



About This Report

IT MATTERS TO EVERYONE

RYDER'S 2017-2018 CORPORATE SUSTAINABILITY REPORT

WE ARE PROUD TO PRESENT RYDER'S 2017-2018 CORPORATE SUSTAINABILITY REPORT, PREPARED IN ACCORDANCE WITH THE GRI STANDARDS. THE REPORT OUTLINES OUR SUSTAINABILITY STRATEGY AND SIGNIFICANT ACCOMPLISHMENTS BETWEEN JANUARY 1, 2017 AND DECEMBER 31, 2018.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option, including the updated 2018 Safety Standards. Our most recent sustainability reporting—2014-2015 sustainability supplement update and 2012-2013 corporate sustainability report—can be found [here](#).

All information covered in this report relates to Ryder System, Inc. (Ryder), as defined in Part 1, Item 1 (Business Overview) of our 2018 10-K. To see a full list of GRI disclosures, please see our [GRI Content Index](#). For more information or questions, please contact Alena Brenner, Vice President & Deputy General Counsel, at alena_brenner@ryder.com.

GLOBAL REPORTING INITIATIVE

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, including the updated 2018 Safety Standards.



“Helping to create successful communities”

For the last 85 years, Ryder’s core values of trust, innovation, collaboration, expertise, and safety have guided how we have done business every day, and how we respond to our customers, employees, and communities. Our commitment to being a responsible corporate citizen extends into every aspect of our business, and a strategy rooted in a commitment to sustainability is critical to Ryder’s long-term interests financially, operationally, and ethically.

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STAKEHOLDER, ENGAGEMENT & MATERIALITY



Engagement & Outcomes

Ryder conducted a materiality assessment in 2018 to understand our most significant environmental, social, and governance (ESG) topics and strategically guide our sustainability management and reporting moving forward.

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GRI CONTENT INDEX



Economic, Environmental, Social & Governance Performance

Our 2017-2018 Corporate Sustainability Report is in accordance with the Global Reporting Initiative (GRI) Standards Core reporting option. See our Content Index for quick access to our disclosures.

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RYDER CORPORATE HEADQUARTERS
11690 NW 105TH STREET, MIAMI, FLORIDA 33178



FLEET MANAGEMENT | DEDICATED TRANSPORTATION | SUPPLY CHAIN SOLUTIONS





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CEO MESSAGE

RYDER'S 2017-2018 CORPORATE SUSTAINABILITY REPORT

For the last 85 years, Ryder's core values of trust, innovation, collaboration, expertise, and safety have guided how we have done business every day, and how we respond to our customers, employees, and communities. Our commitment to being a responsible corporate citizen extends into every aspect of our business, and a strategy rooted in a commitment to sustainability is critical to Ryder's long-term interests financially, operationally, and ethically.

Robert Sanchez
Chairman and Chief Executive Officer
Ryder System, Inc.



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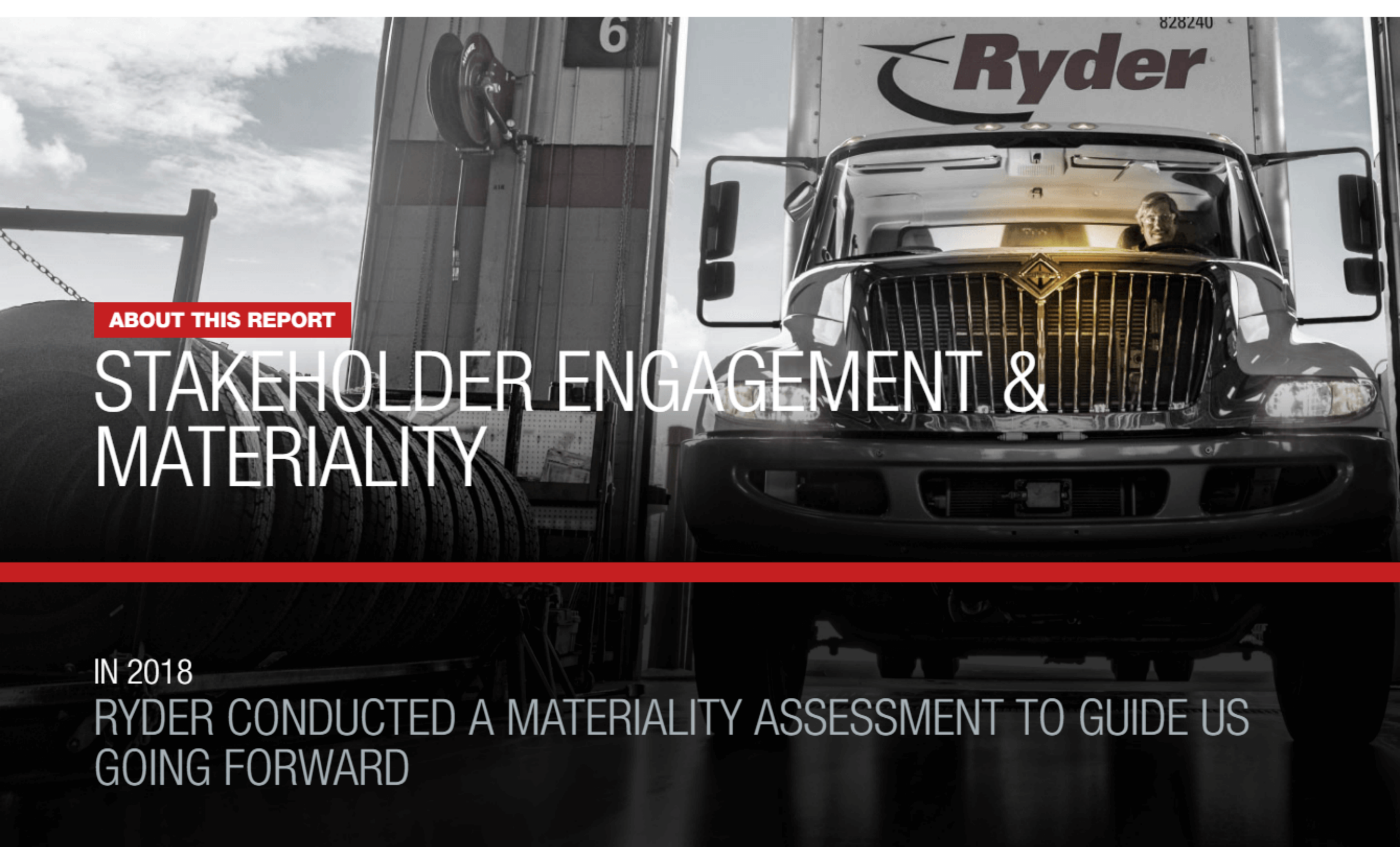
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ABOUT THIS REPORT

STAKEHOLDER ENGAGEMENT & MATERIALITY

IN 2018 RYDER CONDUCTED A MATERIALITY ASSESSMENT TO GUIDE US GOING FORWARD

RYDER REGULARLY ENGAGES WITH OUR SHAREHOLDERS, POLICY MAKERS, EMPLOYEES, SUPPLIERS, LOCAL COMMUNITIES, CUSTOMERS, AND TRADE ASSOCIATION PEERS ON SUSTAINABILITY TOPICS THAT MATTER MOST TO THEM.

Our approach to engagement and responding to stakeholder input varies both by stakeholder and by topic. The table below outlines our general strategies for engaging various stakeholder groups.

STAKEHOLDER GROUP

STAKEHOLDER GROUP	ENGAGEMENT STRATEGIES	FREQUENCY OF ENGAGEMENT	KEY TOPICS
Customers	Customer Advisory Boards, Customer Satisfaction Index and Net Promoter Score surveys, direct engagement	Daily	Driver shortages, digital platforms, environmental initiatives; operational execution, business continuity
Employees	Ryder surveys, internal social media platform	Regularly	Rewards, recognition, development opportunities, feedback mechanisms, employee benefits
Local Communities	Volunteering, participation in calls and meetings with local governments	Multiple times a year	Safety, emergency response, charitable contributions, strategic initiatives
Policy Makers	Engagement with legislators and regulators; participation with the Customs-Trade Partnership Against Terrorism, Partners in Protection, Federal Motor Carrier Safety Administration	Throughout the year	Vehicle emissions standards, border control, driver safety, tax reform, telematics, security
Shareholders	Investor reports, investor conferences, roadshows, investor meetings, facility tours, earnings calls, direct communications, letters, emails, online information and reports, shareholder outreach, and shareholder proposals	Throughout the Year	Strategic risks and initiatives, financial performance and goals, governance structure and policies, Compensation program
Suppliers	Executive meeting sessions, business review meetings, joint quality improvement projects, training, general dialogues and discussions, structured sourcing activities, letters, emails, recurring reports	Regularly; commonly several times per week	Product quality, demand forecasting, delivery performance, ethical business practices, product roadmap and innovation, strategic partnership opportunities, pricing, regular performance reporting
Trade Associations & Peers	Direct engagement with the Truck Renting and Leasing Association, American Trucking Association, and International Warehouse & Logistics Association	Throughout the Year	Driver shortages, driver/community safety initiatives; regulatory or legislative initiatives

MATERIALITY ASSESSMENT

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

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

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

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GRI CONTENT INDEX

Organizational Profile

GRI Standard / Disclosure	Description	Location / Direct Answer
102-1	Name of the organization	Ryder System, Inc.
102-2	Activities, brands, products, and services	About Ryder
102-3	Location of headquarters	About Ryder
102-4	Location of operations	About Ryder
102-5	Ownership and legal form	About Ryder
102-6	Markets served	About Ryder
102-7	Scale of the organization	About Ryder
102-8	Information on employees and other workers	About Ryder
102-9	Supply chain	About Ryder
102-10	Significant changes to the organization and its supply chain	None
102-11	Precautionary Principle or approach	We do not formally follow the Precautionary Principle.
102-12	External initiatives	About Ryder
102-13	Membership of associations	About Ryder

Strategy

GRI Standard / Disclosure	Description	Location / Direct Answer
102-14	Statement from senior decision-maker	CEO Message
102-15	Key impacts, risks, and opportunities	2018 10-K (pg. 13)

Ethics and Integrity

GRI Standard / Disclosure	Description	Location / Direct Answer
102-16	Values, principles, standards, and norms of behavior	Ethics & Integrity
102-17	Mechanisms for advice and concerns about ethics	Ethics & Integrity

Governance

GRI Standard / Disclosure	Description	Location / Direct Answer
102-18	Governance structure	Governance
102-19	Delegating authority	Governance
102-22	Composition of the highest governance body and its committees	Governance
102-23	Chair of the highest governance body	Governance
102-24	Nominating and selecting the highest governance body	Governance

Stakeholder Engagement

GRI Standard / Disclosure	Description	Location / Direct Answer
102-40	List of stakeholder groups	Stakeholder Engagement & Materiality
102-42	Identifying and selecting stakeholders	Stakeholder Engagement & Materiality
102-43	Approach to stakeholder engagement	Stakeholder Engagement & Materiality
102-44	Key topics and concerns raised	Stakeholder Engagement & Materiality
102-45	Entities included in the consolidated financial statements	About This Report
102-46	Defining report content and topic Boundaries	Stakeholder Engagement & Materiality
102-47	List of material topics	Stakeholder Engagement & Materiality
102-48	Restatements of information	None
102-49	Changes in reporting	The topics addressed in our 2017-2018 CSR reflect those identified during our materiality assessment, conducted after our last CSR publication.
102-50	Reporting period	About This Report
102-51	Date of most recent report	About This Report
102-52	Reporting cycle	About This Report
102-53	Contact point for questions regarding the report	About This Report
102-54	Claims of reporting in accordance with the GRI Standards	About This Report
102-55	GRI content index	About This Report
102-56	External assurance	We received limited assurance for our GHG emissions data; see our CDP response for more details.

GRI 200: Economic Standards Series

ETHICS & INTEGRITY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Ethics & Integrity
103-2	The management approach and its components	Ethics & Integrity
103-3	Evaluation of the management approach	Ethics & Integrity

GRI 300 Environmental Standards Series

ENERGY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship
103-2	The management approach and its components	Environmental Stewardship
103-3	Evaluation of the management approach	Environmental Stewardship
302-1	Energy consumption within the organization	Environmental Stewardship
302-4	Reduction of energy consumption	Environmental Stewardship

EMISSIONS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship
103-2	The management approach and its components	Environmental Stewardship
103-3	Evaluation of the management approach	Environmental Stewardship
305-1	Direct (Scope 1) GHG emissions	Environmental Stewardship
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Stewardship
305-3	Other indirect (Scope 3) GHG emissions	Environmental Stewardship
305-5	Reduction of GHG emissions	Environmental Stewardship
SASB TR-AF-110a.1	Gross global Scope 1 emissions	Environmental Stewardship
SASB TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Environmental Stewardship

EFFLUENTS & WASTE

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Environmental Stewardship
103-2	The management approach and its components	Environmental Stewardship
103-3	Evaluation of the management approach	Environmental Stewardship
306-1	Water discharge by quality and destination	Environmental Stewardship
306-2	Waste by type and disposal method	Environmental Stewardship

FLEET ENERGY & EMISSIONS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Fleet Energy & Emissions
103-2	The management approach and its components	Fleet Energy & Emissions
103-3	Evaluation of the management approach	Fleet Energy & Emissions

INNOVATION IN AN EVOLVING MARKETPLACE

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Innovation in an Evolving Marketplace
103-2	The management approach and its components	Innovation in an Evolving Marketplace
103-3	Evaluation of the management approach	Innovation in an Evolving Marketplace
Indicator	Increased productivity from incorporating new technologies into operations	Innovation in an Evolving Marketplace

GRI 400 Social Standards Series

EMPLOYMENT

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People
103-3	Evaluation of the management approach	Our People
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People

OCCUPATIONAL HEALTH AND SAFETY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Safety
103-2	The management approach and its components	Safety
103-3	Evaluation of the management approach	Safety
403-1	Occupational health and safety management system	Safety
403-2	Hazard identification, risk assessment, and incident investigation	Safety
403-3	Occupational health services	Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety
403-5	Worker training on occupational health and safety	Safety
403-6	Promotion of worker health	Our People
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety
403-8	Workers covered by an occupational health and safety management system	Safety
SASB TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Safety

TRAINING AND EDUCATION

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People
103-3	Evaluation of the management approach	Our People
404-2	Programs for upgrading employee skills and transition assistance programs	Our People

DIVERSITY AND EQUAL OPPORTUNITY

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Our People
103-2	The management approach and its components	Our People
103-3	Evaluation of the management approach	Our People
405-1	Diversity of governance bodies and employees	Our People, About Ryder, 2019 Proxy (p. X)

SECURITY PRACTICES

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Security
103-2	The management approach and its components	Security
103-3	Evaluation of the management approach	Security
410-1	Security personnel trained in human rights policies or procedures	Building Stronger Communities; Truckers Against Trafficking trains all of our drivers to spot and report human trafficking.

LOCAL COMMUNITIES

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Building Stronger Communities
103-2	The management approach and its components	Building Stronger Communities
103-3	Evaluation of the management approach	Building Stronger Communities
413-1	Operations with local community engagement, impacts assessments, and development programs	Building Stronger Communities

CUSTOMER FOCUS

GRI Standard / Disclosure	Description	Location / Direct Answer
103-1	Explanation of the material topic and its Boundary	Customer Focus
103-2	The management approach and its components	Customer Focus
103-3	Evaluation of the management approach	Customer Focus
Indicator	Customer satisfaction improvement	Customer Focus

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