

FedEx®

2024

ESG Report





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Introduction

About this ESG report

We take great pride in introducing the FedEx 2024 ESG Report, which outlines our achievements and advancements toward our environmental, social, and governance (ESG) strategies, objectives, and initiatives. This report highlights our commitment to ESG leadership in the transportation and logistics industry and reflects our dedication to our core values and goals.

This report covers the ESG performance for each FedEx operating company across all geographic regions for fiscal year 2023 (FY23) unless otherwise specified. FY23 ended on May 31, 2023, and all references to “FY” denote the 12-month period ending on May 31 of the specified year.

For detailed insights into our ESG performance and progress, including year-over-year data, please refer to our [Data appendix](#). Cventure LLC verified our Scope 1 and 2 greenhouse gas (GHG) emissions data.

This report references indicators from the Global Reporting Initiative (GRI) Standards and aligns with applicable industry-specific standards provided by the Sustainability Accounting Standards Board (SASB), along with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). See our [Reporting framework index](#) for relevant disclosures related to these frameworks.

Key links

[ESG reporting](#) →

[Reporting framework index](#) →

[Scope 1 & 2 GHG verification statement](#) →

[Corporate social responsibility webpage](#) →

[Investor relations webpage](#) →

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About FedEx

FedEx Corporation (FedEx) provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce, and business services. For over 50 years, FedEx has connected communities, facilitated the movement of goods, and upheld our commitment to the Purple Promise—to make every FedEx experience outstanding. Our extensive size, scale, and network, paired with the unwavering dedication of our team members, enables us to deliver exceptional value to our customers and stakeholders.

Our commitment to ESG performance is fundamental to how we operate and is embedded within our business strategy. We are strategically focused on optimizing our network to enhance our ability to meet the evolving needs of customers and ultimately build a stronger, more intelligent, and more profitable enterprise that is capable of delivering a more sustainable future. By investing in the efficiency and resiliency of our network, we can work to reduce our footprint while growing responsibly and creating a simplified experience for our customers. This path forward is supported by the consolidation of our operating companies into one organization, with full legal structure implementation expected by June 2024.

Our unified culture and the dedication of our talented team members form the basis of our sustainability efforts. Our commitment to deliver a more sustainable future builds on the foundation of our [People-Service-Profit \(PSP\) philosophy](#), which not only paves the way for our long-term success, but also empowers our team members, customers, and communities to create positive, far-reaching effects worldwide. From supporting communities in crisis to investing in economic advancement to accelerating sustainability, FedEx is committed to addressing global challenges and building a better future through [FedEx Cares](#).

FedEx plays a key role in facilitating the flow of goods, services, and information that drives the global economy. While FedEx connects a vast majority of the world's gross domestic product, we also contribute to economic growth through investments in facilities, employee wages, and purchases with suppliers across the globe. Our [2023 Global Economic Impact Report](#) demonstrates how we actively foster global, regional, and local economic growth, empower businesses of all sizes, and make substantial investments in communities across the globe.

Key links

[About us webpage](#) →

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[Global Economic Impact Report](#) →



Letter from the CEO

FedEx was founded on one big idea: to connect people and possibilities. Over the last fifty years, this purpose has driven us to build the network that unites the world, shaping commerce, communities, and the very concept that business can be a force for good. But we're not stopping there.

We know that connection also propels human progress and that our impact on people's lives extends beyond logistics. We believe in our ability—and responsibility—to deliver a better future for all by creating a more sustainable, inclusive, and connected world.

This is more than an aspiration; it's an imperative that guides decisions across every aspect of our business. To accelerate progress, we set a bold new vision: to make supply chains smarter for everyone.

To get there, we're unleashing the power of our data—transforming the insights from our unmatched physical network into real-time intelligence and digital solutions—that can help FedEx and our customers advance efficiency, equity, and sustainability across supply chains globally.

This priority is particularly significant post-pandemic, providing us an opportunity to leverage digital innovation to help drive progress on our environmental, social, and governance (ESG) goals.

From ensuring a strong culture of accountability with our [FedEx Code of Conduct](#) and [Supplier Code of Conduct](#) to publishing an updated materiality assessment this summer, we're committed to delivering for the world responsibly, respectfully, and with integrity.

This ethos also inspires our goal to lead the transportation industry and become carbon neutral across our operations by 2040. We're using data and technology to make our networks more efficient, help reduce emissions and waste, and innovate how we operate, from our facilities and fleets to supply chain visibility.

We're also supporting our customers' sustainability goals and helping them make informed supply chain decisions with digital solutions like FedEx® Sustainability Insights, our direct-access emissions reporting tool, now available in 34 languages.

Our passion for innovation starts with our people, and FedEx has the best team in the business. We're focused on fostering a culture of belonging, one that reflects the diversity of the world we serve, the customers we support, and the communities where we live and work.

We're connecting people from all backgrounds and abilities to fulfilling jobs, new pathways, and education and training while advancing economic mobility, entrepreneurship, and support for women- and minority-owned businesses in every corner of the globe.

I am proud of the progress we are making on these fronts and more. The qualities that have made FedEx the world's largest transportation network—our innovation, our ambition, our people—drive us to make supply chains smarter for everyone: one delivery, one digital solution, one fulfilled dream at a time.

For us, connection is more than a business imperative, more than a catalyst for change; it's humanity's greatest hope for prosperity and progress. Our purpose will always propel us to connect people to what's possible—a better, brighter, more united world.



Raj Subramaniam
President and CEO



Delivering on stakeholder expectations

Our principles

Governance structure and ESG risk management

Board of Directors and global ESG governance

At FedEx, we recognize that integrating ESG topics into our company's strategic focus is fundamental to mitigating business risks, enhancing long-term financial performance, and achieving success as a global business. Our enterprise ESG initiatives and programs are overseen by the FedEx Board of Directors and its committees, which place a strong emphasis on delivering sustainable, positive value for our business, customers, team members, and stockholders. ESG performance is an integral part of our culture, and we align our sustainability approach with our mission, values, and long-term strategy.

See the [Our planet](#) and [Our people](#) sections for more details on our environmental and social governance approaches, which we are preparing to streamline as we consolidate our operating companies into one organization.

The FedEx Board of Directors is dedicated to upholding the highest standards of corporate governance. We strive to maintain a diverse board that encompasses a wide range of experiences, perspectives, and knowledge, as well as a mix of gender, race, ethnicity, age, and background.

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[Corporate integrity and compliance](#) →

[Cybersecurity and data privacy](#) →

[Public policy and advocacy](#) →

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Key links

[Board of Directors](#) →

[Corporate governance guidelines](#) →

[ESG | Investor relations webpage](#) →

[Our most recent materiality assessment](#) →

[2023 Proxy Statement](#) →

The Board has four standing committees comprised entirely of independent members, each entrusted with oversight of specific ESG aspects.

- **The Governance, Safety, and Public Policy Committee** actively oversees our Corporate Social Responsibility (CSR) goals, strategies, and programs, which includes managing our sustainability- and climate-related risks. This committee is also responsible for monitoring our safety programs and political activities.
- **The Compensation and Human Resources Committee** oversees diversity, equity, and inclusion (DEI), culture, workforce demographics, enterprise healthcare initiatives, and other key aspects of our human resources management strategies.
- **The Audit and Finance Committee** is responsible for evaluating the execution and effectiveness of our corporate integrity and compliance programs. Furthermore, it holds regular discussions with management on ESG reporting developments, including aligning financial reporting with ESG disclosures, as well as internal controls and procedures related to ESG disclosures.
- **The Cyber and Technology Oversight Committee** reviews and discusses with management the company’s technologies, policies, processes, and practices for managing and mitigating cyber- and technology-related risks. The committee also monitors business continuity, disaster recovery capabilities, and contingency plans.

In 2023, the Board remained committed to overseeing key ESG priorities, including our ambitious goal to achieve carbon neutral operations by 2040. Our Audit and Finance and Governance, Safety, and Public Policy Committees have reviewed this ESG report and discussed its contents with management.



of Board members are female



of Board members are racially or ethnically diverse

Risk management

Our Enterprise Risk Management (ERM) program establishes a unified framework for ensuring consistency in the identification, reporting, and management of key risks across our business and value chain, including ESG risks. Our ERM process employs a consultative approach to collect input from senior leadership teams at each operating company, enabling the identification and prioritization of core business risks.



These risks are subsequently categorized into five groups—External, Strategic, Operational, Financial, and Technology—based on their potential financial effects, the likelihood of occurrence within the upcoming fiscal year, and the amount of residual risk to the enterprise. Our ERM process is embedded in our strategic financial planning process and provides a platform to facilitate the integration of short-, medium-, and long-term risk information in business decision-making. Risks necessitating Board-level awareness are communicated to the Board and its Audit and Finance Committee at least annually, while significant risks are reported on a quarterly basis.

We recognize that the landscape of business risks is in constant flux, prompting us to routinely review our risk management processes to ensure their effectiveness and mitigate future risks. In 2023, our newly formed Enterprise Claims and Risk Management (ECRM) team

consolidated operating company risk management information systems into one enterprise system. Centralizing all claims under one system will promote report standardization, analytics efficiencies, and streamlined financial controls.

We also conduct regular materiality assessments to help prioritize ESG topics that are most important to our business and stakeholders. In 2024, we leveraged a third-party artificial intelligence (AI) platform to integrate a broader base of data and perspectives into the analysis of material topics in preparation for our next recent materiality assessment. This includes perspectives on strategic, reputational, and regulatory risks and opportunities. The analysis will also support our preparation for global regulatory disclosure compliance. Our updated [materiality assessment](#) will be available in summer of 2024.

Corporate integrity and compliance

At FedEx, we are committed to acting with integrity and in compliance with the law. Consistently proving our commitment to compliance and ethics demonstrates our reliability and builds trust with our customers, team members, and the communities we serve. We have built our compliance program around this commitment. Our program supports our team members in delivering the Purple Promise with integrity.



Ethisphere recognized FedEx as one of the 2023–2024 World’s Most Ethical Companies®

Our Chief Compliance Officer leads the Corporate Integrity and Compliance department, which, together with other compliance teams across FedEx, oversees ethics and compliance. Our global compliance programs promote a culture of integrity, and prevent, detect, and mitigate compliance risk for the enterprise. We work with stakeholders across the enterprise to implement our compliance programs. Our integrity and compliance program is designed and continuously updated to meet compliance and ethics program guidance and standards for global companies like FedEx. Our program uses a risk-based approach to manage the unique challenges of our global business operations.

FedEx Code of Conduct and global compliance policies

Trust and reliability are critically important to our customers and stakeholders. The [FedEx Code of Conduct](#) (Code) serves as a public statement of what we stand for, and it reminds us why our values are important. The Code is a resource for all team members, and it covers key legal, ethical, and behavioral expectations every FedEx team member is required to follow.

FedEx team members around the world are connected by the principles and values in our Code. Knowing and following the Code helps us do the right thing, live our values, own outstanding, and deliver with integrity. In 2023, we updated our Code to improve readability and

facilitate increased alignment with FedEx culture values and business strategy as part of our commitment to continuous improvement. The Code applies to all FedEx officers, directors, managers, and employees. It also applies to members of the FedEx Board of Directors when acting in their roles as Board members or in any other roles related to FedEx. Certain sections also apply to third parties providing services on behalf of FedEx.

Our [Corporate Integrity & Compliance website](#) includes compliance resources for our team members to utilize in their day-to-day work, including our global policies, procedures, guidelines, communications, and training materials. We are committed to ensuring the applicability and clarity of our policies through regular reviews and updates in response to emerging laws and regulations.

As stated in our Code, safeguarding and promoting human rights across all our global operations remains a top priority for FedEx. We strictly prohibit the use of illegal child, compulsory, or forced labor, and we maintain a zero-tolerance stance against human slavery and trafficking within our operations. We uphold human rights through fair wages and follow applicable wage-and-hour laws in the areas where we operate. We also expect that our third-party contractors and suppliers will adhere to these principles. We require all team members to report suspected violations of human rights.





Integrity and compliance education and training

Ethics and compliance education and communications are key preventative controls. The Corporate Integrity and Compliance team provides our team members with accessible, high-quality, relevant, risk-based, and effective ethics and compliance education and communications. We are committed to providing our team members with accurate, up-to-date content created with appropriate regard for regional languages and culture. Through our training, we educate our team members about behavioral expectations and compliance responsibilities in areas such as our culture values, the Code, compliance policies, and topics such as anti-corruption, antitrust, conflicts of interest, and data privacy.



of team members completed assigned compliance training courses in FY23

In addition to training, we regularly use targeted communication channels, including emails, newsletters, videos, and digital signage, to reinforce our Code and other compliance principles. Each year, we conduct a comprehensive company-wide integrity survey involving officers, directors, and senior managers to gauge their awareness of and compliance with the Code. Managers are also equipped with a compliance toolkit, which includes an Ethical Leadership Guide and an array of resources for them to cascade to their teams.

Speaking up

A foundational element of our compliance program is our Speak Up culture. Our open-door policy actively encourages team members to report known or suspected legal, policy, or ethical violations to a manager, Human Resources, Legal, or Security. We also maintain a confidential 24/7 FedEx Alert Line call center and web portal, accessible in over 35 languages. FedEx prohibits any form of retaliation against those who report violations in good faith.

We investigate suspected violations of policy, procedures, and the law. Substantiated violations result in appropriate discipline or other remedial measures needed to close identified gaps. Discipline for violations is progressive, up to and including termination.

In FY23, we received more than 18,600 reports and inquiries from team members, customers, and the public concerning various topics, including employment concerns, safety or security issues, and other business integrity matters. We closed out over 97% of these reports, and resulting actions included coaching, discipline, termination of employment, training, and other remediation.

Team members' positive compliance actions, achievements, and metrics are also tracked and celebrated. We recognize team members who demonstrate value-based positive actions through our Compliance Champions program.

Assessing integrity and compliance risk

Every FedEx line of business has a unique risk profile that is considered in the design and implementation of our integrity and compliance program. We proactively conduct integrity and compliance risk assessments focusing on our core compliance risks. To conduct these risk assessments, we collaborate closely with team members and leadership of key business units globally. During the risk assessment, we identify, evaluate, and prioritize risks to create comprehensive plans to address any identified risks. The results of the risk assessment process are presented to executive management and our Audit and Finance Committee. Additionally, we regularly distribute questionnaires to our team members seeking information on any violations or control deficiencies in our major compliance risk areas.

Key links

[Corporate Integrity & Compliance website](#) →

[Code of Conduct](#) →

[Supplier Code of Conduct](#) →

[Global Antitrust & Competition Law Policy](#) →

[Policy Prohibiting Trafficking in Persons](#) →

[Global Conflicts of Interest Policy](#) →

[Global Gifts and Entertainment Policy](#) →

[Global Anti-Corruption Policy](#) →

[FedEx Alert Line](#) →

[Global Privacy Policy](#) →

[Social Media Guidelines](#) →

Cybersecurity and data privacy

With the growing frequency, intensity, and sophistication of online threats, it is increasingly important for us to proactively ensure a secure and safe online environment. Our actions to fortify our systems and safeguard personal information not only preserve the trust of our valued customers, vendors, and team members, but also help us maintain business continuity and reduce disruptions to service delivery.

Cybersecurity

The Board's Cyber and Technology Oversight Committee regularly reviews major cyber and technology-related risks, projects, and architecture decisions. The committee also reviews and discusses with management emerging technologies, such as AI and machine learning, and assesses whether our cyber and technology programs effectively manage risk and support our business objectives and strategies. Our InfoSec team maintains information security standards and reviews and audits projects to manage compliance. Our Global Privacy Office diligently monitors and evaluates our practices and policies to help promote full compliance with relevant privacy laws and regulations. Further, our Internal Audit team routinely assesses the effectiveness of our information security controls and our privacy compliance program. We continue to invest in and maintain technology security initiatives and information technology (IT) risk management plans to protect customer and business information and enhance the reliability of our technology network.

The [FedEx Trust Center](#) website serves as a valuable resource, providing detailed insights into how we safeguard customer privacy, along with information to empower our customers to navigate an increasingly digital landscape securely. We also offer a range of tools to facilitate customer data subject access requests and to aid in identifying, reporting, and mitigating risks in the ever-evolving e-commerce market.

In FY23, we conducted multiple cybersecurity simulations, ranging from high-impact ransomware events to contained data breach events. Members of the Cyber and Technology Oversight Committee participated in one of the simulations. We also earned the prestigious International Organization for Standardization (ISO) 27001:2013 Information Security Management certification for our four U.S.-based data centers. ISO 27001 is the world's best-known standard for information security management systems and assures customers around the globe that FedEx is a leader in IT security, cybersecurity, and privacy protection.

Cybersecurity and data privacy education and training

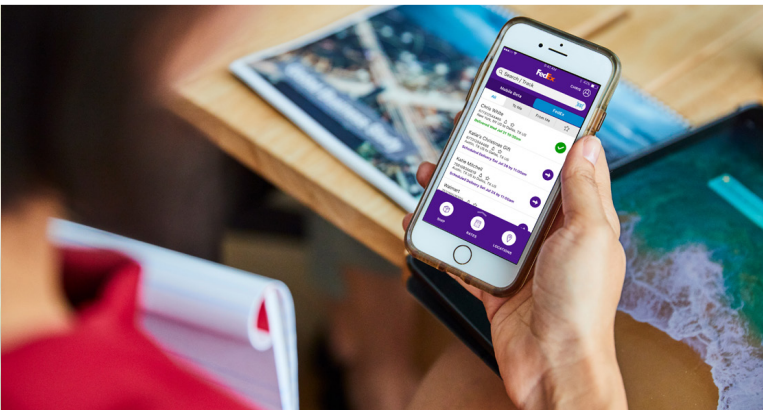
To better prepare our team members to respond to online threats, we conduct annual information security and data privacy training. These are mandatory courses that require proof of completion. Our data privacy trainings promote globally accepted data privacy principles, including securing data, data use limitations, deletion, and properly and timely reporting data incidents. We periodically organize training exercises to equip our team members with the skills to stay safe online, use strong passwords, recognize and appropriately respond to malicious phishing attempts, and promote secure coding practices.

Additionally, the Data Privacy team has developed processes to review generative AI use cases to manage compliance with applicable laws.

We conduct routine training and awareness with various business partners and affinity groups, such as the FedEx Culture Ambassadors and Cybersecurity Champions, who champion our message of cybersecurity and data privacy in their local organizations. We also host periodic Cyber Smart All-Stars webinars, extensions of our Cyber Smart annual summit, with relevant trainings and featured presentations from subject matter experts on cybersecurity and data privacy topics.

Key links

- [Global Privacy Policy](#) →
- [FedEx Privacy Notice](#) →
- [Cyber and Technology Oversight Committee Charter](#) →
- [Binding Corporate Rules for Customer, Supplier, and Vendor Data](#) →





Public policy and advocacy

FedEx takes an active role in the political process to secure and advance the economic future and interests of our company, stockholders, team members, and other stakeholders. The Governance, Safety, and Public Policy Committee oversees our public policy and advocacy initiatives.

Our Corporate Vice President for Government and Regulatory Affairs leads the department in our commitment to responsible engagement with policymakers worldwide. This department drives our initiatives by regularly evaluating matters related to global public policy, political, and legislative trends with potential to affect the company.

On a global scale, our Government and Regulatory Affairs department advocates for public policies that foster free trade, address trade barriers, and enhance the efficiency, sustainability, safety, and capacity of the transportation system. Around the world, the team champions policies related to aviation, workforce development, information security, tax policy, the adoption of autonomous delivery technologies, the modernization of truck regulations and infrastructure, and the expansion of electric vehicle (EV) charging infrastructure and alternative fuels, with a focus on sustainable aviation fuels.

The department also oversees our U.S. political activities, encompassing both direct and indirect political spending, and monitors our memberships and engagement in trade associations and tax-exempt organizations. These organizations often take positions

that address policy issues in a manner that supports FedEx interests, contributing to strong financial returns, long-term stockholder value, and the well-being of our team members in alignment with our corporate values.

Each year, this department evaluates long-term strategic priorities, identifies correlated public policy risks and opportunities, and collaborates with the company's senior business leaders to establish prioritized action plans. See our [Public Policy and Advocacy webpage](#) for more details on FedEx activities, including our engagements with policymakers and trade associations.

Climate advocacy

Sustainability and climate policy that positively affects the transportation and logistics industry remains a critical component of our advocacy strategy. We directly engage with policymakers in support of our carbon neutral operations goal and work with various government and industry organizations to lobby for effective climate policy. We strive to engage in a productive manner, foster innovation, and improve the transportation sector's environmental, social, and business performance.

Key links

[Investor Relations webpage](#) →

[Policy Perspectives webpage](#) →

[Policy on Political Contributions](#) →

[Governance, Safety, and Public Policy Committee Charter](#) →

[2023 CDP Climate Change Questionnaire > C12 Engagement](#) →

Supply chain

To maintain our operations, FedEx contracts with roughly 100,000 direct suppliers worldwide for goods and services—90% of which are small businesses. The FedEx Services Supplier Relationship Management (SRM) team manages and mitigates critical risks in our supply chain by implementing robust policies and governance practices. To help ensure FedEx remains on a path of continuous improvement, our Sourcing Sustainability Impact Team shares best practices and advances our sustainability goals within our supply chain.

In 2023, we published the [FedEx Supplier Code of Conduct](#), which outlines the specific expectations and guidelines that FedEx has for its suppliers. We expect all suppliers to commit to the principles and standards included in the Supplier Code, encompassing a wide range of subjects, such as workplace health, safety, and security; human rights and the prevention of human trafficking; equal opportunity and anti-harassment; conflicts of interest; environment and sustainability; and data security and privacy, among other areas.

As a global company, our extensive business relationships and supply chain generate significant economic activity, with each FedEx vendor providing its own revenues, employment, taxes, and capital investments to their national and local economies. In FY23, FedEx indirectly contributed an estimated \$35.3 billion to global net economic output based on analysis from Dun & Bradstreet. Additionally, this analysis showed that FedEx supported an estimated 1.1 million jobs outside of FedEx.

FedEx also lends our global network and unparalleled logistics expertise to organizations with mission-critical needs in times of disaster. For decades, FedEx has supported local, national, and global relief agencies, helping them save lives and comfort the afflicted. With more than 700 airplanes and 210,000 vehicles on the world's roads, we can get lifesaving materials, medicines, and equipment to disaster sites with great speed and precision.

ESG integration in our supply chain

We are founding members of the Sustainable Purchasing Leadership Council and an active member of their Strategic Advisory Committee. We follow ISO 20400 guidance for ESG-related metrics surrounding our sourcing practices across the enterprise. We request information from key managed suppliers regularly to understand and plan for any potential sourcing risks.

We work closely with our suppliers and collaborate with internal stakeholders to advance our ESG goals throughout the value chain, focusing on diversity and sustainability. For example, in the Asia, Middle East, and Africa (AMEA) region, we have piloted a sustainability questionnaire for our vendor bidding process. See our [Reporting framework index](#) for details on incorporating ESG criteria into our supplier assessments.

Supplier diversity

FedEx enhances the resiliency of its supply chain by sourcing from small and women- and minority-owned businesses. We support the development of diverse suppliers through alliance sponsorships, industry associations, and equitable market access opportunities.

Since 2012, our Small Business Grants Program has provided almost \$2 million to more than 120 small businesses to help accelerate their growth. In FY23 alone, recipients received over \$300,000 in grant money, with 40% given to women-owned businesses and 30% given to minority-owned businesses. We offer the program in the U.S., Canada, Europe, AMEA, and Latin America and the Caribbean (LAC).



\$18.6 billion

in goods and services acquired from diverse and small business suppliers in the U.S. in FY23

Through the FedEx Cares Global Entrepreneurship focus area, we provide women- and minority-owned small businesses, including FedEx suppliers, with the tools they need to succeed, such as training, mentoring, networking, access to capital, and other resources to assist in growing their business while navigating challenges.

Now finishing its third year, the FedEx E-Commerce Learning Lab, powered by Accion Opportunity Fund and woman-owned social enterprise 37 Oaks, helps diverse small business owners develop and expand their e-commerce operations. More than 5,300 business owners have engaged in at least one aspect of the program, and 88% of Learning Lab graduates feel confident in operating and scaling their e-commerce businesses after completing the program.

Additionally, in FY23, we launched the FedEx Entrepreneur Fund in collaboration with Hello Alice and the Global Entrepreneurship Network, designed to uplift veterans and small business owners with disabilities by providing access to funding, resources, and networks to help them succeed. The fund provided capacity-building workshops, a digital community, and grants of \$10,000 each to 30 selected small businesses.

See the [Diversity, equity, and inclusion create opportunity section](#) for more information on our DEI initiatives.

Key links

[Supplier Code of Conduct](#) →

[Global Economic Impact Report](#) →

[Supplier diversity](#) →

[Global Entrepreneurship | FedEx Cares](#) →

[Delivering for Good | FedEx Cares](#) →

Delivering a sustainable future

Our planet

Environmental governance structure

The Governance, Safety, and Public Policy Committee of the FedEx Board oversees our sustainability strategy, which informs our CSR goals, management, and programs. The committee is responsible for overseeing sustainability- and climate-related risks and discussing sustainability matters with senior leadership on at least an annual basis.

The FedEx Enterprise Sustainability Council (FESC), chaired by our Chief Sustainability Officer (CSO) and comprised of senior management representatives from departments across the enterprise, executes our ESG strategy and tracks progress against our goals. The FESC oversees enterprise-wide Sustainability Impact Teams, which oversee key functional areas and promote collaboration, consistency, and efficiency in our ESG efforts. Our SITs identify opportunities to advance our strategy, implement key initiatives, and incorporate sustainability into our annual business planning process.

Additionally, each operating company has internal environmental sustainability departments that report progress on goals and initiatives to the CSO. Further, under the oversight of our CSO, our enterprise-wide Environmental Management System sets the processes and practices we implement daily to reduce our impacts, improve efficiency, and maintain compliance with relevant laws and regulations.

Our compensation structure establishes incentives to promote the management of climate-related issues. Each executive officer has individual performance objectives established at the beginning of each fiscal year, which include CSR goals and may include goals related to environmental performance.

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[Aircraft fuel conservation and fleet modernization](#) →

[Facilities](#) →

[Sustainable customer solutions](#) →

Key links

[Environmental Policy](#) →

[Sustainability website](#) →

[Governance, Safety, and Public Policy Committee charter](#) →

[2023 CDP Climate Change Questionnaire > C1.2 & C1.3](#) →



Strategic approach and climate change

Managing our environmental impact to create meaningful change requires strategic investment and action. Delivering about 15 million shipments each day creates environmental impacts, including GHG emissions, which contribute to climate change, criteria air pollutant emissions, noise pollution, and waste. Our strategic approach and *Practical Sustainability* philosophy guide our actions to reduce these impacts while growing our business and adding tangible value for our stakeholders.

Building on many years of sustainability progress, in 2024, we evolved and broadened our previous strategic approach of *Reduce, Replace, Revolutionize* to focus on the principles of 1) Decarbonize what’s possible, 2) Co-create with purpose, and 3) Neutralize what’s left. These principles cover the comprehensive actions needed to not only achieve carbon neutrality in our own operations, but also to support the transition of the transportation and logistics industry as a whole.

Our philosophy of *Practical Sustainability* drives us toward responsible business stewardship, innovation for products and operational solutions, and transparency for our stakeholders.

We focus our approach on priority areas informed by regular materiality assessments. Together, these inform an environmental strategy that increases efficiency, reduces costs, and enhances resiliency against emerging risks.

To advance our shared journey toward a more sustainable future, FedEx supports global sustainability initiatives with nongovernmental organizations and conservation groups. Through the Sustainable Logistics pillar of FedEx Cares, we focus on expanding sustainable transportation in cities to reduce congestion and emissions, scaling innovative climate solutions by accelerating research and technology, and inspiring conservation and team member volunteerism in local communities around the world.

Climate change

Given the broad and global scope of our operations, we are susceptible to the physical risks of climate change, such as shifts in weather patterns and world ecosystems. Climate change can heighten our exposure to transition risks associated with new or more stringent GHG emissions regulations, increased stakeholder scrutiny and litigation, and shifting market demand.

At FedEx, we have 50 years of experience in proactively addressing difficult situations, such as severe weather events, and are adept at implementing contingency plans at a moment’s notice. Our network’s inherent flexibility and resiliency enable us to minimize operational disruptions, thereby maintaining customer trust associated with the FedEx brand. Our team of in-house meteorologists monitors global weather patterns to inform our operational decisions. In 2023, we also launched an enhanced machine-learning model, which incorporates variables such as weather patterns and traffic conditions, to estimate delivery time more accurately for our customers and continue our efforts to build the world’s most flexible, efficient, and intelligent network.

Our Strategy

Decarbonize what’s possible

Minimize our emissions as much as possible through cost-effective technology and efficiency improvements

- FedEx Fuel Sense
- Fleet replacement
- Renewable energy
- Alternative fuels

Co-create with purpose

Work with stakeholders to scale future solutions

- Original equipment manufacturers and start-ups
- Customers
- Contractors
- Policymakers
- Non-governmental organizations

Neutralize what’s left

Offset any remaining emissions since reduction alone will not be enough

- Via the Yale Center for Natural Carbon Capture, FedEx supports scientific research of natural carbon removal techniques
- Durable offsets



Optimizing our network

Network 2.0 is a multi-year effort to improve the efficiency with which FedEx picks up, transports, and delivers parcels and freight. The implementation of our innovative Network 2.0 model is designed to reduce our station footprint, increase pickup-and-delivery (PUD) route efficiency, and optimize our enterprise linehaul networks. Tricolor, the fundamental redesign of our air network announced in December 2023, complements our structural transformation efforts and will enhance the efficiency of the FedEx air network. Our investment in and pursuit of a more efficient network and operations support our efforts to create a more connected and sustainable future. Throughout our 50-year history, we have demonstrated our capabilities to reduce environmental impacts by achieving operational synergies such as improving the efficiency of our fleet, reducing miles driven, and minimizing route redundancies.

Our climate change assessment and reporting align with the recommendations of SASB and the TCFD. We discuss our climate change strategy, risks, and opportunities annually via the CDP Climate Change questionnaire. Evaluation of climate-related risk is integrated into our ERM process, which identifies and reports top enterprise risks in the short-, medium-, and long-term through industry research, surveys, and workshops with business leaders. The ERM process includes senior management review with oversight from our Board of Directors. Based on the risk identified, specific contingency plans and strategies are formulated at the enterprise or operating company level to minimize potential adverse effects on our business. We continuously monitor public attitudes, geopolitical concerns, and global regulations associated with climate change. Additionally, our Global Network Planning team considers climate change risk when reviewing site expansions or new site selections.

Carbon neutral operations

We aim to achieve carbon neutral operations by 2040, encompassing Scope 1 and 2 emissions across our global operations and Scope 3 emissions from contracted transportation. To decarbonize what’s possible in our own operations, we have interim goals for PUD EV purchases and sustainable fuel procurement, in addition to proactive initiatives and programs to reduce our environmental impact.

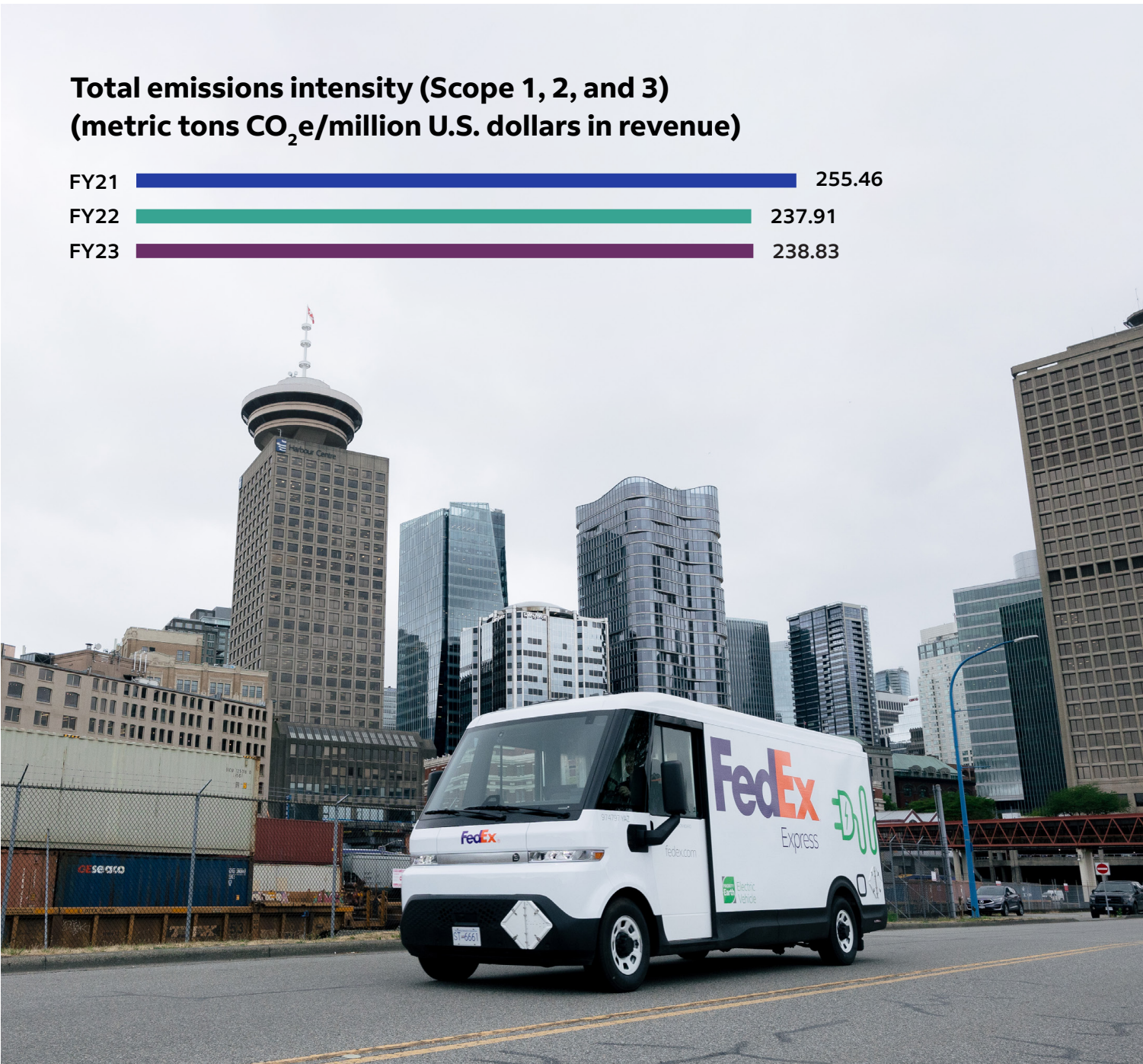
Early modeling of our future carbon footprint suggests that we could reduce our emissions by nearly half through current and planned decarbonization efforts. It is important to note that these preliminary calculations are based on our legacy operating model and will be revised after completing the one FedEx transition and fully implementing Network 2.0. Progressing towards our goals requires bold action supported by strategic investment, so, in 2021, we designated an initial \$2 billion investment for operational GHG reduction initiatives and carbon sequestration solutions research. Additionally, we were the first North American transportation and logistics company to offer our own sustainability bonds, and our [Sustainability Bond Framework](#) outlines our commitment to leading principles and guidelines.

As a result of our sustainability efforts, we reduced our carbon dioxide equivalent (CO₂e) emissions intensity on a revenue basis by 48% between FY09 and FY23, while volume grew by 121%.

Key links

- [Sustainability website](#) →
- [Sustainable Logistics | FedEx Cares](#) →
- [2023 CDP Climate Change Questionnaire](#) →

Total emissions intensity (Scope 1, 2, and 3)
(metric tons CO₂e/million U.S. dollars in revenue)



FedEx continues to co-create with purpose by supporting additional collaborative initiatives to scale future solutions and support carbon reduction. For example, we provided grant funding to Third Derivative, RMI's climate tech accelerator program, in support of innovative and equitable transportation infrastructure solutions at scale. Additionally, alongside some of the world's largest institutional investors and nearly 30 corporations, we participate in the [TPG Rise Climate fund](#), one of the world's largest private equity funds dedicated to investing in and scaling climate solutions around the world.

Though we are rapidly innovating and deploying methods to reduce our carbon footprint to keep pace with our ambition for carbon neutral operations, mitigation will not be enough. We will still need additional solutions to neutralize what's left by offsetting emissions that cannot be fully reduced through technological advances, particularly those generated by air operations. To accelerate the science needed to find scalable solutions that can permanently capture and store carbon, FedEx committed \$100 million to help establish the Yale Center for Natural Carbon Capture in 2021.

Now in its third year, the Center is researching carbon sequestration with the goal of developing natural, long-term carbon removal solutions across biological, geological, and industrial mediums. Since 2021, Yale has recruited four globally recognized faculty members while capitalizing on the expertise of over two dozen existing Yale faculty from across campus by funding dozens of cutting-edge research projects. Yale has already begun to disseminate research findings that could one day lead to the reduction of gigatons of CO₂ per year, equivalent to one year of emissions from the entire aviation industry. Yale's research will also inform the ongoing development of standards for a high-quality carbon credit marketplace. With research being shared broadly, the global community, beyond FedEx and aviation, will benefit from Yale's research.

Just transition

Our carbon neutral operations goal and overall climate change strategy present a great opportunity for value creation for our stakeholders. The solutions we are innovating could create ongoing employment opportunities, contribute to our customers' environmental performance, and elevate standards of living in the communities where we operate. Still, we recognize potential challenges along our journey and with the larger transition to a low-carbon economy.

To prepare for the transition to cleaner energy, we work to identify fair and equitable approaches that benefit our team members and the communities where we operate. We communicate with our employees on the transition and we work to equitably support our team members through a comprehensive benefits package and prepare our workforce with the

skills needed to operate in a lower-emissions world, such as training offered by FedEx Freight and FedEx Express on driving EVs. See the [Our people](#) section for more information.

FedEx continues to explore renewable energy opportunities that benefit local communities where we live and work, in addition to helping reduce our emissions. FedEx Express operates a one-megawatt community solar system in Washington, D.C. and allocates a portion of the electricity bill credits generated by the solar installation to the local nonprofit SOME (So Others Might Eat), which provides services to individuals experiencing poverty and homelessness in the district. FedEx Ground has two additional community solar subscription agreements—approximately four megawatts in New York and one megawatt in Maine. Both offsite installations increase the delivery of renewable energy to the local utility grid. We are committed to working with stakeholders to understand and mitigate their concerns so that everyone can share the benefits of a more sustainable future.

Key links

[Carbon neutral operations goal announcement](#) →

[Yale Center for Natural Carbon Capture fact sheet](#) →

[Sustainability bond framework](#) →



Our path to carbon neutral operations



Vehicle electrification

Innovating the right vehicle solutions to transition PUD and last-mile fleets to EVs

2010

FedEx Express introduces the first all-electric parcel delivery truck in the U.S.

2023

Continued adding EVs in new markets including Canada, Chile, India, Malaysia, and the UAE, with EVs now in operations on all six continents where FedEx operates



2030

Goal: 100% of global FedEx Express PUD vehicle purchases are zero-tailpipe emission EVs

2040

Goal: 100% zero-tailpipe emission FedEx parcel PUD vehicle fleet



Sustainable fuels

Revolutionizing the future of logistics by pursuing lower-carbon alternative fuels

2022

FedEx joined the First Movers Coalition's Aviation Sector working group

2023

53% of the diesel FedEx Ground sold to independent service providers in FY23 consisted of various biodiesel blends

FedEx Express achieved 38% vehicle fuel improvement in FY23 compared to 2005

2030

Goal: 30% of jet fuel from alternative fuels



2040

Carbon neutral operations goal



Fuel conservation and aircraft modernization

Reducing the environmental impact of our fleet by modernizing aircraft and saving fuel

2006

Started the FedEx Fuel Sense jet fuel conservation program

2022

Saved 150 million gallons of jet fuel from initiatives to modernize aircraft

2023

Retired entire MD-10 fleet and continued deploying Boeing, ATR, and Cessna SkyCourier aircraft

2028

Retire our entire MD-11 fleet by the end of FY28



Facilities

Investing in energy efficiency initiatives and renewable energy to make our facilities more sustainable and support EV deployment

2005

Activated our first on-site solar power system, a 904-kW rooftop solar array, at our Oakland, California FedEx Express hub

2023

Generated on-and off-site solar energy at 34 global locations across our operating companies



Sustainable customer solutions

Offering end-to-end sustainability for customer supply chains through data and packaging solutions

2006

Introduced the Customer Emissions Calculator to provide us with estimated shipping emissions for each operating company

2021

Introduced FedEx Reusable Pak which cuts down on waste by allowing customers to return items or prepare their own shipments without additional packaging

2022

Launched FedEx® Sustainability Insights for customers and suppliers to calculate estimated CO₂e shipping emissions

2023

45% of FedEx-branded packaging was third-party certified in FY23

99% of all paper purchased by FedEx Office was from vendors with responsible forest management practices

Natural carbon capture research

FedEx committed \$100 million in 2021 to help establish the Yale Center for Natural Carbon Capture to create a more robust pipeline of science that can one day mitigate and capture carbon at scale.

Vehicle electrification

Across FedEx, we aim to create an efficient and sustainable fleet tailored to our operational needs. Our approach considers jurisdictional requirements, local equipment manufacturers, vehicle use, operating and maintenance costs, and other factors when selecting the right vehicle solution for each application.

Our strategy for fleet replacement and electrification builds on our established expertise in transportation innovation. In 1994, we used our first electric vehicle, and in 2003, FedEx was the first delivery company in the world to use hybrid vehicles for pickup and delivery. Vehicle electrification will serve as one of the critical elements in our journey toward carbon neutral operations.

Our global fleet comprises over 210,000 motorized vehicles, across various vehicle classes, including PUD vehicles, long-haul trucks, forklifts, airport ground services equipment, and other off-road vehicles. Electrifying each class of vehicles brings unique opportunities and challenges driven by performance and operational requirements, as well as supply chain, infrastructure, and availability considerations. We also recognize the need for further technological advances, such as commercial use EVs, battery enhancements, and smart charging software, to enable large-scale fleet electrification.

Network 2.0 and one FedEx will require a significantly altered PUD vehicle mix to meet the operational needs of the new network service model. Accordingly, we do not believe we will be able to achieve our previously disclosed goal of 50% of FedEx Express PUD fleet purchases being electric by 2025. We are conducting an executive-level review of our FedEx Express

PUD EV purchase goals to determine our best path towards carbon neutral operations in 2040. We remain committed to our goal of 100% of FedEx Express PUD fleet purchases being electric by 2030.

We will continue to select the right vehicle solution for each application. Following such review, we will communicate further details on our PUD fleet's interim electrification goals to support our enterprise goal of carbon neutral operations in 2040.

Long-haul fleet

The electrification of our long-haul fleet poses unique challenges since these vehicles travel long distances and need to be recharged at our centers and potentially in multiple locations along a route, which can require a significant amount of time and energy at facility charging stations. However, we are committed to working with stakeholders to define scalable solutions across our entire vehicle fleet. In 2023 and early 2024, FedEx Freight took delivery of 36 Class 7 and 8 heavy-duty EV trucks. Additionally, at FedEx Ground, we are building on our successful Class 8 EV tractor pilot with independent service provider (ISP) Evolve Logistics by testing several other EV manufacturers with various trailer weights and travel distances. As one of only a few transportation companies engaged in electrifying Class 8 trucks, we are proud of our continued efforts toward sustainability that can benefit the entire industry.



7,136

on- and off-road EVs operated in FY23





A bright future for electrification

In April 2023, FedEx partnered with the Los Angeles Conservation Corps to host an electric delivery van “show and tell” during an after-school program at 52nd Street Elementary School. FedEx Express team members from the Inglewood, California facility, which was the first location in the FedEx Express network to receive and deploy new BrightDrop Zevo 600 electric delivery vans, provided in-depth tours of the electric vehicles to the students. This demonstration provided an example of sustainability in action in their neighborhood. Over 400 of these vans are in operation in California.

Pickup and delivery

As we work to transition our entire PUD fleet to zero-tailpipe emission vehicles, we are collaborating with local equipment manufacturers to introduce EVs into new markets while deploying additional EVs in existing markets. In FY23, FedEx expanded its use of EVs to make deliveries in Malaysia, Chile, Mexico, India, and the United Arab Emirates, and conducted EV trials in Singapore.

This expansion complements more than 1,000 EVs already deployed across the Americas, Europe, and AMEA. We are working with strategic regional manufacturers to expand EV deployment to new markets across our global operations as part of our phased PUD electrification approach.

We have an agreement with GM Enclave to reserve 2,000 all-electric BrightDrop Zevo walk-in vans over the next several years and plan to procure more EVs, subject to future negotiations. The BrightDrop Zevo is an all-electric, zero-tailpipe emission walk-in van designed for last-mile deliveries with a range of up to 250 miles on a full charge.

In Europe, we have continued to design optimal first- and final-mile solutions within urban centers. As of the end of FY23, we had introduced more than 70 e-cargo bicycles in 21 cities in Europe, often taking the place of diesel vans and helping to reduce carbon emissions, lower noise levels and reduce the environmental impact of our operations. Additionally, in FY23, we introduced e-cargo bikes in Morocco and Pakistan, e-motorcycles in Brazil, and operated 43 e-cargo bikes in Canada. These strategic initiatives demonstrate our drive to use the most suitable and sustainable solutions for our operations. We anticipate further improvements in efficiency as new technologies continue to develop and we assess the best-suited markets to deploy them.

Charging infrastructure

As we work toward electrifying our vehicle fleet, making sure we can have adequate charging infrastructure available at our facilities is a priority. Our vehicles and facilities teams are working with power utilities, government officials at all levels, and regulatory agencies to plot a path forward. We have already built over a thousand charging stations across our global facilities to support the electrification of our own PUD fleet and the EV transition of ISPs.

The enterprise is crafting a comprehensive strategy to expedite the transition to EVs for ISPs while rolling out the essential infrastructure, such as fast chargers for Class 8 trucks and level 2 alternating current charging for ISP PUD vehicles, at our facilities to meet their charging needs. As a result of this charging infrastructure strategy, one of FedEx Ground’s ISPs, Norcal Transport, was able to convert its entire PUD fleet in Richmond, California by deploying 11 XOS electric vans.

To implement the large-scale charging infrastructure required for our operations, we are collaborating closely with local utility companies and regulators to strategically plan for and meet the additional grid capacity challenges. For example, in FY23, FedEx Freight installed switchgears at three centers, each with eight DC fast chargers, that allow for stationary batteries to be installed in the future. These batteries can be used to reduce electricity costs by charging when electricity demand and costs are lower, and they can then charge our EVs during peak demand when electricity costs are higher. FedEx has also invested over \$1 million since 2021 to help RMI develop GridUp, the world’s first public EV planning data platform and grid-planning toolkit, specifically designed for utilities and regulators to meet the anticipated demand for vehicle electrification.

While the growth in EV charging will lead to a significant increase in our electricity usage, we are investing in on-site renewable energy generation and procurement and exploring innovative approaches, such as battery storage, to address this challenge. See the [Facilities](#) section for more information on these initiatives.

Key links

[Our approach | Vehicles](#) →

[Charged up about electric vehicles](#) →



Sustainable fuels

We maintain a global fleet of 9,884 alternative fuel and electric vehicles, including hybrid, electric, and natural gas- and liquified petroleum gas-powered vehicles. We are taking steps to reduce emissions from aircraft and road vehicles by seeking out viable, cost-effective alternative fuels. In FY23, we launched a working group to review and accelerate our sustainable fuel procurement strategies amid an evolving technological and regulatory landscape. We recognize the significant potential to expand our alternative fuel fleet and bring about a transformation in the logistics and aviation industries. To drive widespread alternative fuel production, we are collaborating with government agencies, academic institutions, and suppliers, and are a vocal advocate for policies to support the commercial deployment of alternative fuel vehicles.

Our commitment to exploring alternative fuels extends to vehicles that are not easily electrified. Heavyweight transportation poses unique challenges due to mileage requirements and the need for timely refueling or recharging. To explore the viability of an emerging alternative, FedEx Express Europe began the small-scale use of a renewable diesel product in FY23 in the Netherlands. Drivers of over a dozen heavyweight, long-distance trucks began using the renewable diesel on select routes from Amsterdam, with the potential to cut carbon emissions by up to 80–90% per liter.¹

¹ EN 15940 Renewable diesel as per RED II EU guidelines, Annex IX-A.



of the diesel supplied by FedEx Ground to ISPs was comprised of various biodiesel blends

In 2023, we expanded our use of alternative fuels by piloting a hydrotreated vegetable oil diesel product in five trucks in the U.K. While the technologies and infrastructure needed to shift heavy goods vehicles away from fossil fuels are still developing, we are dedicated to piloting alternative fuels and solutions that can achieve more immediate reductions in the emissions of heavy goods transport.

Additionally, we implement fuel-saving measures within our current fleet to help reduce our environmental impact. For example, in China, we conduct eco-driving training to help our drivers be more fuel efficient on the road. Since introducing the training to over 2,000 employees in May 2023, we have seen a 15% reduction in fuel use in China.

Sustainable aviation fuel

Approximately 65% of our emissions footprint is associated with FedEx jet fuel usage. While we work extensively to conserve jet fuel and modernize our air fleet, our carbon neutral ambition relies on reducing emissions with sustainable aviation fuel (SAF) and carbon sequestration to neutralize what's left by removing and storing excess carbon. Over its lifecycle, SAF can significantly reduce GHG emissions compared to fossil jet fuel, helping decarbonize the aviation sector. In 2024, FedEx Express intends to take delivery of approximately three to four million gallons of fuel blended with SAF into our operations. Advancing these nascent technologies and markets requires extensive collaboration with industry, academia, non-governmental organizations, and governments.

To accelerate SAF solutions, we are proud members of the Aviation Sector working group of the [First Movers Coalition](#). This global initiative is dedicated to decarbonizing challenging industrial sectors, including the aviation industry, and signaling market demand for green technologies. We also advocate for responsible policies and incentives to advance alternative fuel technologies, expedite global SAF production, and enhance the availability and affordability of low-carbon fuel.

We maintain compliance with regional mandates for SAF usage. Nevertheless, we acknowledge the complexities faced by the aviation industry in achieving large-scale SAF deployment and recognize the potential need for additional solutions to enhance efficiency and reduce emissions, such as our fuel-saving programs and aircraft modernization efforts.

Even with maximum uptake of SAF solutions in the coming decades, the aviation industry will still have residual emissions to address, including emissions generated from producing SAF. To reach our goals, we will need permanent carbon capture solutions like the ones the Yale Center for Natural Carbon Capture is working to advance. The techniques being researched may enable hard-to-abate sectors, like aviation, to achieve carbon neutrality down the road.

Key links

[Our approach | Sustainability webpage](#) →

[Our approach | Vehicles](#) →

Aircraft fuel conservation and fleet modernization

We are working to minimize the environmental footprint of our aircraft fleet through fuel conservation, airline route optimization, and the exploration of more sustainable or efficient transportation options within our extensive network.

FedEx Fuel Sense

Our global FedEx Fuel Sense program helps us reduce aircraft fuel consumption, lower fuel costs, and decrease GHG emissions. In FY23, we continued implementation of the Less Than All Engine Taxi initiative, through which we use a single engine to taxi in and out of the aircraft gate at our Memphis and Indianapolis hubs. In FY24, we are expanding this initiative to inbound and outbound flights across our network. We also implemented the Vertical Optimization initiative to fly at higher altitudes where less dense air requires less engine thrust and reduces fuel consumption. With the implementation of Vertical Optimization in the fourth quarter of FY23, we saw a three million gallon decrease in fuel consumption compared to the same FY22 timeframe.

Overall, in FY23, the Fuel Sense program achieved savings of 11.3 million gallons of jet fuel. Since the program's inception in 2006, we have implemented 70 fuel-saving projects, resulting in 972 million gallons of jet fuel saved and 9.5 million metric tons of CO₂e avoided.

Additionally, in FedEx Express Europe, we have incorporated best flying practices in our contracted intra-European air operations through our Air Network Supplier Collaborative Program. As a result, we saved over 850,000 gallons of jet fuel and reduced our CO₂ footprint by more than 8,500 metric tons.

Aircraft fleet modernization

We are dedicated to modernizing our fleet of more than 700 aircraft to reduce costs, enhance reliability and operational adaptability, improve fuel efficiency, and minimize emissions. In FY23, our modernization initiatives resulted in savings of 136 million gallons of jet fuel and the prevention of 1.3 million metric tons of CO₂e.

We continue to replace older aircraft with more fuel-efficient models to reduce GHG emissions, air pollution, and local noise pollution. With efficiency in mind, we actively seek additional opportunities to move flight hours to these newer, fuel-efficient planes. This focus and commitment have helped drive a 29% reduction in the overall emissions intensity of our fleet since 2005. Between FY24 and FY26, we are currently scheduled to take delivery of two Boeing 777F, 15 Boeing 767F, 11 ATR-72 600F, and 32 Cessna 408 aircraft. In 2023, we completed the retirement of our MD-10 fleet, and plan to retire our entire MD-11 fleet by the end of FY28.

Key links

[Our approach | Aircraft](#) →



in the overall emissions intensity of our aircraft since 2005



of jet fuel avoided through our aircraft fuel conservation and fleet modernization efforts in FY23

Facilities

We work to support the long-term health and well-being of our business, the planet, and the communities in which we operate through the sustainable operations of our more than 5,000 air and ground hubs, local stations, freight service centers, and retail locations.

As we support EV deployment and charging infrastructure, our energy demand will increase. In response to this challenge, we are intensifying our efforts to responsibly manage our facility energy use and procure off-site renewable energy. Our Energy SIT is crafting a comprehensive, long-term roadmap to bolster our EV transition plan, enabling us to reach our target of achieving carbon neutral operations by 2040 through effective Scope 2 emission reductions. We are taking a proactive stance on our energy needs, developing a renewable energy procurement strategy with diverse contracting models. We also factor utility operating structures and local and federal regulations into our strategy.



In 2023, the FedEx Plaza in Memphis, Tennessee received LEED certification.

Our approach to innovating operations involves continued investments in energy efficiency and management, renewable energy procurement, facility resiliency, environmental compliance, and waste reduction, among other initiatives. As part of our commitment to continually improve our facilities’ environmental performance, in FY23, 570 FedEx Express sites maintained compliance with the ISO 14001 environmental management system standard, spanning 26 countries.

Energy management

We leverage energy management systems to optimize our lighting, heating, ventilation, and air-conditioning equipment. Through the implementation of energy management systems and LED lighting at over 1,600 stores, FedEx Office has reduced energy consumption by 43% since FY17.

For new facilities, we integrate energy efficiency specifications and explore on-site renewable energy generation options into the design. We adopt the Leadership in Energy and Environmental Design (LEED) standard in the U.S. and the Building Research Establishment Environmental Assessment Method (BREEAM) in Europe as guiding principles for designing efficient facilities when appropriate. In 2024, FedEx Express opened a new and expanded China headquarters office in Shanghai which is LEED Gold-certified.

In AMEA, we launched a Sustainability Dashboard, which covers 30 markets and captures certain carbon emissions, enabling us to track our energy consumption and progress toward our carbon neutral operations goal.






46 LEED-

certified

and 13 BREEAM-certified facilities
operated in FY23



232 million
kilowatt hours

of electricity conserved through our
energy management systems in FY23

Renewable energy procurement

We invest in both on-site renewable energy generation and external procurement of renewable energy, which enables us to execute larger projects. The FedEx Real Estate and Energy teams weigh multiple factors in deciding where to install rooftop solar, including state and local renewable energy policies and incentives, and facility lease terms if applicable. At FedEx Ground, we expanded our on-site solar capacity with the addition of five new solar installations in FY23. FedEx Express also added an on-site solar installation in Beijing. This enhances our diversified approach to using both on-site and off-site solar installations, bringing the total number of installations to 34.

Given the complexity of grid systems, different real estate models, utility markets, and a varied regulatory landscape, the viability of on-site renewable energy differs by facility. Our FedEx Office storefronts pose a unique challenge as we typically lease spaces, which limits our ability to generate on-site renewable energy. However, in June 2023, our first solar-powered store went live in California, with solar power to cover about 75% of the store’s energy usage. To accomplish this, we work with third-party solar companies that develop partnerships with commercial landlords to install solar arrays and offer energy to tenants, such as FedEx Office. This not only helps us source renewable energy, but also supports broader adoption of solar power. We are evaluating FedEx Office locations in five other states to expand this model in the future.

Key links

- [Our approach | Facilities](#) →
- [Environmental Policy](#) →

Facility resiliency

The importance of facility resiliency is increasing due to the physical risks of climate change and the strain of electrification on the grid. We are conducting pilot tests of various technologies to provide backup power to our facilities. Natural gas generators, combined heat and power systems, and fuel cell technologies can be used to create microgrids that support building resiliency. For example, a FedEx Ground facility in Rialto, California installed a natural gas fuel cell that is capable of operating during grid outages and can generate sufficient power to meet approximately 51% of the building’s electricity needs. This project continues our efforts to increase resiliency, gather real-world data and implementation feedback, and get us closer to a full microgrid solution.

Waste reduction

Our priority is to reduce the waste we generate and then recycle waste when possible. We enforce standardized waste and recycling management processes throughout the U.S. At FedEx Freight, we reduce waste and achieve cost savings through office and operations supplies reuse and sharing excess supplies across various locations and departments via the Supply Exchange Program. Additionally, in FY23, FedEx Freight recycled over 1,700 tons of metal, 2,700 tons of paper, and 2,100 tons of wood-related waste.

FedEx Express recycled 42.5 million pounds of cardboard, wood pallets, paper, and metal waste in FY23. FedEx Office maintained its toner recycling program, preventing over 62,000 cartridges from being disposed of in landfills in FY23. Further, FedEx Ground facilities achieved a waste diversion rate of nearly 80% from recycling.



generated on-site and off-site solar energy in FY23



of reported solid waste diverted to recycling facilities across the enterprise in FY23





Sustainable customer solutions

While we work to make every FedEx experience outstanding, we recognize that transporting goods for our customers can lead to environmental impacts through emissions and waste generation. We incorporate circularity principles into our package design by increasing recycled material inputs, which reduces GHG emissions upstream, enhances the reusability of our packaging, and reduces waste generation downstream. Our more sustainable packaging choices, such as a Reusable Pak, give our customers more choice and control in reducing the waste associated with their shipping, while still offering the protection and performance they expect from FedEx supplied packaging.

We also work to source our packaging materials responsibly. The FedEx Sourcing team conducts annual reviews of each critical supplier's environmental management practices and sustainability programs, which includes communicating recommendations for improvement. Additionally, we seek third-party certifications related to responsible forest management, anti-deforestation practices, and biodiversity protection.



of FedEx-branded packaging was third-party certified, and 99% of all paper purchased by FedEx Office was from vendors with responsible forest management practices in FY23

Our focus on digital innovations intends to deliver smarter, more efficient supply chains for everyone. One such innovation is FedEx® Sustainability Insights (FSI). This tool gives our customers and suppliers access to estimated CO₂e emissions data associated with their FedEx shipments, from the individual package to account levels, empowering them to understand their environmental impact and drive informed supply chain decisions. Internally, we use this data to assess progress and identify improvement areas along our roadmap to carbon neutral operations. FSI is third-party verified to adhere to the GHG Protocol and Global Logistics Emissions Council framework. In FY24, FSI launched globally and is currently available in over 100 markets and translated in 34 languages. Since July 2023, over 7,000 customers generated emissions reports from FSI, either directly on www.fedex.com or with the help of their sales representative.



**100%
recyclable**

FedEx-branded cardboard packaging is almost 100% recyclable and composed of 9%–23% recycled content

Additionally, U.S.-based customers can now forecast future emissions using FSI through a new commercialized portal. This enables customers to estimate their potential CO₂e emissions through predictive modeling capabilities and helps inform customers about their carbon footprint so they can make more sustainable choices. Global expansion of FSI continues to demonstrate our commitment to sustainability and provide businesses with valuable insights to enhance their environmental practices on an expanding global scale.

Our work to create a more connected and sustainable future includes providing business customers with near real-time visibility into their supply chains and shipments. Our centralized data platform, run by FedEx Dataworks, helps us to support more resilient and digitized supply chains, optimize our delivery network, and deliver smarter e-commerce solutions. For example, through Dataworks, we can provide estimated delivery dates so customers can request to reroute shipments, or enable Hold at Location, if customers will not be available for a delivery, which can reduce missed delivery attempts.

Key links

[Our approach | Materials](#) →

[Sustainable packaging](#) →

[FedEx® Sustainability Insights tool](#) →

[FedEx Dataworks](#) →

Select sustainability initiatives across the globe

Canada

E-cargo bike deployment

FedEx operates 45 e-cargo bikes across five provinces. Since 2020, these bikes have traveled more than 94,000 kilometers, avoiding an estimated 26 metric tons of CO₂ so far.



United States

Community solar

FedEx Ground has two community solar subscription agreements—approximately four megawatts in New York and one megawatt in Maine. Both offsite installations increase the delivery of renewable energy to the local utility grid.

Chile

EV deployment

FedEx Express introduced eight EVs to the PUD fleet in June 2023. The electric fleet of Maxus eDeliver 3 vans are based at the FedEx Distribution Center in Pudahuel and have a range of over 200 kilometers.



Brazil

EV deployment

FedEx Express opened its first street-level FedEx shipping center in downtown Rio De Janeiro—our first store in the country to have a 100% electric fleet, consisting of eight motorcycles and two vans.



South Africa

EV deployment

Following successful trials in 2021, FedEx Express formally deployed its first PUD EVs into service in Johannesburg in 2023.

United Kingdom

EV deployment

In 2023, FedEx Express Europe added 23 fully electric Mercedes-Benz eSprinter vans in central London, serving the city's Ultra Low Emissions Zones. We also installed 39 EV charging points in Bermondsey and Hornsey to meet our current and future energy demands in the area.



Italy

Sustainable facility design and community impact

The FedEx Express Europe Novara Hub in Milan is certified to LEED Gold and benefits the local area and communities, with more than 450 job opportunities generated in the area through an innovative recruitment approach in which DEI is a key element.

South Korea

Sustainable facility design

The FedEx Incheon Gateway, a G-SEED (Green Standard for Energy and Environmental Design)-certified building generates renewable energy through 2,400 rooftop solar panels, which supply about 19% of the facility's energy needs per month. The facility also incorporates other sustainable design principles, such as 100% LED lighting, a green roof, and rainwater collection.

China

EV deployment

China is the largest EV market in the world, and at the end of FY23, EVs accounted for 13% of the FedEx fleet in the country.



India

Sustainable facility design

FedEx expanded its current gateway based in the New Delhi Cargo Complex. The 18,000-square-foot facility includes an advanced variable refrigerant volume cooling system that reduces electricity consumption by an estimated 15%–30% compared to a traditional HVAC system.



Australia

Sustainable facility design

FedEx Express opened a new 64,000-square-meter gateway in Adelaide, South Australia, which is equipped with a 4,500-square meter skylight to increase natural light and uses 100% LED lighting to save energy when compared to traditional lighting. The facility also collects and reuses rainwater on site and is equipped with EV charging provisions and scalability.

Delivering on our culture

Our people

Social governance structure

At FedEx, our people are at the heart of our success and are the foundation of our strong reputation. Our Board of Directors works to ensure that our culture aligns with our core values and long-term strategy. The Compensation and Human Resources Committee regularly evaluates our human resources management strategies and programs, while the Governance, Safety, and Public Policy Committee oversees our safety strategies, policies, and initiatives.

Within each operating company, the human resources department manages various social initiatives, such as career development, training, health, well-being, and team member engagement. The FedEx Corporate human resources department coordinates and aligns these initiatives to facilitate uniformity where possible across the operating companies. It also administers benefit and development programs for our team members. As part of one FedEx, we are working to harmonize our human resources policies and practices

across the enterprise. Each FedEx operating company takes responsibility for formulating its own safety policies and programs, aligning with the FedEx *Safety Above All* philosophy.

DEI is intrinsically woven into our global governance structure. Our DEI Corporate Council connects representatives from various functions of our operating companies through regular meetings to foster collaboration, exchange best practices, and support community programs. Additionally, we implement DEI management systems at each operating company to uphold our steadfast dedication to inclusive practices. At FedEx Express, our Global DEI Governing Board is pivotal in supporting our U.S. and internal diversity councils, overseeing local DEI matters, and strengthening our corporate strategy. Both FedEx Services and FedEx Corporation maintain a DEI Executive Steering Committee, charged with the responsibility of guiding our DEI strategy and fostering engagement throughout the enterprise.

The FedEx Ground Equity, Inclusion, and Engagement department takes ownership of conceiving, driving, and assessing strategic DEI initiatives and team member engagement efforts. Additionally, the Culture Leadership team at FedEx Freight diligently evaluates our culture of inclusion, ensuring that we adhere to our commitments and drive progress.

In this section

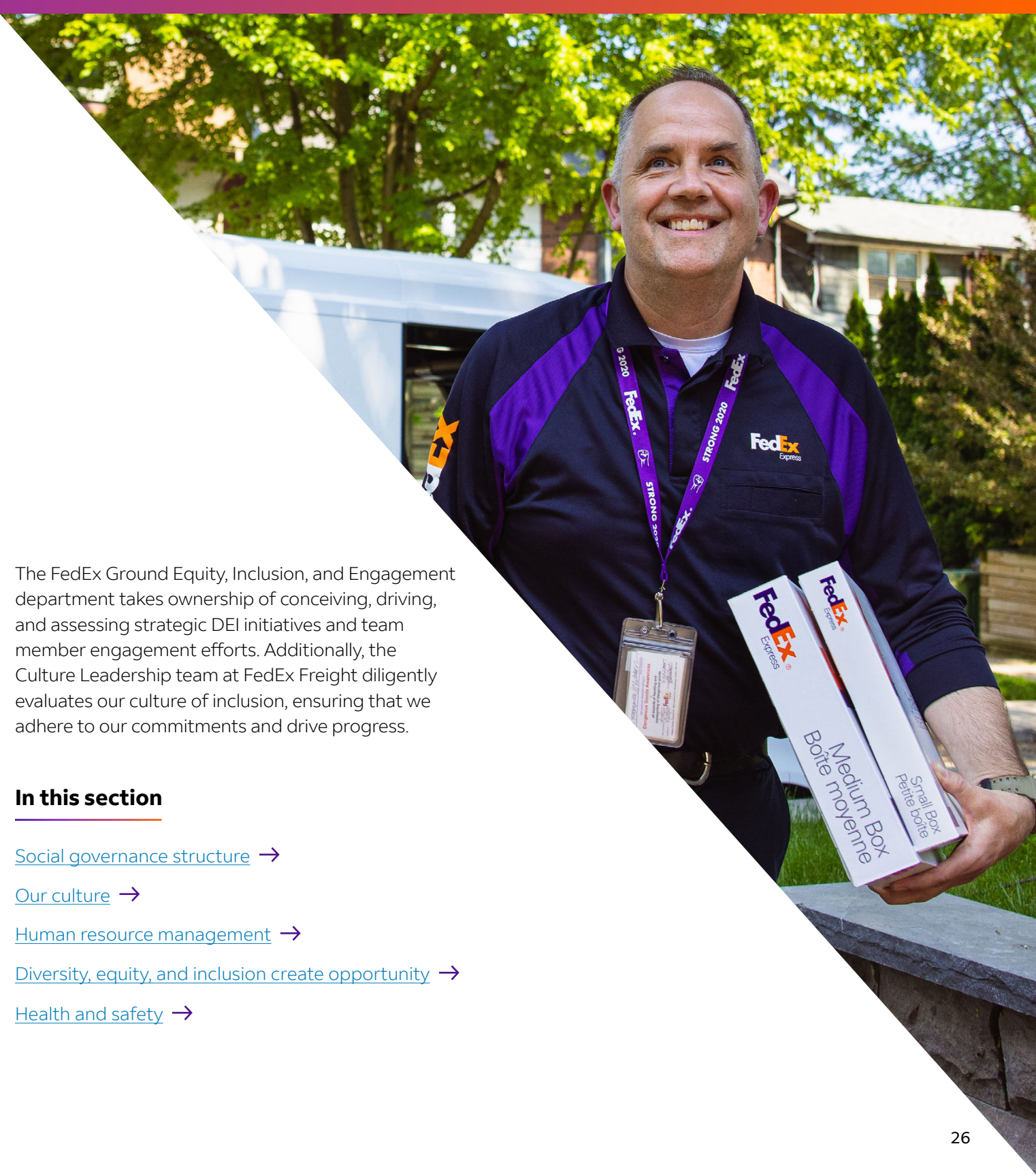
[Social governance structure](#) →

[Our culture](#) →

[Human resource management](#) →

[Diversity, equity, and inclusion create opportunity](#) →

[Health and safety](#) →



Our culture

For over 50 years, our culture has not only served as a unifying force across all our operating companies but also enabled us to drive progress and uphold our principles. Our culture values and behaviors apply to every team member, regardless of their position, location, or operating company, and are supported by three fundamental components: People-Service-Profit, the Purple Promise, and our Quality Driven Management approach. These components enable us to build the world’s most flexible, efficient, and intelligent network—all to improve our operations, better serve our customers, and drive growth for FedEx. By leveraging our unified culture focused on the safety and well-being of our team members, we can advance our ESG priorities and sustainability performance to deliver long-term value for our stakeholders.

In the face of ongoing challenges and the ever-evolving landscape, our culture values and behaviors provide a shared understanding of who we are, how we think, and what we value. In 2023, we launched enterprise-wide culture workshops to support teamwork and collaboration and further enable us to attract and retain talent.

Our five culture values and the behaviors that bring them to life are:



Take care of each other

- We put safety above all.
- We make “safety” a place, a habit, and a mindset.
- We bring our whole selves to work.
- We value our differences and believe every voice counts.



Commit to do good

- We make connections.
- We seek ways to protect our planet.
- We do the right things the right way.
- We help communities thrive.



Drive business results

- We know how our roles support the business.
- We deliver results aligned to our strategy.
- We invest wisely to drive profit.
- We create value for our shareholders.



Own outstanding

- We make every experience matter.
- We simplify and work smarter for our customers.
- We find ways to stand out from the crowd.
- We are fast, flexible, and focused.



Create what’s next

- We anticipate the future.
- We stay curious.
- We act now to stay ahead.
- We provide a path to growth for everyone.

Our culture stance informs our values and behaviors

We are a global team of innovators and collaborators, committed to bringing our People-Service-Profit philosophy to life by:

- Prioritizing safety
- Taking care of our team members
- Embracing diversity, equity, and inclusion so everyone feels appreciated and valued
- Delivering excellence and value for our customers and shareholders
- Acting with integrity in all that we do
- Supporting our communities
- Helping shape a better world
- Growing profitability to reinvest in our team members and business



Human resource management

Our success depends on the talent, dedication, and well-being of our people—our greatest asset. Our exceptional human network shapes our identity, reputation, and the type of business we strive to be. As we continue to grow globally, we remain dedicated to continuously recruiting, retaining, nurturing, and providing unwavering support to our team members. We also conduct periodic audits of our labor practices to assess conformance with regulatory requirements.

Talent acquisition and engagement

We shape our recruitment practices to build a highly skilled workforce that mirrors the diverse communities we serve. We are focused on intentional, effective recruitment strategies that enable us to simplify the application process and hire quality candidates. We advertise our open positions through targeted communication channels, including social media platforms, text messages, internships, and non-traditional talent recruitment pathways. We also post job opportunities outside our primary FedEx locations to broaden our talent pool.

In FY23, we conducted enterprise-wide recruiting events and attended various external employment events, such as National Black MBA conferences, to attract experienced and diverse candidates. See the [Diversity, equity, and inclusion create opportunity](#) section for more details on our diverse hiring efforts.

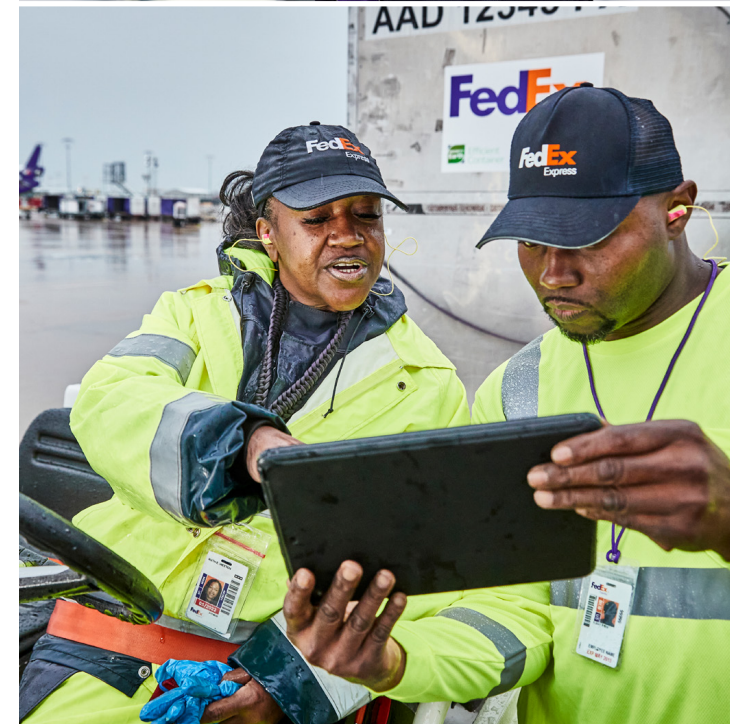
By leveraging technology, we can streamline our hiring process to increase efficiency. For example, FedEx Dataworks, FedEx Ground, and FedEx Office

incorporate an AI chatbot feature in the application process to enhance our capabilities. We also employ automated hiring processes at FedEx Ground to simplify applications for front-line candidates, and FedEx Express uses a mobile application to improve the candidate and employee experience.

Where the existing talent pool may not possess the full skills and capabilities our business needs, we support upskilling and development programs. For example, the FedEx Freight Driver Development program provides team members with the confidence and skills necessary to become professional tractor-trailer drivers, and 75 drivers were employed from this program in FY23. Similarly, FedEx Express in the U.K. and FedEx Freight host apprentice programs which provide participants with hands-on experience to maintain and repair our vehicle fleet. We also incentivize transfers where appropriate to load-level our capacity and prevent overstaffing at certain locations. See the [Just transition](#) section for more information.

We strive to retain team members through engagement, competitive wages, enhanced benefits, flexible scheduling, and career development programs. Our team members' feedback is integral to understanding engagement and our human resource management approach and strategy. We provide a range of avenues for engagement, including annual surveys, employee networks, and direct channels for feedback. These grant us deeper insights into employee concerns and expectations. Annually, we conduct an engagement survey to measure team member insights on our culture, engagement, and inclusion.

In FY23, our global turnover rates for part- and full-time employees were 205% and 34%, respectively. The rates remained high in FY23 primarily due to continued elevated hiring volumes. See the [Data appendix](#) for more information on our recruitment and retention.





Quality of life

Our integrated benefits offerings are designed to invest in the health, well-being, and productivity of our people to allow them to lead fulfilling lives, both inside and outside of work. We provide all eligible full- and part-time team members with a comprehensive set of competitive benefits, including healthcare, wellness initiatives, paid sick leave, flexible paid time off, and other benefits. To help ensure our benefits and compensation packages remain competitive, we routinely conduct peer benchmarking and internal pay equity analyses.

In the U.S., we cover approximately 70% of the total eligible health, wellness, and disability costs at the plan level for 215,000 participating team members as of January 2024. Our health benefits package offers flexibility in medical, behavioral, dental, vision, and pharmacy coverage, coupled with enhanced member support services. In 2024, we launched a new plan option called “Your Choice,” designed for flexibility, simplicity, cost transparency, and increased access to quality providers. Our Type 2 Diabetes plan has shown promising results, with most engaged members lowering their average blood sugar levels.

We also introduced a new lifestyle management program paired with coverage for weight loss medications to help plan members maximize weight loss while lowering the total cost of care. Additionally, to better address populations with different access and health experience opportunities, FedEx is testing home health capabilities in select markets across the U.S.

Our time-off benefits are thoughtfully tailored based on input from our team members, helping ensure they meet the needs of individuals. While benefits packages currently may differ among our operating companies, all offer time-off packages, inclusive of paid days for vacations, personal time, or illness, as well as floating holidays. We also provide dedicated paid sick and parental leave to eligible full- and part-time employees.

Recognizing the importance of supporting the mental health of our team members, we offer 24/7 confidential counseling services through our Employee Assistance Program, which is accessible to team members and their household members. Our LifeCare program provides guidance, personalized resources, and discounts for challenges such as child and senior care, financial and legal concerns, and health and wellness. In addition to these offerings, individual operating companies and regions implement localized programs to promote mental well-being.

We continually monitor and adjust our workplace strategy by incorporating current best practices and using survey data at the local, national, and enterprise levels to guide our approach. We also encourage meaningful in-person work, including important team meetings, planning sessions, and engaging office events.

Learning and development

We are dedicated to nurturing the growth and career development of our team members, which enables them to better deliver on the Purple Promise. To align with emerging trends, we adapt our learning frameworks to cover existing competencies and any future capabilities we may need. Our suite of learning and development opportunities is designed to enhance team member engagement, improve retention, and strengthen our employee value proposition.

All new employees complete our Core New Employee Orientation, which is tailored to the specific responsibilities of team members within their local workplaces. This comprehensive onboarding experience encompasses key topics such as safety, security, compliance, sustainability, and DEI. FedEx Freight conducts 30- and 45-day manager check-ins to ensure ongoing engagement among new team members.

We implement a range of programs and initiatives across our global operations to foster an environment of continuous learning and career development. Team members can access the FedEx Learning Center, a vast library of nearly 16,000 online courses that deliver an efficient and convenient learning experience. Leveraging a third-party learning tool allows our team members to enjoy on-demand access to continuous learning opportunities while enabling us to track their progress efficiently.

These efforts enable us to maintain a strong internal talent pipeline and promote from within where possible. In FY23, we focused on providing learning opportunities and orientations for senior managers to help improve our succession planning, build a

coaching culture, and close gaps in institutional knowledge. We began an enterprise-wide leadership development program for high-potential officers and directors, with 24 participants spanning eight countries, and streamlined manager onboarding in response to team member feedback. FedEx Office introduced a leadership learning hub, and FedEx Ground piloted a seven-month high-potential leader development program to prepare leaders to move to the next level.

FedEx Services offered one-on-one executive coaching and FedEx Express and FedEx Freight offered mentorship programs to facilitate engagement, career growth, and further our coaching culture. In AMEA, we launched strength-based leadership and coaching for officers and directors and further expanded the Internal Coaching Faculty program for high-potential manager development.

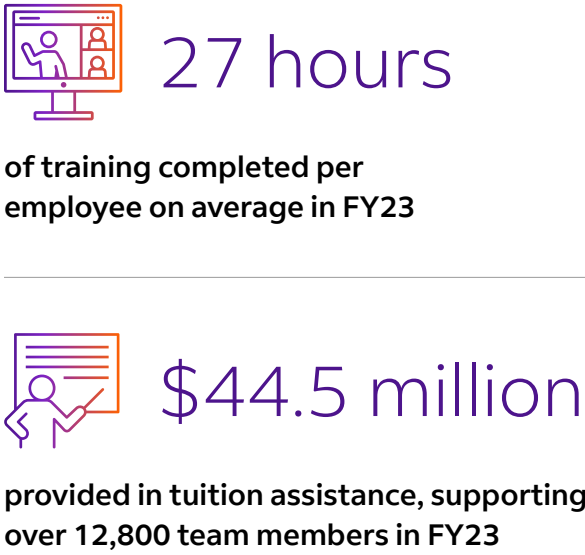
In FY23, we also expanded learning opportunities for front-line workers. This included the launch of a mobile learning platform for operations employees in China. We also enhanced our learnings for FedEx Ground package handlers to modernize their training experience and ensure consistent, quality, and compliant training.

The Learning inspired by FedEx (LiFE) program, a collaborative initiative between various FedEx operating companies and the University of Memphis, offers tuition-free, fully online degree options spanning 30 associate’s and bachelor’s programs. Eligibility includes FedEx Express team members at all U.S. hub and airport locations, all U.S.-based FedEx Logistics and FedEx Freight team members, and all Memphis-based FedEx Supply Chain team members.



In FY23, over 3,000 team members were enrolled in the program, with 28 team members earning their degree. FedEx Ground also offers discounted or debt-free college at several schools in the U.S. through the Education for Life program.

Each FedEx operating company maintains a robust performance management process to support ongoing dialogue and career growth for our team members. Leaders and team members are encouraged to engage in frequent quality conversations that focus on recognizing successes and strengths and identifying opportunities for improvement in both professional and personal development goals.



Diversity, equity, and inclusion create opportunity

As a company operating in over 220 countries and territories, we understand the strengths that come from fostering a global culture of DEI. It is a foundational value that fuels collaboration, enables us to attract, retain, and nurture a skilled workforce, and drives our business performance and sustainability. We foster diverse perspectives in leadership and decision-making, which is reflected in our business strategies.

At every level of the enterprise, everyone plays a role in building a more inclusive and equitable FedEx. This commitment is conveyed through our DEI framework, supported by four strategic pillars: Our People; Our Education and Engagement; Our Communities, Customers, and Suppliers; and Our Story. As we consolidate into a more efficient enterprise, we are assessing opportunities to align and integrate strategies.

Our people

We recognize the importance of recruiting, developing, and retaining a diverse workforce. We work to make FedEx an inclusive, equitable, and growth-focused workplace. In FY23, FedEx participated in employment events collaborating with organizations such as the National Black MBA Association, Reaching Out MBA, and Historically Black Colleges and Universities (HBCUs). We also leverage a diverse recruitment technology solution, to broaden the reach of our job postings.

FedEx Express successfully launched a program in 14 U.S. markets to make our hiring process more inclusive for Spanish-speaking candidates, and we provide team members with English as a Second Language courses through this program. Additionally, FedEx Express has a dedicated recruitment plan for U.S. military veterans transitioning to the private sector.

Our relationships and initiatives have enabled us to reach a more diverse pool of candidates and increase our diverse hiring. For example, at FedEx Express AMEA, we increased the number of team members with disabilities by 12% in FY23.

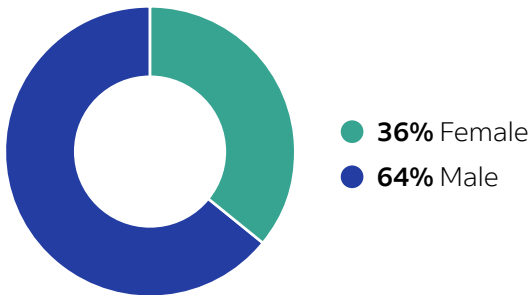
See the [Human resource management section](#) for more details on our hiring practices and the [Data appendix](#) and our [EEO-1 Reports](#) for statistics on workplace gender, race/ethnicity, and generational diversity.

Our commitment to DEI is instrumental to advancing the exceptional, diverse individuals of the FedEx team. For example, FedEx Ground created Purple Pathways, a career path and mentorship program specifically designed to empower our front-line managers and package handlers, and to facilitate their career progression. Since its inception, we proudly report that more than 42,000 team members have enrolled in the program.

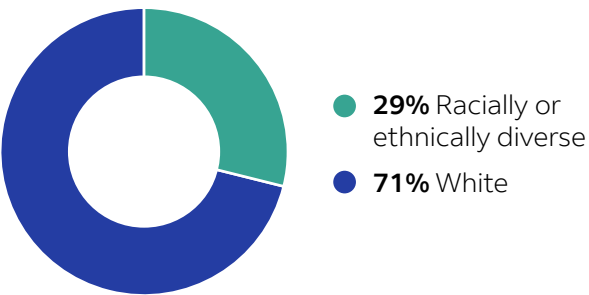


Our commitment to diversity starts at the top

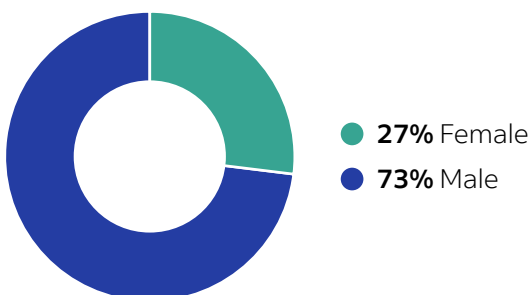
Board gender diversity



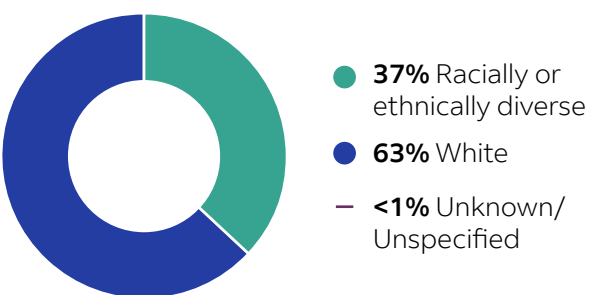
Board racial/ethnic diversity



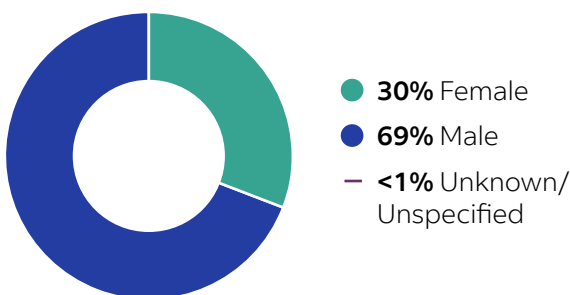
Global management gender diversity¹



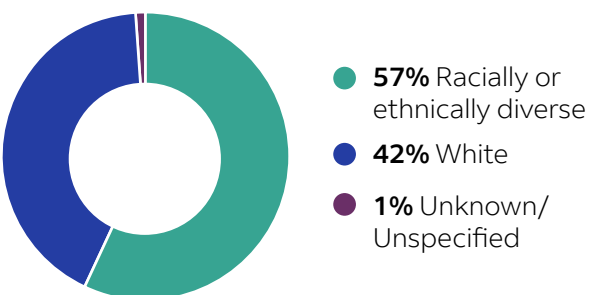
U.S. management racial/ethnic diversity¹



Team member gender diversity¹



U.S. team member racial/ethnic diversity¹



¹As of May 31, 2023. Percentages that do not add up to 100% are due to rounding.

Our education and engagement

To embed our commitment to DEI in our everyday work, we provide educational opportunities to enable our employees to internalize our values. For example, a number of our operating companies deliver digestible DEI content for all career levels through Blue Ocean Brain, a micro-learning platform. In addition, FedEx Office conducts “Inclusive Leadership” training, which is delivered to all leaders, including store managers, annually. Managing directors and executives also have the opportunity to join the FedEx Services DEI Real Talk Series quarterly where guest speakers discuss DEI-related topics such as empathy and intentional inclusion.

We encourage our team members to participate in several business resource teams, employee networks, and affinity groups aimed at enhancing DEI, fostering a sense of community, and sparking meaningful conversations across our operating companies. These groups encompass a wide range of categories, including, but not limited to, Women in Leadership, Women in Logistics, Black Professionals Network, Hispanic Action Network, AllGenerations, Multi-Ethnic Leadership Community, Asian Network, LGBT & Friends, U.S. Military Veterans, Growing Professionals, Parents Working Together, EnABLE Network, Men Leading Inclusivity, and the Multi-Faith Network.

As DEI plays a pivotal role in the team member experience, we integrate DEI-related questions into our engagement surveys for FedEx Express, FedEx Ground, FedEx Freight, and FedEx Services, which allows us to gauge a range of perspectives on DEI within our workforce.

 \$9 million

invested in FY23 in nonprofits aligned with our DEI commitment to build more equitable communities, including support of programs that drive economic mobility and small business growth



Our communities, customers, and suppliers

The scope of our DEI commitment goes beyond our own internal operations. We collaborate closely with community organizations to drive opportunity, economic mobility, and small business growth.

We work to expand early-career opportunities for diverse students through investments, university collaborations, and development programs. In FY23, we collaborated with numerous nonprofit organizations to help prepare diverse talent for the workforce, by supporting scholarships and leadership development programs across the U.S., primarily through our seven scholarship funds, totaling nearly \$900,000. A sample of our scholarship support includes:

- **Hispanic Scholarship Fund:** We support scholarships for Hispanic students (many of whom are first generation) as well as Bilingual College 101 sessions that help families navigate the college admissions and financial aid processes.
- **Asia Pacific Islander American Scholars (APIA):** We support a four-year APIA/FedEx scholarship to help APIA students access higher education and resources that cultivate their academic, personal, and professional success.
- **Marine Corps Scholarship Foundation:** We support scholarships for the children of Marines and Navy Corpsmen; 48% are first generation college students and 91% graduate.

- **Point Foundation:** We empower promising lesbian, gay, bisexual, transgender, and queer (LGBTQ) students to achieve their full academic and leadership potential—despite the obstacles often put before them. Point offers financial support, leadership programming, mentoring, and a community network to LGBTQ students in higher ed nation wide.
- FedEx also supports the American Indian College Fund, UNCF, and the Thurgood Marshall College Fund.

FedEx invests in workforce preparedness opportunities for students of all backgrounds across the country, including for students at HBCUs through a multi-year contribution of \$5 million. The HBCU program includes support for the following initiatives:

- **FedEx-HBCU Student Ambassador Program:** Provides access to resources and equips students with the confidence they need to enter the professional workforce upon graduation.
- **FedEx Express HBCU Student Co-op Program:** Provides HBCU students with real-world work experience and the possibility to land an entry-level position with FedEx.
- **FedEx Ground College Pathways Career Expos:** Offers students opportunities that align with their academic pursuits and insights into real-world career experiences. This program includes virtual and in-person experiences, and to date, we have hosted four College Expos and reached nearly 120 students.

We offer additional programs to develop a diverse talent pipeline, such as the FedEx Logistics Academy, which introduces high school students to several career paths while delivering interactive lessons on teamwork and workplace culture. The Boardroom Experience, offered by FedEx Freight, provides students of color with a firsthand look at career possibilities at FedEx through a simulated board meeting. FedEx Ground recruits from its High School Pathways program, which educates students about the various roles within FedEx Ground and equips them with essential skills in networking, interviewing, and mentoring. Since launching, over 5,500 students from 113 high schools have participated in the FedEx Ground High School Pathways program.

In key markets across the U.S., FedEx supports Dress for Success® to provide mentorship, leadership development, and entrepreneurial development to help women and girls connect to opportunity and economic mobility. FedEx helped co-create and launch the FedEx Career Hub, an online tool to help women access job services such as creating a resume, searching for positions, and preparing for an interview remotely, on their own schedule.

In Central America, FedEx supports the International Youth Foundation (IYF) to increase DEI in the logistics industry in El Salvador. Through skill building in logistics and supply chain management, job training, and recruitment, IYF connects young people, especially women, to higher paying career opportunities with the potential for upward mobility.

As a global business, we have the power to support a diverse supplier base. See the [Supply chain](#) section for information on our supplier diversity program including our Small Business Grants program, the Accion Opportunity Fund E-Commerce Learning Lab, and the FedEx Entrepreneur Fund with Global Entrepreneurship Network and Hello Alice.

Our story

At FedEx, we foster a culture where team members can share their unique stories, celebrate their differences, and feel welcome, respected, and valued. Through our enterprise-wide online platform, the DEI Depot, we offer DEI-related resources, events, and team member stories. Various organizations across the enterprise distribute quarterly DEI newsletters, which equip managers and officers with valuable resources, information, and best practices to effectively champion DEI within their teams. We use www.fedexcares.com to highlight our long-standing history of supporting diverse and inclusive nonprofit and community empowerment organizations to create greater economic opportunity, help amplify diverse voices, and provide access to leadership, educational, and employment opportunities that inspire people to succeed.

Key links

[FedEx Cares](#) →

[DEI | FedEx Cares](#) →

[EEO-1 Reports](#) →

[Compensation and Human Resources Committee Charter](#) →

Health and safety

Upholding the health, safety, and well-being of our team members and contractors is a foundational value in every aspect of our business. Our commitment is rooted in our culture of *Safety Above All*, which informs our health and safety policies, technology investments, risk evaluation processes, recognition and awards, and training programs. At FedEx, we integrate safety into everything we do to protect our workforce, business partners, and the communities we serve. The Governance, Safety, and Public Policy Committee of the FedEx Board of Directors regularly reviews key operating company safety metrics and performance and discusses safety-related programs and developments with management.

Safety management systems

We implement, execute, and monitor health and safety programming across our operating companies using safety management systems (SMS) to reduce work-related injuries and illnesses and promote regulatory and safety compliance. At the corporate level, our SMS Accountable Executive team reviews enterprise-wide health and safety performance each quarter. We are assessing opportunities to align and integrate strategies across our operating companies to build a more efficient enterprise.

Every SMS is tailored to address the varying hazards and regulatory environments relevant to each operating company. For example, the FedEx Express SMS adheres to Federal Aviation Administration guidance, provides consistent policies and procedures to limit human error in our aviation-related activities, and helps team members identify and report hazards.

FedEx Express also maintains mitigation tracking and incident management systems and centralized data collection processes to support ongoing safety oversight.

At FedEx Ground, key locations maintain Operations Safety Specialists who develop local safety strategies informed by their expertise in workplace hazard identification and mitigation. Every FedEx Ground building has a safety committee that conducts monthly site inspections and periodic safety performance reviews. Additionally, Safety and Design Engineering teams incorporate proactive risk identification and mitigation through a safety by design approach. This includes safety reviews for equipment or operating procedures as part of the design life cycle assessment.

FedEx Freight uses a data driven approach, in addition to local Safety committees, to identify areas of opportunity which are addressed by Field Safety Advisor and Driver Advisor teams. Service center and shop inspections performed by Field Safety teams help identify risks and proactive solutions to mitigate hazards.

Employee training and engagement

Our *Safety Above All* culture is made possible by our team members practicing positive health and safety behaviors every day in all that they do. Across our enterprise, we reinforce this culture through employee training and engagement, and all new employees complete mandatory health and safety training during onboarding. From there, training activities vary by operating company to equip employees with the most useful tools to address hazards relevant to their work and responsibilities.

At FedEx Ground, the Leading with Safety program provides managers with tools to model and support safe behaviors for their teams, such as executing our safety procedures, recognizing and reporting hazards, and, when necessary, exercising stop-work authority. FedEx Ground’s “Safer Highways” strategy of leveraging training, technology, and accountability is driving lower accident rates. FedEx Ground has also increased focus on ergonomics by deploying an Ergonomic Risk Mitigation program and related training to reduce injury, enhance employee morale, and improve workplace efficiencies. To address driver and community safety, the FedEx Office of Transportation Safety offers the FOCUS Safe Driving Program, which focuses on preventing accidents by teaching defensive driving techniques.

The FedEx Express vehicle event data recorder (VEDR) camera program enhances safety for drivers and others on the road. Since inception in October 2021, the program has led to significant and continuous decreases in vehicle accidents and reductions in distracted driving events. VEDR technology enables team members and managers to review near misses or incidents and discuss what went well and what could be improved. We are planning to expand this program into Canada in FY25.

Our service providers also agree to demonstrate safety qualifications for all personnel by providing a Qualification Certification to FedEx Ground from a qualified provider. The Qualification Certification demonstrates that personnel are qualified to operate the type of equipment they are assigned.

To reinforce skills learned in safety trainings and keep employees motivated to foster a *Safety Above All* culture, we facilitate regular employee engagements regarding health and safety. These engagements include conducting regular dialogue with managers, offering avenues for feedback, and recognizing positive behaviors. For example, FedEx Express team members can provide feedback on our safety culture through the bi-annual global Aviation Safety Culture Survey. We use responses to identify safety risks and opportunities for improvement, which inform action plans. Additionally, to celebrate employees who model safe behaviors, FedEx Express maintains the Stay Sharp employee recognition program.



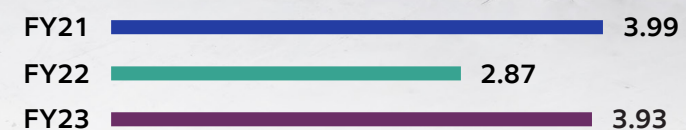
FedEx ground employees completed the Leading with Safety program in FY23



Safety performance

Collecting and evaluating enterprise-wide health and safety performance data enables us to identify opportunities to improve our policies and management systems. We strive to constantly improve our safety performance so that all team members, business partners, and community members return home safely. See our [Data appendix](#) for detailed health and safety metrics.

Total lost time injury rate (per 200,000 hours worked)



Autonomous vehicle pilots

As autonomous vehicle technology continues to develop rapidly, FedEx sees an incredible opportunity to reduce safety risks throughout our surface network to our drivers and others on the road. In FY23, FedEx continued pilot programs of autonomous trucks in collaboration with PACCAR and Aurora Innovation, Inc. Designed for highway transportation, the vehicles can operate at all hours and in various weather conditions without hours of service limitation.

Currently, the vehicles are being tested extensively with safety drivers on board. The collaboration, now in its third year, has accumulated over 300,000 miles with the majority driven in autonomy, delivering more than 1,100 loads on time with no safety incidents.

In addition to promoting driver and community safety, autonomous vehicle technology has the potential to reduce business risks associated with labor shortages, particularly during peak demand times. Throughout the exciting development, we remain committed to supporting our drivers and do not anticipate utilizing autonomous vehicle technology for short-distance pickup and delivery. See the [Just transition](#) section for more information.



Cautionary note

Certain statements in this report may be considered forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements relating to expected cost savings, the planned consolidation of operating companies, future financial and operational targets, business strategies, management's views with respect to future events and financial performance and underlying assumptions. Forward-looking statements include those preceded by, followed by, or that include the words "will," "may," "could," "would," "should," "believes," "expects," "forecasts," "anticipates," "plans," "estimates," "targets," "projects," "intends," or similar expressions. Such forward-looking statements are subject to risks, uncertainties, and other factors which could cause actual results to differ materially from historical experience or from future results expressed or implied by such forward-looking statements. Potential risks and uncertainties include, but are not limited to, our ability to successfully implement our business strategy (including with respect to sustainability, human resource management, and safety), effectively respond to changes in market dynamics and achieve the anticipated benefits and associated cost savings of such strategies and actions; our ability to meet certain goals relating to aircraft emissions, vehicle fuel efficiency, alternative fuels, and renewable energy, and aircraft and vehicle fleet modernization within the currently projected costs and the expected timeframes, including our goal of carbon neutral operations by 2040; the availability and cost of and our ability to acquire and/or leverage alternative fuel vehicles, alternative fuels, fuel efficient aircraft, global electrical charging infrastructure, off-site renewable energy, and other materials and components, which may be adversely affected by ongoing international conflicts or terrorist activities and disruptions in global supply chains; unforeseen production, design, operational, and technological difficulties; the outcome of research efforts and future technology developments, including the ability to scale projects and technologies on a commercially competitive basis such as carbon sequestration and/or other related processes; compliance with, and changes or additions to, global and regional regulations, taxes, charges, mandates, or requirements relating to greenhouse gas emissions, carbon costs, or climate-related goals; labor-related regulations and requirements that restrict or prohibit our ability to impose requirements on third parties who provide contracted transportation for our transportation networks; adapting products to customer preferences and customer acceptance of sustainable supply chain solutions; the actions of competitors and competitive pressures; and other factors which can be found in FedEx Corp.'s and its subsidiaries' press releases and FedEx Corp.'s filings with the Securities and Exchange Commission (SEC). Any forward-looking statement speaks only as of the date on which it is made. We do not undertake or assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

Note on materiality: Materiality, as used in this report, and our ESG priority assessment process, is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this report may not be considered material for SEC reporting purposes.

Data appendix

Environment

Direct and indirect energy consumption (terajoules)	FY21	FY22	FY23
Direct energy consumption			
Aircraft fuel			
Jet fuel ¹	194,810	199,401	184,725
Vehicle fuel ²			
Diesel	38,692	39,947	36,698
Renewable biodiesel (percent of total diesel)	3,647 (9.43%)	3,204 (8.02%)	3,114 (8.49%)
Gasoline	4,034	4,888	3,848
Renewable ethanol (percent of total gasoline)	3.9 (0.10%)	2.1 (0.04%)	18.1 (0.47%)
Liquefied petroleum gas (LPG: propane)	893	1,088	971
Liquefied natural gas (LNG) and compressed natural gas (CNG) ³	128	121	80
Facility energy use			
Natural gas	8,058	7,331	7,284
Heating oil	28	8	12
Total direct energy consumption	246,643	252,785	233,618

¹Currently none of our jet fuel consumed is sourced from alternative or sustainable feedstocks. See page 20 for progress on our efforts to obtain jet fuel from alternative fuel sources.

²Includes a small amount of fuel used for emergency generators at some facilities.

³No LNG in FY23.

Direct and indirect energy consumption (terajoules)	FY21	FY22	FY23
Indirect energy consumption			
Facility purchased energy use			
Purchased electricity	8,519	8,839	8,842
Purchased heating	35	0	53
Purchased cooling	0.1	0.1	0.09
Total indirect energy consumption	8,554	8,839	8,895
Total direct and indirect energy consumption	255,197	261,624	242,513
Other indirect energy consumption			
Contracted transportation ⁴	52,984	53,604	61,666
Total other indirect energy consumption	52,984	53,604	61,666
Total energy consumption	308,181	315,227	304,179

⁴Includes energy from: (1) fuel sold by FedEx Ground to independent pickup and delivery and linehaul contractors through on-site fueling facilities or purchased by independent linehaul contractors through retail outlets using fleet fuel cards, (2) fuel used by FedEx Freight contractors in Canada, (3) allocated portion of fuel used by commercial interline aircraft carriers in support of FedEx Express international shipping, and (4) fuel used by FedEx Express feeder aircraft contract operators. Contracted intermodal rail at FedEx Freight and FedEx Ground is not included, as our intermodal rail supplier provide estimates of GHG emissions, but not fuel consumed, from transporting our freight.

Direct and indirect GHG emissions (metric tons CO ₂ e)	FY21	FY22	FY23
Direct energy consumption (Scope 1)			
Aircraft fuel			
Jet fuel	13,221,611	13,532,053	12,536,072
Vehicle fuel ¹			
Diesel	2,708,355	2,809,357	2,576,897
Gasoline	278,339	334,465	264,545
Liquefied petroleum gas (LPG: propane)	51,885	62,996	56,120
Liquefied natural gas (LNG) and compressed natural gas (CNG)	5,238	4,967	3,276
Facility energy use			
Natural gas	392,127	369,129	366,765
Heating oil	2,286	649	962
Total direct emissions (Scope 1)	16,659,841	17,113,617	15,804,636
Indirect energy consumption (Scope 2)			
Facility purchased energy use			
Purchased electricity	934,060	864,696	918,512
Purchased heating	1,714	0	460
Purchased cooling	18	15	9
Total indirect energy emissions (Scope 2)	935,792	864,711	918,981
Market-based Scope 2 emissions ²	935,792	864,711	918,981
Total direct and indirect emissions (Scope 1 and 2) ³	17,595,633	17,978,328	16,723,617

¹Includes a small amount of fuel used for emergency generators at some facilities.

²Based on comprehensive assessment, we determined the difference between Location- and Market-based Scope 2 emissions is de minimis at the present time. Therefore, we are reporting the same value for each metric for FY21–FY23.

³Scope 1 and 2 GHG emissions data was externally verified by Cventure LLC.

Direct and indirect GHG emissions (metric tons CO ₂ e)	FY21	FY22	FY23
Other indirect energy consumption (Scope 3)			
Contracted transportation ⁴	3,807,407	4,198,753	4,728,108
Team member business travel	45,345	70,250	79,690
Total other indirect emissions (Scope 3)	3,852,752	4,269,004	4,807,798
Total Greenhouse Gas emissions (Scope 1, 2, and 3)	21,448,385	22,247,331	21,531,415

⁴Includes emissions from: (1) fuel sold by FedEx Ground to independent pickup and delivery and linehaul contractors through on-site fueling facilities or purchased by independent linehaul contractors through retail outlets using fleet fuel cards, (2) fuel used by FedEx Freight contractors in Canada, (3) allocated portion of fuel used by commercial interline aircraft carriers in support of FedEx Express international shipping, (4) fuel used by FedEx Express feeder aircraft contract operators, and (5) contracted intermodal rail at FedEx Freight and FedEx Ground.

Direct and indirect GHG emissions: GHG equivalency breakdown (metric tons CO ₂ e)	FY21	FY22	FY23
Total direct energy emissions (Scope 1)			
Carbon dioxide (CO ₂)	16,496,043	16,947,988	15,655,314
Methane (CH ₄)	5,161	4,700	3,969
Nitrous oxide (N ₂ O)	158,638	160,929	145,353
Total indirect energy emissions (Scope 2)			
Carbon dioxide (CO ₂)	930,470	868,266	914,819
Methane (CH ₄)	2,165	1,231	2,157
Nitrous oxide (N ₂ O)	3,157	1,770	2,005
Total direct and indirect energy emissions (Scope 1 and 2)			
Carbon dioxide (CO ₂)	17,426,513	17,809,698	16,570,133
Methane (CH ₄)	7,326	5,931	6,125
Nitrous oxide (N ₂ O)	161,795	162,699	147,358
Total CO ₂ e (Scope 1 and 2)	17,595,634	17,978,328	16,723,617

Energy and emissions intensity	FY21	FY22	FY23
Consolidated revenue (million U.S. dollars)	\$83,959	\$93,512	\$90,155
Total energy intensity (terajoules/million U.S. dollars)	3.67	3.37	3.37
Total emissions intensity (Scope 1 and 2) (metric tons CO₂e/million U.S. dollars revenue)	209.57	192.26	185.50
Total emissions intensity (Scope 1, 2, and 3) (metric tons CO₂e/million U.S. dollars revenue)	255.46	237.91	238.83

Other significant air pollutants (metric tons) ¹	FY21	FY22	FY23
Nitrogen oxides (NO _x)	83,429	84,972	78,989
Sulfur oxides (SO _x)	12,476	12,764	11,831
Particulate Matter (PM ₁₀)	798	812	759

¹NO_x and PM₁₀ data does not include vehicle fleet outside the U.S. and Canada.

Alternative fuel vehicles ²	FY21	FY22	FY23
Hybrid	294	244	217
Electric	3,180	3,552	7,136
Liquefied natural gas (LNG) and compressed natural gas (CNG)	217	223	212
Liquefied petroleum gas (LPG: propane) ³	462	2,192	2,319
Hydrogen fuel cell ⁴	3	2	0
Total alternative vehicles	4,156	6,213	9,884

²Includes on- and off-road vehicles.

³FY21 data does not include LPG/propane-powered forklifts.

⁴Vehicles listed in this category in FY21 and FY22 have been moved to the hybrid category in FY23.

Fuel- and energy-saving initiatives	FY21	FY22	FY23
Energy saved (terajoules)			
FedEx Express aircraft fleet modernization	20,783	21,458	19,403
FedEx Fuel Sense (jet fuel) ⁵	9,273	1,844	1,601
FedEx Express vehicle fuel efficiency initiatives	5,005	5,040	4,548
Intermodal rail usage ⁶	8,821	9,049	6,601
Facility energy efficiency initiatives ^{7,8}	748	813	834
On- and off-site solar electricity generation	89	102	107
Total energy saved	44,719	38,307	33,094
CO ₂ e emissions avoided (metric tons)			
FedEx Express aircraft fleet modernization	1,410,430	1,456,220	1,319,067
FedEx Fuel Sense (jet fuel) ⁵	629,289	125,139	108,855
FedEx Express vehicle fuel efficiency initiatives	352,867	385,000	320,808
Intermodal rail usage ⁶	598,003	619,950	441,150
Facility energy efficiency initiatives ^{7,8}	147,231	160,392	164,149
On- and off-site solar electricity generation	13,957	8,897	9,783
Total emissions avoided	3,151,777	2,755,597	2,363,812

⁵Impacted by the significant increase in shipping volume and flight activity due to the COVID-19 pandemic.

⁶Savings include fuel and emission savings from intermodal rail usage at FedEx Freight and FedEx Ground only.

⁷Facility energy efficiency initiatives include building lighting retrofits and energy management systems.

⁸CO₂e calculated using the EPA GHG Calculator.

Waste and recycling (metric tons) ¹	FY21	FY22	FY23
Total waste			
Total waste generated	519,859	617,452	565,168
Sent to recyclers	346,211	379,420	341,583
Percent sent to recyclers	67%	61%	60%
Landfilled	173,647	238,032	223,538
Non-hazardous waste ²			
Total non-hazardous waste	517,050	614,506	562,445
Sent to recyclers	345,543	378,548	340,732
Percent sent to recyclers	67%	62%	61%
Landfilled	171,506	235,958	221,713
Hazardous waste ³			
Total hazardous waste	2,809	2,946	2,676
Sent to recyclers	668	872	851
Percent sent to recyclers	24%	30%	32%
Landfilled	2,141	2,074	1,825

¹Waste at many of our facilities is difficult to track because it is collected by haulers contracted by a landlord or local municipality, or commingled with other tenants' waste in shared facilities such as airports and retail malls, and as such has not been included in this data.

²Non-hazardous waste data includes the solid waste (non-regulated/trash) and non-hazardous regulated waste categories that were reported separately in previous reports.

³Hazardous waste data includes the hazardous (regulated) waste, universal waste (which encompasses certain hazardous waste items, including batteries and mercury-containing lamp bulbs, as defined by U.S. EPA regulations) and electronic waste categories that were reported separately in previous reports.

Environmental compliance summary	FY21	FY22	FY23
Number of significant spills ⁴	129	59	99
Number of monetary violations from external agencies	1	1	3
Total amount of monetary violations	\$35,961	\$33,750	\$47,109

⁴Defined as spills of hazardous materials like oil, fuel, and chemicals that are reportable to the appropriate environmental regulatory agency, such as the U.S. National Response Center.

Materials consumption	FY21	FY22	FY23
Packaging materials ⁵			
Total packaging (metric tons)	93,025	91,647	67,602
Percent of packaging from recycled content	37%	36%	40%
Percent of packaging from third-party certified content	75%	64%	45%
Paper			
FedEx Office copy and print paper (metric tons) ⁶	9,347	11,265	9,410
Percent of paper from recycled content	10%	7%	8%
Percent of paper from third-party certified content	100%	100%	99%
Other operational materials (solids)			
Total other operational materials (solids: metric tons)	14,824	17,542	16,570
Percent of other operational materials (solids) from recycled content	34%	34%	36%
Total solid materials used (metric tons)	117,196	120,455	93,583
Other operational materials (fluids: liters) ⁷	6,765,879	5,539,156	5,810,184

⁵In addition to cardboard, other materials used in shipping include bubble pack, plastic air pillows, chipboard, Tyvek® envelopes, and packaging tape.

⁶The vast majority of paper usage at FedEx is for commercial copy and print services at FedEx Office in the U.S. Therefore we are only reporting FedEx Office copy and print paper usage, as we consider paper usage at other operating companies to be immaterial.

⁷Includes fluids used for deicing aircraft and vehicle fleet maintenance.

Facility data	FY21	FY22	FY23
Number of ISO 14001 certified sites ⁸	N/R	862	570
Number of LEED- and BREEAM-certified buildings ⁹	52	57	59
Number of on- and off-site solar energy facilities	26	29	34

⁸All ISO 14001 certified facilities are at FedEx Express.

⁹Includes LEED-certified facilities at FedEx Express, FedEx Freight, FedEx Ground, FedEx Logistics and FedEx Office. The BREEAM-certified facilities are only at FedEx Express.

Social

Headcount by global region	FY21	FY22	FY23
Total headcount	508,650	518,249	523,074
U.S.	70%	76%	76%
Europe	14%	10%	9%
Asia Pacific (APAC)	7%	6%	6%
Latin America and Caribbean (LAC)	5%	4%	4%
Canada	3%	3%	4%
Middle East, Indian Subcontinent, and Africa (MEISA)	1%	1%	1%
Full-time employees: U.S. workforce	218,254	224,217	219,284
Part-time employees: U.S. workforce	166,075	169,601	175,536

Employee hiring and turnover	FY21	FY22	FY23
New hire data			
Total new hires	366,973	558,290	488,738
New hire rate	72%	107%	90%
Male percent of new hires	71%	61%	60%
Female percent of new hires	29%	39%	39%
Employee turnover data			
Total turnover	290,777	530,932	520,036
Turnover rate	57%	102%	99%
Male percent of turnover	63%	61%	61%
Female percent of turnover	37%	39%	39%

Global headcount by gender	FY21	FY22	FY23
Total employees	508,650	518,249	523,074 ¹
Total male employees	356,558	361,407	361,994
Male percent of headcount	70%	70%	69%
Total female employees	150,656	155,851	159,046
Female percent of headcount	30%	30%	31%
Total management employees	19,498	22,465	23,687
Male percent of management employees	73%	73%	73%
Female percent of management employees	27%	27%	27%
Total non-management employees	489,152	495,784	498,928
Male percent of non-management employees	70%	70%	69%
Female percent of non-management employees	30%	30%	31%

¹Total number includes male and female employee counts as well as where gender was not specified.

Global workforce generational diversity	FY21	FY22	FY23
Under 30 years of age	34%	31%	34%
30–50 years of age	42%	43%	38%
Over 50 years of age	24%	26%	28%

Global FY23 headcount by gender and region	Female	Male	Not specified	Total
Full-time				
U.S.	61,468	157,745	71	219,284
Europe	10,117	26,796	468	37,381
APAC	8,702	19,940	310	28,952
LAC	5,438	16,815	12	22,265
Canada	3,339	6,747	50	10,136
MEISA	1,370	4,451	3	5,824
Total	90,434	232,494	914	323,842
Part-time				
U.S.	61,739	113,359	438	175,536
Europe	3,303	7,777	133	11,213
APAC	217	450	0	667
LAC	608	598	0	1,206
Canada	2,736	7,297	89	10,122
MEISA	9	19	0	28
Total	68,612	129,500	660	198,772
Team member career development		FY21	FY22	FY23
Total average training hours		27.84	38.29	26.97
Management		48.84	64.20	42.33
Non-management		24.87	34.17	24.44

U.S. workforce diversity	FY21	FY22	FY23
Caucasian	43.3%	42.4%	42.1%
Black/African American	30.2%	30.8%	30.6%
Hispanic/Latin	17.8%	18.3%	18.8%
Asian	3.6%	3.3%	3.4%
American Indian/Alaskan Native	0.7%	0.7%	0.7%
Native Hawaiian/Pacific Islander	0.6%	0.6%	0.6%
Other	N/R	N/R	0.3%
Two or more races	2.1%	2.5%	2.6%
Race not identified	1.7%	1.4%	0.8%
Minorities in U.S. management	41.3%	36.0%	36.7%

Global safety data ¹	FY21	FY22	FY23
Injury rates			
Total lost time injury rate (per 200,000 hours worked) ²	3.99	2.87	3.93
North America (U.S./Canada)	4.80	3.12	4.58
Rest of the world	1.86	2.11	2.05
Male percent of lost time injuries ³	61%	65%	60%
Female percent of lost time injuries ⁵	39%	35%	40%
Total number of employee fatalities (work-related) ⁴	15	9	5

¹Does not include independent contractors working on behalf of FedEx.

²Per 200,000 hours worked; lost time injury means a nonfatal traumatic injury that causes any loss of time from work beyond the day or shift it occurred; or a nonfatal nontraumatic illness/disease that causes disability at any time. Global lost time injury rate (LTIR) data is based on definitions from the U.S. Occupational Safety and Health Administration (OSHA).

³For percent male and percent female breakouts, FedEx Express Europe, FedEx Express Canada, and FedEx Express MEISA numbers are not included for FY21, FY22, and FY23.

⁴GRI definition: the death of a worker occurring in the current reporting period, arising from an occupational injury or disease sustained or contracted while in the organization's employ.

Governance

Supply chain	FY21	FY22	FY23
Total number of suppliers participating in requests for qualifications and proposals (RFx) events	418	358	258
Total number of suppliers asked sustainability questions in RFx event	392	349	258
Percent of sourcing-managed suppliers screened with sustainability RFx questions ¹	94%	97%	100%
Diverse supplier spending (billion U.S. dollars)	\$18.70	\$18.80	\$18.60
Minority-owned businesses (percent of total diverse supplier spend)	19%	17%	16%
Women-owned businesses (percent of total diverse supplier spend)	10%	9%	10%
Other small businesses (percent of total diverse supplier spend)	71%	74%	74%
Minority-owned businesses (billion U.S. dollars)	\$3.60	\$3.20	\$2.90
Minority spend by demographic			
Hispanic	47%	45%	48%
African American	31%	31%	28%
South Asian Indian	8%	9%	10%
Asian	8%	9%	8%
Other/Not Disclosed ²	6%	6%	6%

¹Does not include suppliers evaluated by Sourcing teams outside the U.S.

²This includes Native American, which was 4% of data reported.

Charitable contributions	FY21	FY22	FY23
Total charitable contributions (million U.S. dollars) ³	\$80.83	\$86.33	\$78.63

³Includes direct cash grants, charitable shipping, and Corporate Marketing and FedEx Express in-kind donations to nonprofit organizations.





FedEx Corporation

942 South Shady Grove Road

Memphis, Tennessee 38120

Please visit [fedex.com/sustainability](https://www.fedex.com/sustainability)