



**Kendall Simon**  
Sustainable  
Business  
Case Studies



**DUQUESNE**  
**UNIVERSITY**



**SUSTAINABLE PITTSBURGH**

Our Region. Our Resources. Our Future.

# Table of Contents

[Built to Last . . . . . 4](#)

[Integrated for Impact . . . . . 5](#)

[FedEx Ground: Embedding Sustainability Within Global Supply Chains . . . . . 6](#)

[Get Started . . . . . 16](#)

## In Memory of Kendall Simon

Kendall Youngblood Simon, who passed away in 2014, was an MBA student at the Joseph M. Katz Graduate School of Business at the University of Pittsburgh. Kendall had a passion for corporate social responsibility and sustainability issues, and was a BNY Mellon Corporate Social Responsibility Fellow through the David Berg Center for Ethics and Leadership. Additionally, she was part of the planning team for the ethics-focused Katz Invitational MBA Case Competition. This series of case studies carries on her legacy and shares knowledge to improve business practices.



## About the Sponsors

The case studies on sustainability in the Pittsburgh region are offered through a partnership between the MBA Sustainable Business Practices Program at Duquesne University's Palumbo-Donahue Graduate School of Business and Sustainable Pittsburgh.

The project would not be possible without the support of the BNY Mellon Foundation, BNY Mellon, and UPMC.



BNY MELLON

## About the Duquesne University MBA Sustainable Business Practices Program

The [Duquesne University MBA Sustainable Business Practices Program](#) is a globally top-ranked MBA program in the business of difference making. Its students and business partners are at the core of everything. To build stronger external partnerships, the program enhances connections among Duquesne's faculty, centers of excellence, academic programs and hands-on learning experiences. Doing so helps to seize opportunities to solve important business and community challenges. The MBA Sustainable Business Practices Program's corporate and community partnerships deliver transformative value and those who work with the faculty and staff gain insights from the next generation of business professionals. Businesses and organizations are invited to tap into the talent and knowledge of these MBA students, who work on identifying, researching, proposing and/or implementing solutions for real business problems faced by partner organizations.

## About Sustainable Pittsburgh

[Sustainable Pittsburgh](#) is a 501(c)(3) nonprofit whose mission is to empower decision-making that builds a fundamentally equitable, resilient, healthy, and prosperous region. The organization works with hundreds of organizations, universities, communities, local governments, and businesses (ranging from mom and pop shops to global companies) on a range of projects to advance policy, share expertise, and strategically build professional networks that advance collective impact. Sustainable Pittsburgh envisions a thriving region where stakeholders are connected, sustainability knowledge is shared and applied, and all people can succeed.

# Built to Last

**Dr. Joylette Portlock**, Executive Director,  
Sustainable Pittsburgh



For many businesses, the word sustainability is about operational efficiency, supply chain management, and risk management. But if you consider what it means “to sustain,” to build something in a way that will last, you quickly realize that true sustainability must be about more. It is a comprehensive, ongoing commitment to support a healthy, engaged workforce, build vibrant communities in which to do business, and advance environmentally responsible practices. Sustainability is a process of continual improvement, exemplified by businesses that set goals, self-assess over time, and course-correct where needed. Working with businesses and other organizations, Sustainable Pittsburgh has a number of initiatives that provide resources and expertise to help advance sustainability goals and promote a thriving region.

For instance, the CEOs for Sustainability executive roundtable demonstrates unique influence and visionary perspective on sustainability. FedEx Ground has been a leader in this group, which is hosted by Sustainable Pittsburgh, since its genesis. As you will read in these pages, member organizations recognize the powerful potential of sustainable business practices - for strategic innovation, community engagement, and environmental impact, as well as top- and bottom-line growth. The group provides practical leadership for all sectors of the business community, encouraging all organizations in their sustainability journey. Learn more about current initiatives of the group at [CEOsforSustainability.org](https://CEOsforSustainability.org).

“[Sustainability] is a comprehensive commitment to support an engaged workforce, build vibrant communities, and advance environmentally responsible practices.”

Sustainable Pittsburgh offers many programs for businesses across sectors to learn and advance their sustainability practices, while providing a framework to track environmental, social, and governance performance. We convene forums for peer-to-peer assistance and recognition; and our strategic partnerships bring increasing numbers of regional entities to the table as valued partners in advancing sustainability policies and practices.

As I reflect on the urgent sustainability challenges before us, I am confident that the work described in these pages is critical and serves as an example, from energy innovation to diverse, inclusive workforces, and collaboration for measurable impact. FedEx Ground has been a true leader. We are pleased to publish this case study as an example of, and inspiration for, continued sustainability achievement in our corporate sector.

# Integrated for Impact

**Dr. Robert Sroufe**, Murrin Chair of Global Competitiveness, Institute for Sustainable Business Innovation, MBA in Sustainable Business Practices Program; Duquesne University



Corporate leaders across industries are well aware of the accelerating rate of change in sustainable business performance. Millennials and others want to work for and engage companies that can tell a different story about their products, services, and operations. Hidden for too long, the value of sustainable business practices is now more evident.

In this case study featuring FedEx Ground, we find impacts from global logistics on growth, efficiency, people, business, and society. Leadership focused on impact, collaboration, and partnerships provides strategic alignment with the Sustainability Accounting Standards Board and the United Nations Sustainable Development Goals. Investments in sustainable supply chain management have multiplicative benefits driving change toward integrated bottom-line performance.

The achievements of FedEx Ground can get us thinking about sustainability in new ways. We can learn a lot from this company and others as we push the bounds of the evolving sustainable business frontier.

Introducing more sustainable business practices into management is the key driver of innovation and impact in progressive companies. The integration of sustainability can be found in general management, human resources, supply chain management, strategy, information systems, and environmental management functions going back decades. While reducing risks and highlighting opportunity, the checks and balances for prudent management can be also baked into a strategy for synergy and growth.

What can be done, then, by individuals, functions, organizations, value chains, and even whole cities to integrate and align sustainability? By showcasing enterprises already involved in the integration of

“Integrating more sustainable business practices into management is the key driver of innovation and impact.”

management practices and strategic sustainable development, this case study helps reveal the opportunity we each have to enable an enterprise value proposition that includes environmental, social, and governance performance.

In this region, the champions of business innovation such as Sustainable Pittsburgh, Duquesne University’s Institute for Sustainable Business Innovation, MBA Sustainable Business Practices program, and many others, are continually working toward finding and prioritizing more sustainable business practices. Reach out to see how we can help your enterprise.

# FedEx Ground:

## Embedding Sustainability Within Global Supply Chains

**As operations matured, the transportation company discovered that adopting sustainable practices is an effective strategy for scaling reach while minimizing cost.**

Search, decide, click, and in a few days (or maybe hours), what once appeared as a digital image on a screen is transformed into something real on your doorstep. Magic.

But it's not really, of course. It's the extraction of raw materials from the earth. It's the manufacturing and refining of these materials into containers and fuel. It's the coordination of ships, trains, and trucks worldwide. It's the logistics of loading, sorting, and unloading millions of packages on a daily basis in buildings measured in square miles. It's the independent service providers under contract with FedEx Ground safely operating iconic white box-shaped trucks with the purple and orange logo that deliver packages to your door.

Every time you order something online, thousands of businesses and teams work through a complex infrastructure of energy systems, information systems, sortation systems, and transportation systems. It's all coordinated to make your delivery seem like magic.

### Building a Business Based on Innovation

In 1985, a startup quietly revolutionized the ground shipping industry with the 33 black lines we know as a barcode. Barcodes had been used to track inventory in other industries since the 1950s, but it wasn't until innovators at Roadway Package System (RPS) realized what the technology could do for the small-package shipping industry that the business really took off. With barcodes, a package could be sorted and tracked automatically, getting it to its destination more efficiently. Billing could also be more accurate, ensuring

that each step of the transportation and delivery process was properly tracked and invoiced.

"By investing in new facilities and emerging technologies, FedEx Ground has increased its capabilities and solutions, while improving its environmental and social sustainability."

Through the 1990s, RPS continued to innovate and grow by leveraging its unique strengths: a network of operating facilities that utilized the latest sortation and material handling technology, a delivery force of exclusively independent contractors, flexible pricing, and unmatched package tracking information for customers. By 1993, the

company exceeded \$1 billion in annual revenue – the fastest growth of any ground transportation company in history.<sup>1</sup> RPS was acquired by FedEx Corporation in 1998 and rebranded as FedEx Ground in 2000. This acquisition enabled the offering of a powerful portfolio of new services that would expand revenue as online

<sup>1</sup> "About FedEx." FedEx.com, <https://about.van.fedex.com/our-story/history-timeline/history/opco-ground/>, accessed October 3, 2019.

retail gained popularity. The consumer was no longer concerned with the location of a retailer, as FedEx Ground could deliver a purchase right to their door.



Employees are important enablers of change at FedEx Ground and within the entire FedEx enterprise.

In recent years, FedEx Ground has continued to optimize its network and advance its service capabilities.<sup>2</sup> By investing in new facilities and emerging technologies, FedEx Ground has increased its capabilities and solutions, while improving its environmental and social sustainability performance. The result is one of the industry's most automated hub-networks<sup>3</sup> and through that, ongoing efforts to improve speed, efficiency, reliability, and safety.

As operations evolved and the organization matured, FedEx Ground discovered that adopting sustainable practices was an effective strategy for scaling reach while minimizing cost. Employees in the field first identified the positive impacts of sustainable practices, but leaders at FedEx Ground quickly recognized the opportunity for a more holistic approach. The Sustainability Department, created in 2013, implemented specific groups, internally known as "Quality Action Teams," to discover opportunities and initiate improvements.

Employees are important enablers of change at FedEx Ground and within the entire FedEx enterprise. Around the world, 450,000 FedEx team members work to make this one of FORTUNE's most admired companies in the world.<sup>4</sup> To enhance social sustainability and skill building, FedEx provides employees with training, career development, and access to thousands of online courses through its Learning Center, including content on sustainability, energy conservation, and green purchasing. Last year, team members averaged 19 hours of training and skill development across various topics.<sup>5</sup>

<sup>2</sup> "About FedEx." FedEx.com, <https://about.van.fedex.com/our-story/history-timeline/history/opco-ground/>, accessed October 3, 2019.

<sup>3</sup> "About FedEx." FedEx.com, <https://about.van.fedex.com/our-story/history-timeline/history/opco-ground/>, accessed October 2, 2019.

<sup>4</sup> FedEx Newsroom. "FedEx Earns No. 10 Spot on the FORTUNE World's Most Admired Companies List." 22 Jan. 2019, accessed at <https://about.van.fedex.com/newsroom/fedex-earns-no-10-spot-on-the-fortune-worlds-most-admired-companies-list/>, accessed October 2, 2019.

<sup>5</sup> FedEx. "Multiplying Opportunities." 2019 Global Citizens Report, April 17, 2019, [http://csr.fedex.com/pdf/FedEx\\_GCR\\_FINAL\\_4.17.19\\_144dpi.pdf](http://csr.fedex.com/pdf/FedEx_GCR_FINAL_4.17.19_144dpi.pdf), accessed October 2, 2019.



FedEx Ground's greatest environmental impact exists in its shipping activities. It continually seeks new ways to maximize efficiencies and reduce carbon emissions.

With the global expansion of e-commerce, FedEx Ground expanded operations from five to six days per week in late 2018,<sup>6</sup> a direct response to the growth of residential e-commerce deliveries. Since 2005, the company had been building capacity for this growth, opening 15 new hubs and for the past five years, FedEx Ground has added nearly 36 million square feet to its network.<sup>7</sup> In May 2019, the company announced plans to expand residential ground delivery to seven days per week in 2020 for the majority of the U.S. population.<sup>8</sup>

## Making Sustainability an Integral Strategy

Transforming sustainability principles into established practices did not happen overnight. The team at FedEx Ground grew because of the company's need to consolidate the ad hoc projects and nascent ideas that were emerging throughout the organization. Its culture allowed good grassroots ideas to arise from any level within the corporate structure. However, the lack of a central organizing body led to some efforts being duplicated across departments while other ideas were overlooked. In the Sustainability Department, the organization created a cross-functional team that collaborated across the entire business, driving cost savings, implementing innovative projects, and improving its environmental impact and strategic management.

Over time, the Sustainability Department has become an integral part of the management structure at FedEx Ground. In fact, teams dedicated to progress have proven key to the success of sustainability initiatives in leading multinational companies.<sup>9</sup>

<sup>6</sup> FedEx Newsroom. "FedEx Ground Expands U.S. Operations to Six Days Per Week Year-Round." 12 Sept. 2018, <https://about.van.fedex.com/newsroom/fedex-ground-expands-operations-to-six-days-per-week-year-round/>, accessed October 2, 2019.

<sup>7</sup> FedEx. "Multiplying Opportunities." 2019 Global Citizens Report, April 17, 2019, [http://csr.fedex.com/pdf/FedEx\\_GCR\\_FINAL\\_4.17.19\\_144dpi.pdf](http://csr.fedex.com/pdf/FedEx_GCR_FINAL_4.17.19_144dpi.pdf), accessed October 2, 2019.

<sup>8</sup> Berman, Jeff. "FedEx Ground to launch seven day a week residential." Logistics Management, May 30, 2019, <https://www.logisticsmgmt.com/article/fedex-ground-to-launch-seven-day-a-week-residential-delivery-by-january-2020>, accessed October 2, 2019.

<sup>9</sup> See for example, Sroufe, R. (2017) "Integration and Organizational Change Toward Sustainability", Journal of Cleaner Production, v162, pp 315 - 329.



The FedEx Ground Sustainability Department is working toward ambitious goals within four focus areas:

1. waste reduction and recycling,
2. energy efficiency throughout operations,
3. alternative fuel offerings at fuel islands, and
4. sourcing/onsite at FedEx Ground facilities renewable energy opportunities.

To support transparency and improve accountability, FedEx's goals and benchmarks are made available to the public through the annual FedEx Global Citizenship Report.

FedEx Ground's greatest environmental impact exists in its shipping activities. Fuel for transportation represents most of the FedEx corporate emissions footprint.<sup>10</sup> The FedEx Ground Sustainability team, engineers, and company management continually seek new ways to maximize efficiencies and reduce carbon emissions, while working with internal Quality Action Teams to develop innovative solutions.

While the Sustainability Department is focused on meeting the company's immediate sustainability objectives, longer term targets for 2025 and 2030 are kept in mind in all decision making. Reducing emissions in all aspects of their operations makes good business sense. Emissions reduction can lead to reduced operational costs, which promotes company-wide efficiencies and cost savings. Likewise, customers are demanding more transparency into their partners' sustainability metrics to ensure they are working with companies that have a positive social and environmental impact. Lastly, investors are favoring companies that take actions to reduce carbon emissions. The sustainability team is focused on responding to these and other stakeholder pressures.

"Since its 2016 fiscal year, FedEx has invested over \$200 million in more than 250 communities around the globe."

Looking to the future, FedEx Ground will continue its efforts to improve sustainability within its primary business. In particular, the focus is on increasing the availability of alternative fuels at FedEx Ground fuel islands, continuing to incorporate energy-efficiency measures at FedEx Ground

facilities, and increasing the number of solar installations at sortation centers. These efforts help reduce greenhouse emissions and operating expenses, advance renewable energy goals, and demonstrate industry leadership.

Beyond FedEx Ground, FedEx Corporation focuses on emissions reduction – not only in ground transportation, but also in aircraft efficiency – with the goal of reducing aircraft emissions intensity by 30 percent by 2020 (using a 2005 baseline) and increasing the supply of jet fuel from alternative sources to 30 percent by 2030.<sup>11</sup> Additionally, FedEx Corporation has expanded its scope beyond logistics and transportation to initiatives that enhance communities. Since its 2016 fiscal year, FedEx has invested over \$200 million in more than 250 communities around the globe.<sup>12</sup> The goal was to build on its long history of supporting the communities in which it operates with a focus on addressing social challenges.

## Overcoming Challenges

Developing and implementing new projects is no small feat within any organization, but the FedEx Ground business model calls for different processes to increase the number and impact of certain sustainability

<sup>10</sup> FedEx. "Multiplying Opportunities." 2018 Global Citizens Report, April, 17, 2019, [http://csr.fedex.com/pdf/FedEx\\_2018\\_Global\\_Citizenship\\_Report.pdf](http://csr.fedex.com/pdf/FedEx_2018_Global_Citizenship_Report.pdf), accessed October 2, 2019. GCR 2018 pg. 9

<sup>11</sup> FedEx. "Multiplying Opportunities." 2019 Global Citizens Report, April 17, 2019, [http://csr.fedex.com/pdf/FedEx\\_GCR\\_FINAL\\_4.17.19\\_144dpi.pdf](http://csr.fedex.com/pdf/FedEx_GCR_FINAL_4.17.19_144dpi.pdf), accessed October 2, 2019.

<sup>12</sup> FedEx. "Multiplying Opportunities." 2019 Global Citizens Report, April 17, 2019, [http://csr.fedex.com/pdf/FedEx\\_GCR\\_FINAL\\_4.17.19\\_144dpi.pdf](http://csr.fedex.com/pdf/FedEx_GCR_FINAL_4.17.19_144dpi.pdf) accessed October 2, 2019.

measures. FedEx Ground contracts exclusively with 5,300 service provider businesses for all transportation, pickup and delivery services. Those businesses in turn employ and independently manage more than 105,000 drivers, managers and other staff to meet contractual agreements with FedEx Ground.

The Sustainability Department provides these service provider businesses information on the benefits of alternative fuels and alternative fuel vehicle options. However, decisions are ultimately and solely in the hands of each service provider, which may or may not view these opportunities as a current priority for their business.

To help guide its efforts, the FedEx Ground Sustainability Department focuses on four pillars that support sustainability, strategy, and communication. These four pillars – energy efficiency, alternative fuels, renewable energy, and waste and recycling – help to categorize initiatives and align strategic objectives.

A number of departments have efficiency built into their projects, but the degree of success depends on the timing of sustainability discoveries. As the Sustainability Department has grown, every now and then its team members have been able to gain some insight into additional environmental and social benefits. An opportunity area with this is that the sustainability professionals charged with finding performance improvements sometimes find out about them only after the project is completed, instead of at the beginning. Like most efforts to grow the visibility of the Sustainability Department, there is room to work on this.

The Sustainability Department’s critical success factors include communication and getting a seat at the table on larger projects. That ensures the department stays engaged and keeps sustainability on everyone’s radar. Other critical efforts involve tracking and compiling sustainability data related to other departments. This is where explicit and implicit Triple Bottom Line (TBL) focus areas can be mapped to the four sustainability pillars. Finding TBL impacts and grounded business cases enables the Sustainability Department to assist with justifying projects across the organization. These top priority, attention-grabbing projects – such as increasing the percentage of energy generated from renewables every year, modernizing facilities to help support the community, and promoting microgrids – are all integrally related to the Sustainability Department’s communicated goals. It helps when others in the enterprise know that sustainability aligns with strategic efforts.

The FedEx Ground Sustainability team is very data driven and purposefully involve engagement across locations. A key to making progress on all levels involves the use of metrics for each of the communications levels. The sustainability team pushes to have easily understandable numbers – for example, a bronze



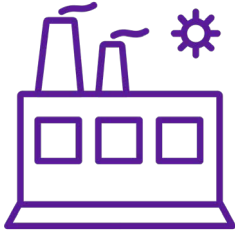
The FedEx Ground Sustainability Department focuses on four pillars: energy efficiency, alternative fuels, renewable energy, and waste and recycling.

level facility saves this much in money and energy – and it can use these metrics and costs savings to sell improvement projects to other FedEx Ground locations.

## Delivering Results

### Renewable Energy

---



With the use of Power Purchase Agreements (PPAs), the team has successfully installed solar energy systems at a number of facilities. PPAs are financial agreements in which a developer arranges for the design, permitting, financing, and installation of a solar energy system at little to no initial cost and then sells energy generated by the system to the purchaser at a fixed yearly cost over the contract period. Utility incentives, rate savings, geographic location, and facility size and ownership are data points the sustainability team then uses to determine where and when to install additional solar systems.

### Energy Efficiency

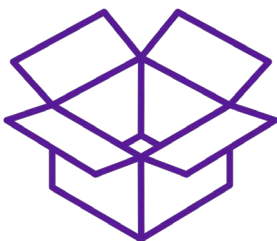
---



FedEx Ground also takes advantage of programs with utility vendors to complete lighting retrofit/building energy-efficiency projects through negotiated utility pricing and no upfront capital investment. Programs like these provide an incentive to undertake LED lighting retrofit projects, and they provide the benefit of shared savings with utility companies. Costs of efficiency projects are factored into the monthly bill during the agreed upon term of the agreement. The projects reduce energy use, resulting in a more effective load profile for the utility system and reduced energy costs for FedEx Ground. What's more, at the conclusion of the contract period, FedEx Ground retains ownership of the installed equipment, demonstrating the ongoing strategic benefits of such sustainability programs.

### Waste Reduction and Recycling

---



Waste reduction is an area of perpetual improvement. Perhaps more than any other area in sustainability, waste reduction benefits from advancements in data collection and analysis. Rather than working from data collected from a single building and vendor, FedEx Ground can now synthesize information from all FedEx Ground facilities and can organize operations and offerings based on data points collected from various waste and recycling vendors. The Sustainability Department is currently working with external vendors to consolidate services, improving decisions and practices on the local and national levels.

### Engagement

---



Operationally, the FedEx Ground Sustainability team focuses on efficiency, lowering costs, and lessening waste - and people at every level of the organization play a part in finding these opportunities. To this end, engagement programs are in place to solicit process-level insights and suggestions. For example, the EarthSmart Champion Program was created to promote and support the sustainability strategy and vision at each sortation facility. Goals of the program include increased sustainability

awareness, employee engagement at the facility and district levels, standardized sustainability practices, and employee development opportunities. EarthSmart champions represent each facility, and each geographical district has a champion managing direct results. One of the champion's main responsibilities is to lead sustainability efforts at their facility and to complete the EarthSmart Building Checklist for their buildings to become certified at the Bronze, Silver, or Gold level. Each facility's certification level factors in to FedEx Ground's selection of the most sustainable district, awarded annually.

Each year around Earth Day, FedEx Ground celebrates its environmental performance through Ground Green Week, during which nearly 1,500 sustainability-related events are held company-wide. The EarthSmart Champion Program, building certifications, annual awards, and celebratory week all help to communicate sustainability efforts, engage employees, and promote internal performance across the company.

FedEx Ground's internal infrastructure and team engagement are key components supporting the company's sustainability efforts. With so many employees to engage in sustainability progress, bottom-up efforts are as essential as top-down initiatives. That's why the Sustainability Department puts such emphasis on encouraging employees to be part of identifying and adopting sustainable practices, from package handlers to the CEO.

## Collaboration

---



The FedEx Ground Sustainability Department enjoys dynamic relationships with many other businesses in the larger FedEx environment. At the corporate level, the FedEx Enterprise Sustainability Council (FESC) is responsible for setting and implementing our company-wide sustainability strategy and administering our CSR materiality assessments. Our Chief Sustainability Officer chairs the FESC and also oversees enterprise-wide Sustainability Impact Teams (SITs) for global vehicles, facilities, air operations, customer solutions, EarthSmart, data/reporting, and sourcing that allow our operating companies to share synergies, ideas, and innovations.

Each of the four FedEx operating companies – FedEx Express, FedEx Ground, FedEx Freight, and FedEx Services – works simultaneously on three levels. First, they operate independently by focusing on their independent networks to meet distinct customer needs. Second, they compete collectively as one brand worldwide and speak with one voice. Finally, they manage collaboratively to sustain loyal relationships with the workforce, customers, and investors across platforms.

In this way, FedEx Corporation offers integrated business solutions across operating companies generating total revenues of \$70 billion.<sup>13</sup> The significance of the operating companies is that FedEx can provide a broad portfolio of services (transportation, e-commerce, business services, etc.) because each operating company is expert at providing a specific service to address customer needs.

<sup>13</sup>FedEx. 2019 10-K [http://s1.q4cdn.com/714383399/files/doc\\_financials/quarterly/2019/FedEx-FY2019-10K.pdf](http://s1.q4cdn.com/714383399/files/doc_financials/quarterly/2019/FedEx-FY2019-10K.pdf), accessed November 14, 2019.

## Partnering for Sustainability Leadership

In 2014, FedEx Ground enrolled in the Sustainable Pittsburgh Challenge, which provided a platform for employee engagement and resulted in a first-place finish in the large business category. Teams of employees at the FedEx Ground headquarters volunteered to take on the competition action items. Local and national partnerships have grown out of these efforts with the Arbor Day Foundation, the National Fish and Wildlife Association, Grow Pittsburgh, Grounded (formerly GTECH), Pittsburgh Parks Conservancy, and the Green Building Alliance.

FedEx Ground sponsors Grow Pittsburgh's Urban Farmers in Training Program and its Urban Farm Apprenticeship, in which Grow Pittsburgh works with the Braddock Youth Project to employ teens for the Urban Farmers in Training Program. Each summer, six teens are hired at Braddock Farms for eight weeks of hands-on training, gaining experience in all aspects of farm work. For many, this is their first job, and it helps support their families. The main goals of the program are to teach the teens to grow food, develop cooking skills, learn about their place in the food system, and build leadership and public speaking skills. The teens leave the program with a sense of community connection and knowledge of how their actions affect the environment.

Through the Urban Apprenticeship program, Grow Pittsburgh hires four seasonal apprentices each year who work on Braddock Farms, learning about seasonal growing. The program trains young adults ages 18 to 25 in all aspects of urban agriculture and food production. These youths also engage in weekly field trips to local farms, restaurants, and community organizations to better understand the food industry, environment, and social justice with the goal of gaining food-related entrepreneurship skills. The program runs from April through October, approximately 20 hours per week, to allow participants also to be employed or enrolled in school elsewhere. The Urban Farm Apprenticeship is seen as a stepping stone from the Urban Farmers in Training and is geared towards helping individuals overcome barriers to better employment options. Since its inception, the program has trained and graduated 37 young adults.



FedEx Ground engages with other organizations to find solutions to sustainability issues locally and regionally. But its vision and collaboration extend beyond.



Materiality is a driving force in the measurement and management of sustainability. The first sustainability materiality assessment at FedEx was completed in 2014.

FedEx Ground also works with Grounded to reclaim underutilized spaces (e.g., vacant lots) and turn them into thriving places everyone can enjoy, creating vibrant community spaces and environmental solutions out of formerly abandoned parcels of land in southwestern Pennsylvania. Through this collaboration, FedEx Ground was able to assist in building a community garden and greenhouse for Operation Better Block's Junior Green Corp in Homewood along the Pittsburgh Marathon route. The garden features, built by FedEx Ground and Grounded, provide youth with environmentally focused educational activities, supporting the Junior Green

“At FedEx Ground every operation and decision is made with safety and environmental sustainability in mind. The sustainable solutions provided not only increase efficiency and reduce costs, but they also continue our efforts to reduce our environmental impact within the communities where we live and work. As a transportation leader, we are also leading the efforts to provide innovative sustainable solutions that will revolutionize the industry.”

— **Lonnie Mattison**, Manager, Sustainability, FedEx Ground

Corp's sustainability programming. In 2016, FedEx Ground provided Grounded with funds to establish the FedEx Ground Impact Award, which recognizes environmental projects that exhibit significant scope, connectivity, and community engagement in the Pittsburgh region. Most recently, a Sustaining Momentum Ambassador of the South Side Slopes ReClaim South Program was awarded the fund for his beautification project at the Bandi Schaum Trailhead.

In 2017, FedEx Ground also supported Grounded's Green Stormwater Infrastructure (GSI) program, which addresses stormwater runoff and overflow environmental issues in the Pittsburgh region. GSI engages, educates, and demonstrates how green infrastructure is a viable solution to this problem. FedEx Ground employees volunteered in Brighton Heights, a Northside neighborhood, to build a rain garden, wildflower meadow, and other green infrastructure features at Riverview Manor. This site

reduces stormwater runoff and overflows in a critical area, while also beautifying a public space used by the senior citizens living at Riverview Manor.

FedEx Ground has also joined with Green Building Alliance to sponsor the Inspire Speaker Series. The Inspire Speaker Series is a sequence of lectures that brings innovative thinking on sustainability topics to Pittsburgh, with the goal of inspiring and motivating citizens and leaders to think more boldly about what is possible for our region. The series features nationally renowned thought leaders from various sustainability fields, as well as local experts who share their experiences of promoting environmental quality, social equity, and economic vitality in western Pennsylvania.

In 2018, FedEx supported the Pittsburgh Parks Conservancy's McKinley Park restoration project. The park has been a gathering place for the communities of Beltzhoover, Knoxville, Bon Air, and Allentown since the 1870s, but is in desperate need of investment. Through the sponsorship, the Pittsburgh Parks Conservancy and the city of Pittsburgh will restore and upgrade the "Chicken Hill" section of the Park with the assistance of a local contractor. FedEx Ground employee volunteers assisted in completion of the park restoration in the spring of 2019.

As can be seen from these examples, FedEx Ground is willing to become involved with opportunities and innovative ways to engage other organizations to find solutions to sustainability issues locally and regionally. But its vision and collaboration extend beyond.

The Ethical Corporation's international recognition of the team's efforts provides an external stamp of validity to FedEx's sustainability efforts. The EarthSmart Champion Program received recognition as an Ethical Corporation Responsible Business Awards finalist in 2017 for Employee Engagement of the Year category.<sup>14</sup> Other international and national accolades include spots in the Forbes 500 List,<sup>15</sup> the Solar Energy Industry Association (SEIA) Solar Ranking list,<sup>16</sup> and Forbes 2018 Best workplace for millennials.<sup>17</sup>

## Connecting Future Goals to Societal Challenges

Materiality is a driving force in the measurement and management of sustainability to help overcome common challenges around business models, energy efficiency, data analytics, and communication of change management efforts. The first sustainability materiality assessment at FedEx was completed in 2014.

In 2016, FedEx sought additional input from external stakeholders through a survey and roundtable engagement session with industry groups, customers, investors, sustainability experts, nonprofits, and government agencies. Engaging these external stakeholders, as well as internal team members, to identify the key issues that affect the business, enables the organization to not only manage associated risks but also capitalize on potential opportunities. For example, the process of soliciting stakeholder feedback confirmed that emissions from the transportation fleet and operations are among the greatest areas of impact.

<sup>14</sup> "Press Release: Finalists for the international Responsible Business Awards have been revealed." Ethical Corp.com, July 19, 2017, <http://www.ethicalcorp.com/press-release-finalists-international-responsible-business-awards-have-been-revealed>, accessed 10/8/2019.

<sup>15</sup> Fortune. "Fortune 500: FedEx." Fortune.com, <http://fortune.com/fortune500/fedex/>, accessed October 8, 2019.

<sup>16</sup> SEIA. "Solar Means Business 2017: Tracking Corporate Solar Adoption in the U.S." SEIA.com, <https://www.seia.org/research-resources/solar-means-business-2017>, accessed October 8, 2019.

<sup>17</sup> FedEx Newsroom. "FedEx Named to Fortune Magazine's 2018 Best Workplaces for Millennials List," June 26, 2018, <https://about.fedex.com/newsroom/fedex-named-to-fortune-magazines-2018-best-workplaces-for-millennials-list/>, accessed October 8 2019.

## Get Started

### Take the Next Step Toward Sustainability

#### Work with Duquesne University's MBA Sustainable Business Practices Program

The Duquesne University MBA Sustainable Business Practices Program welcomes the opportunity to work with organizations across Western Pennsylvania on projects related to sustainable business. This top-ranked program provides a transformational experience in just one year, incorporating live projects as a required part of the curriculum. Experiential learning opportunities encourage project partners and students to challenge assumptions and conventional thinking. By partnering with the program, together the team will:

- Learn how to integrate sustainability in all dimensions of business
- Develop innovative solutions for organizations with hands-on consulting projects that incorporate an integrated bottom line considering economic, environmental and social performance
- Advance your project with student teams and faculty research

The program starts in late May of each year (summer semester) with a full-time, daytime curriculum embodying the United Nations' Principles for Responsible Management Education (PRME).

#### Contact the MBA Sustainable Business Practices Program

Please reach out to us to help you and your organization with a sustainability project:

**Dr. Karen Donovan**

Associate Dean of Graduate Programs and Executive Education

[donovan6@duq.edu](mailto:donovan6@duq.edu)

[duq.edu/academics/schools/business/corporate-and-community-partnerships](http://duq.edu/academics/schools/business/corporate-and-community-partnerships)





## Engage with Sustainable Pittsburgh

Sustainable Pittsburgh envisions a thriving region where stakeholders are connected, sustainability knowledge is shared and applied, and all people can succeed. To realize this vision, the organization is working with hundreds of organizations across sectors on a range of projects to advance policy, share expertise, and strategically build professional networks that advance collective impact. Together, these business and community leaders are committing to sustainability progress.

### How does your workplace fare when it comes to sustainability?

Take a quick and confidential review to find out. Doing so will help identify opportunities for growth and connect you to a network of resources and tools. Anyone can complete the survey, be it a member of the C-Suite or a workplace sustainability advocate.

Visit [CEOsForSustainability.org](https://CEOsForSustainability.org) now to access the survey and see how your organization stacks up.

### Become a member

Join Sustainable Pittsburgh as a member and you'll be the first to know about exciting news, updates, events, and more happening in the greater Pittsburgh region. With membership opportunities for individuals, professionals, organizations, and students, it is easy to support the work of Sustainable Pittsburgh.

Learn more at [SustainablePittsburgh.org/Donate](https://SustainablePittsburgh.org/Donate)



# Contact Us

## Duquesne University

Palumbo-Donahue Graduate School of Business

703A Rockwell Hall

600 Forbes Avenue

Pittsburgh, PA 15282

Phone: 412-396-6276

Email: [Grad-bus@duq.edu](mailto:Grad-bus@duq.edu)

Web: [duq.edu/academics/schools/business](http://duq.edu/academics/schools/business)

## Sustainable Pittsburgh

307 Fourth Avenue, Suite 1500

Pittsburgh, PA 15222

Phone: 412-258-6642

Email: [info@sustainablepittsburgh.org](mailto:info@sustainablepittsburgh.org)

Web: [SustainablePittsburgh.org](http://SustainablePittsburgh.org)



**SUSTAINABLE PITTSBURGH**

Our Region. Our Resources. Our Future.



**DUQUESNE  
UNIVERSITY**