and we maintain an ongoing dialogue throughout the different levels of the organization. Violation of Ryder's Supplier
Code of Conduct may lead to penalties, up to and including the loss of our business.
The Supplier Code of Conduct addresses ESG-related topics such as:
• Human rights and ethical labor practices.
• Bribery and corruption.
• Environmental policy.
• Health and safety.
Sustainability questions have been included in our requests-for-proposal and sourcing information for more than a decade. This helps us qualify and select key suppliers. In 2019, we began engaging our top suppliers in recurrent discussions on sustainability to align our goals, identify emissions reduction opportunities, and define key annual performance indicators to be tracked and reported. We plan to enhance our supplier engagement efforts by updating our Supplier Code of Conduct to expand our minimum requirements around sustainability. We will further prioritize suppliers with strong sustainability programs in our selection process.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

% of customers by number

% of customer - related Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

Ryder is committed to reducing our environmental footprint to conserve resources and associated costs. As a third-party logistics provider, our strategy for reducing emissions across our customer's operations is aligned with our own internal three-step process:
Step 1 - We maximize operational efficiency in our buildings and our fleet.
Step 2 - We prioritize projects, such as employee training and equipment retrofits, that can be implemented quickly and which will yield the greatest environmental sustainability benefits.
Step 3 - We identify, target, and position our company for early access to advanced vehicle technologies to help us and our customers maximize our emissions reductions.
At the start of every new customer relationship or operation, we meet with our customers to align our respective corporate sustainability goals and identify the Key Performance Indicators that will be measured, monitored, reported and targeted for enhancement. These KPIs are reviewed during Quarterly Business Reviews and annually to discuss progress and identify additional opportunities for implementation.

Impact of engagement, including measures of success

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Complying with regulatory requirements

Description of this climate related requirement

Ryder's Supplier Code of Conduct requires all suppliers to comply with regulatory requirements, including climate-related requirements to the extent that they are mandated by regulation. Furthermore, sustainability questions have been included in our requests-for-proposal and sourcing information for more than a decade. This helps us qualify and select key suppliers. In 2019, we began engaging our top suppliers in recurrent discussions on sustainability to align our goals, identify emissions reduction opportunities, and define key annual performance indicators to be tracked and reported. We plan to enhance our supplier engagement efforts by updating our Supplier Code of

Conduct to expand our minimum requirements around sustainability. We will further prioritize suppliers with strong sustainability programs in our selection process.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment
First-party verification
Second-party verification
Grievance mechanism/Whistleblowing hotline

Response to supplier non-compliance with this climate-related requirement

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage directly with policy makers

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

The Chief Legal Officer leads the company's legal functions and serves as Corporate Secretary for coordinating all functions relating to the company's board of directors, including acting as liaison of the Board's Corporate Governance Committee. He is also responsible for several Ryder departments, including Government Affairs, which oversees the company's direct and indirect activities related to public policy development and government relations for Ryder business across all services and geographies. The VP Environmental, Real Estate and Fuel Services reports to the Chief Legal Officer and maintains day-to-day operational responsibility for environmental sustainability programs. The VP provides an annual report to the Board of Directors

Corporate Governance Committee that includes a status of environmental programs, Ryder's emission reduction strategy and goals, and overall sustainability performance. This governance and organizational structure ensures alignment of all direct and indirect activities that influence policy that influences and is influenced by our climate change strategy.

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate

Other, please specify

Energy Efficiency

Specify the policy, law, or regulation on which your organization is engaging with policy makers

Ryder has worked with federal and state policy makers throughout the U.S. and Canada to recommend and define alternative fuel legislation. Ryder works closely with government as well as trade associations like NGVA, ATA, TRALA, US Chamber of Commerce, Business Round Table and other organizations to provide policy makers with legislative comments that support the needs of both business and the environment.

Policy, law, or regulation geographic coverage

Country/region the policy, law, or regulation applies to

Your organization's position on the policy, law, or regulation

Description of engagement with policy makers

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

Focus of policy, law, or regulation that may impact the climate

Mandatory climate-related reporting

Specify the policy, law, or regulation on which your organization is engaging with policy makers

Ryder supports federal, universal standard and legislation for carbon reporting versus state-specific standards and requirements.

Policy, law, or regulation geographic coverage

National

Country/region the policy, law, or regulation applies to

United States of America

Your organization's position on the policy, law, or regulation

Description of engagement with policy makers

Ryder advocates directly with U.S policy makers on the NHTSA/EPA GHG standards through its network of professional & trucking trade associations to provide for emissions mitigation through decreased fuel consumption standards.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Full CSR Report 2019-2020_Compressed.pdf

Page/Section reference

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

The most up-to-date version of Ryder's Corporate Sustainability report is available at https://rydercsr.com/.

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues
Row 1	

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity
Row 1	

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?
Row 1	

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?

Row 1	

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1		

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Vice President - Environmental, Real Estate, and Fuel Services	Other, please specify Leadership

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

Ryder provides customized Ryder Dedicated Transportation Solutions (DTS) and Supply Chain Solutions (SCS). These customized solutions determine which party controls the source of the emissions, which party has access to the source data on which to compute the emissions, if the emissions are Scope 1, 2, or 3, and therefore how they should be allocated and reported. In the Ryder Dedicated Transportation Solutions, our customers direct their product movement but Ryder owns and controls the equipment, fuel, and administrative services (including driver hiring, training, routing, scheduling, and fleet sizing). As Ryder provides the fuel, hires the driver, and controls the vehicle, the emissions originating from the vehicle fuel consumption are allocated to, and reported by, Ryder as Scope 1. These same emissions would be reported as Scope 3 by our customers. Ryder also provides Supply Chain Solutions (SCS). SCS product offerings include three categories: 1) Professional Services to identify efficiencies and opportunities for supply chain integration; 2) Distribution Management to manage warehouse operations, product distribution networks, and 3) Transportation Solutions which provide 3rd party freight and carrier management services. Within Distribution Management, Ryder's client often owns or leases the physical brick and mortar distribution center. In these customer controlled facilities, all utilities will be in the name of, and paid by, the client. In these cases, Ryder would not report Scope 1 and 2 utility-related emissions and actually does not even have access to the source data on which to compute it. Ultimately, the customized solutions determine which party controls, computes, and reports the respective emissions. Ryder will therefore report all client emissions based on the specifics of these customized solutions.

SC0.1

(SC0.1) What is your company’s annual revenue for the stated reporting period?

	Annual Revenue
Row 1	9,662,953,000

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

General Motors Company

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

660,412

Uncertainty (±%)

2

Major sources of emissions

2021 emissions reported for GM include mobile emissions from transportation services performed by Ryder and third-party carriers on behalf of GM.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Mobile emissions for GM were calculated using the 2021 Freight Bill Audit and Payment report, which includes third-party carriers used for GM operations with load counts, total miles driven, and total weights, which were used to estimate grams per mile and CO2 ton mass emissions.

Requesting member

Cisco Systems, Inc.

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

430

Uncertainty (±%)

2

Major sources of emissions

Ryder operates three warehouses in the United States on behalf of Cisco for which annual energy consumption emissions have been reported.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Ryder used our utility management software to identify the three warehouses we operate on behalf of Cisco and the emissions associated with their operation for 2021.

Requesting member

AT&T Inc.

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

12,200

Uncertainty (±%)

2

Major sources of emissions

Emissions reported constitute mobile emissions from Ryder owned units operated by Ryder on behalf of AT&T.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Ryder maintains an asset management database where we can identify all units by customer and pull annual mileages as reported by on-board telematics.

Requesting member

Diageo Plc

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

15,841

Uncertainty (±%)

2

Major sources of emissions

15,204 MT CO2e constitute mobile emissions from transportation management activities conducted by Ryder on behalf of Diageo. 637 MT CO2e constitute emissions from warehouses operated by Ryder on behalf of Diageo and where Ryder pays the utilities.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Transportation management emissions for Diageo were calculated using the 2021 Freight Bill Audit and Payment report, which includes third-party carriers used for GM operations with load counts, total miles driven, and total weights, which were used to estimate grams per mile and CO2 ton mass emissions. Ryder used our utility management software to identify the warehouses we operate on behalf of Diageo and the emissions associated with their operation for 2021.

Requesting member

Hewlett Packard Enterprise Company

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

66,252

Uncertainty (±%)

2

Major sources of emissions

2021 emissions reported for HP include mobile emissions from transportation services performed by Ryder and third-party carriers on behalf of HP.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Mobile emissions for HP were calculated using the 2021 Freight Bill Audit and Payment report, which includes third-party carriers used for HP operations with load counts, total miles driven, and total weights, which were used to estimate grams per mile and CO2 ton mass emissions. Because HP third-party carriers operate across different modes, a consultant was retained to ensure the use of the best emission factor per mode.

Requesting member

Verizon Communications Inc.

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

31,142

Uncertainty (±%)

2

Major sources of emissions

29,450 MT CO2e constitute mobile emissions from transportation management activities (27,536 MT CO2e) and dedicated transportation services (1,914 MT CO2e) conducted by Ryder on behalf of Verizon. 1,692 MT CO2e constitute emissions from warehouses operated by Ryder on behalf of Verizon and where Ryder pays the utilities.

Verified

Allocation method

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Mobile emissions for Verizon were calculated using two approaches. For transportation management emissions, the 2021 Freight Bill Audit and Payment report, which includes third-party carriers used for Verizon operations with load counts, total miles driven, and total weights, which were used to estimate grams per mile and CO2 ton mass emissions. For dedicated transportation services, emissions were calculated for units identified as operated for Verizon in the asset management database using the on-board telematics data for these vehicles.

Requesting member

Advance Auto Parts Inc

Scope of emissions

Scope 3

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

7,718

Uncertainty (±%)

2

Major sources of emissions

Emissions reported constitute mobile emissions from Ryder owned units operated by Ryder on behalf of the Advanced Auto Parts.

Verified

No

Allocation method

Allocation not necessary due to type of primary data available

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Ryder maintains an asset management database where we can identify all units by customer and pull annual mileages as reported by on-board telematics.

Requesting member

International Paper Company

Scope of emissions

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

Uncertainty (±%)

Major sources of emissions

International Paper is currently a Fleet Management Solutions customer. Therefore, there are no mobile or stationary emissions that Ryder can provide at this time as these are associated with our Dedicated Transportation and Supply Chain Solutions services. We would welcome an opportunity to discuss further how expanding your business with Ryder can contribute to improved efficiency and sustainability of your operations. As a leader in transportation and logistics, Ryder is uniquely positioned to reduce the environmental impacts of our own operations, as well as those of our customers through our transportation and logistics services. One way we do that is by investing in technologies that find efficiencies and drive waste out of maximize use of resources across the supply chain. Our RyderShare technology, for example, enables real-time visibility and collaboration across the end-to-end supply chain, resulting in reduced out-of-route miles and truck idling.

Verified

Allocation method

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Requesting member

Lowe's Companies, Inc.

Scope of emissions

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

Uncertainty (±%)

Major sources of emissions

Lowe's is currently a Fleet Management Solutions customer. Therefore, there are no mobile or stationary emissions that Ryder can provide at this time as these are associated with our Dedicated Transportation and Supply Chain Solutions services. We would welcome an opportunity to discuss further how expanding your business with Ryder can contribute to improved efficiency and sustainability of your operations. As a leader in transportation and logistics, Ryder is uniquely positioned to reduce the environmental impacts of our own operations, as well as those of our customers through our transportation and logistics services. One way we do that is by investing in technologies that find efficiencies and maximize use of resources across the supply chain. Our RyderShare technology, for example, enables real-time visibility and collaboration across the end-to-end supply chain, resulting in reduced out-of-route miles and truck idling. Ryder also offers a full array of warehouse management solutions enabling customers to outsource their distribution functions. We bring the latest in custom design, automation and proprietary WMS which can improve efficiency, expand capacity and maximize space. Another example is Ryder's ability to design and provide turn-key dedicated contract carriage solutions to supply your BDCs and XDTs. Each DCC operation is custom-designed to reduce trips, maximize fuel consumption, and optimize the equipment, drivers and routing. This also reduces waste. Finally, Ryder offers an expanding range of alternative fuel vehicles that can replace or supplement existing Lowe’s diesel-powered equipment. We are currently offering an electric mid-range box truck that can be specified for your store delivery fleet. We look forward to discussing further how expanding your business with Ryder can contribute to improved efficiency and sustainability of your operations.

Verified

Allocation method

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

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Requesting member

Syncreon

Scope of emissions

Allocation level

Allocation level detail

Emissions in metric tonnes of CO2e

Uncertainty (±%)

Major sources of emissions

Syncreon is not a current Ryder customer. As such, there are no emissions for Ryder to provide at this time. We would welcome an opportunity to discuss further how working with Ryder can contribute to improved efficiency and sustainability of your operations. As a leader in transportation and logistics, Ryder is uniquely positioned to reduce the environmental impacts of our own operations, as well as those of our customers through our transportation and logistics services. One way we do that is by investing in technologies that find efficiencies and drive waste out of maximize use of resources across the supply chain. Our RyderShare technology, for example, enables real-time visibility and collaboration across the end-to-end supply chain, resulting in reduced out-of-route miles and truck idling.

Verified

Allocation method

Market value or quantity of goods/services supplied to the requesting member

Unit for market value or quantity of goods/services supplied

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

CO2 grams per mile calculations are based on the data sources, calculation methods, and assumptions within the SmartWay Online Truck Tool (OTT) for Data Year 2021. The Tool calculates emissions by multiplying Ryder-input fleet activity data (miles driven and fuel consumption) with EPA-approved emission factors.

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Other, please specify Determining emission factors.	The challenge is not in allocating emissions to different customers. The challenge is in determining the appropriate emission factors for ocean, air, and package transportation. Third party carriers are Less-Than-Truckload, Truckload, InterModal, and Rail. Our data points are # of freight bills, weight, and miles. These are not the appropriate data points for air, ocean, and package. Separating downstream transportation activity by transportation mode, and establishing standardized emission factors by mode, would bring consistency to the methodology and allow for evaluating transportation emissions across modes, industries, and sectors.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

Ryder is working in collaboration with third-party carriers to capture, measure, track, and analyze more accurately and more consistently their performance data for all of our customers. We are also working closer with our customers to ensure alignment in emissions accounting methodology, including emission factors and other assumptions.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member

General Motors Company

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

Ryder services come with more than 85 years of expertise and access to efficiencies, including a culture of continuous improvement and focus on responsible resource management that are inherent to sustainability. Since 2020, we have been sharing that expertise with GM's Sustainability Sub-Council, where we lend our perspective and best practices as a leader in transportation and logistics. For example, we have collaborated with GM and the other Sub-Council members on supplier engagement tools (e.g., supplier handbook, supplier sustainability workshop) that increase integration of sustainability into sourcing decision and help other GM vendors meet those sustainable sourcing requirements. Our participation in the Sustainability Sub-Council also allows us to understand GM's supplier expectations and needs more intimately so we can tailor our best-in-class products and services accordingly. We look forward to continuing our participation in the Sustainability Sub-Council. Additionally, we have the capability to refine how we measure, track and monitor emissions for GM by carrier and by mode so we can collaboratively assess the levers that drive emissions across the value chain and

identify the resources available (and needed) to meet GM's emissions reduction goals strategically.

Requesting member

Cisco Systems, Inc.

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Facility sustainability upgrades

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

As a leader in transportation and logistics, Ryder is well positioned to lead Cisco in energy efficiency and renewable energy projects in Cisco's inbound and outbound facilities, including: LED lighting upgrades, solar powered electricity, motion sensors for lights and facets, among other innovations in sustainability. Not only can these facility enhancements reduce operational emissions, but they can also reduce operational costs.

Requesting member

Diageo Plc

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Several

Emissions targeted

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

As a leader in transportation and logistics, Ryder is well positioned to lead Diageo in energy efficiency and renewable energy projects in inbound and outbound facilities, including: LED lighting upgrades, solar powered electricity, replacing MHE batteries with fast charge batteries and overall transition of yard and facility equipment with electric alternatives, motion sensors for lights and faucets, low-flow fixtures, among other innovations in sustainability. Additionally, we would like to discuss opportunities to reduce transportation emissions, including collaboration with Diageo's sub-contracted carriers, managed by Ryder, to get feedback on what emission reduction initiatives the carriers already have in the works and what incentives would encourage them to take on additional initiatives with direct emission reduction impact on Diageo's freight management.

Requesting member

AT&T Inc.

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Several

Emissions targeted

Actions that would reduce both our own and our customers’ emissions

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

As a leader in transportation and logistics, Ryder is well positioned to lead AT&T in fuel efficient transportation options, including phased incorporation of EVs, optimized routing and loads (LTL to FTL) and strategically relocating cross-docks to more central locations, among other strategies. Not only can these transportation enhancements reduce operational emissions, but they can also reduce operational costs.

Requesting member

Hewlett Packard Enterprise Company

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Carrier engagement and incentives

Emissions targeted

Actions to reduce customers' operational emissions (customer scope 1 & 2)

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

Ryder looks forward to continuing to work one-on-one with the HP team on new sustainability initiatives, such as on-going collaboration with HP's sub-contracted carriers, managed by Ryder, to get feedback on what emission reduction initiatives the carriers already have in the works and what incentives would encourage them to take on additional initiatives with direct emission reduction impact on HP freight management.

Requesting member

Verizon Communications Inc.

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Several

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

1-3 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

Ryder looks forward to continuing to work one-on-one with the Verizon team on new sustainability initiatives, such as on-going sustainability enhancements at facilities and potential collaboration with Verizon's sub-contracted carriers, managed by Ryder, to get feedback on what emission reduction initiatives the carriers already have in the works and what incentives would encourage them to take on additional initiatives with direct emission reduction impact on Verizon freight management. As a leader in transportation and logistics, Ryder is also well positioned to lead Verizon in fuel efficient transportation options, including phased incorporation of EVs, optimized routing and loads (LTL to FTL) and strategically relocating cross-docks to more central locations, among other strategies. Not only can these transportation enhancements reduce operational emissions, but they can also reduce operational costs.

Requesting member

Advance Auto Parts Inc

Group type of project

Reduce Logistics Emissions

Type of project

Other, please specify

Electrification

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

Ryder would welcome a discussion on how we can incorporate electric vehicles into the Advanced Auto Parts fleet. As customers seek more sustainable transportation solutions, Ryder is working with traditional and non-traditional OEM partners to secure access to EVs for our customers. We have amassed in-house resources, an industry-leading team of cross-functional experts, and an expanding EV charging network to support the deployment of EV technology as soon as it becomes available at scale.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms