



MASSACHUSETTS



# 2020 CORPORATE CITIZENSHIP REPORT

Steadfast Support  
During Extraordinary Times



# OUR MISSION

At Blue Cross we are deeply committed to helping our members and all Massachusetts residents lead healthier lives. Central to achieving this mission is confronting and overcoming barriers to health equity and strengthening the solutions and actions that will propel us forward.

## Dear neighbors,

2020 will be remembered as a year defined by the COVID-19 pandemic's horrific impact on individuals, families and local economies, and by our nation's awakening to the trauma of racial injustice. It will also be remembered for inspiring stories of resilience, courage and generosity, as caregivers, frontline workers, nonprofit organizations and civic leaders rallied to meet the urgent needs of our communities.

At Blue Cross, we've seen firsthand the many innovative ways our nonprofit partners quickly adapted their operations and services in light of these public health emergencies, and we've been determined to do what we could to support their missions during these challenging times. We made our grant funding unrestricted so our community partners could have maximum flexibility in how they used the funds.

We created a COVID-19 rapid relief grant program to support essential frontline workers and protect higher-risk groups throughout the state. And, with our employees' interest in community service as strong as ever, we worked with our community partners to offer virtual volunteerism, and where possible, socially distanced in-person services to support their critical missions.

The tragic effects of COVID-19 have been especially acute in communities where longstanding, systemic racial and ethnic inequities have widened health disparities. While our company's long-term, healthy living strategy was designed to reduce disparities by improving access to healthy eating, physical activity and healthy environments, we knew we had to do more. Through discussion, collaboration and strategic planning that engaged scores of internal and external stakeholders, experts and leaders, we determined that our focus should not only be on healthy living, but on equity – prioritizing changes that improve opportunities and health outcomes for everyone.



A first step was to turn our 10th annual Service Day in September into a weeklong opportunity for reflection, learning and dialogue about racial justice and systemic barriers to health, as well as a service opportunity for some 2,800 participating employees. In November, we continued this work to build a more sustainable, inclusive and resilient future by launching a new \$350,000 Racial Equity and Justice Grant program to support Black, Indigenous and People of Color (BIPOC) led nonprofit organizations addressing racial injustice in Massachusetts communities.

By year's end, Blue Cross had contributed more than \$12 million in financial, pro bono and in-kind support to our state's COVID-19 relief efforts, and our corporate citizenship and sustainability work was closely aligned with the company's commitment to racial equity, social justice and ending health disparities.

We're very grateful to our community partners for their collaboration during a very difficult year, and we look forward with optimism to much better days ahead.



**Jeff Bellows**

Vice President

Corporate Citizenship & Public Affairs





# 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.





# 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

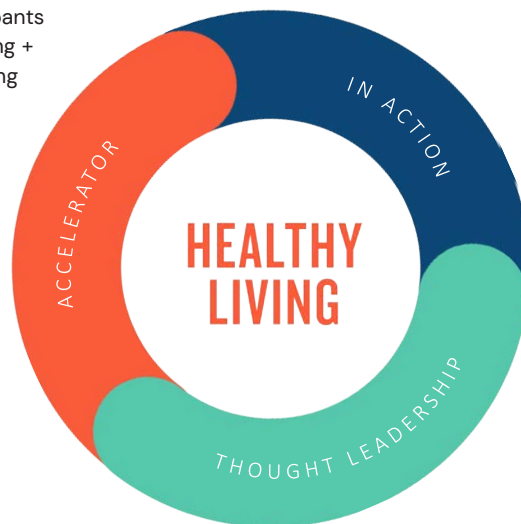
Accelerating advances in healthy living through a dual track program. All participants in the Accelerator receive funding, training + facilitation, pro bono support + networking opportunities

### • 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 jump-start 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 to not-for-profits to support healthy living programming
- Strategic collaborations in 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

# 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

Committed nearly \$600,000 to not-for-profits addressing the rising rate of food insecurity in communities across the state due to COVID-19.

Launched a Community and Employee Meal Program in partnership with our food service provider, FLIK, that brought back furloughed cafeteria staff while offices were closed to prepare nearly 140,000 healthy meals for families in need, valued at \$2.5M.

Utilized our company gardens to donate 3,000 lbs. of fresh, local produce to be used in our Community and Employee Meal Programs.

Partnered with Project Bread and their COVID-19 response efforts with the Department of Elementary and Secondary Education, schools and community partners to provide families with access to school meals while schools were closed during the pandemic.

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



## Goal 3

### GOOD HEALTH AND WELL-BEING

Waived cost share for all COVID-19 tests and treatment.

Provided a grant that allowed Health Care for All to hire two multi-lingual HelpLine Counselors, providing vital assistance to non-English speakers disproportionately affected by the COVID-19 pandemic.

Funded a 5-year study with Massachusetts General Hospital to support research for a promising treatment of diabetes.

Creating a national model with East Boston Air Coalition to improve airquality in communities with high levels of ultrafine particles (UFPs).



## Goal 12

### RESPONSIBLE CONSUMPTION AND PRODUCTION

Reduced our waste to landfill by 76% and paper consumption by 85% since 2010.

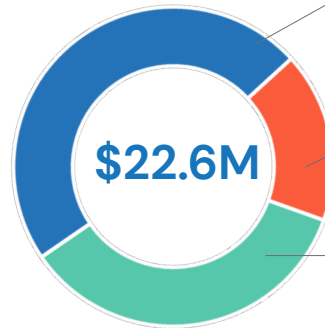
Committed to becoming a zero-waste organization.

Converted our food service ware to compostable and recyclable.

Hosted a company-wide electronic waste drive that enabled employees to safely recycle 727 lbs. of unwanted personal and home electronics.

# 2020 IMPACT HIGHLIGHTS

## Community Investments



**\$12.9M** out of \$22.6M went directly to COVID-19 relief

- **\$10.8M**  
in corporate contributions to **473** not-for-profits
- **\$3.9M**  
in BCBSMA Foundation grants to **94** community organizations
- **\$7.9M**  
in pro-bono and volunteer service

*Data reflects CY 2020*

*Data reflects CY 2020*

## Civic Engagement



**2,897**

employee  
volunteers



**56.4K**

volunteer hours



**226**

service projects



**\$682K**

donated by employees  
through our employee  
giving campaign

## Employee Leadership in the Community

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**74%**

of executive leaders  
serve on a not-for-  
profit board



**3,200**

employees received  
**6,128 hours** of civic  
engagement training

## Environmental Sustainability

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**31%**

reduction  
in water



**58%**

reduction  
in electricity



**76%**

reduction in  
waste to landfills



**85%**

reduction  
in paper



# COVID-19 RESPONSE

In response to this public health emergency, we swiftly adapted our programs and support to meet the urgent needs of the community at large.



# SUPPORTING PUBLIC HEALTH

We proudly mobilized our greatest resource – our talented and compassionate employees – on behalf of public health initiatives, while providing financial support to not-for-profits serving our most under-resourced communities.

## BOSTON HOPE COVID-19 FIELD HOSPITAL

When the city of Boston set up a 1,000-bed COVID-19 field hospital to help relieve the pressure on hospitals treating higher-risk patients, two dozen of our clinicians were part of the medical team. Blue Cross registered nurses and behavioral health care managers helped ensure that patients had the medications, supplies, caregiver support and access to nutritious food that they needed after they were discharged from the field hospital.





## CONTACT TRACING

We redeployed more than 100 of our skilled member and provider service employees as contact tracers for Massachusetts' first-in-the-nation COVID-19 Community Tracing Collaborative. Under the management of Partners in Health, a not-for-profit that is fighting the pandemic globally, contact tracers called Massachusetts residents who had been in close contact with people who tested positive for COVID-19 and counseled them on next steps. The addition of our highly trained and experienced service center staffers helped jump-start this vital public health initiative.

## COMMUNITY BLOOD DRIVES

*"This is a time people really need help and this feels like my time to pitch in."*

- Denise O'Brien, Blue Cross employee

The COVID-19 public health emergency forced the cancellation of many community and workplace blood drives, and blood donor centers had to reduce their capacity to adhere to social distancing guidelines. To help keep local hospitals well-supplied, we've partnered with the American Red Cross to host monthly public blood drives at our Quincy office. To date, these public drives have generated more than 200 units of blood that will benefit more than 650 patients in need.





## SUPPORTING NOT-FOR-PROFIT'S IMMEDIATE RELIEF EFFORTS

In 2020, Blue Cross and our Foundation contributed \$22.6 million to Massachusetts-based, not-for-profit organizations across the state in financial, pro bono and in-kind support, including \$12.9 million for COVID-19 relief efforts. We focused on supporting community members most affected by the COVID-19 health crisis, including essential frontline workers, such as healthcare workers, teachers, first responders and service workers, and higher-risk groups such as people experiencing homelessness, immigrant populations, people living with disabilities, children and seniors.



## IMMEDIATE RELIEF EFFORTS

In response to the COVID-19 pandemic, we committed to doing everything we could to help our not-for-profit partners during these challenging times. We immediately contributed \$550,000 to support COVID-19 relief efforts across Massachusetts, including the Massachusetts COVID-19 Relief Fund, Boston Resiliency Fund, United Way of Massachusetts Bay & Merrimack Valley, Greater Worcester Community Foundation, The Community Foundation of Western Massachusetts, The Community Foundation of Southeastern Massachusetts, and Berkshire Taconic Community Foundation.

In April, we announced that we would honor our sponsorships for events that were cancelled or that we historically funded. We also enabled our community partners to shift the funds we had earmarked for strategic initiatives to unrestricted funding allowing them to address their greatest needs.

## PARTNERSHIP HIGHLIGHTS

**Virtual Fitness** – Through our sponsorship of the Boston Parks Fitness Series, Recreation Worcester and the Esplanade, we helped our partners launch virtual fitness series that continued to engage community members of all ages in a variety of free health and wellness classes throughout the pandemic, such as virtual chair yoga, line dancing and salsa classes.

**Food for Free** – Our 2019 healthy living grant to support Food For Free's meal program in local community colleges was redirected to support their critical work to fill the gaps in Massachusetts' emergency food system, ensuring that families in need have access to fresh produce.

**Boys & Girls Clubs of Holyoke** – Boys & Girls Club of Greater Holyoke was one of the first emergency childcare sites that opened for children of essential workers when schools went remote. Blue Cross provided financial support to expand their Exempt Emergency Youth Programs to include full-day child care and learning pod programs for essential workers, as well as emergency food boxes and meals assistance.







Segundo

**EBECC Services**

- Accounting Services
- Accounting Classes
- Accounting Program
- Adult Learning Program
- Adult Learning Classes
- Adult Learning Registration

617-567-2750





## COVID-19 RAPID RESPONSE GRANTS

To help address the critical needs of our community partners, we committed \$555,000 in rapid response grants. In April, we distributed \$5,000–\$10,000 grants to 25 community organizations supporting essential and front-line organizations addressing food access, basic needs, and support to first responders, health care and retail workers. In September, the second round of grants awarded \$10,000 to 27 organizations primarily serving communities of color most affected by COVID-19, including regional foundations, community health centers and not-for-profits focused on addressing health disparities.





## AIDING THE FIGHT AGAINST RISING FOOD INSECURITY

Massachusetts residents faced the greatest increase in food insecurity in the country due to COVID-19. To support this growing need, Blue Cross contributed \$3.6 million of aid and essential food. We focused our giving to local organizations addressing the rising rate of food insecurity in communities across the state and launched our own Community Meal Program, leveraging employee support to prepare healthy meals to donate to community partners.

When more than 95% of our employees shifted to working remotely, we partnered with our service vendor, Flik, to bring cafeteria workers back to our empty kitchens so they could make healthy meals to donate. Since May, we have partnered with Lovin' Spoonfuls, Interfaith Social Services and the Weymouth Food Pantry to distribute more than 88,000 nutritious meals to local families affected by the economic aftermath of COVID-19. The program is slated to continue throughout the summer of 2021.



## STATEWIDE FOOD PANTRY SUPPORT

- ① Lovin' Spoonfuls
- ② Project Bread
- ③ West End House Boys & Girls Clubs
- ④ Our Neighbors Table
- ⑤ Amherst Survival Center
- ⑥ Hebron Food Pantry
- ⑦ The Charity Guild
- ⑧ Cambridge Community Center
- ⑨ One Chelsea Fund
- ⑩ Salvation Army Chelsea
- ⑪ Lorraine's Soup Kitchen and Pantry
- ⑫ Crossroads Family Center
- ⑬ Salesian Boys & Girls Club of East Boston
- ⑭ YMCA of East Boston
- ⑮ Community Servings
- ⑯ Epiphany School Pantry
- ⑰ Fresh Truck
- ⑱ Greater Boston Food Bank
- ⑲ Lifeboat Food Pantry
- ⑳ Metro Boston Alive
- ㉑ Saint Francis House
- ㉒ Violence in Boston
- ㉓ World Central Kitchen
- ㉔ Family Pantry of Cape Cod
- ㉕ Open Pantry of Greater Lowell
- ㉖ Lynn Community Care Fund
- ㉗ Bread of Life Food Pantry
- ㉘ Ellie Fund
- ㉙ Help United
- ㉚ Interfaith Social Services
- ㉛ Quincy Fund
- ㉜ Southwest Community Food Center
- ㉝ Salem Pantry
- ㉞ Food Bank of Western Massachusetts
- ㉟ Healthy Waltham
- ㊱ Waltham Community Day Center

# SUPPORTING LOCAL FOOD RELIEF ACROSS MASSACHUSETTS

Our financial assistance to food relief organizations across the state included:

- Increased support for Project Bread and their COVID-19 response efforts working with the Department of Elementary and Secondary Education and many schools and community partners to provide families with access to school meals while students are remote.
- Funded World Central Kitchen's Frontline Foods South Shore and Off Their Plate initiatives which provide hospital clinicians with food from local restaurants that have been affected by the COVID crisis.
- Partnered with food pantries such as Lorraine's Soup Kitchen and Pantry, which serves Greater Chicopee, and the One Chelsea Fund, which is providing critical support for community members who have been hardest hit by the pandemic.





## SUPPORT FOR TEACHERS

In an effort to support teachers and students during school re-openings and remote learning, Blue Cross contributed \$125,000 to the American Federation of Teachers and The Massachusetts Child, a charitable organization founded by Massachusetts Teachers Association members in 1996 to help students facing financial hardship. Through this support, teachers were able to purchase supplies including personal protective equipment and technology to facilitate online learning as well as necessities for students like hygiene materials and warm winter clothing.



WE

A POWERFUL SOURCE





## LAUNCHING OUR SECOND COLLABORATIVE

In 2020, we launched our second Healthy Living Collaborative with the East Boston Neighborhood Health Center (EBNHC). Building on the success and lessons learned from our first Collaborative, Dot Rx, we committed hundreds of hours of pro bono consulting services and facilitation and an initial investment of \$100,000 to help EBNHC expand and strengthen its newly opened Community Resource and Wellness Center – a hub for connecting East Boston residents to social services.

We kicked off the partnership at our Well-B Innovation Center for a half-day design thinking summit that convened 40 East Boston nonprofit leaders to explore opportunities to coordinate their collective resources and programming to best serve East Boston residents. When COVID-19 hit the East Boston community at higher rates and increased the demand for services, Blue Cross helped to lead collaboration between this network to share critical resources and communications. We also provided EBNHC with an additional \$70,000 in seed funding for emergency food distribution and to increase staffing at the Community Resource and Wellness Center.

Amid the pandemic, Blue Cross is committed to both supporting EBNHC's immediate needs and driving the long-term vision for collaboration across the East Boston partner network. We are currently working with EBNHC, Union Capital Boston, and key nonprofit partners to develop a new community ambassador role to connect more residents with critical resources and information.

# MOBILIZING AND ENGAGING EMPLOYEES

Our employees have always been passionate about improving the health of communities where they live and work. In response to the pandemic, many found creative new ways to support the needs of our not-for-profit partners.

## PERSONAL PROTECTIVE EQUIPMENT

***"I blew the dust off my sewing machine and started making masks!"***

– Cori Anderson, Blue Cross employee

During the early days of the pandemic, clinicians, caregivers and other essential workers struggled to find personal protective equipment. We helped fund the purchase of personal protective equipment for teachers and donated 1,600 N95 masks to The Boston Healthcare for the Homeless Program. Blue Cross employees also turned to their home sewing machines and 3D printers to make nearly 20,000 masks and face shields, including 3,000 for community hospitals.







## VIRTUAL VOLUNTEERISM

Each year, our employees traditionally volunteer tens of thousands of hours at more than a hundred not-for-profits across Massachusetts. When the pandemic hit, these organizations were facing greater demands than ever but had to limit the number of volunteers they could accommodate. We swiftly redesigned our approach to community service and worked with our community partners to design both virtual service projects engaging 79% of our colleagues in meaningful volunteer projects that colleagues could do from home and socially-distanced tasks for our volunteers to support in-person to help our not-for-profit partners safely and effectively fulfill their missions.

## A WEEK TO SERVE, LEARN, REFLECT AND IMAGINE

We reinvented our 10th annual company-wide service event to respond to the twin crises of COVID-19 and the country's reckoning on race, with an emphasis on employee education and engagement. Rather than the traditional day of service, we expanded our Service Day into a week-long opportunity for employee volunteers to not only serve our communities, but also to learn more about systemic barriers to health equity and the solutions that can move us forward. From September 21-25, nearly 2,800 Blue Cross employees volunteered in 65 virtual and in-person service projects and participated in educational sessions featuring leaders from not-for-profit, healthcare, and civic organizations focused on promoting health equity.





## **SABBATICAL FELLOWS HELP NOT-FOR-PROFIT PARTNERS PREPARE FOR SHIFT TO REMOTE WORKING**

Our 2019 and 2020 Community Service Sabbatical Fellows supported Camp Harbor View and The Trustees with technology and web-based projects that were critical to prepare these organizations to engage volunteers and train staff in a virtual setting.

Colleen McLaughlin, a training specialist in operations, wrapped up her six-month sabbatical with Camp Harbor view in February. During her deployment, she designed and implemented a new online onboarding training course for Camp Harbor View's summer staff which became essential in 2020 when in-person training was not possible due to COVID-19 restrictions.

Lori Sheehan from our human resources information systems, spent her sabbatical with The Trustees using her experience to help the organization revamp their volunteer website and optimizing their current Salesforce platform. Ultimately, the tool will be leveraged to more effectively recruit and manage volunteers across the state.







## **BLUE CROSS LEADERS PROVIDE GUIDANCE THROUGH NOT-FOR-PROFIT BOARD SERVICE**

We are committed to connecting one of our greatest resources – our business leaders – with not-for-profits. In 2020, more than 74% of our executive management team provided critical guidance through their board service to help organizations reassess their priorities and deliver on their mission. Through our not-for-profit board leadership program, we held a virtual training for 11 senior leaders to educate leaders about the role of not-for-profit boards and highlight pathways to board leadership.

## **YOU GIVE BLUE EMPLOYEE GIVING CAMPAIGN**

Each year, Blue Cross employees have the chance to double their impact through our company match offered during our YouGiveBlue employee giving campaign. Despite the challenges and financial impact of COVID-19, together our colleagues raised \$682,483 for Massachusetts not-for-profits. With the company match, our total community contribution reached nearly \$1.4 million.



# ADDRESSING HEALTH EQUITY

The COVID-19 pandemic and ongoing fight for racial justice brought to the forefront the deep racial and ethnic disparities that exist in health care. With the urgency brought on by these dual crises and the community need for immediate response, we were compelled to develop and deliver new volunteer and funding opportunities to promote solutions that will bring sustainable and long-lasting change.

## **LEVERAGING SERVICE WEEK TO ADDRESS BARRIERS TO HEALTH**

During the 10-year anniversary of our annual company-wide service event, 2,800 Blue Cross employees came together in common purpose to engage in volunteer service, learning, and dialogue. Service Week was a tangible way for volunteers to take part in Blue Cross' health equity work by supporting our not-for-profit partners working to address systemic barriers to health – the social determinants – that exist in our communities. Our offerings were aligned with the Center for Disease Control's structure for addressing the social determinants of health and the barriers that prevent us from leading our healthiest lives.





Stephanie Quinones-Millet  
BCSBA Innovation  
www.Step/2019



## OFFERING SKILLS-BASED VOLUNTEER OPPORTUNITIES TO SUPPORT OUR PARTNERS

Partnering with Common Impact, a nationally recognized organization that connects corporate volunteers to nonprofit organizations, we engaged employees with a variety of skill sets to help address organizational challenges identified by our Healthy Living Accelerator partners and racial-equity focused nonprofits.


Through the following partnerships and pro bono projects Blue Cross employees provided support to organizations in their efforts to promote health and racial equity in the communities they serve:

- Provided over 200 hours of ongoing facilitation and thought partnership for Dot Rx, our first Healthy Living Collaborative, and our newly launched second Collaborative with East Boston Neighborhood Health Center, supporting their Community Resource and Wellness Center.
- Developed milestones to help East Boston Social Centers operationalize their strategic plan to most effectively meet the educational, social, and recreational needs of East Boston families during COVID-19 and beyond. A second project with the Social Centers focused internally, developing strategies for supporting the mental health and wellness of their staff during these challenging times.







- 
- Made recommendations to improve the referral system and data collection processes for the Collaborative for Educational Services produce prescription partnership with local community health centers serving Western Massachusetts.
  - Assessed and outlined strategies for streamlining data collection for several of Food For Free's food distribution programs.
  - Identified opportunities for data collection improvement for Old Colony YMCA's Brockton Knocks Down Diabetes (BKDD), a program to address the growing need in the community for identification, prevention, and management of diabetes. An additional project provided recommendations to strengthen institutional partners to support this work.
  - Facilitated listening sessions with East Boston residents in both English and Spanish, and used the insights gained to develop a set of shared principles for nonprofit organizations serving the community, as well as recommended outreach strategies for East Boston Neighborhood Health Center's Community Resource and Wellness Center based on their feedback.
  - Collaborated with BIPOC-led and racial equity-focused nonprofits through Common Impact's Skills for Cities, a national day of pro bono service. Supported projects with Avenues for Justice, the Ella Baker Center, Kids in Tech, MBK 617 and OneGoal Massachusetts.

## RACIAL EQUITY & JUSTICE GRANTS

In November, we continued the work of Service Week to build a more sustainable, inclusive, and resilient future, by launching our 2020 Racial Equity and Justice Grant. Through this new grant we're investing \$350,000 to support BIPOC-led, not-for-profit organizations focused on addressing racial injustice in Massachusetts communities. Six organizations were awarded with a two-year grant, providing \$25,000 in general operating support per year and two organizations received a one-year, \$25,000 grant. Grantees will also have the opportunity to engage in pro-bono support.



**LEGENDARY LEGACIES**

\$50,000



**BUILDING AUDACITY**

\$50,000



**FATHERS' UPLIFT**

\$50,000



**INVERSANT**

\$50,000



**BRIDGE**

\$50,000



**RESILIENT SISTERHOOD PROJECT**

\$50,000



**COLLABORATIVE PARENT  
LEADERSHIP ACTION NETWORK**

\$25,000



**ESSEX COUNTY  
COMMUNITY ORGANIZATION**

\$25,000



# **ENVIRONMENTAL SUSTAINABILITY**

## **WORKING WITH ACCOUNTS TO DRIVE POSITIVE BEHAVIOR CHANGE AND BUILD HEALTHY COMMUNITIES**

In January 2020, as a company we launched a new wellness rewards program for our own employees and select account members that promotes and supports health and wellness at home and at work. With more than 140 opportunities, participants can earn up to \$600 per year by adopting healthy behaviors such as going for daily walks, monitoring their sleep patterns, and reducing their environmental impact by biking to work, reducing single use products, or conserving water.

We also introduced a 'Culture of Health' toolkit that helps our employer accounts implement a holistic approach to workplace wellness. The toolkit includes modules on physical activity, nutrition, resilience, and environmental sustainability, to name a few, and provides intervention strategies that are a mix of quick wins and longer-term solutions. The environmental sustainability strategies featured include operation and facility support to reduce energy and water consumption, eliminate exposure to harmful chemicals, and increase the percentage of local, sustainable food served in their cafeterias as well as tips employees can adopt in support of behavior change.







## LEADING ALTERNATIVE TRANSPORTATION OPTIONS AND POLICY REFORM

During 2020, Blue Cross supported the expansion and accessibility of the Bluebikes bike share program throughout MetroBoston to provide community members with a safe and sustainable public transportation option. In June, Bluebikes announced 30 new stations were coming to the communities of Arlington, Chelsea, Newton, Revere and Watertown.

Since Blue Cross became the title sponsor, the program has doubled in size, offering 200 additional stations and 4,000 new Bluebikes. The company has prioritized expansion in under-resourced communities, supported the Bluebikes system's income-eligible program, and has sponsored numerous free ride days to encourage participation in important civic actions such as voting on Election Day, getting a flu shot during National Influenza Week and getting outside on World Mental Health Day.

## SUPPORTING CLEAN TRANSPORTATION POLICY REFORM

Blue Cross is a proud supporter of clean transportation and firmly believes in the health benefits associated with cleaner air. In 2020, we advocated for government support of the Transportation and Climate Initiative (TCI), a regional collaboration of 12 Northeast and Mid-Atlantic states and the District of Columbia that seeks to accelerate the development of the clean energy economy and reduce the carbon emissions from the current transportation system. According to the American Lung Association, this legislation will eliminate thousands of asthma attacks and hundreds of preventable deaths tied directly to air pollution each year.







## ENGAGING OUR EMPLOYEES TO MAKE LASTING CHANGE

Blue Cross employees are leading in sustainability and environmental health in multiple ways. Thanks to the innovation and hard work of our dedicated employee gardeners, our company gardens continued to thrive throughout the harvest season despite 95% of our employees working remotely, producing more than 4,000 lbs. of local, organic produce. While our gardens have always had a community focus, this season our gardeners rallied together in response to the rising rate of food insecurity and donated 3,000 lbs. of their harvest to serve families in need receiving nutritious meals through our company's Community and Employee Meal Programs.

Our employee-led Green Teams continued to inform colleagues and drive behavior change in a virtual work environment through our annual Earth week and inaugural Green Star Campaign. During this five-week communications campaign, more than 150 employees signed up to receive weekly emails with tips on how to be more sustainable in five core areas – Chemicals of Concern, Water, Food, Waste and Environmental Justice. As part of the focus on Waste, the Green Teams hosted an e-waste drive that resulted in safely recycling 727 lbs. of unwanted electronics.

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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 our absolute Scope I, II, and III greenhouse gas emissions by 46%

- Committed to making our workspaces as sustainable and efficient as possible, our Boston headquarters are LEED Platinum certified and 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, interiors free of added flame retardants, 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 Massachusetts to lower their electricity costs and help reduce carbon emissions. 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, 6.9 MW of renewable energy capacity.
- Continued to offer electric vehicle charging stations at our Boston, Quincy, and Hingham offices, supporting more sustainable transportation for our colleagues.
- Expanded bike riding as a viable healthy and sustainable transportation option through our sponsorship of Metro-Boston's Bluebikes program, doubling the size of the system by adding 200 stations and 4,000 bikes since 2018.





## 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 85%, waste to landfill by 76% and water use by 31%

### Waste

- Recycled or diverted 99% of all the materials leaving our company.
- Hosted our third annual company-wide, electronic waste drive in conjunction with America Recycles Day and collected 727 lbs. of material for recycling.
- All of our cafeteria serving dishes and cups are compostable or recyclable.
- Educated employees on how to avoid contaminating waste streams through visual displays above the trash, recycling and compost bins in all of our cafeterias and kitchenettes.

### Water

- Reduced drinking water use by 40% after installing low flow plumbing fixtures.
- Installed a water capture feature in our Hingham office that reuses rainwater within the facility.
- Provided 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  
21% of spend goes toward local and sustainable products

- 100% of the ground beef and 90% of the poultry in our cafeterias is antibiotic-free, and we continue to identify, and source meat raised without the therapeutic use of antibiotics.
- Our cafeterias serve cage-free eggs, hormone-free milk, and trans fat-free food.
- Continued our company-wide community supported agriculture (CSA) program, offered to all associates in the Boston, Hingham, and Quincy offices which supplied employees with weekly organic produce grown in Western Massachusetts.
- Our employees grew 4,000 lbs. of produce through our corporate garden program in our Hingham and Quincy offices with a large portion supporting our food relief efforts to provide meals for community members and employees.





## 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

- Our South Shore offices are currently being upgraded to remove flame retardants, as well as other chemical classes and chemicals of concern.
- A “living wall” in our Boston office improves air quality and cognitive function.
- Continued to include chemical elimination language to requests for proposal and contracts as we source and purchase products.
- Published a series of internal communications for our employees with helpful tips about how to reduce their exposure to toxic chemicals and keep them out of the environment.

# 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. The Foundation, led by President, Audrey Shelto and separately governed by its own board of directors, 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 \$73 million in grants to the community. Its publications serve as vital resources for policymakers and health care organizations across the state and country, and it regularly convenes leaders for information dissemination and impartial and thoughtful public discussion. From 2017–2020, the key focus areas of the Foundation have been promoting access to coverage and care, behavioral health services and social equity and health for low-income and vulnerable residents of the Commonwealth. In 2020, the Foundation board approved coverage and care, behavioral health, and structural racism and racial inequities in health as the three focus areas for 2020–2023.

For more information about the Foundation, its areas of focus and recent publications, visit **[bluecrossmafoundation.org](https://bluecrossmafoundation.org)**.



### EXPANDING ACCESS TO BEHAVIORAL HEALTH URGENT CARE

\$1,200,000

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.

### STRENGTHENING THE VOICE FOR ACCESS

\$715,000

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.

### CONNECTING CONSUMERS WITH CARE

\$625,000

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.

### GOING BEYOND HEALTH CARE

\$150,000

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

\$15,000

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.

### NETWORK OF CARE MASSACHUSETTS

\$263,000

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.

### SPECIAL INITIATIVES

\$723,666

Provides one-year grants for organizations undertaking innovative pilots and demonstration projects that expand access to health care for low-income consumers, and align with strategic focus areas. More than half of this funding was directed toward COVID-19 response within communities of color.

### CATALYST FUND

\$185,438

Provides one-year, non-renewable grants to help community-based organizations strengthen their capacity to expand access to health care in Massachusetts. Awards primarily supported community needs resulting from the pandemic.





MASSACHUSETTS

For more information about our work  
and how to contact us, visit:

**[WWW.BLUECROSSMA.COM/CORPORATE-CITIZENSHIP](http://WWW.BLUECROSSMA.COM/CORPORATE-CITIZENSHIP)**