



## **Carbon Footprint Governance Council Charter**

### **Overview:**

The Carbon Footprint Governance Council (CFGC) is organized to enable Blue Cross Blue Shield of Massachusetts to reach our environmental stewardship goals of Carbon Neutrality and Zero Waste by 2030. This strategic initiative mitigates climate change impacts through effective carbon management and reduction strategies, aligning with regulatory, environmental, and social demands, and positioning us as leaders in corporate environmental stewardship.

### **COMMITTEE GOAL/MISSION:**

Leaders across the organization, whose roles directly influence our environmental objectives, collaborate to guide and standardize our carbon footprint management efforts, ensuring alignment with our dual 2030 goals of Carbon Neutrality and Zero Waste.

Through its three focused workgroups, the Carbon Footprint Governance Council is actively developing roadmaps, policies, and projects that aim to create an enduring environmental legacy. These efforts cultivate pride among our members, employees, and communities and are a testament to our commitment to sustainability.

The council's dedication extends to aligning its objectives with broader environmental frameworks, such as the 2040 Electrify Hingham roadmap, the 2050 Massachusetts Decarbonization roadmap, and the NCQA environmental quality framework for payors. This strategic alignment ensures coherence in our sustainability pursuits, reinforcing both local and national commitments.

This integrated approach not only drives us towards our environmental goals but also positions Blue Cross Blue Shield of Massachusetts as a leader in environmental stewardship and sustainability.

### **COMMITTEE PURPOSE:**

The committee's purpose is to ensure responsible carbon management and reduction strategies. The focus is on using reliable energy information to evaluate efficiency strategies, ensuring the best return on investment, and minimizing waste while regenerating natural systems. The committee coordinates and oversees efforts to integrate sustainable practices across departments, enhancing operational efficiency and cost-effectiveness. It facilitates resource allocation, monitors progress, and incorporates sustainable practices into RFP development and vendor evaluations, thereby driving down costs and ensuring procurement aligns with our environmental goals.

### **Operating Guidelines:**

The operating guidelines for the Carbon Footprint Governance Council at Blue Cross Blue Shield of Massachusetts provide a structured framework for efficient and effective committee operations, covering aspects such as membership, leadership roles, and meeting protocols.

- **Membership:**



## Carbon Footprint Governance Council Charter

- The council comprises leaders across the organization whose roles directly influence our environmental objectives. Membership is reviewed annually to ensure the inclusion of diverse perspectives and expertise relevant to our sustainability goals.
- **Working Group co-chairs:**
  - The council is led by designated working group co-chairs responsible for steering meetings, setting agendas, and ensuring alignment with strategic objectives.
- **Meeting Frequency:**
  - The council holds an annual meeting to review overarching strategies and align long-term goals. Additionally, three focused workgroups meet quarterly to drive specific initiatives related to Carbon Neutrality, Zero Waste, and Risk and Resilience.
- **Meeting Structure:**
  - Meetings are structured to include progress updates, strategic discussions, and decision-making sessions. Agendas are prepared in advance by the Associate Director of Climate and Health Resilience in collaboration with Working Group co-chairs.

**EXECUTIVE SPONSOR(s):** Jay McQuaide

**CHAIR(s):**

Associate Director of Climate and Health Resilience: Austin Crumpton

Carbon Neutrality Co-Chairs: Jeff Bellows, Jim Linehan

Zero Waste Chair: Debrah Kiernan

Risk and Resilience Co-Chairs: Nagatna Joseph, Jennifer Read

**MEMBERSHIP:**

Voting Members			
Name	Title	Department	Responsibilities
Krystle Thompson	Real Estate & Design Project Manager	Real Estate Design & Planning	Carbon Neutrality Working Group
Louise Nguyen	Financial Analyst II	Corporate Real Estate Adm Svcs	Carbon Neutrality Working Group



## Carbon Footprint Governance Council Charter

Voting Members			
Name	Title	Department	Responsibilities
Daylana Ervin-Parker	Director of Budget & Supplier Inclusion	Corporate Budgeting	Carbon Neutrality Working Group
John Lombard	Sr. Director, Budget and Procurement	Financial Services Management	Carbon Neutrality Working Group
Brett Jackson	Real Estate Finance Manager	Corporate Real Estate Adm Svcs	Carbon Neutrality Working Group
Tamie Davidson	Corporate Citizenship and Events Management Consultant	BlueCrew Civic Engagement	Carbon Neutrality Working Group
Matthew West	Construction Manager	Real Estate Design & Planning	Carbon Neutrality Working Group
John Harrington	Facilities Manager	Facilities Mgmt & Ops	Zero Waste Working Group
Jesus Rivera	Director, Real Estate & Design	Real Estate Design & Planning	Zero Waste Working Group
Michael McCormack	Enterprise Manager Corporate Hospitality	Corporate Hospitality Services	Zero Waste Working Group
Mary McCarron	Facilities Sr. Project Manager	Corporate Real Estate Adm Svcs	Zero Waste Working Group
Kevin Pappone	CHS Supervisor	Corporate Hospitality Services	Zero Waste Working Group



## Carbon Footprint Governance Council Charter

Voting Members			
Name	Title	Department	Responsibilities
Stephen Dion	Client Relationship Consultant – Labor	Labor Affairs Sales	Risk and Resilience Working Group
Don Kyne	Director, Safety & Security Ops	Safety & Security Operations	Risk and Resilience Working Group
Carolyn Jose	Program Manager, Information Risk	Audit & Risk Management	Risk and Resilience Working Group
Eileen Alexopoulos	Sr. Director, Health Equity	Perf Measurement Improvement	Risk and Resilience Working Group
Michelle Courton Brown	Chief Talent Equity Officer	People Team	Risk and Resilience Working Group
Michael Katzman	Government Legislative Affairs – Associate Director	Government Affairs	Risk and Resilience Working Group
Sara Clay	Business Continuity Analyst	Business Continuity	Risk and Resilience Working Group
David Handy	Sr. Consultant, Business Continuity	Business Continuity	Risk and Resilience Working Group
Michael Buckley	Sr. Manager – Communications	Corporate Communications	Risk and Resilience Working Group



## Carbon Footprint Governance Council Charter

Membership will be reviewed and updated no less than annually by the Associate Director of Climate and Health Resilience as well as Working Group co-chairs.

### **MEETINGS:**

#### **Meeting Cadence:**

- Working Groups meet quarterly to focus on their specific areas such as Carbon Neutrality, Zero Waste, and Risk and Resilience.
- The entire Carbon Footprint Governance Council convenes annually to review overarching strategies and align on long-term goals.

#### **Meeting Times and Locations:**

- Meetings occur within the first 4 weeks of each quarter and are conducted virtually to accommodate all participants.
- The annual council meeting is held in December at the Boston headquarters, providing an opportunity for in-person collaboration.

#### **Description of Meeting Activities:**

- Working Group meetings involve detailed discussions on progress, challenges, and action plans specific to their focus areas.
- The annual council meeting reviews the collective progress, sets strategic priorities, and integrates feedback from all stakeholders.

#### **Agenda Creation:**

- The Associate Director of Climate and Health Resilience in coordination with working group co-chairs is responsible for creating meeting agendas and ensuring it aligns with the council's strategic objectives.
- The annual meeting agenda is crafted by the Associate Director of Climate and Health Resilience with input from all Working Group co-chairs.

#### **Recording of Meeting Activities:**

- The Sustainability Analyst is responsible for recording activities during both Working Group and annual council meetings, ensuring thorough documentation of discussions and decisions.

#### **Responsibilities:**

#### **Development of Initiatives:**

Each initiative follows a structured agile process. The Associate Director of Climate and Health Resilience identifies requirements and projects supporting our goals, presenting them at quarterly

## Carbon Footprint Governance Council Charter

Working Group meetings. Initiatives are designed collaboratively, with feedback from the Associate Ambassador group, and refined for Executive Champion review. Initiatives requiring further approval are carefully considered to optimize ECS time and resources. See Figure 1 outlining the process.



6

**Figure 1:** Agile Initiative Approach of the Carbon Footprint Governance Council

### The CFGC develops and manages:

- Environmental Stewardship Principles and Policies
- Annual Responsible Environmental Stewardship Plan (RESP)
- Sustainability Maturity Assessment
- Working Group Roadmaps

These efforts are crucial in embedding sustainability into the organization's fabric, contributing to cost reductions through resource-efficient practices and strategic vendor partnerships.

### OBJECTIVES:

The Carbon Footprint Governance Council at Blue Cross Blue Shield of Massachusetts is dedicated to aligning its dual 2030 environmental stewardship objectives of Carbon Neutrality and Zero Waste with broader environmental frameworks, such as the 2040 Electrify Hingham roadmap, the 2050 Massachusetts Decarbonization roadmap, and the NCQA environmental quality framework for payors. This alignment ensures both local and national coherence in our pursuit of sustainability.

The council develops and manages the Environmental Stewardship Principles and Policies, the Annual Responsible Environmental Stewardship Plan (RESP), and the Sustainability Program Maturity Assessment ensuring all align with external environmental frameworks and internal feasibility measures. These efforts reinforce our role as responsible stewards of the environment while delivering cost-effective solutions.



## Carbon Footprint Governance Council Charter

### Workgroup Focus:

- **Carbon Neutrality Workgroup:** Uses reliable energy information to evaluate strategies for efficiency, ensuring optimal ROI while making progress toward carbon neutrality.
- **Zero Waste Workgroup:** Implement and align reporting systems with policy requirements and vendor RFPs to effectively monitor water usage and waste. Develop innovative strategies to minimize waste and promote sustainability.
- **Risk & Resilience Workgroup:** Focuses on aligning with community needs and developing strategies that support our carbon neutrality and zero waste goals. This workgroup integrates efforts with labor and municipal priorities to ensure resilience and compliance, while addressing the impact of external weather and regulatory risk.

### DECISION-MAKING:

The Carbon Footprint Governance Council follows a structured decision-making process (Figure 1) aligned with our Environmental Stewardship Principles and Policies.

- **Agile Initiative Development:** Decisions are made using an agile approach, ensuring flexibility and responsiveness to changes. Initiatives are developed through collaboration within working groups, incorporating feedback from stakeholders like the Associate Ambassador group.
- **Scope of Authority:** The council has the authority to approve decisions related to carbon and waste goals, provided they align with established financial and operational guardrails. This includes evaluating project feasibility, resource allocation, and alignment with the organization's strategic objectives.
- **Escalation Procedure:** For decisions that exceed the council's authority or involve significant financial implications, initiatives are escalated to the Executive Champion for preliminary review. If further approval is required, such initiatives are then prepared for discussion with the ESG Executive Steering Committee (ESC). The ESC is engaged selectively, ensuring their time is utilized appropriately given the challenging environment.

This framework ensures that decision-making is both efficient and aligned with our environmental and business objectives, allowing for timely adaptation and strategic alignment.

### EXPECTED OUTCOMES:

The Carbon Footprint Governance Council at Blue Cross Blue Shield of Massachusetts is focused on achieving measurable progress and demonstrating sustainability leadership to internal and external stakeholders. The expected outcomes include:

- **Annual Objectives for Working Groups:**



## Carbon Footprint Governance Council Charter

- Working groups co-develop annual objectives by the Associate Director of Climate and Health Resilience during the December annual in person Carbon Footprint Governance Council meeting to support our 2030 goals and enhance our sustainability initiatives.
- **Deliverables:**
  - Working Groups initiatives are developed into Roadmaps by Q1, and then an annual strategy by Q2.
  - These efforts are aligned to 2030 goals through the completion the Responsible Environmental Stewardship Plan (RESP) by the end of Q4 and reviewed during the December annual in person Carbon Footprint Governance Council meeting.
  - Progress on accomplishments is documented in the Annual Impact Report and Quarterly Progress Reporting.
- **Metrics for Measuring Progress:**
  - **Carbon Footprint Reduction:** Quantifying reductions in greenhouse gas emissions.
  - **Resource Efficiency:** Monitoring decreases in energy, water usage, and waste generation.
  - **Certification:** Pursuing and identifying requirements of certifications from LEED, WELL, and TRUE.
  - **Stakeholder Engagement:** Evaluating feedback through surveys and engagement metrics.
  - **Regulatory Compliance:** Ensuring alignment with environmental regulations.
  - **Sustainability Maturity Assessment:** This assessment evaluates progress, identifies gaps, and ensures continuous improvement.
- **Competitive Objectives:**
  - Strengthening competitiveness in the marketplace by demonstrating sustainability leadership within sales RFPs, leveraging our environmental achievements to differentiate ourselves among payors.

### REPORTING STRUCTURE OF COMMITTEE:

The Carbon Footprint Governance Council at Blue Cross Blue Shield of Massachusetts has a robust reporting structure to ensure transparency and strategic alignment with both internal and external benchmarks:

- **Annual Impact Report:**
  - Managed by the ESG Executive Steering Committee (ESC), this report captures the annual progress of our environmental initiatives and is shared with key stakeholders.
- **Responsible Environmental Stewardship Plan:**



## Carbon Footprint Governance Council Charter

- Managed by the Associate Director of Climate and Health Resilience, this report outlines strategic frameworks for achieving our 2030 goals of Carbon Neutrality and Zero Waste, including robust governance structures, principles, and policies. It also details our monitoring approach for Net Zero Carbon (NZC) progress, alongside comprehensive plans for carbon neutrality and zero waste initiatives.
  - **2030 Goal Progress**
  - **Governance Structures**
  - **Principles and Policies**
  - **Monitoring Approach (NZC Overview)**
  - **Carbon Neutrality Plan**
  - **Zero Waste Plan**
- **Quarterly Reporting:**
  - Progress is reported quarterly to the Executive Leadership Team through the Quarterly Progress Reporting process.
  - Updates are provided during quarterly working group meetings and the annual Carbon Footprint Governance Council meeting.
- **Sustainability Maturity Assessment:**
  - This annual assessment is used to review and benchmark our progress within the Massachusetts healthcare sector, evaluating growth and maturity within our sustainability program.
- **Additional Reporting Outlets:**
  - Progress and strategic updates are included in the corporate fact sheet and reflected in board reporting.
  - Strategy reports are specifically provided to the Executive Sponsor and the CEO to ensure leadership is informed and aligned with the council's objectives.

### **CONFIDENTIALITY**

In conducting its business, members of the Committee will take special care, consistent with the Company's Code of Ethics and Conduct (the Blueprint) to protect the confidentiality of sensitive information it receives.

### **CONFLICTS OF INTEREST**

Committee members will promptly disclose any conflict of interest they may have with respect to any matter to be discussed by the Committee.

### **POLICIES:**



## Carbon Footprint Governance Council Charter

The Carbon Footprint Governance Council at Blue Cross Blue Shield of Massachusetts is responsible for the oversight and implementation of the **Environmental Stewardship Principles and Policies**. This policy framework was developed through a rank choice voting process involving a quorum of council members. It draws on both local and national strategic plans, ensuring alignment with broader environmental goals and standards. The policy was crafted with inputs from the 2040 Electrify Hingham roadmap, the 2050 Massachusetts Decarbonization roadmap, and the NCQA environmental quality framework for payors. This comprehensive approach ensures that our policies are informed by the latest standards and best practices in environmental stewardship.

**ANNUAL REVIEW:** The Committee Charter will be reviewed and updated annually, and when significant changes occur such as leadership changes, changes in focus to respond to revised corporate priorities, changes in reporting, changes in decision making authority and/or structure, and/or responding to external changes such as regulatory updates.

**Document Information:** [Version control and record of annual review and updates.]

**REVISION HISTORY:**

Version	Date	Revision Summary
1	4_23_25	Initial Charter

**DOCUMENT OWNER:**

Name	Organization
Austin Crumpton	Associate Director of Climate and Health Resilience

**REVIEWERS:**

Name	Division	Versions