



MASSACHUSETTS

2019

CORPORATE CITIZENSHIP REPORT



OUR MISSION

At Blue Cross we are deeply committed to helping our members and all Massachusetts residents lead healthier lives. We believe in a holistic approach to health. By addressing the interconnectedness of healthy eating, active lifestyles and healthy environments, our goal is to influence behavior change and make a lasting impact on every person we reach.

Dear neighbors,

At Blue Cross, we're proud to play a vital role in improving the health of our state's residents and our communities. In our core business and through our ongoing community investments, our success is grounded in innovation and collaboration.

Tackling complicated community health challenges requires new approaches that address the interconnectedness of healthy eating, physical activity and healthy environments. We partner with community organizations across the state to find long-term solutions that advance healthy living.

2019 was our most active and successful year to date. We invested nearly \$8.1 million through grants and in-kind services; we engaged 86% of our colleagues in more than 28,000 hours of volunteer service; and we made significant strides to mitigate our own environmental footprint.

Yet, our greatest accomplishments were the meaningful partnerships we forged with our not-for-profit partners across Massachusetts. Together, we:

- Strengthened and grew our Dot Rx healthy living prescription initiative and introduced a high-impact grant program to help launch and scale innovative programs that improve access to nutritious meals, physical activity and healthy environments.
- Developed new partnerships to combat systemic issues such as food insecurity and food waste.
- Deepened our relationships with existing partners by lending the skills and talents of our employees through strategic volunteer service.

Additionally, we've aligned our work with the United Nation's Sustainable Development Goals to highlight our commitment to responsible stewardship of the environment as we work to achieve a healthier and more sustainable future for all of us.

We are grateful to our community partners and Blue Cross employees for all the time, energy and new ideas they have contributed to our efforts.

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Jeff Bellows

Vice President

Corporate Citizenship & Public Affairs



2019 IMPACT HIGHLIGHTS

Community Investments



\$8.1M

in corporate
contributions to
478 not-for-profits



\$3.8M

in Blue Cross Blue Shield
of Massachusetts
Foundation grants to
80 community
organizations



\$671K

given by employees
to MA not-for-profits
and the Foundation's
Catalyst Fund

Employee Volunteerism



3,194

employee volunteers
(**86%** of employees)



285

service projects



28.5K

volunteer hours



\$1.02M

value of service

Employee Leadership in the Community



77%

of executive leadership on not-for-profit boards



750

employees received 1,266 hours of civic engagement training

Environmental Sustainability

In support of our 2020 sustainability goals, we've reduced the company's environmental impact since 2010.



40%

reduced waste



49%

reduced electricity



63%

reduced paper



16%

reduced water

STRATEGY AND APPROACH

FOCUS ON HEALTHY LIVING

We believe in a holistic approach to health. By addressing the interconnectedness of healthy eating, active lifestyles and positive environments, our goal is to influence behavior change and make a lasting impact on every person we reach.



HEALTHY EATING

We support programs and initiatives that promote a balanced diet.

ACTIVE LIFESTYLES

We're focused on helping Massachusetts residents become physically active.

HEALTHY ENVIRONMENTS

We believe in protecting and championing positive natural and built environments.



SUSTAINABLE DEVELOPMENT GOALS



Our support of the United Nation's Sustainable Development Goals

In 2015, the United Nations officially introduced its 17 Sustainable Development Goals (SDGs) to transform our world and "leave no one behind" by 2030. The goals were adopted by 193 nations, and the UN has called for broad-based support of the SDGs, including active involvement by the private sector.

At Blue Cross Blue Shield of Massachusetts, we are committed to the relentless pursuit of quality, affordable health care with an unparalleled consumer experience. We are proud to support the SDGs and align our business operations and community partnerships to improve public health and sustainable development.

Achieving good health and well-being is integral to all 17 of the goals, however as a Massachusetts-based health insurance company our work is most closely aligned with Goals 2, 3 and 12.



Goal 2

ZERO HUNGER

Partnered with Project Bread and Massachusetts Farm to School to ensure all students have access to locally sourced nutritious breakfasts at school without stigma.

Helped scale the Healthy Food Where You Live mobile farmers markets to bring produce from local farms to communities with limited access to grocery stores in Amherst and the twelve towns in the Hilltown region.

Provided match funds for customers using SNAP/EBT/HIP benefits at the Amherst Farmers Market to purchase additional fresh produce.

Partnered with Food For Free to expand its Family Meals program, which provides free, nutritious heat-and-go meals to food insecure college students.

Committed to locally sourcing 75% of the food served in our offices.



Goal 3

GOOD HEALTH AND WELL-BEING

Launched a pilot program to provide opioid-reversing “toolkits” – containing two nasal spray doses of naloxone along with instructions – directly to employers.

Helped expand Drug Story Theater’s innovative, evidence-based, peer-to-peer treatment and prevention programming from 17 school districts to 60 across the Commonwealth.

Developed the Alternative Quality Contract, which became a blueprint for national payment innovations and has slowed the rate of health care spending growth by nearly 12% while improving patient care from 2009-2017.

Offered reduced-rate health care costs to employees with salaries less than \$70,000.

Partnered with East Boston Air Coalition to create a national model to improve air quality in communities with high levels of ultrafine particles (UFPs).



Goal 12

RESPONSIBLE CONSUMPTION AND PRODUCTION

Reduced our waste to landfill by 31% and paper consumption by 55% with a 2010 baseline.

Committed to become a zero-waste organization.

Converted our food service ware to compostable and recyclable.

Hosted a company-wide electronic waste drive for employees to safely recycle unwanted personal and home electronics.



OUR STRATEGY

We seek to advance healthy living across Massachusetts through a three-pronged strategy; fast-tracking innovative programs, convening leaders to share ideas that drive change and supporting healthy living programs through our financial investments and volunteer support.

THE HEALTHY LIVING ACCELERATOR

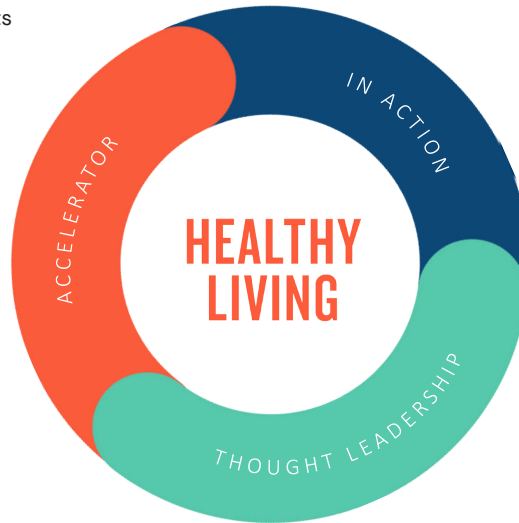
Accelerating advances in healthy living through a dual track program. All participants in the Accelerator receive funding, training + facilitation, pro-bono support + networking opportunities.

• Track 1: The Collaborative

- Multi-year funding, training, facilitation and pro-bono support
- Multiple (typically up to 5) organizations are invited to convene around a promising idea or model in a specific community

• Track 2: The Network + Grants

- 1 year of funding, training and pro-bono support
- Individual organizations apply for support to jumpstart a new idea or scale an existing model



HEALTHY LIVING IN ACTION

Leveraging our financial investments and volunteer resources to support organizations that are focused on healthy living.

- Volunteer support from our employees including, Service Day, Skills-Based Volunteering and BlueCrew projects
- Investments in not-for-profits to support healthy living programming
- Strategic collaborations with towns across the state focused on addressing unique community health challenges
- Internal sustainability and wellness efforts

HEALTHY LIVING THOUGHT LEADERSHIP

Driving change by convening stakeholders and sharing insights and promising practices around healthy living innovation.

- Forums in communities across MA on important health topics
- Advocacy work supporting health advancements

THE HEALTHY LIVING ACCELERATOR






THE COLLABORATIVE

Maintaining good health can be challenging, especially for busy families who face financial strain and the need to balance childcare with the demands of a hectic work schedule. Three years ago, we launched an accelerator strategy to help speed up the development of innovative healthy living solutions that address these common barriers and promote easy access to affordable, nutritious food and safe, convenient recreational opportunities.

We started with Dot Rx, a collaborative “prescription for healthy living” program available to Dorchester residents who receive care at Codman Square Health Center. With a Dot Rx prescription from their clinician, families can connect to a peer coach and take advantage of free or low-cost experiences that promote healthier lives, including opportunities to eat healthy, get outside and be active. In addition to the health center, local collaborators include Daily Table, the Dorchester YMCA, Healthworks Community Fitness, Outdoors Rx (a program of the Appalachian Mountain Club) and Union Capital Boston. So far, providers have written 517 prescriptions engaging 150 families.





In 2019, as it became clear that Dot Rx was a valuable, sustainable resource for the community, we provided Codman Square Health Center with a grant to hire a full-time program manager to take over all day-to-day responsibilities such as oversight, provider reporting and coach referrals. We also began to explore whether the model could be replicated with a second collaboration in another neighborhood. That led us to discussions with city health officials and the leadership team at East Boston Neighborhood Health Center. With more than 300,000 primary care patient visits per year, they are among the largest community health centers in the country, and their Pediatrics Department cares for almost every child living in East Boston.

While East Boston's lower-income residents face the same barriers to healthy living as those in Codman Square, the community is also unique: it is geographically separated from the rest of the city and unusually diverse – economically, racially, linguistically and culturally. We are collaborating with the East Boston Neighborhood Health Center to support their patient referral program and the development of a new community resource and wellness center. Similar to our Dot Rx experience, we will provide pro-bono consulting around community partner collaboration and program development and will help fund start up costs for the collaboration.





THE NETWORK AND GRANTS

A second major piece of our accelerator strategy is to provide funding assistance for unique and innovative programs and initiatives that advance the health of Massachusetts residents.

In 2019, we introduced a new grant program that awards a total of \$500,000 to five not-for-profits to help them launch a new program or scale an existing model that improves access to nutritious meals, fitness opportunities and healthy environments for communities across Massachusetts. In addition to the financial support, we provide ongoing skill-building and pro-bono support to help these organizations successfully carry out their initiatives.

2019 HEALTHY LIVING GRANTS



FOOD FOR FREE

Food For Free will expand its Family Meals program, which takes leftover prepared food from corporate, university and hospital dining services and turns it into tasty, balanced, single-serving meals for college students who can't afford nutritious food. An additional 1,000 to 2,000 students at Roxbury Community College, University of Massachusetts Boston, North Shore Community College and Massachusetts College of Art will be served.



OLD COLONY YMCA

Old Colony YMCA will launch Y on the Fly, a mobile van that will bring the YMCA's traditional opportunities for learning, physical activity and healthy eating into the neighborhoods of Brockton, Stoughton and Taunton where recreational opportunities are limited. Kids and their families will have access to physical activity and nutrition education, including help preparing a healthy snack at no cost.



EAST BOSTON AIR PARTNERS

East Boston Air Partners will develop a model for community involvement in improving air quality in neighborhoods with high levels of ultrafine particles (UFPs). Attention will be focused on raising awareness about the sources and effects of UFPs and other pollutants, and equipping residents with strategies to reduce their exposure.



COLLABORATIVE FOR EDUCATIONAL SERVICES

Collaborative for Educational Services will expand its Healthy Food Where You Live mobile farmers' market program to reach residents in parts of Amherst and 12 other communities in western Massachusetts. The program brings produce from local farms to communities with limited access to grocery stores, and allows low-income residents to receive significant financial relief under the SNAP (food stamps) incentive program.



MASSACHUSETTS FARM TO SCHOOL

Massachusetts Farm to School will offer technical services for an innovative pilot program in Salem and Webster schools aimed at increasing student participation and improving the nutritional value of food served in the state-mandated Breakfast After the Bell program. Results from the pilot will be used to inform and create a tool kit that can be shared with schools state-wide.

THOUGHT LEADERSHIP





LAST YEAR, 1 IN 11 MASSACHUSETTS RESIDENTS DIDN'T HAVE ENOUGH TO EAT.

At the same time, more than a million tons of edible food was discarded, making up a quarter of our state's total waste stream. In addition, up to 20% of what is grown at local farms remains in the ground at the end of the harvest season. To help address these longstanding systemic challenges, we have partnered with not-for-profit organizations working to prevent waste and make locally sourced, nutritious meals available to those most in need.

Our focus starts with ensuring students across Massachusetts have access to healthy meals. In 2019, we partnered with Project Bread and Massachusetts Farm to School to support Breakfast After the Bell, a program that has been shown to increase participation in school breakfast programs by serving them in the classroom instead of before school. In Massachusetts, more than 450,000 students qualify for free or reduced-price breakfasts, but only 37% of them take advantage of the program.



Our collaboration with Project Bread and the Massachusetts Chapter of the American Federation of Teachers provides grants to help school districts introduce changes that increase participation in their breakfast programs, and to celebrate and support teacher champions who have shown exceptional dedication to helping students meet their nutritional needs both in school and at home. Massachusetts Farm to School works with districts' food service departments to improve the quality of school meals by connecting them with produce from local farms and helps them develop menus that are easy to prepare and popular with students.

We are also supporting organizations that are at the forefront of reducing food waste. In 2019, we provided grant aid and volunteer support to Boston Area Gleaners, a unique organization that fills a critical gap in the food system by working with over 50 farms to provide hunger-relief programs across Massachusetts with 820,000 pounds of fresh, high-quality produce that would otherwise be plowed under.

We also partnered with Food For Free to redirect excess food from university, corporate and hospital cafeterias to students in our state's community colleges by helping to expand their Family Meals program. According to the U.S. Government Accountability Office, the nationwide incidence of food insecurity among college students is estimated at above 30%. This initiative repackages food into individual frozen meals for students and families who may not have the means to afford or prepare a good meal. Through our support, Food For Free will be able to reach 1,000-2,000 more community college students.

**HEALTHY
LIVING
IN ACTION**



WE BELIEVE THAT MEANINGFUL PARTNERSHIPS REQUIRE MORE THAN JUST WRITING A CHECK.

We pride ourselves in being invested in the missions of the community organizations we support and strive to create multifaceted partnerships that leverage our corporate resources and the skills and energy of our associates.

One example is our support of Camp Harbor View, a national model for introducing teens to the joys of being outdoors in a healthy environment. Each year, Camp Harbor View enrolls 900 youth from Boston's underserved neighborhoods in their summer camp, at no cost to the families, and offers a leadership development and summer jobs program for 100 other teens. In addition to classic summer camp fun and games, each camper also experiences a wide variety of activities designed to build confidence, encourage creativity, and develop leadership skills.

In 2019, more than 80 Blue Cross associates supported Camp Harbor View through volunteer events, event participation and board leadership. On September 20, during our ninth annual company-wide Service Day, 30 volunteers took a ferry across Boston Harbor to help clean, organize and prepare the camp for winter. Camp Harbor View has been a Service Day partner since 2013 and has engaged more than 415 employees in 3,330 hours of meaningful volunteer service. On November 15, 50 Blue Cross associates also participated in Camp Harbor View's annual Citython 5K, a road race from the Boston Common down Commonwealth Ave that raises critical funds to support year-round programming.





We were delighted to match our 13th annual William C. Van Faasen Community Service Sabbatical Fellow, Colleen McLaughlin, with Camp Harbor View. The sabbatical, our company's pinnacle volunteer opportunity, gives one Blue Cross employee the opportunity to work full-time for six months at a not-for-profit organization to support a critical business need. Colleen, a training specialist in operations, kicked off her sabbatical in November and will be working on a needs assessment, content development, and process recommendations for new-employee onboarding.

In addition to volunteer support, Blue Cross partners with Camp Harbor View by investing in their programs giving children and teens unique opportunities to succeed. Since 2017, Blue Cross has been a major funder of the Leader in Training program, supporting 40 students annually. Through the program, each participant is paired with an advisor who helps them navigate high school and explore post-secondary plans. The students are also given a paid summer job at Camp Harbor View, acting as a junior camp counselors and peer mentors to campers.

SUPPORTING COMMUNITIES ACROSS MASSACHUSETTS



From Pittsfield to Sandwich we're passionate about healthy living. We partner with community leaders across the Commonwealth to identify, deliver and support programming that promotes public health and well-being. We pride ourselves as true partners to cities and towns as we work to connect people with as many opportunities as possible to eat well, exercise and enjoy the outdoors in their communities.

PARTNERSHIP HIGHLIGHTS



PITTSFIELD

Partnered with the vibrant teen-run Downtown Pittsfield Farmers Market to offer free yoga classes and healthy cooking demos from regional chefs.



AMHERST

Helped double school breakfast participation in the Amherst-Pelham Regional School District through our support of the pilot launch of Breakfast After the Bell.



SPRINGFIELD

Launched a three-year sponsorship of the Springfield YMCA's Active Older Adults Program that provides low-impact cardio and seated strength classes to Springfield seniors.



WORCESTER

Provided healthy living opportunities for Worcester residents through our three-year sponsorship of the inaugural Summer Fitness Series and volunteers built raised garden beds at the Worcester Senior Center.



LOWELL

Partnered with the City of Lowell to launch an inaugural summer park fitness series and accompanying sun safety education as part of the re-opening of the beloved Kerouac Park.



ATTLEBORO

Helped expand BOKS to all public Attleboro Elementary Schools, giving more than 2,000 kids the opportunity to participate in morning fitness and wellness programming linked to increased academic concentration and fewer disciplinary incidents.



SALEM

Enhanced the Salem Bike Share in partnership with the City of Salem and Salem State University to offer year-round operations and expand the fleet to 80 bikes and 16 stations.



GREATER BOSTON

Partnered with the City of Boston and the Rose Kennedy Greenway to provide free outdoor fitness classes across 19 different Boston neighborhoods for more than 20,000 residents.



SOUTHCOAST

Built a bocce ball court, mud run course and flower beds to encourage outdoor activity at the YMCA branches in Wareham and Dartmouth during our annual Service Day.



SANDWICH

Improved the walking trails for campers to easily explore at the YMCA Cape Cod's Camp Lyndon during our annual Service Day.



MAKING BIKE-SHARING ACCESSIBLE FOR RESIDENTS ACROSS GREATER BOSTON

In 2019, we made significant strides towards our goal of making biking a healthy and environmentally friendly travel option for all by adding 54 Bluebikes stations across Boston, Brookline, Cambridge, Everett and Somerville including funding four stations near community healthy centers. We also hosted free ride days on July 4 and Election Day to promote bike riding to the polls. To date, the Bluebikes system has logged 2.3 million trips, 33% ahead of the previous year and has 25,000 active members, 29% year over year growth.

ENGAGING OUR ASSOCIATES

VOLUNTEERING

In 2019, 3,194 associates (86%) of the company volunteered in the community in one of our 285 company-organized service projects. In total we provided 141 not-for-profit partners 28,000 hours of volunteer service, a value of over \$1 million.

Highlights include:

- Celebrated National Volunteer Week in April by partnering with our eight Employee Resource Groups to engage 245 associates in 12 BlueCrew volunteer projects resulting in a contribution of \$11,470 to our community partners in one week.
- 71 employees participated in our second annual Bring Your Child to Work & Volunteer Day to support Playworks and Message of Hope.
- Employees donated more than \$30,000 worth of clothing, toys and household items through our partnership with Donni, a system for collecting and tracking in-kind giving.

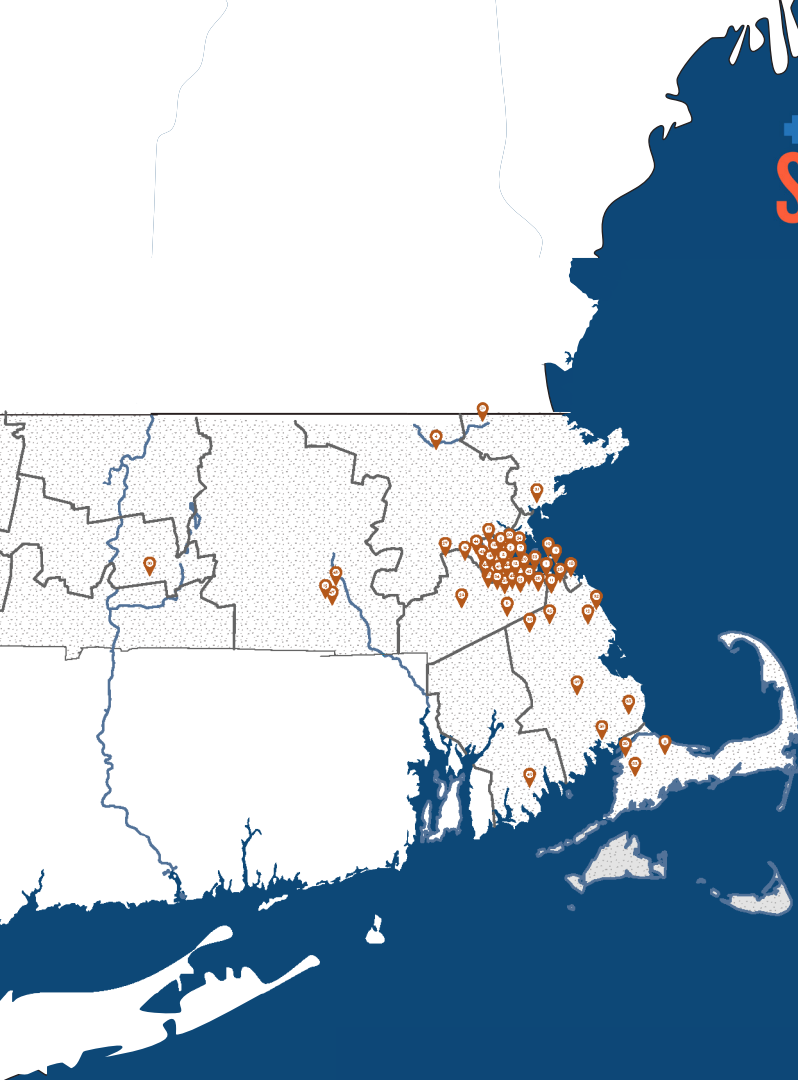




BLUE CROSS BLUE SHIELD OF MASSACHUSETTS

Service Day 2019 Locations

One Day | 3,000 Volunteers | 52 Projects | 36 Town and Communities



- ① Boston Harbor Now
- ② Boston Home
- ③ Boston Scores
- ④ Boys & Girls Club of Greater Lowell
- ⑤ Boys & Girls Clubs of Boston
- ⑥ Brockton VA - VHA Boston
- ⑦ Camp Harbor View
- ⑧ Cape Cod YMCA
- ⑨ Catholic Charities
- ⑩ Community Servings
- ⑪ Cradles to Crayons (Hingham Onsite)
- ⑫ Cradles to Crayons (Quincy Onsite)
- ⑬ Crossroads
- ⑭ Girl Scouts of Eastern MA
- ⑮ Girls Inc. of Worcester
- ⑯ Greater Boston Food Bank
- ⑰ Greenroots
- ⑱ Holly Hill Farm
- ⑲ Hull Lifesaving Museum
- ⑳ Joined Forces
- ㉑ MA Coalition for the Homeless
- ㉒ MA Military Support Foundation
- ㉓ Magical Moon Foundation
- ㉔ Mass Audubon
- ㉕ May Institute
- ㉖ Message of Hope Foundation
- ㉗ Old Colony YMCA (Middleboro)
- ㉘ Old Colony YMCA (Plymouth)
- ㉙ Old Colony YMCA (Stoughton)
- ㉚ Pine Street Inn
- ㉛ Playworks
- ㉜ Project Just Because
- ㉝ Room to Grow
- ㉞ Save the Harbor Save the Bay
- ㉟ South Shore YMCA
- ㊱ Stars
- ㊲ The Food Project
- ㊳ The Trustees
- ㊴ Thompson Island Outward Bound Education Center
- ㊵ United South End Settlements
- ㊶ United Way (Boston Onsite)
- ㊷ Urban Farming Institute
- ㊸ VietAID
- ㊹ West End House
- ㊺ Wonderfund (Cambridge)
- ㊻ Wonderfund (Worcester)
- ㊼ Worcester Senior Center
- ㊽ YMCA of Greater Boston
- ㊾ YMCA Southcoast (Dartmouth)
- ㊿ YMCA Southcoast (Wareham)
- 1 Youthbuild
- 2 Zoo New England

SERVICE DAY

On September 20, 3,000 Blue Cross associates volunteered to support 52 service projects in 36 towns and communities across the state. Projects focused on improving the health of children and families such as creating new outdoor play spaces for children to stay active, harvesting fresh produce to donate to local food pantries and cleaning beaches and clearing trails to improve access to green space. In addition to volunteer support, each Service Day not-for-profit partner also received a \$5,000 grant for materials to assist in their efforts. These grants, coupled with the 20,000 volunteer hours contributed, brought the total 2019 community contribution on Service Day to more than \$1.2 million. Since its inception in 2011, Blue Cross has made more than \$8 million in community contributions on this annual day of service.





EXCELLENCE IN SERVICE

Every May we celebrate our colleagues who embody our core values of inclusion, compassion, leadership and community service at our Excellence in Service Awards. This year, Laura Stout, was awarded the company's top honor for her contributions to improving the opportunities for individuals with disabilities at Blue Cross and in our communities.

COMMUNITY SERVICE SABBATICAL

Our 13th annual Service Sabbatical Fellow, Colleen McLaughlin, a training specialist in operations, spent six months working full-time with Camp Harbor View developing an onboarding program, which included a needs assessment, content development and process recommendations for the organization's new employees.





YOU GIVE BLUE

Our colleagues are passionate about supporting our communities. Each year, through our two-week employee giving campaign, employees have the opportunity to double their impact through our company's matching gift program. In 2019, 49% of the company made a contribution. With the company match, the overall total amount raised exceeded \$1.3 million.

BOARD MATCHING AND TRAINING

Blue Cross leaders are encouraged to share their expertise and leadership as a member of a not-for-profit board. With the support of professional training from the Arts and Business Council and one-on-one matching support from our Corporate Citizenship team, 77% of Blue Cross executive leaders and 53% of management currently serve on not-for-profit boards providing valuable skills and insights to our community partners.

SUSTAINABILITY


ADVANCING SUSTAINABILITY AND ENVIRONMENTAL HEALTH

We believe that environmental health is essential to personal wellbeing and the health of our communities. Our business practices are guided by a commitment to responsible stewardship of the environment, and our building, operating, purchasing and investment policies are designed to have a positive social and environmental impact, especially in diverse and underserved local communities.

Five years ago, we established an ambitious list of 2020 goals focused on reducing the environmental impact of our operations while extending our reach outside of our walls to improve the environmental health of our communities and to lend our voice to local and national advocacy issues. To date, we have exceeded four of our six goals: we have reduced our greenhouse emissions by 34%, our paper use by 63%, our waste sent to landfills by 40% and our water use by 16%. We are making steady progress in increasing the amount of local food served in our cafeterias and eliminating toxic chemicals from our workplaces. We are now developing 2025 goals in collaboration with business leaders across the company, defining metrics and setting targets that align sustainability principles with our business priorities.







Our company is part of a larger business ecosystem that is responsible for driving change. That's why we have aligned our work with the United Nations' Sustainable Development Goals for 2030. The UN has called for broad-based support, including active involvement by the private sector, and we can confidently say that all three pillars of our healthy living strategy – healthy eating, active lifestyles and access to healthy environments – reflect our commitment to doing our part.

Blue Cross employees are leading in sustainability and environmental health in multiple ways. In 2019, we launched a weekly community-supported agriculture program with onsite farmers markets featuring produce from Stone Soup Farm in Hadley and Langwater Farm in Easton. For employees interested in growing their own produce, we host corporate community gardens, now in their fifth year. We also offered monthly gardening workshops hosted by our community partner, The Trustees, providing tips and techniques for novice gardeners as well as advanced techniques in regenerative and organic agriculture. Last year, more than 150 employees planted, nurtured and harvested plots in our Hingham and Quincy company gardens from May through October, producing more than 5,000 pounds of fresh vegetables and herbs.

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PROGRESS TOWARDS OUR 2020 SUSTAINABILITY GOALS

CLIMATE & AIR

We believe that climate change is one of our biggest public health issues and improving air quality will help reduce asthma rates, and lung, heart and other diseases.

Goal

Reduce greenhouse gas emissions by 30%

Progress

Reduced greenhouse gas emissions by 34%

- Committed to making our workspaces as sustainable and efficient as possible. Our Boston headquarters is LEED Platinum certified and was the largest LEED Platinum project in New England when it was built in 2015 and the 12th largest project in the United States. The space features 100% LED lighting, 100% motion-censored lights, 100% Energy Star rated equipment and 96% of workspaces have daylight views. Our Hingham office is LEED Silver certified and our Quincy office is LEED certified.
- Sponsored five community solar farms which enable residents and businesses in the Blackstone Valley and throughout the National Grid territory of Southeastern MA to lower their electricity costs and help reduce carbon emissions. In 2017, we purchased 2.6 Megawatts of solar net metering credits which has led to a 6,300 metric ton reduction of carbon emissions – equivalent to taking 1,328 cars off the road.
- Installed electric vehicle charging stations at all of our buildings.
- Promoted bike riding as a sustainable mode of transportation throughout Metro-Boston through our sponsorship of the BlueBikes program. In 2019, we increased bike ridership by 29%, reaching 25,000 active members and 2.3 million trips.



NATURAL RESOURCES

We believe that regional ecosystems and community access to green and blue space are critical to our health and our economy.

Goal

Reduce paper use by 50%, waste to landfill by 30% and water use by 10%

Progress

Reduced paper use by 63%, waste to landfill by 40% and water use by 16%

Waste

- Partnered with our dining facilities vendor to ensure that most of our serving dishes and cups are compostable and that all other serving utensils and containers are recyclable.
- Reduced waste by introducing cutlery dispenser that distributes utensils one at a time for hygienic dispensing.
- Educated employees on how to avoid contaminating waste streams through visual displays above the trash, recycle and compost bins in all our cafeterias and kitchenettes.
- Hosted our second annual electronic waste drive. During our two-week drive, employees brought in 5,778 lbs. of unused personal electronics to be safely recycled.

Water

- Reduced water use 40% by installing low-flow plumbing fixtures.
- Installed a water capture feature in our Hingham office that re-uses rainwater within the facility.
- Installed reverse osmosis filtered water in all kitchenettes and conference rooms.

FOOD

We believe healthy food systems support environmental sustainability, local agriculture and human health.

Goal

75% of food served sourced sustainably

Progress

Setting more defined goals, currently 19% of spend goes toward local products

- Realized that our definition of “sourced sustainably” was not well-defined. We are working with our dining services team to create clearer guidelines that will be included in our 2025 goals.
- Served 100% antibiotic-free ground beef and poultry, cage-free eggs, hormone-free milk and trans fat-free food in our cafeterias.
- Partnered with The Trustees to create and manage a corporate garden program at our Hingham and Quincy offices. Now in its fifth year, in 2019, 150 participating employees grew more than 30 different kinds of vegetables, fruits, herbs and flowers featuring nearly 100 different plant varieties. Their hard work and dedication resulted in 4,200 pounds of produce with a value of almost \$15,000.
- Launched a community supported agriculture (CSA) program to all associates in the Boston, Hingham and Quincy offices, which supplied employees with weekly organic produce grown in Western Massachusetts. Also partnered with local farms to host weekly farmers markets at our offices with locally grown, organic produce.
- Celebrated National Food Day through a communication campaign and tabling events focused on informing employees about the benefits of buying antibiotic-free meat.







CHEMICALS

We believe products and materials found in our offices, schools and homes should be free of pollutants and toxic chemicals.

Goal

Workplace 100% free of toxic chemicals

Progress

Setting more defined goals, 100% of Boston office is free of flame retardants

- Committed that our office furniture be 100% free of flame-retardant chemicals. Our Boston office is already 100% free and we planned upgrades to our Hingham and Quincy offices to new 100% free furniture.
- Installed a “living wall” in our Boston office to improve air quality and cognitive function.
- Added chemical reduction language to our vendor requests for proposals.
- Educated our employees how to reduce their exposure and keep toxic chemicals out of the environment through a series of internal communication articles with helpful tips.
- Convened business professionals to learn about sourcing and implementing healthier and safer products through our event “Healthier Products, Healthier People” in partnership with the Harvard Office for Sustainability, Boston Medical Center, the Environmental League of Massachusetts and the Toxic Use Reduction Institute.
- Partnered with Silent Spring Institute to promote a research study evaluating how to best illustrate personal exposure to environmental chemicals.

BLUE CROSS BLUE SHIELD OF MASSACHUSETTS FOUNDATION

Established in 2001 with an initial endowment from Blue Cross Blue Shield of Massachusetts, the mission of the Foundation is to expand access to health care for low-income and vulnerable people in the Commonwealth. It is an independently governed, not-for-profit organization that supports the expansion of health care access through research, policy work, learning communities and grants to community organizations. Since 2001, the Blue Cross Blue Shield of Massachusetts Foundation has invested more than \$66 million in grants to the community. Its publications serve as vital resources for policymakers and health care stakeholders across the state and country, and it regularly convenes leaders for information dissemination and impartial and thoughtful public discussion. The key focus areas of the Foundation are promoting access to coverage and care, behavioral health services and social equity and health for low-income and vulnerable residents of the Commonwealth.

EXPANDING ACCESS TO BEHAVIORAL HEALTH URGENT CARE	STRENGTHENING THE VOICE FOR ACCESS	CONNECTING CONSUMERS WITH CARE	GOING BEYOND HEALTH CARE
\$1,200,000	\$715,000	\$625,000	\$225,000
Provides three-year implementation grants to build upon the Commonwealth's existing Emergency Services Program (ESP) system and collaborate with existing ESPs to expand access to immediate crisis stabilization and a community-based continuum of care that promotes treatment and recovery.	Provides two-year general operating grants to Massachusetts statewide health care policy and advocacy organizations to strengthen community-based policy activities, increase citizen participation in public policy development and promote collaboration on behalf of low-income and vulnerable populations.	Provides two-year grants to community-based organizations and health centers to assist low-income and vulnerable consumers with enrolling in publicly subsidized health insurance, decreasing rates of churn, and addressing post-enrollment issues to maximize access to care.	Provides two-year implementation grants to build the capacity and infrastructure for interdisciplinary teams, comprised of social service and health care organizations, to coordinate in addressing non-clinical and clinical needs for low-income and vulnerable populations.

POLICY & RESEARCH GRANTS	NICK LITTLEFIELD AWARD FOR EXCELLENCE IN COMMUNITY HEALTH	NETWORK OF CARE MASSACHUSETTS	SPECIAL INITIATIVES	CATALYST FUND
\$205,000	\$50,000	\$122,800	\$500,000	\$164,630
Supports research, evaluation and convenings that enhance the formation and advancement of public policy, and guide programs that align with the Foundation's strategic focus areas.	Provides a one-time, two-year award recognizing an organization making extraordinary contributions to children's health in honor of Mr. Littlefield's lifelong dedication to public health policy.	As part of a local funding collaborative, provides funding for the development and initial operating costs of a publicly available state-wide online database of behavioral health and social service resources.	Provides one-year grants for organizations undertaking innovative pilots and demonstration projects that expand access to health care for low-income consumers, align with strategic focus areas and promote synergies between grant making and policy initiatives.	Provides one-year, non-renewable grants to help community-based organizations strengthen their capacity to expand access to health care in Massachusetts.



MASSACHUSETTS

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