Safety Management Systems

Activity Based Safety Management

Bill Anderson, Ryder System
Dave Rath, ProcessMAP
November 6th, 2006
Ryder-The Business
- Fortune 500 Company providing transportation, logistics and supply chain solutions worldwide
  - Fleet Management Solutions
  - Supply Chain Solutions
  - Dedicated Contract Carriage

Vital Statistics
- 28,000 employees
- Operations on 4 continents and in 9 countries
- $5.7 billion in revenue in 2005
Fleet Information

► Fleet Management Solutions
  – Leasing, Maintenance, Rental, Fleet Solutions
  – 168,000 vehicles running in excess of 8 billion miles each year
  – 850 locations
  – 12,000 employees

► Supply Chain Solutions
  – 544 Million miles run in 2005 (1.5 million per day)
  – 11,000 vehicles
  – 730 locations
  – 16,000 employees
Performance Measurement

- Lagging indicators are failure based
  - Recordable injury rates
  - Lost workday rates
  - Collision Frequencies
  - Losses

- Leading indicators are used to predict safety performance
  - Employee behaviors
  - Audits and Surveys
  - Safety Activities
Goals

– Ryder uses a tiered approach
  • All goals are aligned with overall company objectives

– Board room vs. shop floor
  • Goals at the upper levels focus on results
  • Goals for middle management combine lagging and leading indicators
  • Goals for field operations focus on activities
The program is not a “compliance” program.

The program is not a self-audit.

The program focuses on activities that

- Have a direct impact on injuries and collisions
- Are relevant to the operations and risks
- Can be documented
- Can be completed effectively at the local level
Every Ryder location has a 12 month calendar of activities focused on improving safety performance.

Each set of activities is customized to match that location’s:
  – Region
  – Business Unit, and
  – Operational characteristics

Activity plans can change depending on emerging issues.

Performance at all levels is reviewed on a monthly basis.
Must have management involvement in the safety program.

Must have a safety culture where operations is accountable for safety performance.

Must have foundation of leading vs. lagging indicators

Safety activities have to be basic and practical

Reduce interpretation and focus on basic safety principles
The “Balanced Scorecard” for safety

Program beginnings (1997)
- Performance tracked using spreadsheets
- Documentation kept locally and audited by safety
- Performance was reviewed on monthly conference calls
- Location safety activities included:
  - Safety Training Sessions/Safety Meetings
  - Safety Communications
  - Safety Committee Meetings
  - Checkrides
  - Behavior Observations
  - Safety Inspections
# History of ABS at Ryder

## Step 1: Enter Information

<table>
<thead>
<tr>
<th>Location Code:</th>
<th>Location Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7196</td>
<td>Devlin/Devon</td>
</tr>
<tr>
<td>Team #:</td>
<td>23</td>
</tr>
<tr>
<td>Location Manager:</td>
<td>Rick Lynch</td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>Fax:</td>
<td></td>
</tr>
</tbody>
</table>

## Step 2: Determine Activities

### Safety Activities

<table>
<thead>
<tr>
<th>Employee Safety Training</th>
<th>Activity Goals</th>
<th>Activity Weights</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazard Communication</td>
<td>100%</td>
<td>14</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your Back at Work</td>
<td>100%</td>
<td>14</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powered Industrial Equip.</td>
<td>100%</td>
<td>14</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Protective Equip.</td>
<td>100%</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking &amp; Working Surfaces</td>
<td>100%</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Prevention</td>
<td>100%</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Extinguisher Use and Tmg</td>
<td>100%</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Step 3: Plan Activities

### SPAM Activities

<table>
<thead>
<tr>
<th>SPAM Activities</th>
<th>Activity Goals</th>
<th>Activity Weights</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior Observations</td>
<td>35</td>
<td>20</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Safety Inspections</td>
<td>12</td>
<td>20</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Forklift Operations Eval.</td>
<td>12</td>
<td>20</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Employee of the Month</td>
<td>12</td>
<td>20</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Safety Committee</td>
<td>4</td>
<td>20</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Training Activities

- OK
History of ABS at Ryder

Mix of SPAM Activities

- Safety Committee
- Safety Training
- CVCs
- Employee of the Month
- Forklift Operations Evaluation
- Safety Inspections
- Behavior Observations
History of ABS at Ryder

► Team Leaders (DCLs) Role
  – Facilitate and roll out program to their locations
  – Lead the monthly conference call reviews
  – Monitor performance using separate spreadsheet

► Team Leader Activities
  • Monthly conference calls
  • Quarterly reviews
  • Safety Communication
  • Employee recognition

► Team Leader Results combined with Location Results
### History of ABS at Ryder

#### Step 1: Enter Information

**Enter Your Team Information Here**

<table>
<thead>
<tr>
<th>Team Leader Name</th>
<th>Al Pinto</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team #(#s)</td>
<td>14</td>
</tr>
<tr>
<td>Industry Group</td>
<td>Automotive</td>
</tr>
<tr>
<td>Country</td>
<td>United States</td>
</tr>
<tr>
<td>Phone</td>
<td></td>
</tr>
<tr>
<td>Fax</td>
<td></td>
</tr>
</tbody>
</table>

### Step 2: Determine Activities

**Safety Activities**

<table>
<thead>
<tr>
<th>TEAM LEADER ACTIVITIES</th>
<th>Activity Goals</th>
<th>Activity Weights</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Activity Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation on SPAM call</td>
<td>12</td>
<td>100</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>DK</td>
</tr>
<tr>
<td>Quarterly Safety Reviews</td>
<td>4</td>
<td>100</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>DK</td>
</tr>
<tr>
<td>Quarterly Safety Communication</td>
<td>4</td>
<td>80</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>DK</td>
</tr>
<tr>
<td>Driver of the Month Nominee</td>
<td>12</td>
<td>70</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>DK</td>
</tr>
<tr>
<td>Driver of the Year Nominee</td>
<td>1</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DK</td>
</tr>
</tbody>
</table>

### Step 3: Plan Activities

**Calendar**

<table>
<thead>
<tr>
<th>Activity Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
<tr>
<td>DK</td>
</tr>
</tbody>
</table>

---

Version 1.3, Released October 20, 1999

---

Microsoft Excel - SPAM (DCL Summary).xls
1997 to 1998 – Program beginning and piloting
- SPAM used in selected logistics operations
- Program was focused on driver safety issues and showed good results
- Use of program was voluntary and driven by Team Leaders
- Program grew to include warehousing activities with limited customization

1999 – Expansion to entire business unit
- Program was made mandatory for all logistics operations
- More flexibility built into the system to accommodate more customization

2000 – Expansion to All US Operations
- Safety programs were merged and SPAM was developed for maintenance operations
- Program began to be used in international regions
2001 – SPAM merged with Safety Committee Process
- First major overhaul of the system
- Integration of safety functions into the SPAM program
- Safety Committees integrated with the process
- Higher level of customization provided conditional upon site hazards

2002 – 2003
- Program had reached the reasonable limits of Excel
- Document links were added
- Ryder needed more business intelligence
- A more robust platform needed to meet global needs.
A Paradigm Shift

From

► Primarily Paper and Excel Based Management
► Reporting Via Email or Fax.
► Limited Visibility
► Time Consuming Manual Roll-Up
► Add/Modify Activities Globally Once-a-Year
► Extremely Difficult Statistical Analysis
► No Visibility to Business Intelligence

To

► 100% Electronic & Web-Based Data Management
► Automated Reporting and System Driven
► Real-Time Visibility
► Instantaneous Data Availability and Roll-Up
► Add/Modify Activities Globally with One Click
► Automated Statistical Analysis
► Activity Results Provide a Feedback Loop
Introducing RyderSTAR

RyderSTAR is a global web-based platform that facilitates:

• creation of unique safety plans based on site characteristics
• dissemination of safety materials
• activity completion tracking
• feedback to safety team and remote auditing
• tracking of corporate initiatives and campaigns
• availability of safety forms, policies and training materials
The Safety Scorecard was developed by Ryder to provide leading indicators of safety performance.

This is a truly global system capable of supporting every business group’s unique structure and activities.

The system is an on-line, web-based safety, health and security management system

A set of safety activities is created to match the profile of each country and business unit.

Site-specific operational safety plans are built by the users based upon their business unit and unique operational profile.

Results are provided at all levels based on real-time responses from individual users.

The system supports multiple languages
Benefits

► Accessibility
  – Web-based platform, multi-lingual

► Flexibility
  – Activity plans are specific to the country, business type and individual operational characteristics.

► Visibility
  – Activity plans and results can be viewed at any level on a global basis

► Management and Control
  – Middle and Upper management can track safety activities at their locations
  – Initiatives can be tracked separately

► Responsive to Emerging Issues
  – New activities can be launched immediately and tracked to completion globally.

► Easy Administration
  – Elimination of manual faxing and roll-up of safety plan scores.
Profile Management
– Users can update their profile to match business and operational changes. The impact to the safety plan is automatically incorporated

Performance Management
– Visibility at all levels to safety plan completion. From high level results to individual action items anywhere in the company.

Safety Plan Management
– View site-specific safety plans for any location and any time period

Safety Dashboard
– Key indicators and common reports are gathered at each users dashboard.

Corrective Action Tracking
– Post inspection action items are tracked for each location and visible to system users.

Employee Behavior Monitoring
– Employee behavior observations are entered by system users and can be rolled into observation reports and corrective action tracking.
Focus Operations
  – Identify focus locations and monitor performance and follow-up

Leading Indicators of Safety Performance
  – A safety based metric which measures the completion of pro-active safety activities

Campaign Tracking
  – Allows administrators to develop activity based safety campaigns and track completion of activities at a site level or within a business unit.

Business Intelligence Gathering
  – Gather data on behavior observations completed
  – Track common deficiencies found during inspections
  – Export data to spreadsheets or perform on-line analysis
**Activity Based Safety Program**

**System Users**

**Location Managers**
- Each Ryder location has a manager who is responsible and accountable for ensuring safety activities are performed at the local level.
- This manager uses the system to create a safety plan for his/her operation.
- The system also provides all of the materials necessary to understand and complete these safety activities.

**Middle and Upper Management**
- The system provides real-time performance results for management personnel.
- Managers are able to build custom teams to help them better manage their operations.
- Initiatives can be tracked separately at all levels.

**Safety Team**
- Safety plans are built in the fall of each year.
- New issues that arise can be addressed immediately without worrying about how the materials will be delivered and activities tracked.
- Safety team can use system to remotely pre-audit locations before a visit.

**Executive Leadership**
- Overall performance management tracking
- Campaign management
Vital Statistics

► Users
  – 2,261 users
  – 1,319 sites

► Languages
  – English
  – Spanish
  – French
  – Portugese

► Countries
  – United States
  – Canada
  – Mexico
  – UK
  – Germany

► Activities per Month
  – Total Activities per month – 14,232
  – Inspections per year – 3,217
  – Behavior Observations per year – 8,648
<table>
<thead>
<tr>
<th>Safety Functions</th>
<th>Ryder International</th>
<th>Ryder US</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education And Training</td>
<td>1399</td>
<td>19824</td>
<td>21223</td>
</tr>
<tr>
<td>Facility/Location Manager</td>
<td>1818</td>
<td>24169</td>
<td>25987</td>
</tr>
<tr>
<td>Fire and Emergency</td>
<td>3551</td>
<td>10701</td>
<td>14252</td>
</tr>
<tr>
<td>Incident Investigation</td>
<td>1926</td>
<td>17463</td>
<td>19389</td>
</tr>
<tr>
<td>Inspections And Audits</td>
<td>5524</td>
<td>21983</td>
<td>27507</td>
</tr>
<tr>
<td>Rules And Procedures</td>
<td>2496</td>
<td>22615</td>
<td>25111</td>
</tr>
<tr>
<td>Safety And Health Awareness</td>
<td>1507</td>
<td>19633</td>
<td>21140</td>
</tr>
<tr>
<td>Security And Compliance</td>
<td>670</td>
<td>21976</td>
<td>22646</td>
</tr>
<tr>
<td><strong>Total Count</strong></td>
<td><strong>18891</strong></td>
<td><strong>158364</strong></td>
<td><strong>177255</strong></td>
</tr>
</tbody>
</table>
 ► Objectives are developed annually
 ► Activities are targeted at meeting objectives
 ► Activities are authored along with supporting materials
 ► Safety plans are built by combining activities
<table>
<thead>
<tr>
<th>Section</th>
<th># of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Training</td>
<td>26</td>
</tr>
<tr>
<td>Facility/Location Manager</td>
<td>9</td>
</tr>
<tr>
<td>Fire and Emergency</td>
<td>19</td>
</tr>
<tr>
<td>Incident Investigation</td>
<td>10</td>
</tr>
<tr>
<td>Inspections and Audits</td>
<td>12</td>
</tr>
<tr>
<td>Rules and Procedures</td>
<td>40</td>
</tr>
<tr>
<td>Safety and Health Awareness</td>
<td>41</td>
</tr>
<tr>
<td>Security and Compliance</td>
<td>13</td>
</tr>
</tbody>
</table>
Location Planning Process

► Locations Complete Profiles
  – Region & Business Unit
  – Organizational Structure
  – Operational characteristics
  – Updated monthly to capture changes

► System Generates Safety Activity Plan

Create Profile ➔ Submit Profile ➔ Ryder STAR Activity System ➔ Generate Activity Plan

Location Manager
## Location Profile

### 9767 - Ontario Monitor Hub's Operational Profile Setup

<table>
<thead>
<tr>
<th>Primary Location Code *</th>
<th>9767</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Location Name *</td>
<td>Ontario Monitor Hub</td>
</tr>
<tr>
<td>Profile Name *</td>
<td>9767 - Ontario Monitor Hub</td>
</tr>
<tr>
<td>Effective From *</td>
<td>Oct 2006 To Dec 2006</td>
</tr>
<tr>
<td>Current Month *</td>
<td>Nov 2006</td>
</tr>
<tr>
<td>Continent *</td>
<td>Ryder US</td>
</tr>
<tr>
<td>Country *</td>
<td>US-Logistics</td>
</tr>
<tr>
<td>Business Unit *</td>
<td>HCI</td>
</tr>
<tr>
<td></td>
<td>HCI-Sensing</td>
</tr>
<tr>
<td></td>
<td>Team 02</td>
</tr>
<tr>
<td>Enter Other Location Codes</td>
<td></td>
</tr>
<tr>
<td>Select Profile Type *</td>
<td>2006 Ryder US-SCS Profile</td>
</tr>
</tbody>
</table>

### Questions and Answers

<table>
<thead>
<tr>
<th>Question ID</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCS-1</td>
<td>Does this location utilize Ryder drivers (DCC or SCS)?</td>
<td>No</td>
</tr>
<tr>
<td>SCS-2</td>
<td>Does this location use Powered Industrial Trucks (i.e. forklifts, powered industrial trucks, moffets, etc.)?</td>
<td>Yes</td>
</tr>
<tr>
<td>SCS-3</td>
<td>Does this location use On Board Computers (OBCs)?</td>
<td>No</td>
</tr>
<tr>
<td>SCS-4</td>
<td>Is this location a Ryder operated warehouse?</td>
<td>Yes</td>
</tr>
<tr>
<td>SCS-5</td>
<td>Does this location use lease drivers (occasionally or frequently)?</td>
<td>No</td>
</tr>
<tr>
<td>SCS-6</td>
<td>Does this location have remote domiciled drivers?</td>
<td>No</td>
</tr>
<tr>
<td>SCS-7</td>
<td>Does this location use flatbed trailers?</td>
<td>No</td>
</tr>
<tr>
<td>SCS-8</td>
<td>Is this location a Ryder pool driver location?</td>
<td>No</td>
</tr>
</tbody>
</table>
Safety Activity Completion

► Location Completes Safety Activities
► Updates Completion on Plan
  – Track activity completion
  – Provide feedback on behaviors and inspections & corrective actions
  – Upload Documents
► Print Reports for Posting

Ryder STAR Activity System

- Monthly/Weekly Score
- Raw/Percentage Score
- Site/Business Unit/Geography Score

Location User

Complete Activity Plan
Submit Activity Plan
Generate Scores
Prompt Follow-on Questions

Behavior Observations
Inspections
Corrective Actions
# Safety Plans

## SAFETY PLAN: Bangor, Maine

<table>
<thead>
<tr>
<th>Country</th>
<th>US-PMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Unit</td>
<td>East Region</td>
</tr>
<tr>
<td>CBU/Teams</td>
<td>Northern New England</td>
</tr>
<tr>
<td>Locations</td>
<td>0571</td>
</tr>
</tbody>
</table>

### Select Month/Year: September 2006

**Score:** 44%

### Notes:
- Please click the **Save** button at the bottom of the screen, after any activity completion, to save the changes. The screen will no longer refresh automatically.
- Users are required to click on any links provided in the Additional Response Required column to create either a Behavioral Observation or Result of Inspection.

### SAFETY FUNCTION

<table>
<thead>
<tr>
<th>Legend:</th>
<th>Complete</th>
<th>O = Overage</th>
<th>M = Mandatory</th>
<th>R = Repeat</th>
</tr>
</thead>
</table>

#### Education and Training

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
<th>Completion</th>
<th>Documentation Links</th>
<th>Additional Response Required</th>
<th>Response Documents</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8/31</strong></td>
<td>Past monthly safety awareness campaign posters (Shop Equipment)</td>
<td><strong>Select</strong></td>
<td>Week One: Poster (Orientation) Week Two: Poster (Hand Nutrition) Week Three: Poster (Fire Safety) Week Four: Poster (Manual Handling)</td>
<td>No</td>
<td>None</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
<th>Completion</th>
<th>Documentation Links</th>
<th>Additional Response Required</th>
<th>Response Documents</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8/31</strong></td>
<td>Ensure all new hires are scheduled for Follow-up Orientation training</td>
<td><strong>Select</strong></td>
<td>Contact List - ILM</td>
<td>No</td>
<td>None</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### Facility/Location Manager

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
<th>Completion</th>
<th>Documentation Links</th>
<th>Additional Response Required</th>
<th>Response Documents</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9/30</strong></td>
<td>Review the monthly management training module (Site Review) and sign the acknowledgment sheet</td>
<td>Completed</td>
<td>PPE Requirements Safety Work Order Form</td>
<td>No</td>
<td>None</td>
<td>100/100</td>
</tr>
</tbody>
</table>

### Incident Investigation

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
<th>Completion</th>
<th>Documentation Links</th>
<th>Additional Response Required</th>
<th>Response Documents</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9/30</strong></td>
<td>Ensure all managers have had the DOT-required 2-Hour Drug and Alcohol Training</td>
<td>Completed</td>
<td>Drug and Alcohol Awareness Training</td>
<td>No</td>
<td>None</td>
<td>100/100</td>
</tr>
</tbody>
</table>

### Inspections and Audits

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Activity</th>
<th>Completion</th>
<th>Documentation Links</th>
<th>Additional Response Required</th>
<th>Response Documents</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9/30</strong></td>
<td>Conduct monthly shop safety inspection</td>
<td><strong>Select</strong></td>
<td>0-16 4-05 Housekeeping Rating Form</td>
<td>No</td>
<td>None</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Monthly Activity Report

My Operational Profile Options
Profile Name: 9553-ROANOKE
Continent: Ryder US
Country: US
Business Unit: HQ
CBU/Team: Team 28
Locations: 9553

Safety Function Completion
September: 100%
YTD: 100%

September 2006

Percentage
YTD: 100%
September: 100%

Safety Function Completion
October: 100%
YTD: 100%

October 2006

Percentage
YTD: 98%
October: 49%

September Monthly/YTD
- Education and Training: 100%
- Facility/Location Manager: 100%
- Fire and Emergency: 100%
- Incident Investigation: 100%
- Inspections and Audits: 100%
- Rules and Procedures: 100%
- Safety and Health Awareness: 100%
- Security and Compliance: 100%

October Monthly/YTD
- Education and Training: 100%
- Facility/Location Manager: 96%
- Fire and Emergency: 100%
- Incident Investigation: 100%
- Inspections and Audits: 100%
- Rules and Procedures: 100%
- Safety and Health Awareness: 100%
- Security and Compliance: 100%
Organizations that can benefit from web-based solutions

- Multi-site, multi-department
- Decentralized operations
- Geographically dispersed
- Operationally Diversified Operations
- Safety is the Responsibility of Non-Safety Professionals (e.g., Supervisors, Managers)
Used LAD\textsuperscript{DER} Methodology

Comprised of 6 Phases

Each Phase Provided Predictable Results and Clear Deliverables
Phase I (Sept – Dec, 2004)
- Design and Configuration
- Pilot, Test & Deployment
- Communicate and train users
- English only in US operations
- Launch January, 2005

Phase II (Mar – Jun, 2005)
- Creation of multilingual functionality
- Roll-out of French version (French-Canada)
- Launch in Canada June, 2005
- Launch in Europe July, 2005

Phase III & IV
- Roll-out of Spanish & Portuguese versions
- Launch in Mexico June, 2006
- Site security architecture
- Campaign Management

The Road Ahead
- Extension to Ryder Customers
- Launch in Brazil, Argentina & Asia
- Validating Leading Indicators with Lagging Indicators
A Critical Success Factor in Any Enterprise System Deployment is User Support

Ryder Users are in Multiple Time Zones, Some on a 24x7 Basis

Help Desk and Technical Support is Provided 24x7x365

All Support-Related Issues are Tracked on a Web-Based Tracking System

Routine Checkpoints are Scheduled Internally to Discuss Issues
Ongoing Maintenance

► Training
  – New Users
  – New Admins
  – New Countries

► Monthly Steering Committee meetings
  – Corporate Lead
  – Regional Admins
  – ProcessMAP

► New Modules & Functionalities
► Ryder is within Top 100 of Information Week 2006 Rankings

► InformationWeek Evaluated Two Ryder Technology Initiatives for Innovation, Business Value and Productivity

► Ryder STAR was One of the Two
Bill Anderson, CIH, CSP
Directors – SHS
Ryder System, Inc.

Dave Rath
CEO
ProcessMAP Corporation