



# 2026 content index

 [2026 Corporate Responsibility Report](#)

## GRI content index

FedEx references the following indicators from the Global Reporting Initiative (GRI) Standards in our corporate responsibility reporting. Referenced page numbers and links direct readers to the corresponding locations within the Corporate Responsibility Report and to relevant external disclosures.

Statement of use: FedEx has reported in accordance with the GRI Standards (GRI Universal Standards 2021) for the period June 1, 2024–May 31, 2025.



Disclosure number	Disclosure title	Location/explanation
<b>General Disclosures</b>		
2-1	Organizational details	FedEx Corporation Publicly traded corporation 942 South Shady Grove Road, Memphis, Tennessee 38120 <a href="#">2025 Form 10-K: 1. Business &gt; Overview (pg. 4)</a> <a href="#">2025 Form 10-K: 2. Properties (pg. 38–42)</a>
2-2	Entities included in the organization's sustainability reporting	<a href="#">2025 Form 10-K: 7. Management's Discussion and Analysis of Results of Operations and Financial Condition &gt; Results of Operations and Outlook (pg. 47)</a> <a href="#">2025 Form 10-K: Exhibit 21 &gt; Subsidiaries of FedEx Corporation (pg. 145–146)</a>
2-3	Reporting period, frequency, and contact point	<a href="#">2026 Corporate Responsibility Report: About this report (pg. 3)</a> Annual (Fiscal Year) reporting cycle, aligned with financial reporting frequency Published June 2026 <a href="mailto:ir@fedex.com">ir@fedex.com</a>
2-4	Restatements of information	Restatements of information are noted in text or footnotes with associated data.
2-5	External assurance	<a href="#">2025 Selected GHG Emissions Independent Accountants' Review Report</a> Review level of assurance under attestation standards of the American Institute of Certified Public Accountants over FY25 Scope 1, Scope 2, and Scope 3 Categories 1, 2, 3, 4, 6, and 7 greenhouse gas (GHG) emissions was obtained from Ernst & Young LLP (as indicated in the 2025 Selected GHG Emissions Independent Accountants' Review Report). The FedEx Chief Sustainability Officer reviewed and approved the 2025 Selected GHG Emissions Independent Accountants' Review Report.
2-6	Activities, value chain, and other business relationships	<a href="#">2025 Form 10-K: 1. Business (pg. 4–6, 8–13)</a> <a href="#">2025 Form 10-K: 2. Properties (pg. 38–42)</a> <a href="#">2025 Form 10-K: 7. Management's Discussion and Analysis of Results of Operations and Financial Condition &gt; Results of Operations and Outlook (pg. 47)</a> <a href="#">2026 Corporate Responsibility Report: Our principles &gt; Supply chain responsibility (pg. 15)</a>
2-7	Employees	<a href="#">2025 Form 10-K: 1. Business &gt; Reputation and Responsibility &gt; Human Resource Management (pg. 18–19)</a> <a href="#">2023 EEO-1 Submission</a> <a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 46–47)</a> We do not disclose global data related to permanent, temporary, full-time, and part-time employees broken down by gender and region due to confidentiality constraints.

Disclosure number	Disclosure title	Location/explanation
2-8	Workers who are not employees	We do not disclose data related to workers who are not employees as the information is not currently available.
2-9	Governance structure and composition	<a href="#">2025 Proxy Statement: Proxy Statement Summary (pg. 6–7)</a> <a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; Nominees for Election to the Board (pg. 15–24)</a> <a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; Director Independence (pg. 25)</a> <a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; The Board's Role and Responsibilities (pg. 27–29)</a> <a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; Board Structure (pg. 32–35)</a> <a href="#">2026 Corporate Responsibility Report: Our principles &gt; Governance and oversight (pg. 9–10)</a> <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Environmental governance and oversight (pg. 17)</a> <a href="#">2026 Corporate Responsibility Report: Our people &gt; Workforce governance and oversight (pg. 32)</a>
2-10	Nomination and selection of the highest governance body	<a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; Process for Selecting Directors (pg. 12–14)</a> <a href="#">Governance, Safety, and Public Policy (GSPP) Committee Charter</a>
2-11	Chair of the highest governance body	<a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; Board Structure (pg. 32–35)</a>
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">2025 Form 10-K: 1. Business &gt; Reputation and Responsibility &gt; Governance (pg. 22)</a> <a href="#">2025 Proxy Statement: Corporate Governance Matters &gt; The Board's Role and Responsibilities (pg. 27–28)</a> <a href="#">Committee Charters webpage</a> <a href="#">2025 CDP Corporate Questionnaire: 4.1.1, 4.1.2, 4.2, 4.3, 4.3.1 (pg. 51–54)</a> <a href="#">2026 Corporate Responsibility Report: Our principles &gt; Governance and oversight (pg. 9–10)</a> <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Environmental governance and oversight (pg. 17)</a> <a href="#">2026 Corporate Responsibility Report: Our people &gt; Workforce governance and oversight (pg. 32)</a>



Disclosure number	Disclosure title	Location/explanation
2-13	Delegation of responsibility for managing impacts	<p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; The Board's Role and Responsibilities &gt; Board Oversight of Sustainability and Corporate Responsibility Matters (pg. 30)</p> <p><u>GSPP Committee Charter</u></p> <p><u>2025 CDP Corporate Questionnaire</u>: 4.1.1, 4.1.2, 4.2, 4.3, 4.3.1 (pg. 51–54)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight (pg. 9–10)</p> <p><u>2026 Corporate Responsibility Report</u>: Our planet &gt; Environmental governance and oversight (pg. 17)</p> <p><u>2026 Corporate Responsibility Report</u>: Our people &gt; Workforce governance and oversight (pg. 32)</p>
2-14	Role of the highest governance body in sustainability reporting	<p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight &gt; Focusing on what matters most (pg. 10)</p> <p>The Audit and Finance and GSPP Committees of the FedEx Board have reviewed the 2026 Corporate Responsibility Report.</p>
2-15	Conflicts of interest	<p><u>2025 Proxy Statement</u>: Executive Compensation &gt; Compensation Discussion and Analysis &gt; Role of the Compensation &amp; HR Committee, its Compensation Consultant, and the Chief Executive Officer (pg. 50–51)</p> <p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; Nominees for Election to the Board &gt; Related Person Transactions (pg. 26–27)</p> <p><u>FedEx Code of Conduct</u></p> <p><u>Global Conflicts of Interest Policy</u></p>
2-16	Communication of critical concerns	<p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; Board Processes and Policies &gt; Communications with Directors (pg. 37)</p> <p><u>2025 CDP Corporate Questionnaire</u>: 2.2.1, 2.2.2 (pg. 15–20)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight (pg. 9–10)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p>

Disclosure number	Disclosure title	Location/explanation
2-17	Collective knowledge of the highest governance body	<p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; Process for Training and Evaluating Directors (pg. 14)</p> <p><u>2025 CDP Corporate Questionnaire</u>: 4.2 (pg. 53)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight (pg. 9–10)</p>
2-18	Evaluation of the performance of the highest governance body	<p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; Process for Training and Evaluating Directors (pg. 14)</p> <p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; The Board's Role and Responsibilities &gt; Board Oversight of Sustainability and Corporate Responsibility Matters (pg. 29)</p> <p><u>GSPP Committee Charter</u></p> <p>We do not disclose actions taken in response to the evaluations due to confidentiality constraints.</p>
2-19	Remuneration policies	<u>2025 Proxy Statement</u> : Executive Compensation > Compensation Discussion and Analysis (pg. 43–65)
2-20	Process to determine remuneration	<p><u>2025 Proxy Statement</u>: Corporate Governance Matters &gt; The Board's Role and Responsibilities &gt; Stockholder Engagement (pg. 31)</p> <p><u>2025 Proxy Statement</u>: Executive Compensation &gt; Compensation Discussion and Analysis (pg. 43–65)</p>
2-21	Annual total compensation ratio	<p><u>2025 Proxy Statement</u>: Executive Compensation &gt; CEO Pay Ratio (pg. 90)</p> <p>We do not report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees.</p>
2-22	Statement on sustainable development strategy	<u>2026 Corporate Responsibility Report</u> : Letter from the CEO (pg. 5)
2-23	Policy commitments	<p><u>FedEx Code of Conduct</u></p> <p><u>FedEx Supplier Code of Conduct</u></p> <p><u>Global Human Rights Policy</u></p> <p><u>Policy Prohibiting Trafficking in Persons</u> (in compliance with the Trafficking Victims Protection Act of 2000 (22 U.S.C. Chapter 78))</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p>



Disclosure number	Disclosure title	Location/explanation
2-24	Embedding policy commitments	<p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p> <p>We maintain a global corporate compliance and ethics program and team overseen by the Chief Compliance Officer and Board of Directors. Our programs are risk-based and implemented by our legal and compliance teams and business operations globally. Our programs are periodically evaluated internally and by third parties for effectiveness. We conduct ongoing risk assessment and controls monitoring. Team members are assigned a risk-based learning plan. Those with computer access receive scheduled communications and are reminded to access and follow our policies. They are required to complete e-learning on our Code and in-depth training on other topics such as anti-harassment, data privacy, human rights, and anti-bribery. Offline learners receive training and communication through their managers, video, talking points, and a variety of other channels accessible to them.</p>
2-25	Processes to remediate negative impacts	<p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">FedEx Alert Line webpage</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Supply chain responsibility (pg. 15)</p>
2-26	Mechanisms for seeking advice and raising concerns	<p><a href="#">Corporate Integrity &amp; Compliance webpage</a> &gt; Ways To Speak Up</p> <p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p>
2-27	Compliance with laws and regulations	<p><a href="#">2025 Form 10-K</a>: 1. Business &gt; Reputation and Responsibility &gt; The Environment (pg. 20–22)</p> <p><a href="#">2025 Form 10-K</a>: 8. Financial Statements and Supplementary Data &gt; FedEx Corporation Notes to Consolidated Financial Statements &gt; Note 21 (pg. 114)</p> <p><a href="#">2025 Proxy Statement</a>: Appendix C – Reconciliations of Non-GAAP Financial Measures (pg. C-1–C-9)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Data appendix (pg. 45)</p>

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2-28	Membership associations	<p><a href="#">Public Policy and Advocacy webpage</a></p> <p><a href="#">Latest Trade Association Payments</a></p> <p>We maintain relationships with a number of global and domestic trade associations and other organizations to address many issues of importance to FedEx in meaningful ways. Associations advocate in a collective industry manner and often advance positions consistent with company interests. These priorities help us provide strong financial returns, enhance long-term stockholder value, and advance the best interests of our employees consistent with our corporate values.</p>
2-29	Approach to stakeholder engagement	<p><a href="#">2025 Proxy Statement</a>: Corporate Governance Matters &gt; The Board's Role and Responsibilities (pg. 27–31)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p>
2-30	Collective bargaining agreements	<p><a href="#">2025 Form 10-K</a>: 1. Business &gt; Business Segments &gt; FedEx Express Segment &gt; Employees and Service Providers (pg. 8–9)</p> <p><a href="#">2025 Form 10-K</a>: 1A. Risk Factors &gt; Human Resource Management Risks (pg. 31–33)</p> <p>Our commitment to fair and just compensation is of utmost importance as is respecting the rights of our team members to unionize. All of our Federal Express Corporation pilots who operate our trunk (non-corporate jet) aircraft are represented by the Air Line Pilots Association, International (ALPA) and employed under a collective bargaining agreement.</p> <p>Additionally, a small number of other employees are represented by unions. We seek to hear our employees' perspectives on these affairs through regular meetings with union representatives to discuss, bargain, and make adjustments where appropriate. We do not disclose the percentage of employees covered by collective bargaining agreements due to immateriality.</p>
Material topics		
3-1	Process to determine material topics	<p><a href="#">2026 Corporate Responsibility Report</a>: About this report (pg. 3)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Governance and oversight &gt; Focusing on what matters most (pg. 10)</p>
3-2	List of material topics	<p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Governance and oversight &gt; Focusing on what matters most (pg. 10)</p>



Disclosure number	Disclosure title	Location/explanation
<b>Business conduct</b>		
3-3	Management of material topics	<p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; AI, cybersecurity, and data privacy (pg. 13)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Public policy and advocacy (pg. 14)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Supply chain responsibility (pg. 15)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet &gt; Sustainable customer solutions (pg. 29)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Human resource management &gt; Supporting a just transition (pg. 33)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Our culture and people &gt; Expanding opportunity and access (pg. 38)</p>
201-1	Direct economic value generated and distributed	<p><a href="#">2025 Form 10-K</a>: 7. Management's Discussion and Analysis of Results of Operations and Financial Condition &gt; Results of Operations and Outlook (pg. 47–48)</p> <p><a href="#">2025 Global Economic Impact Report</a>: Global Economic Impact (pg. 5–10)</p>
201-4	Financial assistance received from government	In FY25, FedEx did not receive significant financial assistance from governments.
203-1	Infrastructure investments and services supported	<p><a href="#">2025 Global Economic Impact Report</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet (pg. 16–30)</p>
203-2	Significant indirect economic impacts	<p><a href="#">FedEx Cares website</a></p> <p><a href="#">2025 Global Economic Impact Report</a></p>
204-1	Proportion of spending on local suppliers	<p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Supply chain responsibility (pg. 15)</p> <p>Proportion of spend with local suppliers is not available.</p>

Disclosure number	Disclosure title	Location/explanation
205-1	Operations assessed for risks related to corruption	<p><a href="#">Global Anti-Corruption Policy</a></p> <p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p> <p>FedEx Corporation conducts an annual risk assessment program including coverage of anti-corruption, anti-bribery, and other risk areas in our operating companies and international regions. The risk assessment process is built upon a set of key risk indicators specific to our business operations. In addition, FedEx Internal Audit conducts an annual program of anti-corruption and anti-bribery audits including risk-based audits of certain of our third parties. FedEx also intakes, investigates, and addresses any concerns that are raised outside of these processes, such as those raised through monitoring, due diligence investigations, other detection methods, use of our open door policy, hotline, or other reporting methods. The number and percentage of operations assessed for risks related to corruption is not reported.</p>
205-2	Communication and training about anti-corruption policies and procedures	<p><a href="#">Global Anti-Corruption Policy</a></p> <p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Corporate integrity and compliance (pg. 11–12)</p> <p>FedEx publishes, communicates, and trains our team members in 36 languages on our Code of Conduct, Global Anti-Corruption Policy and Procedures, and other Corporate integrity and compliance policies. We clearly state our prohibition of corruption and bribery in our Code of Conduct and Global Anti-Corruption Policy and Procedures.</p> <p>Using a risk-based strategy, we provide interactive anti-corruption e-learning in 36 languages to a broad target audience including employees and certain third parties acting on our behalf. The training highlights our expectations and requirements for compliant and ethical behavior and reaffirms our opposition to corruption in any form, including bribery, facilitation payments, influence peddling, kickbacks, and extortion. Depending on job duties and other risk factors, we also deliver live anti-corruption training in local languages.</p>



Disclosure number	Disclosure title	Location/explanation
205-3	Confirmed incidents of corruption and actions taken	<u>2026 Corporate Responsibility Report</u> : Our principles > Corporate integrity and compliance > Monitoring, accountability, and continuous improvement (pg. 12)  FedEx conducts a program of risk assessments and audits for anti-corruption and anti-bribery. Any material matters are disclosed in FedEx financial statements or other public disclosures as required. Any non-material matters are not applicable to the reporting and therefore not included in our reportable numbers. Such matters would nevertheless be addressed as part of the risk assessment or audit process and included in any plans for remediation as needed.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During FY25, we were not identified as a participant in any pending or completed legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation.
207-1	Approach to tax	The <u>FedEx Corporate Governance Guidelines</u> , <u>Code of Conduct</u> , and our brand make it clear that all corporate activities, including tax activities, will be conducted with the highest ethical and professional standards. Our approach to tax and commitment to governance is embedded throughout our global tax operations. As our tax function is an integral part of our business operations, we utilize our team of global tax professionals and external consultants to work closely with our business groups to ensure compliance with tax obligations in accordance with applicable laws and regulations. We pay direct and indirect taxes to the jurisdictions in which we operate. These tax contributions are part of our continued investment in the economic stability and success of countries around the world. We seek to continuously improve our tax approach by fostering strategic relationships based on trust and transparency with tax authorities, our investors, and our customers.
207-2	Tax governance, control, and risk management	<u>2025 Form 10-K</u> : 1. Business > Reputation and Responsibility > Governance (pg. 22)
207-3	Stakeholder engagement and management of concerns related to tax	<u>FedEx Stakeholder Engagement Through Tax Transparency</u>
207-4	Country-by-country reporting	We are continuing our assessment of the public disclosure of our Country-by-Country Report (CbCR) under the European Union Public CbCR Directive and the Australian Taxation Office requirements, ensuring accessible and efficient disclosure that fully complies with the disclosure requirements in a transparent manner for our global audience.
308-1	New suppliers that were screened using environmental criteria	<u>2026 Corporate Responsibility Report</u> : Data appendix (pg. 47)  The percentage of new and current suppliers screened using environmental criteria is not available. We expect all suppliers to commit to the principles and standards included in the <u>FedEx Supplier Code of Conduct</u> , specifically those related to Environment and Sustainability.

Disclosure number	Disclosure title	Location/explanation
308-2	Negative environmental impacts in the supply chain and actions taken	<u>2025 Global Economic Impact Report</u> : Global Economic Impact (pg. 5–10)  <u>2026 Corporate Responsibility Report</u> : Our principles > Supply chain responsibility (pg. 15)  <u>2026 Corporate Responsibility Report</u> : Data appendix (pg. 47)  The percentage of new and current suppliers screened using environmental criteria is not available. We expect all suppliers to commit to the principles and standards included in the FedEx Supplier Code of Conduct, specifically those related to Environment and Sustainability.
413-1	Operations with local community engagement, impact assessments, and development programs	<u>FedEx Cares website</u>  FedEx Cares is our global community engagement program that empowers team members to volunteer, donate, and give back to address needs in the communities where they live and work. While we do not track the percentage of operations with local engagement activities, we measure participation of FedEx team members and the hours they volunteer. In FY25, over 9,800 team members donated more than 81,800 hours across 49 countries, supporting disaster relief, environmental conservation, small business development, education, and basic needs.  In the U.S., the FedEx Community Engagement Fund continued to expand, enabling team members to nominate local non-profits for funding based on community priorities. In its second year, the program doubled employee-led projects with volunteer events across 30 states. Last year, over 310 projects were funded for \$4.1 million to support local FedEx Cares teams. Team members led and participated in hands-on activities such as packing food for local food banks, planting trees, cleaning outdoor spaces, and supporting local causes.  FedEx measures the social, economic, and environmental impact of our cash contributions, in-kind shipments, and volunteer efforts. Annual results and impact highlights are shared through the FedEx Cares Report and fedexcares.com. Environmental impacts, community concerns, and worker health and safety matters are managed directly by our operations teams and government affairs functions.
413-2	Operations with significant actual and potential negative impacts on local communities	We do not disclose operations with significant impacts on local communities due to confidentiality constraints.
414-1	New suppliers that were screened using social criteria	<u>2026 Corporate Responsibility Report</u> : Data appendix (pg. 47)  The percentage of new and current suppliers screened using social criteria is not available. We expect all suppliers to commit to the principles and standards included in the FedEx Supplier Code of Conduct, 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.



Disclosure number	Disclosure title	Location/explanation
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">2025 Global Economic Impact Report: Global Economic Impact</a> (pg. 5–10) <a href="#">2026 Corporate Responsibility Report: Our principles &gt; Supply chain responsibility</a> (pg. 15) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 47) The number and percentage of suppliers identified as having significant social impacts is not available.
415-1	Political contributions	<a href="#">Policy on Political Contributions</a> <a href="#">Public Policy and Advocacy webpage</a> <a href="#">2026 Corporate Responsibility Report: Our principles &gt; Public policy and advocacy</a> (pg. 14)
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	The number of customer privacy complaints and identified leaks, thefts, or losses of customer data is not available.
<b>Climate change</b>		
3-3	Management of material topics	<a href="#">Environmental Policy</a> <a href="#">Sustainability webpage</a> > Our approach <a href="#">2026 Corporate Responsibility Report: Our planet</a> (pg. 16–30)
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">2025 CDP Corporate Questionnaire: 3.1.1, 3.6.1</a> (pg. 25–33, 38–50) See our <a href="#">TCFD content index</a> within this document for further information.
302-1	Energy consumption within the organization	<a href="#">2026 Corporate Responsibility Report: Our planet</a> (pg. 16–30) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 42)
302-2	Energy consumption outside of the organization	<a href="#">2026 Corporate Responsibility Report: Our planet</a> (pg. 16–30) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 42)
302-3	Energy intensity	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 42)
302-4	Reduction of energy consumption	<a href="#">2026 Corporate Responsibility Report: Our planet</a> (pg. 16–30) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 42)
302-5	Reductions in energy requirements of products and services	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 42)
305-1	Direct (Scope 1) GHG emissions	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change</a> (pg. 18–20) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 43–44)
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change</a> (pg. 18–20) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 43–44)

Disclosure number	Disclosure title	Location/explanation
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change</a> (pg. 18–20) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 43–44)
305-4	GHG emissions intensity	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change</a> (pg. 18–20) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 43–44)
305-5	Reduction of GHG emissions	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change</a> (pg. 18–20) <a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 43–44)
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable. FedEx operations do not emit ODS.
<b>Pollution</b>		
3-3	Management of material topics	<a href="#">Environmental Policy</a>
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 44)
<b>Resource use and circular economy</b>		
3-3	Management of material topics	<a href="#">Environmental Policy</a> <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Facilities</a> (pg. 26–27) <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Sustainable customer solutions</a> (pg. 29)
301-1	Materials used by weight or volume	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 45)
301-2	Recycled input materials used	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 45)
301-3	Reclaimed products and their packaging materials	The percentage of reclaimed products and their packaging is not available.
306-1	Waste generation and significant waste related impacts	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Facilities</a> (pg. 26–27) <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Sustainable customer solutions</a> (pg. 29)
306-2	Management of significant waste-related impacts	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Facilities</a> (pg. 26–27) <a href="#">2026 Corporate Responsibility Report: Our planet &gt; Sustainable customer solutions</a> (pg. 29)
306-3	Waste generated	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 45)
306-4	Waste diverted to disposal	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 45)
306-5	Waste directed to disposal	<a href="#">2026 Corporate Responsibility Report: Data appendix</a> (pg. 45)



Disclosure number	Disclosure title	Location/explanation
<b>Own workforce &amp; Workers in the value chain</b>		
3-3	Management of material topics	<p><a href="#">2025 Form 10-K</a>: 1. Business &gt; Business Segments &gt; FedEx Express Segment &gt; Employees and Service Providers (pg. 8–9)</p> <p><a href="#">2025 Form 10-K</a>: 1. Business &gt; Reputation and Responsibility &gt; Human Resource Management (pg. 18–19)</p> <p><a href="#">FedEx Code of Conduct</a></p> <p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">Global Human Rights Policy</a></p> <p><a href="#">2025 Global Economic Impact Report</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; AI, cybersecurity, and data privacy (pg. 13)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Supply chain responsibility (pg. 15)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people (pg. 31–41)</p>
201-3	Defined benefit plan obligations and other retirement plans	<p><a href="#">2025 Proxy Statement</a>: Executive Compensation &gt; Fiscal 2025 Pension Benefits (pg. 77–79)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Human resource management &gt; Investing in benefits that support the whole person (pg. 34)</p>
401-1	New employee hires and employee turnover	<p><a href="#">2023 EEO-1 Submission</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Human resource management &gt; Attracting, developing, and retaining a skilled global team (pg. 33)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Data appendix (pg. 46)</p> <p>We do not disclose global hiring and turnover data broken down by region and age group due to confidentiality constraints.</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Human resource management &gt; Investing in benefits that support the whole person (pg. 34)</p> <p>We offer competitive retirement benefits to U.S. team members, including pension and 401(k) plans for eligible employees. U.S. employees hired on or after January 1, 2020, and certain existing employees, can participate in all 401(k) plans with an enhanced matching contribution of up to 8% of compensation beginning January 1, 2022. We offer pension plans to certain eligible employees in addition to a 401(k) plan with a match of up to 3.5%. FedEx also supports families with paid parental leave and financial assistance with adoptions.</p>
401-3	Parental leave	The number of employees and workers in the value chain who took parental leave in FY25 is not available.

Disclosure number	Disclosure title	Location/explanation
402-1	Minimum notice periods regarding operational changes	We notify all impacted team members of operational changes as soon as practical as part of our commitment to comply with all required notice periods set forth in the U.S. Department of Labor Worker Adjustment and Retraining Notification Act (WARN) and local, state, and country-specific laws. Where applicable, Federal Express International only implements operational changes after engagement with relevant works councils and employee representatives.
403-1	Occupational health and safety management system	<p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Health and safety (pg. 39–41)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Data appendix (pg. 47)</p>
403-2	Hazard identification, risk assessment, and incident investigation	<p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Health and safety (pg. 39–41)</p>
403-3	Occupational health services	<p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Health and safety (pg. 39–41)</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	<p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Health and safety (pg. 39–41)</p>
403-5	Worker training on occupational health and safety	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Health and safety (pg. 39–41)
403-6	Promotion of worker health	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Human resource management > Investing in benefits that support the whole person (pg. 34)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p><a href="#">FedEx Supplier Code of Conduct</a></p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our people &gt; Health and safety (pg. 39–41)</p>
403-8	Workers covered by an occupational health and safety management system	The number and percentage of workers covered by an occupational health and safety management system are not available.



Disclosure number	Disclosure title	Location/explanation
403-9	Work-related injuries	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Health and safety (pg. 39–41) <a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 47) Work-related injury data for contractors is not available.
403-10	Work-related ill health	Work-related ill health data for employees and contractors is not available.
404-1	Average hours of training per year per employee	<a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 46)
404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Human resource management > Equipping team members for evolving roles (pg. 33) <a href="#">2026 Corporate Responsibility Report</a> : Our people > Our culture and people > Strengthening connection and engagement (pg. 37)
404-3	Percentage of new employees receiving regular performance and career development reviews	As part of one FedEx, we established a global process for performance management to provide timely work-related feedback and assist in career growth. Under this process, managers and their employees have multiple touchpoints throughout the year and meet at the end of each fiscal year to evaluate performance against expectations and set new goals. Performance evaluations at the end of each fiscal year are tied to our rewards and recognition program. The total percentage of employees and workers in the value chain who received a performance review is not available.
405-1	Diversity of governance bodies and employees	<a href="#">2025 Proxy Statement</a> : Proxy Statement Summary > Director Nominee Highlights (pg. 7) <a href="#">2023 EEO-1 Submission</a> <a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 47)
405-2	Ratio of basic salary and remuneration of women to men	We do not disclose the ratio of basic salary and remuneration of women to men due to confidentiality constraints.
406-1	Incidents of discrimination and corrective actions taken	We do not disclose the number and status of incidents of discrimination due to confidentiality constraints.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">FedEx Code of Conduct</a> <a href="#">2026 Corporate Responsibility Report</a> : Our principles > Corporate integrity and compliance (pg. 11–12) We do not disclose operations and suppliers with a significant risk of forced labor due to confidentiality constraints.

# SASB content index

FedEx references the following indicators from the Sustainability Accounting Standards Board (SASB) Road Transportation and Air Freight & Logistics Standards in our corporate responsibility reporting. Referenced page numbers and links direct readers to the corresponding locations within the Corporate Responsibility Report and to relevant external disclosures.

Disclosure code	Accounting metric	Location/explanation
<b>Activity metric</b>		
TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	N/R
TR-RO-000.A		We do not disclose information for this indicator due to confidentiality constraints.
TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	N/R
TR-RO-000.B		We do not disclose information for this indicator due to confidentiality constraints.
TR-AF-000.C	Number of employees, number of truck drivers	<a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 46)</a>
TR-RO-000.C		We do not disclose the number of truck drivers in the Data appendix.
<b>Greenhouse gas emissions</b>		
TR-AF-110a.1	Gross global Scope 1 emissions	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change (pg. 18–20)</a>
TR-RO-110a.1		<a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 43–44)</a>
TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	<a href="#">2026 Corporate Responsibility Report: Our planet &gt; Strategic approach to climate change (pg. 18–20)</a>
TR-RO-110a.2		<a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 43–44)</a>

Disclosure code	Accounting metric	Location/explanation
TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	<a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 42)</a>
TR-RO-110a.3		
<b>Air quality</b>		
TR-AF-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , and (3) particulate matter (PM <sub>10</sub> )	<a href="#">2026 Corporate Responsibility Report: Data appendix (pg. 44)</a>
TR-RO-120a.1		
<b>Labor practices</b>		
TR-AF-310a.1	Percentage of drivers classified as independent contractors	N/R Information for this indicator is unavailable.
TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	N/R We do not disclose information for this indicator due to confidentiality constraints.

Disclosure code	Accounting metric	Location/explanation
<b>Employee health and safety</b>		
TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	<a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 47)
TR-RO-320a.1		We disclose our lost time injury rate (LTIR) data for employees in the Data appendix, but we do not disclose (1) total recordable incident rate (TRIR). LTIR, TRIR, and fatality rate for (b) contract employees is unavailable.
<b>Supply chain management</b>		
TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	FedEx does not disclose this information due to the ongoing reforms of the FMCSA's Safety Management System (SMS) mandated by the U.S. Congress in the 2015 Fixing America's Surface Transportation Act (FAST Act). As stipulated in the FAST Act, the National Academy of Sciences identified a series of deficiencies in the SMS in 2017, including the identification of BASICs that have been shown to have weak or negative correlations to vehicle crash risk. The FMCSA has since launched a corrective action plan to reform the SMS to address these deficiencies. The FAST Act also stipulated that motor carriers' SMS percentile rankings be removed from public view until these reforms have been fully implemented.
TR-AF-430a.2	Total GHG footprint across transport modes	<a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 43)
<b>Accident and safety management</b>		
TR-AF-540a.1	Description of implementation and outcomes of a safety management system	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Health and safety (pg. 39–41)
TR-AF-540a.2	Number of aviation accidents	In 2025, FedEx recorded zero aviation accidents as defined according to the International Civil Aviation Organization (ICAO) in Annex 13—Aircraft Accident and Investigation.
TR-AF-540a.3	Number of road accidents and incidents	N/R
TR-RO-540a.1		Information for this indicator is unavailable.
TR-AF-540a.4	Safety Measurement System BASIC percentiles for: (1) unsafe driving, (2) hours-of-service compliance, (3) driver fitness, (4) controlled substances/ alcohol, (5) vehicle maintenance, and (6) hazardous materials compliance	FedEx does not disclose this information due to the ongoing reforms of the FMCSA's Safety Management System (SMS) mandated by the U.S. Congress in the 2015 Fixing America's Surface Transportation Act (FAST Act). As stipulated in the FAST Act, the National Academy of Sciences identified a series of deficiencies in the SMS in 2017, including the identification of BASICs that have been shown to have weak or negative correlations to vehicle crash risk. The FMCSA has since launched a corrective action plan to reform the SMS to address these deficiencies. The FAST Act also stipulated that motor carriers' SMS percentile rankings be removed from public view until these reforms have been fully implemented.
TR-RO-540a.2		
TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	<a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 45) We do not disclose (2) the aggregate volume of spills and releases to the environment in the Data appendix.

Disclosure code	Accounting metric	Location/explanation
<b>Driver working conditions</b>		
TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	<a href="#">2026 Corporate Responsibility Report</a> : Data appendix (pg. 46) We do not separate voluntary and involuntary turnover rate.
TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	<a href="#">2026 Corporate Responsibility Report</a> : Our people > Human resource management > Investing in benefits that support the whole person (pg. 34) <a href="#">2026 Corporate Responsibility Report</a> : Our people > Health and safety (pg. 39–41)

# TCFD content index

FedEx references recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) in our corporate responsibility reporting. Referenced page numbers and links direct readers to the corresponding locations within the Corporate Responsibility Report and to relevant external disclosures.

Disclosure focus area	Recommended disclosure	Location/explanation
<b>Governance</b>		
Disclose the organization's governance around climate-related risks and opportunities.	A) Describe the board's oversight of climate-related risks and opportunities.	<p><a href="#">2025 Proxy Statement</a>: Corporate Governance Matters &gt; The Board's Role and Responsibilities (pg. 27–30)</p> <p><a href="#">2025 CDP Corporate Questionnaire</a>: 4.1.1, 4.1.2, 4.2 (pg. 51–53)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Governance and oversight &gt; Focusing on what matters most (pg. 10)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet &gt; Environmental governance and oversight (pg. 17)</p>
	B) Describe management's role in assessing and managing risks and opportunities.	<p><a href="#">2025 CDP Corporate Questionnaire</a>: 4.3, 4.3.1 (pg. 54–55)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet &gt; Environmental governance and oversight (pg. 17)</p>

Disclosure focus area	Recommended disclosure	Location/explanation
<b>Strategy</b>		
The actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	A) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p><a href="#">2025 Form 10-K</a>: 1A. Risk Factors &gt; Environmental, Climate, and Weather Risks (pg. 33–34)</p> <p><a href="#">2025 CDP Corporate Questionnaire</a>: 3.1.1, 3.6.1 (pg. 25–33, 38–50)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet &gt; Strategic approach to climate change (pg. 18–20)</p> <p>FedEx has identified climate-related risks across multiple time horizons through its climate risk and opportunity assessment. In the short term, these include acute physical risks to its own operations from extreme weather events that may disrupt hubs, facilities, shipping, and transport corridors and increase maintenance and insurance-related costs. In the medium term, these include a transition risk related to fuel price volatility, including the effects of conventional fuel market fluctuations, decarbonization policies, and sustainable aviation fuel cost and supply dynamics. Medium-term risks also include chronic physical risks to our own operations from gradual impacts such as coastal degradation, temperature increases, and shifting weather patterns that may affect infrastructure resilience, workforce conditions, and operating costs over time. While the assessment also identified climate-related opportunities, none were deemed material for disclosure at this time.</p>

Disclosure focus area	Recommended disclosure	Location/explanation
	B) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p><u>2025 CDP Corporate Questionnaire</u>: 3.1.1, 3.6.1, 5.2, 5.3.1, 5.4 (pg. 25–33, 38–50, 126–132)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight &gt; Managing enterprise risk to drive long-term progress (pg. 9)</p> <p>FedEx assesses how climate-related risks and opportunities may affect its business, strategy, and financial planning, including potential effects on financial performance, financial position, and cash flows. The company is not currently able to provide separate quantitative estimates of the financial effects of material climate-related risks on its operations, due to the interconnected nature of its business processes and the difficulty of isolating climate-related effects from broader weather-related impacts. However, impacts associated with these risks, such as weather-related disruptions, may be reflected in repairs and maintenance, cost of goods sold / transportation expense, impairment, and property and equipment line items in the financial statements. FedEx is continuing to explore approaches to quantify these effects, including impacts on its business model, resource allocation, and mitigation and adaptation activities, and may provide further updates in future reporting cycles.</p>
	C) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p><u>2025 CDP Corporate Questionnaire</u>: 5.1, 5.2 (pg. 126–127)</p> <p>FedEx assessed the resilience of its strategy through its FY25 climate risk and opportunity assessment and related resilience analysis. Using time horizons aligned to our ERM framework, we considered a range of policy, legal, regulatory, technological, and physical risk assumptions informed by third-party low- and high-emissions scenarios, including a 2°C or lower scenario. The analysis identified areas of vulnerability and informed preliminary actions to strengthen resilience across our fleet, facilities, and supply chain. Current measures that support strategic resilience include network planning for site expansions and facility selection, a more flexible network design, integrated planning across meteorology, fuel, and operations teams, and ongoing fuel-efficiency, fleet modernization, and operational preparedness efforts. Given inherent uncertainties in climate modeling and future policy, technology, market, and customer developments, the results are treated as directional indicators rather than precise forecasts.</p>

Disclosure focus area	Recommended disclosure	Location/explanation
<b>Risk management</b>		
Disclose how the organization identifies, assesses and manages climate-related risks.	A) Describe the organization's processes for identifying and assessing climate-related risks.	<p><u>2025 CDP Corporate Questionnaire</u>: 2.1, 2.2.1, 2.2.2, 2.4 (pg. 14–24)</p> <p><u>2026 Corporate Responsibility Report</u>: Our principles &gt; Governance and oversight &gt; Managing enterprise risk to drive long-term progress (pg. 9)</p> <p><u>2026 Corporate Responsibility Report</u>: Our planet &gt; Strategic approach to climate change (pg. 18–20)</p> <p>FedEx identifies and assesses climate-related risks through a climate risk and opportunity assessment covering its business model and value chain. The assessment considers both transition and physical risk drivers across short-, medium-, and long-term time horizons and across major operating regions and business units. It uses internationally recognized scenarios, including the NGFS Net Zero 2050 and Current Policies scenarios for transition risk and the IPCC SSP1-2.6 and SSP5-8.5 scenarios for physical risk. External climate-related drivers are evaluated alongside internal operational data to assess potential exposures across the FedEx network and assets. Identified risks are mapped to physical and transition risk categories and assessed based on likelihood and impact across scenarios and time horizons, informed by enterprise risk criteria and cross-functional subject-matter input.</p>
	B) Describe the organization's processes for managing climate-related risks.	<p><u>2025 CDP Corporate Questionnaire</u>: 2.1, 2.2.1, 2.2.2, 2.4 (pg. 14–24)</p> <p><u>2026 Corporate Responsibility Report</u>: Our planet &gt; Strategic approach to climate change (pg. 18–20)</p> <p>FedEx manages climate-related risks through mitigation, adaptation, and resilience measures across its operations and network. For our transition risk related to fuel price volatility, we use our Fuel Sense Program to improve fuel use and flight efficiency, monitor fuel price trends to inform procurement strategies, continue to expand sustainable aviation fuel procurement, and advance fleet modernization and routing improvements. For our physical climate risks, we use meteorological monitoring, real-time operational adjustments and rerouting, standby generators, and post-event reporting to support continuity and recovery. We also incorporate climate risk into our Global Network Planning for site expansions and facility selection and use integrated planning across meteorology, fuel, and operations teams to support long-term resilience and weather preparedness.</p>

Disclosure focus area	Recommended disclosure	Location/explanation
	C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p><a href="#">2025 CDP Corporate Questionnaire</a>: 2.1, 2.2.1, 2.2.2, 2.4 (pg. 14–24)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our principles &gt; Governance and oversight &gt; Managing enterprise risk to drive long-term progress (pg. 9)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet &gt; Strategic approach to climate change (pg. 18–20)</p> <p>We integrate climate-related risk identification, assessment, and management into our overall risk management through our Enterprise Risk Management framework. We evaluate climate-related risks and opportunities through a dedicated climate risk and opportunity assessment that aligns with our ERM framework and uses the same time horizons, internal guidance, and materiality classifications applied to other enterprise risks. Outputs from this assessment are then integrated into our ERM risk identification and prioritization processes. As a result, climate-related risks are evaluated using the same prioritization methodology applied across enterprise risk groups.</p>

### Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p><a href="#">2025 CDP Corporate Questionnaire</a>: 2.2.1, 2.2.2, 3.1.1, 3.6.1, 7.6, 7.7, 7.8 (pg. 15–20, 25–33, 38–50, 152–162)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Data appendix (pg. 42–44)</p>
	B) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	<p><a href="#">2025 CDP Corporate Questionnaire</a>: 3.1.1, 3.6.1, 7.6, 7.7, 7.8 (pg. 25–33, 38–50, 152–162)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet (pg. 16–30)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Data appendix (pg. 42–44)</p>
	C) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p><a href="#">2025 CDP Corporate Questionnaire</a>: 7.53, 7.54, 7.55 (pg. 509–525)</p> <p><a href="#">2026 Corporate Responsibility Report</a>: Our planet (pg. 16–30)</p>