



ESG Executive Steering Committee Charter

Overview:

The Environmental, Social, and Governance (ESG) Executive Steering Committee is established to provide strategic oversight and leadership for the organization's ESG initiatives. This committee supports the company's commitment to responsible business practices, environmental stewardship, social impact, and effective governance. The committee aligns ESG efforts with corporate strategic goals and addresses stakeholder expectations regarding sustainable business practices.

Committee Goal/Mission:

The ESG Executive Steering Committee's mission is to integrate environmental, social, and governance considerations into the organization's strategy, operations, and culture. The committee champions initiatives that create sustainable value for all stakeholders while advancing the company's reputation as a responsible corporate citizen.

Committee Purpose:

The ESG Executive Steering Committee will:

- Establish and oversee the implementation of the organization's ESG strategy
- Review and approve ESG goals, initiatives, and policies
- Monitor performance against established ESG targets and metrics
- Ensure alignment between ESG initiatives and business objectives
- Provide regular strategy reports to the Board on health equity, inclusion and belonging, reputation, sustainability, supplier engagement, impact investing, community investments, and civic engagement

Operating Guidelines:

EXECUTIVE SPONSOR and CHAIR:

Jay McQuaide, SVP and Chief Communications & Citizenship Officer

MEMBERSHIP:

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Voting Members			
Name	Title	Department	Responsibilities
Mark Friedberg	SVP	Performance Measurement & Improvement	Oversee measurement frameworks and improvement initiatives related to ESG goals
Ruby Kam	EVP and Chief Financial Officer	Finance	Provide financial oversight for ESG initiatives and impact investing
Jay McQuaide	SVP and Chief Communications & Citizenship Officer	Communications & Citizenship	Chair the committee and lead communication strategies for ESG initiatives
Don Savory	SVP and Chief Legal Officer	Legal	Ensure legal compliance and governance aspects of ESG initiatives
Dawn Perry	SVP	Audit and Risk Management and Senior Counsel M&A	Manage risk assessment for ESG initiatives and compliance
Candice Reddy	CEO Chief of Staff and Senior Vice President	GRA	Coordinate ESG initiatives with CEO priorities and organizational strategy
Jeff Bellows	VP	Corporate Citizenship & Public Affairs	Leads overall ESG efforts for the company as well as the day-to-day management of the ESG Workgroup

Membership will be reviewed and updated on an as needed basis and no less than annually by the Committee Chair.

MEETINGS:

The ESG Executive Steering Committee will meet quarterly, with additional meetings scheduled as needed. Meetings will typically be held in person with virtual options available. The Chair will distribute agendas a few days prior to each meeting.



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The frequency of the meetings will be reviewed on a yearly basis. Committee members are expected to attend all meetings but may be represented by an appropriate replacement in their absence.

Responsibilities:

OBJECTIVES:

The ESG Executive Steering Committee's scope of responsibilities includes:

- Setting strategic direction for ESG initiatives
- Reviewing and approving ESG policies, goals, and targets
- Allocating resources to support ESG initiatives
- Monitoring and reporting on ESG performance metrics
- Ensuring alignment with regulatory requirements and industry standards
- Responding to ESG-related risks and opportunities

The committee will not directly manage the day-to-day implementation of ESG programs, which remains the responsibility of the ESG Workgroup and other relevant functional areas.

Decision-Making:

Decisions will be made by the majority vote among voting members, with the Chair holding the deciding vote in case of a tie. The committee has authority to approve ESG initiatives that:

- Align with the overall corporate strategy
- Fall within approved annual budget allocations
- Do not require significant operational changes without executive leadership approval

Decisions requiring new budget allocations, significant changes to corporate policy, or actions with potential material impact on business operations must be escalated to the Executive Leadership Team (Senior Staff) and/or Board of Directors as appropriate.

EXPECTED OUTCOMES:

The committee will oversee:

- Annual ESG strategy and implementation plan
- Updates on ESG initiatives and metrics when needed
- Annual ESG report for internal and external stakeholders
- Recommendations for ESG-related policies and programs
- Board-level briefings on ESG strategy and performance



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Progress will be measured through:

- Achievement of established ESG goals and targets
- Integration of ESG considerations into business processes
- Stakeholder feedback and engagement metrics
- ESG ratings and rankings improvement over time
- Employee engagement in ESG initiatives

REPORTING STRUCTURE OF COMMITTEE:

The ESG Executive Steering Committee will report any significant advancements or other related activities to the Executive Leadership Team (Senior Staff) on an as needed bases and will provide an annual update to the Board of Directors. The Chair will prepare and present these reports with input from committee members.

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:

The committee is responsible for oversight of the following policies:

- Environmental Sustainability Policy
- Community Investment Policy
- Employee Volunteer Policy
- Supplier Inclusion Policy
- ESG Disclosure and Reporting Policy
- Impact Investment Policy

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:

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REVISION HISTORY:

Version	Date	Revision Summary
1.0	April 29, 2025	Updated Committee Charter

DOCUMENT OWNER:

Name	Organization
Jay McQuaide	Communications & Citizenship

REVIEWERS:

Name	Division	Versions
Don Savory	Legal	
Dawn Perry	Audit and Risk Management	
Ruby Kam	Finance	
Candice Reddy	GRA	
Jeff Bellows	Citizenship & Public Affairs	