



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2022

TABLE OF
CONTENTS

A Message from Our Chief Sustainability Officer 1

Building Our ESG Framework 2

Environment 3

 Cutting Our Carbon Emissions 3

 Lowering Our Water Consumption 4

 Reducing Our Waste 5

 Sustainability in Our Supply Management 6

Social: Mission Delivery 7

 Our Work 7

 Preparing People and Communities for the Impact of Climate-Caused Extreme Weather 8

 Adapting Our Response Services to Address the Increasing Impacts
 of Extreme Weather on Vulnerable Communities 9

 Building Capacity to Meet Increased Climate-Caused Demand for Disaster Relief 9

 Serving Diverse Communities Equitably Throughout our Mission Delivery 10

 Ensuring Social Responsibility in Our Supply Management 11

Social: Workplace and Organizational Culture 12

 Embracing Workforce Diversity, Equal Opportunity and Non-discrimination 12

 Workplace Health and Safety 14

 Volunteer and Employee Engagement 15

 Competitive Compensation and Benefits 16

Governance 17

 Governance, Oversight and Transparency 17

 Managing Risk 18

 Data Responsibility, Privacy and Security 19

 Compliance and Ethics 19

Appendix 21

 Global Reporting Initiative (GRI) Standards 21

A MESSAGE FROM OUR CHIEF SUSTAINABILITY OFFICER



Since our founding in 1881, the American Red Cross has focused on preventing and alleviating the suffering caused by disasters and emergencies. Whether it was supporting our brave men and women in uniform during times of war, creating the first civilian blood collection program or finding new ways to meet needs through countless disasters, we have a long history of rising to meet the moment at times of crisis. As an organization, we have also long understood that it is not just our mission, but *how* we deliver our mission, that matters.

With that in mind, in 2021, the Red Cross established its Environmental, Social and Governance (ESG) program and I was honored to be appointed as its first Chief Sustainability Officer. Through our ESG and Sustainability efforts, we are enhancing our close focus on how we care for the communities we serve, our workforce and the planet while we carry out our mission.

This first annual ESG report expresses our intention to focus not just on what we do — our mission — but also on how we do it. You’ll read about the work we’ve done to weave environmental, social and governance concerns into the fabric of the Red Cross. You’ll also read about where we plan to go from here. While we’re proud of our progress, we know the potential impact of our ESG work is enormous and there is much more to do. With every year, we plan to build on our efforts. We’ll be eager to share what we learn and accomplish along the way in future reports.

Under the vision of our leadership team and oversight of our Board of Governors, each of us in the Red Cross community — volunteers, employees, donors, partners, suppliers, clients and customers — has a role to play. With this report as a starting point, we hope you’ll join us — inspiring us, sharing your ideas and holding us accountable as we progress. We know that our focus on ESG efforts will make us stronger, more resilient and better able to prevent and alleviate suffering through whatever crises arise in the future.

A handwritten signature in black ink that reads "Noel Anderson".

Noel Anderson
Chief Sustainability Officer



This document was designed to be read in a digital format.
Please consider the environmental impact of printing.*

*Printing a 20-page document produces 1kg of carbon versus 0.3kg for reading digitally.



BUILDING OUR ESG FRAMEWORK

With our new and deliberate focus on the effects of climate change, we have created a unifying framework for our ESG efforts reflecting the major priorities of our organization. We have four distinct pillars: environment, mission, workplace and organizational culture, and governance. We divided the traditional social pillar of ESG into two components — one gives focus to our mission and the other emphasizes our investments in our workforce and organizational culture. Our report embodies this framework and is organized accordingly.

We have developed this report in alignment with the Global Reporting Initiative’s (GRI) standards for sustainability reporting. Our GRI Content Index can be found in the [appendix](#) of this report.



ENVIRONMENT

The Red Cross is committed to doing our part to help mitigate the climate crisis and reduce our environmental footprint by implementing a multi-year plan to cut our emissions, reduce our waste and lower our water use.

This work is already underway as we invest in green energy, prioritize the purchase of supplies made from recycled and recyclable material, install water conserving equipment and switch to eco-friendly cleaning products. As we continue to measure and better understand our environmental impact, we will build on and expand our efforts to reduce our footprint.

CUTTING OUR CARBON EMISSIONS

During the past year we compiled and analyzed four years of energy consumption and emissions data to establish a solid baseline to measure our greenhouse gas reduction efforts.

Lowering Emissions in Red Cross Facilities

Over the last four years, our energy consumption has decreased by 15% while our Scope 1 and Scope 2 emissions (see chart on page 4) have decreased 18%. A large portion of this decrease is attributable to the 16% reduction in our facilities footprint, as measured by square footage. The balance of the reduction is likely attributable to the COVID-19 pandemic and the decreased use of facilities during fiscal years 2020 and 2021.

To make further reductions, we plan to assess our highest carbon emitting facilities and identify strategic investments to increase energy efficiency and lower carbon emissions. We have also begun purchasing green energy for our

»»» Between 2019 and 2021 the Red Cross converted **over 100,000 fixtures to LEDs** across more than 3.65 million square feet of real estate, which includes all of our largest facilities.

facilities in four states and we anticipate this will decrease our electricity emissions by at least 9% in FY 2023.

Investing in a Sustainable Fleet

Over the next five years, the Red Cross will reduce our fossil fuel consumption by right-sizing our fleet of 4,500 vehicles and maximizing the use of hybrid or electric vehicles (EVs) where feasible. Beginning in FY 2023, we will use pilot programs to optimize and accelerate our transition to EVs.

»»» Our energy consumption has decreased by 15%.

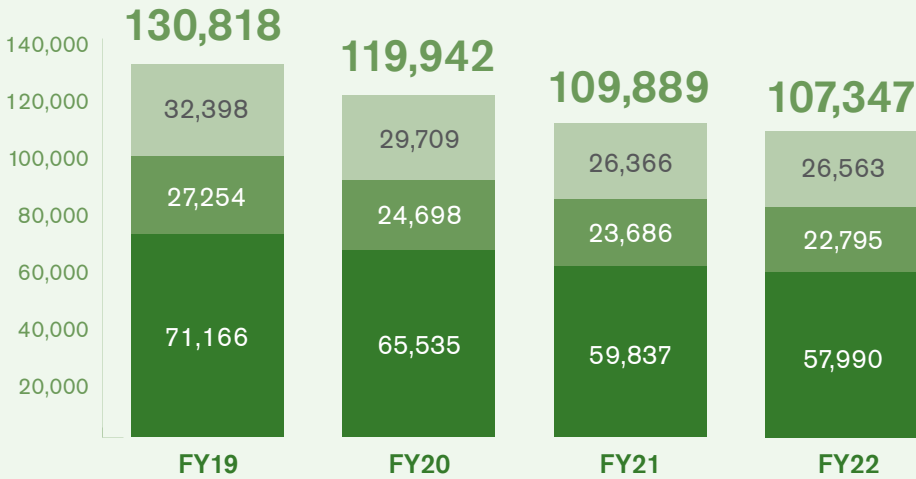
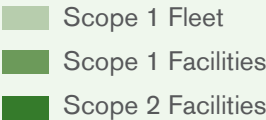
Carbon Footprint

Scope 1: Direct emissions from fuels we use in our vehicles and facilities

Scope 2: Indirect emissions from electricity and steam purchased (generated at utility)

Scope 3: All other indirect emissions that occur in our value chain not counted in Scope 1 and 2

Total Scope 1 & 2 Emissions Market-Based



*Calculated in tons of carbon dioxide equivalent (MT CO₂e).

Reducing the Emissions of Our Purchased Supplies and Services

In FY 2022, we concluded our initial Scope 3 emissions screening using FY 2019 as a baseline which revealed that purchased supplies and services represent the largest area of Red Cross Scope 3 emissions. We will conduct further investigation into our purchased supplies and other top sources of Scope 3 emissions to support our sustainable supply management initiative.

»» **Supplies and services represent the largest area of Red Cross Scope 3 emissions.**

LOWERING OUR WATER CONSUMPTION

In our baseline year, FY 2019, the Red Cross water footprint was 163 million gallons (or approximately 14.6 gallons per square foot). Starting in FY 2023, the Red Cross will begin to reduce our water usage by conducting assessments and testing water reduction strategies at high-priority facilities—those that have both higher water usage and are in water stressed areas. Reduction strategies will include upgrading water fixtures, minimizing non-essential water usage (such as for landscaping), repairing equipment that requires water, leveraging technology to detect leaks and, in some cases, implementing ways to reuse water. Data and lessons learned from pilot programs will guide the creation of new organization-wide facility standards, workforce education and training opportunities, and potential business process changes.

REDUCING OUR WASTE

In FY 2020, the Red Cross produced approximately 11,400 tons of waste; 77% of which is non-regulated waste and 23% of which is regulated medical waste from our blood collection and manufacturing processes. **The Red Cross currently recycles approximately 30% of non-regulated waste at our onsite facilities (24% of our overall waste footprint).**

To reduce the amount of waste the Red Cross generates annually, we will reduce our use of materials, replace single-use items with reusable items, divert waste to recycling and compost wherever possible and engage and educate our workforce. During FY 2023, we plan to add equipment and staff engagement programs to encourage replacement of single-use items and increase recycling. We also plan to expand opportunities with waste suppliers to generate new recycling opportunities at our facilities.

Reduce



The Red Cross uses plastic lancets to collect blood from the fingers of potential blood donors to evaluate their eligibility to donate. By streamlining our process, we reduced our use of plastic lancets without compromising safety. We also worked with our microcuvette supplier to reduce packaging waste by fitting more microcuvettes in each box, which also led to a reduction of shipments and a decrease in our carbon footprint. The microcuvette supplier will now provide this more sustainable and efficient solution to all their customers.

Reuse



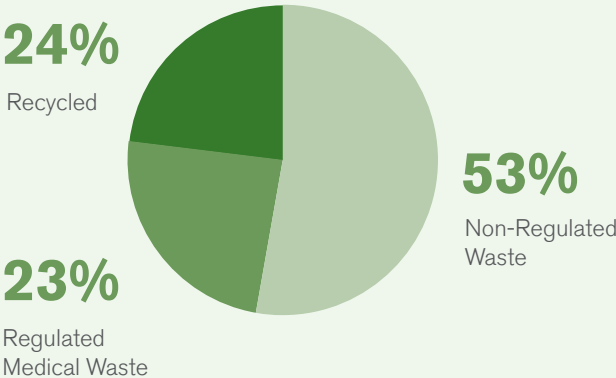
The Red Cross receives and distributes approximately 4-10 million single use plastic water bottles in an average year. We partnered with the University of Miami Herbert Business School's Sustainable Business program to develop alternatives to single use water bottles that will work in our operations. The project identified opportunities for process improvements, strategic partnerships and educational campaigns. For example, installing water refill stations in our facilities will help to replace single-use bottles with reusable water bottles.

Recycle

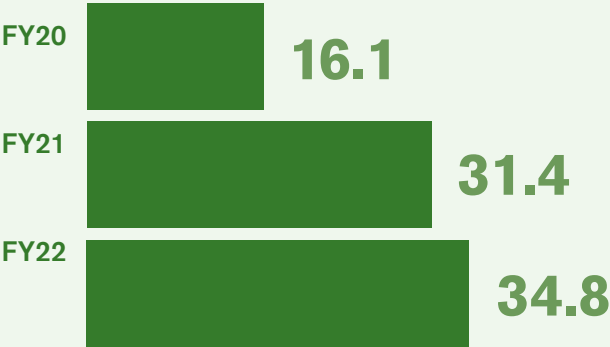


The Red Cross has maintained an IT e-Waste recycling program since 2019. Recycling e-waste conserves energy, reduces greenhouse gas emissions, reuses finite natural resources and keeps harmful toxins such as lead, zinc and mercury from polluting landfills and drinking water. **Over the lifetime of this program, we have recycled 10,559 devices, preventing over 215 million gallons of water from being contaminated and reducing almost 22,000 lbs. of greenhouse gas emissions.**

Waste Footprint



IT E-Waste Recycling Program (in tons)



SUSTAINABILITY IN OUR SUPPLY MANAGEMENT

Our commitment to sustainability extends to our suppliers. By implementing new environmental screening processes in our supply chain, we are demonstrating our leadership and inspiring our suppliers to reduce their own environmental footprints and set the expectation that their business practices are consistent with the sustainability objectives of the Red Cross.

In FY 2022, we created a new supplier onboarding process to improve monitoring and governance over onboarding activities and to enhance supplier risk methodology practices. This new process includes screening for environmental risks such as compliance with environmental laws and regulations, and supplier sustainability plans and goals. The Red Cross supply management team will use risk management tools to monitor environmental impacts of existing Red Cross suppliers; they will track and report any negative environmental impacts identified along with related actions taken.

»» By implementing new environmental screening processes in our supply chain, **we lead and inspire our suppliers to reduce their own environmental footprints** and set the expectation that their business practices are consistent with the sustainability objectives of the Red Cross.



SOCIAL —
MISSION DELIVERY

OUR WORK

Each day, thousands of Red Crossers provide compassionate care to those in need. Our network of generous donors, partners, volunteers and employees share a mission of preventing and relieving human suffering, here at home and around the world. Together we roll up our sleeves and help people on their darkest days.

The American Red Cross works to deliver vital services — from providing relief and support to those in crisis to teaching lifesaving skills — so our communities are better prepared when the need arises. With this year’s ESG report, we are giving extra focus to our efforts to prioritize the needs of those communities that are most vulnerable and to ensure our services are equitable and culturally appropriate.



Disaster Relief

We respond to an average of more than 60,000 disasters every year — the majority home fires. We provide food, shelter, relief supplies, emotional support, recovery planning and other assistance — services that are always free of charge for anyone affected by a disaster.



International Services

The Red Cross works every day to reconnect families separated by crises, rebuild communities devastated by disasters and help eliminate global disease. Some 1 in 65 people around the world are helped by the Red Cross or Red Crescent each year.



Lifesaving Blood

Every 2 seconds, someone in the U.S. needs blood. The Red Cross provides about 40% of our nation’s blood and blood components, all from generous volunteer donors.



Service to Our Military Members, Veterans and Their Families

The Red Cross serves the U.S. military community from enlistment oath to life as a veteran. Each year, we assist more than 240,000 military and veteran families, connecting families during emergency, offering resiliency training for military life, providing comfort at military and veteran facilities and supporting caregivers.



Training and Certification

More than 4.6 million people turn to us every year to learn lifesaving skills such as first aid, CPR, babysitting, water safety and more.



Each year, the generous support of our donors and partners enables our workforce — **90% volunteers** — to help millions of people in the U.S. To learn more about our mission, please visit [redcross.org](https://www.redcross.org).

PREPARING PEOPLE AND COMMUNITIES FOR THE IMPACT OF CLIMATE-CAUSED EXTREME WEATHER

Today, the impacts of the climate crisis are disrupting lives and causing devastating harm to people across the country and around the globe. In 2021, more than 40% of Americans — 130 million people — lived in a county struck by an extreme weather event. And globally, people were forced from their homes 23.7 million times by disasters in 2021. As a first-hand witness to the suffering of people affected by disasters, the American Red Cross is taking action to help these communities become more resilient to extreme weather.

Domestically, the Red Cross launched a groundbreaking initiative in FY 2023. Spanning eight targeted locations across seven states, it focuses on communities with both high social vulnerability and climate-caused disaster vulnerability. In these areas, teams of local Red Cross leaders will build capacity and partnerships with regional health, housing and/or hunger organizations, strengthening our ability to respond to disasters together.

Many nations within our global Red Cross network are facing significant climate impacts including extreme weather. Communities in these nations need support to build climate resilience. Through our international programs, we will make strategic investments in countries that face significant climate risk and high levels of social vulnerability. These investments will focus on the following:



Reducing climate-related disaster risks in urban areas by expanding local coalitions and creating partnerships that help the most vulnerable.



Implementing pre-disaster “anticipatory” actions, such as early financial assistance, grants and technical assistance.



Training and engaging youth leaders worldwide to inspire grassroots climate actions.



Enhancing our disaster response services for an increasing number of large-scale, global disasters focused on helping the most vulnerable.



ADAPTING OUR RESPONSE SERVICES TO ADDRESS THE INCREASING IMPACTS OF EXTREME WEATHER ON VULNERABLE COMMUNITIES

As part of our domestic response to climate-caused extreme weather, the Red Cross is also expanding our financial assistance to help more people with the greatest needs, bridging the critical gap between immediate disaster relief and long-term recovery assistance. We are also enhancing support services for people forced from their homes, better meeting the increasing and unique needs of our shelter residents. This includes specially trained caseworkers to help shelter residents navigate the complex and confusing recovery landscape and assigning Red Cross advocates to provide post-shelter support for those at greatest risk of long-term displacement and economic hardship.

Internationally, we support an average of 25 disaster responses each year by providing financial support, sending relief supplies and deploying disaster specialists. In addition, we provide immediate and longer-term recovery assistance to disaster clients where resources allow. Moving forward, we will continue to invest in and accelerate our cash and voucher assistance for disaster clients, providing them with a direct way to meet their needs, and ensuring a more consistent, lower-emissions alternative to large-scale distribution of bulk relief supplies. We will also incorporate climate adaptation into the recovery process so communities will be more resilient to the next disaster.

BUILDING CAPACITY TO MEET INCREASED CLIMATE-CAUSED DEMAND FOR DISASTER RELIEF

With the number of billion-dollar disasters doubling in the last five years, the Red Cross must build its domestic disaster response capacity, especially in areas with vulnerable populations. We are making investments across our regional network to increase, retain and develop Red Cross employees empowered to forge and strengthen community partnerships, while also responding to an increasing number of disasters. We are also deepening our volunteer recruitment efforts, to help us link urgent community needs with volunteers who are ready and willing to assist their neighbors in times of crisis and hardship.

Internationally, we are building capacity by committing additional funds to ensure operational readiness. This includes retraining local employees and volunteers to better understand the importance of preparedness in a context of increased climate-induced risks. We are also allocating additional funds to maintain our network of trained disaster workers, warehouses, relief supplies and equipment to support vulnerable communities as they face more frequent and extreme disasters.



SERVING DIVERSE COMMUNITIES EQUITABLY
THROUGHOUT OUR MISSION DELIVERY

The Red Cross is fully committed to developing and maintaining a diverse, high-performing workforce of employees and volunteers who reflect all the communities we serve; cultivating a collaborative, inclusive and respectful work environment that empowers all contributors; and leveraging diverse partnerships. These critical commitments help to ensure the Red Cross can equitably and competently deliver culturally appropriate services, supported by effective community leadership and engagement. One of three pillars in our Diversity, Equity and Inclusion (DEI) Action Plan is equitable mission delivery and we have invested in specific initiatives to strengthen our ability to support diverse communities.

Engaging Latino Communities:

There are an estimated 62.1 million Latino/Latinx or Hispanic people in the United States — the largest minority in the country, comprising 18.7 percent of the population. According to the U.S. EPA, Latino communities are more likely to face climate-driven extreme weather.

In 2021, the Red Cross launched its Latino Engagement Team (LET) program to better respond to the needs of Latino communities. LETs are working to build relationships and expand service delivery in Latino communities. Core engagement activities include community meetings and outreach, neighborhood level service delivery, volunteer recruitment, and building partnerships to support disaster response. LETs work closely with partner organizations to ensure Red Cross services reach Latino and Hispanic community members. Through these efforts, the Red Cross seeks to be a trusted and welcomed organization in all communities, so we can realize our mission of preventing and alleviating human suffering.

»» Latino Engagement Teams build relationships and expand service delivery in Latino communities.



Improving the Blood Supply for Sickle Cell Patients:

As a group, people with sickle cell disease — most of whom are African American or Black — often rely upon frequent blood transfusions to prevent and reduce painful and sometimes life-threatening symptoms. Blood given to sickle cell patients must be matched very closely to reduce the risk of developing complications from transfusion therapy. One in three African American blood donors are a match for people with sickle cell disease.

The Red Cross is dedicated to identifying the most compatible matches for blood transfusion for people living with sickle cell disease by using in-depth testing, typing and matching. To this end, we have launched a major effort to increase the number of Black and African American blood donors over the next several years.



Advancing Swim Instruction and Water Safety in Diverse Communities:

In the U.S., drowning is a leading cause of death for children and is disproportionately higher in some racial and ethnic groups; CDC research has found that 64% of African American, 45% of Hispanic/Latinx and 40% of Caucasian children have little to no swimming ability. Children under 14 account for 20% of drowning deaths with black children ages 5-19 drowning at rates 5.5 times higher than white children.

To help close this gap, the Red Cross established the National Aquatics Diverse Partners Alliance (NADPA) comprised of likeminded partners committed to reducing the high drowning rates in African American, Latino and Native American communities. Members agree to advance water safety in their communities through facilitating water safety sessions, swim lessons and youth lifeguard recruitment.



ENSURING SOCIAL RESPONSIBILITY IN OUR SUPPLY MANAGEMENT

In addition to screening for environmental concerns, our new supplier onboarding process includes screening for social risks such as compliance with ethical sourcing standards, and fair labor and employment practices. The Red Cross supply management team will use risk management tools to monitor social risks of existing Red Cross suppliers; they will track and report negative social risks identified along with related actions taken.

The Red Cross also has a supplier diversity program which proactively seeks out and prioritizes minority, women, LGBTQ+, disabled and veteran-owned business enterprises. We have a \$65M target for diverse business spend over the next 3 years. By spending money with diverse suppliers in the communities we serve, we help generate local revenue and jobs, which contribute to community resilience and stronger recovery when disaster occurs. In addition, the Red Cross has incorporated diversity requirements throughout our supply management processes.

SOCIAL —
WORKPLACE &
ORGANIZATIONAL
CULTURE

As a humanitarian organization whose mission embodies compassion, hope and comfort, people are at the center of all that we do at the Red Cross. Our employees and volunteers are our greatest asset. Embracing the rich diversity of our workforce, we champion equal opportunity for all our workers. We defend their rights to a workplace that is safe and free from harassment, intimidation and

discrimination. We value the contributions of our team members, investing to ensure that our compensation and benefits are competitive, fair and consistent with our humanitarian goals. **At the Red Cross, we aspire to be a workplace where all our employees and volunteers feel included, valued, empowered and inspired to take their place in our long, proud history of humanitarian service.**

EMBRACING WORKFORCE
DIVERSITY, EQUAL OPPORTUNITY
AND NON-DISCRIMINATION

Our vision is to cultivate a culturally competent and inclusive Red Cross, where the make-up of our volunteers, employees and donors increasingly reflects the people and communities we serve and where our products and services are delivered in a culturally appropriate manner.

In 2020, to help us achieve our vision, Red Cross President and CEO Gail McGovern made it a top priority for the organization to improve workforce diversity at all levels. As part of that vision, our hiring managers are charged with ensuring a diverse pool of candidates for all open positions with additional emphasis on management positions. Our Talent Acquisition team is developing and executing strategies to recruit more diverse employees. And our Human Resources team is implementing retention and succession planning to support diverse candidates in a manner that is equitable.

Red Cross Team Member
Resource Groups (TMRGs)



TMRGs are a source of invaluable insight into the cultures and communities each group represents. They serve as guideposts for communicating and forming connections with our diverse team members, clients, partners and donors. TMRGs connect our employees and volunteers, and they provide forums for all Red Crossers to have an opportunity to express themselves, gain professional development experience and contribute to and support organizational goals. Our TMRGs include:

- Ability Network
- Asian American and Pacific Islander Resource Group
- Latino Resource Group
- PRIDE (LGBTQ+ Resource Group)
- Umoja (African American Resource Group)
- Veterans+ Resource Group
- Women’s Resource Group

Our vision of a diverse and inclusive workforce includes our volunteers as they carry out 90% of our community and humanitarian work by providing care and services across all aspects of our organization. To achieve a more diverse and inclusive volunteer workforce, we are building effective partnerships with diverse community organizations, providing cultural competency training and developing new methods to better measure the diversity of our volunteer workforce.

Not only are we striving for a diverse workforce, but we also want to ensure an inclusive workplace where all volunteers and employees feel welcome. To support this aspiration, all employees are required to complete Inclusive Team Member training, and all managers are required to take training on leading teams inclusively. We regularly offer employees and volunteers cultural competency events. In 2020, we launched an interactive series called *Learning2Action* designed to help people have difficult conversations about diversity, allyship and unconscious bias, and in 2022, we debuted an annual month-long *Allyship in Action* series to showcase more opportunities for team members to support, honor and celebrate one another.

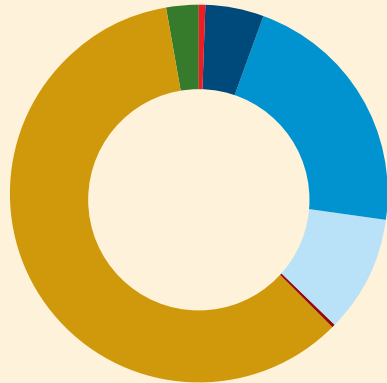
Equal Opportunity and Handling Discrimination

The Red Cross is committed to a work environment where all persons are treated with respect and dignity and provides equal opportunity to all employees, volunteers and applicants in every aspect of the employment and volunteer service process. We do not discriminate against or tolerate discrimination against, or harassment of, any person on the basis of race, color, religious creed, religion, sex, gender, sexual orientation, national origin, age, physical disability, mental disability, medical condition, veteran or military status, marital status, citizenship status, ancestry, gender identity, gender expression, genetic information, genetic conditions or predisposition to certain diseases or any other characteristic protected by applicable law. The Red Cross does not tolerate intimidation, threats, coercion or retaliation against anyone for activities protected by law such as filing a complaint or assisting in investigations.

These policies are outlined in our Equal Employment Opportunity Statement as well as our employee and volunteer handbooks. All employees are required to complete annual workplace respect and harassment prevention training. Any employee or volunteer can

use our dispute resolution process to share issues regarding conditions of employment or human resource policies or procedures. Complaints made by Red Cross volunteers regarding harassment, discrimination and other serious offenses are investigated by Human Resources in the same way as those of paid employees.

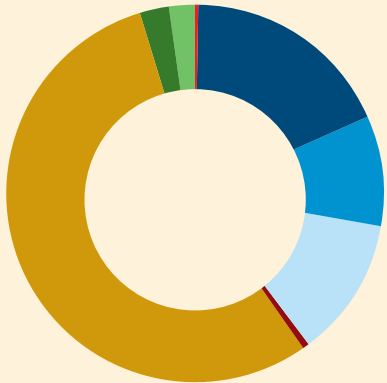
Employee Demographics



Native American 0.7%	Hawaiian+* 0.4%
Asian 5.0%	White 59.6%
Black 21.5%	Two or More 2.6%
Latino 10.1%	

*Native Hawaiian or Other Pacific Islander

Volunteer Demographics



Native American 0.5%	Hawaiian+* 0.5%
Asian 18.0%	White 55.0%
Black 9.5%	Two or More 2.7%
Latino 12.0%	Other 2.0%

Employees

Veterans **6.5%**

People with Disabilities **7.5%**

Volunteers

Veterans **6.0%**

Active Member U.S. Military **1.8%**

WORKPLACE HEALTH AND SAFETY

The Red Cross is committed to the highest standards of health and safety, injury prevention and ensuring a safe working environment for employees and volunteers as they carry out our mission. **We value safety, health and wellness as an integral part of all mission activities, and we continuously strive to deliver our mission with no harm to our volunteers, employees, donors, clients or the environment.** We strengthen our organization by creating a safety culture that supports continuous improvement with focus on health and safety across all lines of service, and whether our workforce is home, traveling or out in the community delivering our mission.



The Red Cross worked with a partner to provide AI-driven vision processing technology enabling ergonomic task evaluation and offers ergonomic evaluations of workstations for all employees, including those who now work virtually.



Our Safety by Design program includes on-site training for the safe loading and unloading of biomedical products to prevent injuries related to lifting equipment, strains and sprains from poor equipment handling, or poor lifting techniques.



Our Heat Illness Prevention Program provides training for Red Cross employees and volunteers performing outdoor work, including information on risk factors, signs of heat illness, symptoms of heat stress, treatment and heat illness prevention strategies.



VOLUNTEER AND EMPLOYEE ENGAGEMENT

Volunteer Engagement

With voluntary service included as one of our seven fundamental principles and volunteers making up more than 90% of our workforce, we are intentional about engaging and partnering with volunteers as integral members of our Red Cross team. Our volunteer engagement strategy is built on the development and implementation of high-impact, meaningful volunteer opportunities that create positive outcomes for both the organization and the volunteer.

In FY 2022, we created project-based volunteer opportunities to address growing workforce needs and provide volunteers with more options and flexibility in how they engage with us. Additionally, we released new onboarding checklists and supervisor tools that ensure volunteers receive an equitable start to their Red Cross experience and supervisors have the right resources to effectively support their volunteer team members.

Employee Engagement

Improving employee engagement has been an ongoing effort at the Red Cross since 2014. Our annual survey measures 16 areas of employee engagement, including teamwork, communication and manager effectiveness. Leaders are encouraged to share results with their teams and develop action plans to increase engagement in needed areas. We have increased focus on action planning across the organization and recently paid special attention to improving union employee engagement results.

Overall, the Red Cross has seen increases in engagement year over year. Since surveys began in 2014, our overall engagement scores have increased by 12 percentage points. Via the survey, employees report that they feel they are treated with respect by management, that they are proud to work for the organization and that positive change happens because of the employee engagement program.

»» Our volunteer net promoter score (NPS) has increased 42% since FY 2016.

The volunteer net promoter score measures how likely volunteers are to recommend the American Red Cross to a friend or colleague as an organization where they can volunteer. Our FY 2022 NPS is 54.

2022 Red Cross Engagement vs. National Average



»» Since surveys began in 2014, our overall engagement scores have increased by 12 percentage points.

COMPETITIVE COMPENSATION AND BENEFITS

A key feature of Red Cross strategic planning efforts has focused on making investments in our people. These investments focus on ensuring that our compensation and benefit programs are competitive and aid in attracting and retaining talent, avoiding attrition, compensating those who perform the best with greater rewards and improving the employee experience through greater engagement. Over the past four years, we have invested over \$500 million through various compensation improvements and benefits. These investments include:

- **Implemented a new Paid Family Leave Program:** Added 12 weeks of paid leave at 80% salary/wage replacement to care for a new family member or a family member with a serious health condition.
- **Delivered frontline market wage improvements:** Increased hiring rates in geographic markets experiencing labor shortages and high wage growth to ensure fully staffed operations.
- **Ensured competitive salaries:** Increased salary midpoints and salary range minimums by approximately 15% over 5 years. On average, Red Cross compensation is now 94% of the market median.
- **Increased minimum wage:** Implemented a minimum \$15 per hour wage, higher in some geographic locations, with upward adjustments to minimum wage in similarly graded jobs.
- **Provided annual merit increases:** Provided performance based annual merit increases, where salaries are within range, using an overall budget pool of 3% of the eligible population's base wages.

»» In FY 2022, we implemented a new paid family leave program which adds **12 weeks of paid leave** to care for family members.



GOVERNANCE

The Red Cross strives to be a model of good governance, oversight and transparency. Our Board of Governors and management team have put into place policies, practices, and processes to ensure that our organization is in alignment with nonprofit governance best practices and corporate governance standards, where possible. Our attention to governance, oversight, risk management, compliance and ethics, data privacy and security, and regulatory compliance are some of the key disciplines that help to ensure that we are fulfilling our responsibilities as a member of the international Red Cross and Red Crescent movement and as excellent stewards of the resources entrusted to us by the American people in support of our mission.

GOVERNANCE, OVERSIGHT AND TRANSPARENCY

The American Red Cross Board of Governors has all powers of governing, directing, and overseeing the management of the business and affairs of the organization. The Board's authority includes approving our mission statement and strategy; providing strategic oversight to the organization; overseeing financial stability, protection of our brand, and fundraising; approving the annual budget and significant financial transactions; ensuring the inclusiveness and diversity of the organization; hiring, assessing the performance of and determining the compensation of the Chief Executive Officer (CEO); delegating powers, duties and responsibilities to the CEO and holding management accountable for performance.

As of June 30, 2022, the Board had 14 members, 13 of whom met the standard of independence set by the IRS. Although the CEO is a member of the Board, she does not meet the IRS definition of independent because she is compensated as an employee. The Board is led by a volunteer, independent Chairman who, in accordance with our Congressional Charter, is appointed by the President of the United States. In accordance with nonprofit governance best practices, Board members do not receive any type of payment or compensation for their Board service.

The Board has established and delegated certain authority and responsibility to **five standing committees**:

- Audit and Risk Management Committee
- Compensation Committee
- Executive Committee
- Governance and Board Development Committee
- Board of Trustees of the Endowment Fund

The Red Cross is committed to promoting an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding our finances, operations and results. There is an easily accessible governance page on our [website](#) where extensive information related to governance practices can be found.

MANAGING RISK

The Board is responsible for overseeing the processes by which management assesses and manages risk for the Red Cross. The Board has delegated oversight of risk management to committees, including the Audit and Risk Management Committee. The Audit and Risk Management Committee has approved a risk management policy which establishes the framework, structure and delegation of authority for Red Cross risk management. The risk management policy describes eight categories of risk management: strategic, financial, legal, compliance, information technology, operational, reputational and cybersecurity.

Risk management at the Red Cross is an integrated component of strategic and business planning, and operational management. The CEO is ultimately responsible for risk management and ensures that the risk management program and efforts are aligned with strategic objectives. The CEO has appointed risk officers for each risk category with responsibility for managing and reporting on these risks. Risk officers consider risks when developing organizational objectives, budgets, and new products or activities. They designate risk management responsibilities to business units to manage as part of regular business operations.

To ensure that management is focused on strategic, enterprise level and emerging risks, the Audit and Risk Management Committee established the Risk Advisory Council, a cross-functional group of risk subject matter experts and delegates selected by the CEO and other executives. The Risk Advisory Council facilitates the risk management program and provides feedback and reporting to senior management and the Audit and Risk Management Committee.

»» The risk management policy describes eight categories of risk management:
strategic, financial, legal, compliance, information technology, operational, reputational and cybersecurity.



DATA RESPONSIBILITY, PRIVACY AND SECURITY

Safeguarding information about our donors, employees, volunteers, clients and other constituents is a top priority at the Red Cross. We are committed to complying with privacy regulations, identifying and mitigating data security risk, and integrating privacy and data security into our systems, processes and services.

The Red Cross uses robust tools, processes and procedures to ensure that we appropriately collect, use and safeguard information to ensure its integrity and prevent unauthorized access and disclosure. We have strong information security and privacy policies and procedures, which we regularly update to reflect business developments, industry best practices and legal requirements. A distinguishing feature of the Red Cross approach to data privacy is that we do not sell data about our constituents.

We also provide enterprise-wide training on privacy and data security. This training communicates and reinforces our privacy and information security policies and commitment to a strong cybersecurity culture, and it cultivates an atmosphere where all employees view themselves as responsible for protecting data privacy.

As with most entities, we are increasingly reliant on third party partners and service providers to help us accomplish our humanitarian mission. We require that these entities adhere to strict data security and privacy protocols, and we evaluate their security protocols to make sure we are working with responsible business partners that share our privacy values.

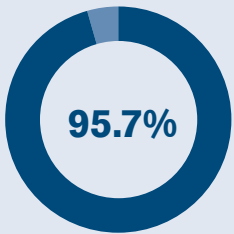
COMPLIANCE AND ETHICS

As a charitable organization, we place the utmost importance on acting with integrity and upholding our values which reflect our strong commitment to ethics and compliance. **We strive to be compassionate, collaborative, creative, credible and committed in our actions.** Our Board of Governors and management provide strong leadership and oversight to our ethics and compliance practices, upholding the highest standards and promoting a culture of compliance and ethics throughout the organization.

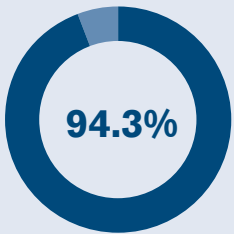
Our commitment to ethical behavior begins with the Red Cross Code of Business Ethics and Conduct (the “Code”), and the Red Cross annual Ethics and Compliance Training that reinforces that commitment. The annual training explains key concepts covered in the Code; furthers knowledge about Red Cross expectations relating to ethics and compliance; provides guidance to empower decision-making; and conveys information about avenues available for asking questions and raising concerns. Employees are required, and volunteers are strongly encouraged, to complete the training which includes a Code certification.

The Audit and Risk Management Committee receives a report at each meeting that includes information about whistleblower hotline activity, compliance and ethics matters investigated, fraud cases, significant matters under review, and advisory guidance related to conflicts of interest, political activities, the Red Cross brand and other potential areas of compliance and ethics risk. In addition, the Office of the Ombuds submits an annual report to the Audit and Risk Management Committee as well as 10 Congressional committees.

Compliance and Ethics Trainings



of employees completed our privacy and data security course



of employees certified the Code of Conduct and completed the training within 90 days



of Board of Governors Members certified the Code of Conduct

The Red Cross also has multiple channels through which employees, volunteers, recipients of Red Cross services or members of the public can report concerns.

Concern Connection Line

A 24-hour, confidential, toll-free hotline that anyone can use to report complaints or allegations of fraud, waste, abuse, misappropriation, illegal or unethical conduct, violations of safety standards or violations of the Code or any Red Cross policy. Reports may be made anonymously either **online** or by calling 1-888-309-9679. In FY 2022, there were 303 total reports made to the Concern Connection Line.

Biomedical Regulatory Hotline

A 24-hour, confidential, toll-free hotline for reporting concerns about the collection, manufacturing, processing, distribution or utilization of blood and blood components. Reports may include violations of regulations (FDA, OSHA, etc.), falsification, training issues, quality failures and computer and equipment issues. Reports may be made by calling 1-800-741-4738. In FY 2022, there were 26 total reports made to the Biomedical Regulatory Hotline.

Office of the Corporate Ombuds

The Ombuds is a confidential, neutral, independent, informal and impartial resource that can help identify and discuss options for addressing or resolving concerns. This service is available to all employees, volunteers and members of the public by calling 1-866-667-9331 or by **email**. The Ombuds office averages approximately 800 contacts per year.

Red Cross regulatory compliance programs

Our credibility as an organization, is deeply rooted in the trust of the American public. To earn and maintain this trust, Red Crossers must comply with applicable federal, state, and local laws and regulations, as well as with Red Cross policies. Regulatory compliance touches many parts of our work; however, as the nation’s largest supplier of blood products, the most significant area of regulatory compliance for the Red Cross is related to our Biomedical Services mission.

Red Cross staff and volunteers comply with quality and regulatory standards to provide blood products and services that meet the expectations of donors, recipients, health care professionals and the American public. To ensure our adherence to Red Cross and external standards, our Audit and Risk Management Committee provides oversight for Biomedical Services quality and regulatory compliance.

The Red Cross is licensed by the U.S. Food and Drug Administration (FDA) and adheres to additional guidance and regulations provided for blood center operations — such

as AABB, U.S. Centers for Disease Control and Prevention, and Clinical Laboratory Improvement Amendments (CLIA). The FDA conducts regular inspections of Biomedical Services facilities, and the Red Cross responds to all FDA observations from these audits. **In FY 2022, no FDA inspections resulted in Form 483 observational issues and there were no fines or sanctions levied against the Red Cross by a regulatory agency.**

To support our efforts to ensure a safe, adequate blood supply and regulatory compliance, Red Cross Biomedical Services maintains a Quality Management System which monitors performance, including facility and systems operations and donor and patient safety. Additionally, we have an internal quality audit team that aims to promptly identify issues so that we can address and implement solutions as soon as possible. **Our rigorous measures and processes led us to receiving International Standards Organization (ISO) certification in May 2022, signifying our ability to provide high quality products and services to our customers.**

APPENDIX

GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

Our reporting has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The table below links to where the relevant information can be found in our 2022 ESG Report and on our corporate website.

Statement of use

The American National Red Cross has reported the information cited in this GRI content index for the period July 1, 2021 to June 30, 2022, in accordance with the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

DISCLOSURE	REFERENCE/RESPONSE
GRI 2: General Disclosures 2021	
2-1 Organizational details	The American National Red Cross (also known as the American Red Cross or Red Cross) is a 501(c)(3) organization established in 1881 and chartered by an act of Congress in 1905. It is a federally chartered instrumentality of the United States government, headquartered in Washington, D.C. In addition to our operations in the United States and U.S. territories, the American Red Cross has operations in the following countries: Bangladesh, Colombia, East Timor, El Salvador, Guatemala, Honduras, Indonesia, Myanmar, Nepal, Pacific Island Nations, Philippines. We also provide services to military members and their families at U.S. military installations around the world.
2-2 Entities included in the organization's sustainability reporting	The American National Red Cross and its constituent chapters and branches.
2-3 Reporting period, frequency and contact point	Fiscal year 2022 (July 1, 2021–June 30, 2022), annual. For questions contact: Ann Bagala, Sr. Director, ESG & Sustainability Programs, ann.bagala2@redcross.org
2-4 Restatements of information	This is our first annual ESG report and includes no restatements of information from previous reports.
2-5 External assurance	The American Red Cross ESG Report has not been externally assured.
2-6 Activities, value chain and other business relationships	Reference “About Us” > “Our Work” Reference the American Red Cross 2022 ESG Report > Environmental Sustainability In Supply Management and > Supplier Social Impact
2-7 Employees	Reference the American Red Cross 2022 ESG Report: Social—Workplace At the end of FY 2022, the American Red Cross was comprised of a female majority (69.2%) workforce across the United States, its territories and around the world, with over 17,000 employees — 94.18% full-time, 5.82% part-time.
2-8 Workers who are not employees	Reference the American Red Cross 2022 ESG Report: Social—Workplace Volunteers — approximately 300,000 volunteers — Volunteers are an integral part of our organization. They deliver services across all our mission areas and provide behind the scenes support in areas like communications, finance, fundraising and information technology. The number of volunteers affiliated with the Red Cross includes all active general, event-based and partner volunteers, volunteers who were active and engaged in the year but became inactive during the reporting period, and unregistered volunteers serving the mission. Contingent Workers — Average number of contingent workers at any time during the year ranged between 78-135. We use contingent workers to supplement the workforce during unplanned, temporary increases in work activity or volume. Fluctuations in numbers occur based on business need/when disasters require additional support. Most contingent workers perform the following types of work: Call center, warehousing and administrative support.
2-9 Governance structure and composition	Reference “About Us” > “Governance”

DISCLOSURE	REFERENCE/RESPONSE
2-10 Nomination and selection of the highest governance body	Reference “About Us” > “Governance” Members of the Board, other than the Chairman, are elected by the delegates of the local units at the annual meeting of the Red Cross. The Governance and Board Development Committee has been delegated authority by the Board to identify and recruit prospective Board members taking into consideration the strategic direction and focus of the Corporation, the competencies needed to carry out the governance responsibilities of the Board and the need to have a diverse and inclusive pool of candidates. To that end, the Governance and Board Development Committee generally focuses on recruiting C-suite executives from large, complex organizations, with a focus on diverse candidates with the specific skills and attributes needed on the Board or a specific committee at any given time, including experience and knowledge in topics relevant to ESG. After a rigorous interview and due diligence process, successful candidates are elected for up to three, three-year terms. There are no term limits for the Chairman or CEO.
2-11 Chair of the highest governance body	Reference “About Us” > “Governance”
2-12 Role of the highest governance body in overseeing the management of impacts	Reference “About Us” > “Governance”
2-13 Delegation of responsibility for managing impacts	The Chief Executive Officer has appointed a Chief Sustainability Officer who is the highest-level executive responsible for ESG, and a Chief Diversity Officer who is the highest-level executive responsible for diversity and key diversity initiatives. They both report directly to the Chief Executive Officer. The Chief Sustainability Officer and the Chief Diversity Officer each provide a report to the Governance and Board Development Committee annually on progress toward ESG goals and diversity initiatives, respectively.
2-14 Role of the highest governance body in sustainability reporting	The Board of Governors has approved an ESG framework for the organization and has delegated authority to the Governance and Board Development Committee to provide strategic oversight of the corporation's ESG strategy and to monitor progress toward ESG goals on an annual basis. Other committees of the Board also provide oversight of certain aspects of reported information such as the Audit and Risk Management Committee which oversees internal controls and risk and the Compensation Committee which oversees the corporation's compensation philosophy and its employee compensation and benefits programs.
2-15 Conflicts of interest	The organization has established a Conflict of Interest Policy which applies to all employees and volunteers. This policy requires all Red Crossers to identify, disclose, manage, and remediate conflicts in a manner that protects the integrity and reputation of the American Red Cross. Additionally, under the direction of the General Counsel, members of the Board, management and certain other employees and volunteers must complete a Conflict of Interest Questionnaire annually. The Office of Ethics and Compliance collects and reviews the executed Questionnaire forms for actual, potential, and perceived conflicts of interest, and any necessary remediations are developed and implemented. Depending on the matter, the General Counsel or a staff member from the Compliance and Ethics Department discusses the conflict and remediation with the member of the Board, employee or volunteer and, if necessary, the President and CEO or Chairman of the Board. Where appropriate, the conflict of interest and associated remediation regarding a member of the Board is included in the minutes of the relevant Board committee or full Board meeting.
2-16 Communication of critical concerns	Reference “About Us” > “Governance” > “Ethics, Conduct and Compliance Resources”

DISCLOSURE	REFERENCE/RESPONSE
2-17 Collective knowledge of the highest governance body	Reference the American Red Cross 2022 ESG Report: Governance
2-18 Evaluation of the performance of the highest governance body	Reference “About Us” > “Governance” > “Governance Procedures”
2-19 Remuneration policies	Reference “About Us” > “Governance” > “Compensation and Management Development Committee” Members of our highest governance body serve as volunteers and are not remunerated for their service on the Board. The current total cash compensation program for key senior executives consists of base salary and annual incentive opportunity. The total cash compensation is reviewed annually to consider market comparability by external consultants as referenced in Disclosure 2-20 below. Any new senior executive offer terms, including sign-on bonus, would follow similar governance process. Senior executives are eligible for benefits similarly provided to all employees including medical and dental benefits, life insurance, short- and long-term disability programs and retirement including a 401k plan with 4% employer match. Senior Executives, along with any employee who meets the pay threshold to be a Highly Compensated Individual, can contribute voluntarily to a 457b plan. As with all employees, senior executives can also purchase voluntary benefits such as vision and supplemental life insurance and contribute dollars into a flexible spending account or health savings account, depending on the medical program they elect. The organization also provides a wellbeing program where all employees can earn incentive dollars to help offset medical expenses. The purpose of the senior executive annual incentive plan is to reinforce the need to deliver financial results, create an excellent workforce experience, attract and retain top talent, and help deliver the American Red Cross mission. The annual senior executive incentive plan contains measurable goals and objectives which must be met for payment to be earned. Further, the plan contains administrative guidelines which apply to all participants including, but not limited to, guidelines on payment upon termination and situations where a clawback may apply. For confidentiality reasons and as a matter of personnel practices, the American Red Cross does not publish information related to termination payments.
2-20 Process to determine remuneration	Reference “About Us” > “Governance” > “Compensation and Management Development Committee” On an annual basis, the Compensation and Management Development Committee of the Board of Governors reviews the current corporate officers and any new senior executive positions of the American Red Cross to determine for which executives the Committee should, in compliance with Section 4958 of the Internal Revenue Code and IRS regulations, review and approve compensation. The Committee then engages an independent outside compensation consultant to review and prepare an independent benchmark analysis of the total compensation package, including benefits, of these executives. The Committee will review the independent analysis and approve the terms of employment and total compensation for these individuals, including annual salary, incentives, awards and benefits, based on comparable market data and will vote annually to approve any compensation changes.

DISCLOSURE	REFERENCE/RESPONSE
2-21 Annual total compensation ratio	The ratio of the annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 14.1. For context, the average chief executive pay ratio of an S&P 500 company was 299:1 in 2020. The ratio of the percentage increase in annual total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) is .18. Contextual Information 1. The calculations were based on the fiscal year. 2. For purposes of the calculations, employees who worked a partial year (defined as those who were paid less than 1,040 hours in the year) were excluded. 3. Wages for employees who were paid between 1,041 and 2,079 hours were annualized to achieve a full-time equivalent (FTE) pay rate. 4. Annual total compensation includes salary, bonuses, incentives, and premium pay provided over the course of the year. Incentives included in the calculation for the highest wage earner were normalized to negate the impact of COVID on year-over-year results. 5. The title of the highest-paid individual is President and CEO.
2-22 Statement on sustainable development strategy	Reference Red Cross Statement on Climate Change
2-23 Policy commitments	Reference “About Us” > “Mission and Values”; Reference “About Us” > “Governance” The American Red Cross is part of the international Red Cross and Red Crescent network, the largest humanitarian network in the world with a presence and activities in almost every country. All Red Cross and Red Crescent activities have one central purpose: to help those who suffer, without discrimination, whether during conflict, in response to natural or man-made disasters, or due to conditions of chronic poverty. As part of this network, the American Red Cross is bound by seven fundamental principles: humanity, impartiality, neutrality, independence, voluntary services, unity and universality. These principles along with our mission, vision and values are the guiding commitments for our work. Additional policy commitments are grounded in our congressional charter, bylaws, Board committee charters and other governing documents, the commitment of all Red Cross societies to support and uphold the Geneva conventions and the principles of international humanitarian law, and corporate policies and regulations which includes Board resolutions and management policies. Finally, in response to the climate crisis, the executive team of the American Red Cross joined with other members of the Red Cross and Red Crescent movement and other local, national and international humanitarian organizations, to endorse The Climate and Environment Charter for Humanitarian Organizations.

DISCLOSURE	REFERENCE/RESPONSE
2-24 Embedding policy commitments	Reference American Red Cross ESG Report > Governance ; Reference “About Us” > “Governance” > “Ethics, Conduct and Compliance Resources”
2-25 Processes to remediate negative impacts	Reference “About Us” > “Governance” > “Ethics, Conduct and Compliance Resources”
2-26 Mechanisms for seeking advice and raising concerns	Reference “About Us” > “Governance” > “Ethics, Conduct and Compliance Resources” ; Reference “About Us” > “Governance” > “Report Concerns about Blood Safety or Quality”
2-27 Compliance with laws and regulations	Reference American Red Cross 2022 ESG Report > Governance
2-28 Membership associations	The American Red Cross is a member of multiple trade organizations and similar entities with common mission interests. These include but are not limited to: The International Federation of Red Cross and Red Crescent Societies; Alliance of Blood Operators; Association for the Advancement of Blood and Biotherapies; National Voluntary Organizations Active in Disaster; Independent Sector; Leadership 18; Charity Defense Council; InterAction
2-29 Approach to stakeholder engagement	Reference American Red Cross 2022 ESG Report > Social — Workplace Examples of stakeholders and methods of engagement: Employees — annual engagement surveys and reports, workforce resource groups, town halls, intranet, trainings and webinars. Volunteers — volunteer satisfaction surveys, workforce resource groups, trainings and webinars. Donors and corporate partners — stewardship reports; annual reports; information calls and meetings. Customers and recipients of Red Cross products and services — Satisfaction surveys, client account lead relationships, project quality assurance processes, conferences and events, responses to information requests. Government partners and non-governmental organization partners — Long-term, strategic partnerships in support of shared mission goals; information sharing; cross-sectoral coalitions, national and international forums.
2-30 Collective bargaining agreements	Approximately 28.2% of our employees are represented by a collective bargaining agreement

DISCLOSURE	REFERENCE/RESPONSE
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	In the spring of 2021, the American Red Cross published its statement on climate change, acknowledging the scientific evidence of climate change and committing to doing our part to reduce the current and future humanitarian impacts of the climate crisis. At the same time, Red Cross leadership brought a strong vision and commitment to investing in ESG, making it a central part of the Red Cross's response to the climate crisis and its ongoing commitment to excellence in organizational governance, beginning with the appointment of the Red Cross's first Chief Sustainability Officer. In October 2021, the Red Cross Office of Sustainability conducted a materiality assessment, which serves as the foundation for our ESG strategy. Our materiality process involved conducting research and engaging key internal and external stakeholders to identify and prioritize the company's most significant ESG-related risks and opportunities.

DISCLOSURE	REFERENCE/RESPONSE
3-2 List of material topics	Our material topics: Environment: Reduce our greenhouse gas footprint Reduce our water footprint Reduce our waste footprint Sustainability in our supply management Social — Mission: Adapt our mission to extreme weather caused by the climate crisis Build capacity to meet increased demand for our services caused by the climate crisis Prepare people and communities for the impacts of the climate crisis Serve diverse communities equitably throughout our mission delivery Ensure social responsibility in our supply management Social — Workplace: Employee & volunteer diversity, equal opportunity and non-discrimination Workplace health and safety Competitive comp and benefits Volunteer and employee engagement Governance: Governance, oversight and transparency Risk Data responsibility, privacy and security Compliance & ethics
3-3 Management of material topics	Reference the American Red Cross 2022 ESG Report Environment Social — Mission Social — Workplace Governance

DISCLOSURE	REFERENCE/RESPONSE																																								
GRI 302: Energy 2016																																									
302-1 Energy consumption within the organization	For reference, The American Red Cross operates and has facilities in all U.S. States and Territories. As of the end of FY 2022, The Red Cross had 572 directly managed facilities with approximately 9.7 million square feet in real estate. The Red Cross also maintains a fleet of more than 4,500 cars, trucks and other vehicles. In FY 2022 that fleet logged over 55 million miles. Below is the energy consumption for the previous four years. This usage data is compiled by our utility vendor and calculated directly from raw usage, except where unavailable and then usage from like facilities is used as a proxy. <table><tr><th>Consumption in MWH</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Natural Gas</td><td>114,485</td><td>101,863</td><td>98,071</td><td>95,175</td></tr><tr><td>Fuel Oil</td><td>2,109</td><td>2,162</td><td>2,011</td><td>1,235</td></tr><tr><td>Propane</td><td>284</td><td>320</td><td>323</td><td>158</td></tr><tr><td>Electricity</td><td>181,421</td><td>179,243</td><td>164,011</td><td>160,326</td></tr><tr><td>Steam</td><td>7,327</td><td>6,924</td><td>6,167</td><td>5,509</td></tr><tr><td>Diesel</td><td>38</td><td>7</td><td>0</td><td>0</td></tr><tr><td>TOTAL</td><td>306,844</td><td>295,242</td><td>276,589</td><td>264,101</td></tr></table>	Consumption in MWH	FY19	FY20	FY21	FY22	Natural Gas	114,485	101,863	98,071	95,175	Fuel Oil	2,109	2,162	2,011	1,235	Propane	284	320	323	158	Electricity	181,421	179,243	164,011	160,326	Steam	7,327	6,924	6,167	5,509	Diesel	38	7	0	0	TOTAL	306,844	295,242	276,589	264,101
Consumption in MWH	FY19	FY20	FY21	FY22																																					
Natural Gas	114,485	101,863	98,071	95,175																																					
Fuel Oil	2,109	2,162	2,011	1,235																																					
Propane	284	320	323	158																																					
Electricity	181,421	179,243	164,011	160,326																																					
Steam	7,327	6,924	6,167	5,509																																					
Diesel	38	7	0	0																																					
TOTAL	306,844	295,242	276,589	264,101																																					
302-2 Energy consumption outside of the organization	Reference American Red Cross 2022 ESG Report > Environment In FY 2022, the Red Cross conducted an initial Scope 3 emissions screening using FY 2019 as a baseline year. That screening used the GHG protocol methodology and produced a screening value of approximately 860,000 MT CO₂e in Scope 3 emissions. In FY 2023 we will explore our largest Scope 3 categories in more depth.																																								
302-3 Energy intensity	Below is the energy intensity for the previous four years. Note — data on miles driven was not available in FY 2019 or FY 2020. Kilowatt Hours (KWH) based on facilities consumption in both Scope 1 and 2. Square footage is based on facilities under direct control of the Red Cross. This usage data is compiled by our utility vendor and calculated directly from raw usage, except where unavailable and then usage from like facilities is used as a proxy. <table><tr><th>Energy Intensity</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Average energy consumption per sq ft in KWH</td><td>27.4</td><td>27.5</td><td>26.9</td><td>26.9</td></tr><tr><td>Miles per gallon</td><td>N/A</td><td>N/A</td><td>16.5</td><td>18.4</td></tr></table>	Energy Intensity	FY19	FY20	FY21	FY22	Average energy consumption per sq ft in KWH	27.4	27.5	26.9	26.9	Miles per gallon	N/A	N/A	16.5	18.4																									
Energy Intensity	FY19	FY20	FY21	FY22																																					
Average energy consumption per sq ft in KWH	27.4	27.5	26.9	26.9																																					
Miles per gallon	N/A	N/A	16.5	18.4																																					
302-4 Reduction of energy consumption	We have not reported on our consumption of renewable energy or our reduction due to sustainability efforts as FY 2022 is a baseline year. In addition, our current consumption of renewable energy accounts for only a small percentage of our overall portfolio. Beginning in FY 2023 we will report on all our efforts to reduce our carbon footprint with FY 2022 as our baseline year.																																								

DISCLOSURE	REFERENCE/RESPONSE																																													
302-5 Reductions in energy requirements of products and services	Reference American Red Cross 2022 ESG Report > Environment We have not reported on our consumption of renewable energy or our reduction due to sustainability efforts as FY 2022 is a baseline year. In addition, our current consumption of renewable energy accounts for only a small percentage of our overall portfolio. Beginning in FY 2023 we will report on all our efforts to reduce our carbon footprint with FY 2022 as our baseline year.																																													
GRI 303: Water and Effluents 2018																																														
303-5 Water consumption	Reference American Red Cross 2022 ESG Report > Environment Below is water consumption for the previous four years. These usage data are compiled by our utility vendor and calculated directly from raw usage, except where unavailable and then usage from like facilities is used as a proxy. We have not reported on our reduction in water use in FY 2022 as those sustainability efforts will not begin until FY 2023. Beginning in FY 2023 we will report on the outcomes of our pilot water stewardship efforts. <table><tr><th>Water</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Gallons used (millions)</td><td>163M</td><td>164M</td><td>151M</td><td>141M</td></tr><tr><td>Gallons per sq ft</td><td>14.6</td><td>15.5</td><td>15.0</td><td>14.4</td></tr></table>	Water	FY19	FY20	FY21	FY22	Gallons used (millions)	163M	164M	151M	141M	Gallons per sq ft	14.6	15.5	15.0	14.4																														
Water	FY19	FY20	FY21	FY22																																										
Gallons used (millions)	163M	164M	151M	141M																																										
Gallons per sq ft	14.6	15.5	15.0	14.4																																										
GRI 305: Emissions 2016																																														
305-1 Direct (Scope 1) GHG emissions	Reference American Red Cross 2022 ESG Report > Environment Below is our Scope 1 emissions data for the previous four years. FY 2019 is our baseline year. Emissions were calculated using raw usage data and counting direct facilities where the Red Cross maintains operational control. The source of emissions factors is the U.S. Environmental Protection Agency (EPA). The methodology followed is the Greenhouse Gas Protocol for calculating emissions. <table><tr><th>Scope 1</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Natural Gas</td><td>20,749</td><td>18,461</td><td>17,774</td><td>17,249</td></tr><tr><td>Fuel Oil</td><td>543</td><td>557</td><td>518</td><td>318</td></tr><tr><td>Propane</td><td>58</td><td>66</td><td>67</td><td>33</td></tr><tr><td>Diesel</td><td>10</td><td>2</td><td>0</td><td>9</td></tr><tr><td>Refrigerant Leakage</td><td>5,894</td><td>5,612</td><td>5,327</td><td>5,186</td></tr><tr><td>Scope 1 Facilities Sub</td><td>27,254</td><td>24,698</td><td>23,686</td><td>22,795</td></tr><tr><td>Scope 1 Fleet</td><td>32,398</td><td>29,709</td><td>26,366</td><td>26,563</td></tr><tr><td>Scope 1 Total</td><td>59,652</td><td>54,407</td><td>50,052</td><td>49,357</td></tr></table> <i>*Calculated in Metric Tons of CO₂ (MT CO₂e)</i>	Scope 1	FY19	FY20	FY21	FY22	Natural Gas	20,749	18,461	17,774	17,249	Fuel Oil	543	557	518	318	Propane	58	66	67	33	Diesel	10	2	0	9	Refrigerant Leakage	5,894	5,612	5,327	5,186	Scope 1 Facilities Sub	27,254	24,698	23,686	22,795	Scope 1 Fleet	32,398	29,709	26,366	26,563	Scope 1 Total	59,652	54,407	50,052	49,357
Scope 1	FY19	FY20	FY21	FY22																																										
Natural Gas	20,749	18,461	17,774	17,249																																										
Fuel Oil	543	557	518	318																																										
Propane	58	66	67	33																																										
Diesel	10	2	0	9																																										
Refrigerant Leakage	5,894	5,612	5,327	5,186																																										
Scope 1 Facilities Sub	27,254	24,698	23,686	22,795																																										
Scope 1 Fleet	32,398	29,709	26,366	26,563																																										
Scope 1 Total	59,652	54,407	50,052	49,357																																										

DISCLOSURE	REFERENCE/RESPONSE																														
305-2 Energy indirect (Scope 2) GHG emissions	Reference American Red Cross 2022 ESG Report > Environment Below is our Scope 2 emissions data for the previous four years. FY 2019 is our baseline year. Emissions were calculated using raw usage data and counting direct facilities where the Red Cross maintains operational control. Market based emissions factors are based on the U.S. Environmental Protection Agency (EPA) factors adjusted using Green-e residual mix emissions rates. Market based emissions factors are based on the U.S. Environmental Protection Agency (EPA) factors adjusted using Green-e residual mix emissions rates. <table><tr><th>Scope 2</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Electricity Use – Location Based</td><td>68,547</td><td>63,018</td><td>57,609</td><td>56,162</td></tr><tr><td>Electricity Use – Market Based</td><td>69,506</td><td>63,966</td><td>58,440</td><td>56,742</td></tr><tr><td>Steam Purchases</td><td>1,660</td><td>1,569</td><td>1,397</td><td>1,248</td></tr><tr><td>Total (Location-Based)</td><td>70,207</td><td>64,587</td><td>59,006</td><td>57,410</td></tr><tr><td>Total (Market-Based)</td><td>71,166</td><td>65,535</td><td>59,837</td><td>57,990</td></tr></table> <i>*Calculated in Metric Tons of CO₂ (MT CO₂e)</i>	Scope 2	FY19	FY20	FY21	FY22	Electricity Use – Location Based	68,547	63,018	57,609	56,162	Electricity Use – Market Based	69,506	63,966	58,440	56,742	Steam Purchases	1,660	1,569	1,397	1,248	Total (Location-Based)	70,207	64,587	59,006	57,410	Total (Market-Based)	71,166	65,535	59,837	57,990
Scope 2	FY19	FY20	FY21	FY22																											
Electricity Use – Location Based	68,547	63,018	57,609	56,162																											
Electricity Use – Market Based	69,506	63,966	58,440	56,742																											
Steam Purchases	1,660	1,569	1,397	1,248																											
Total (Location-Based)	70,207	64,587	59,006	57,410																											
Total (Market-Based)	71,166	65,535	59,837	57,990																											
305-3 Other indirect (Scope 3) GHG emissions	Reference American Red Cross 2022 ESG Report > Environment In FY 2022, the Red Cross conducted an initial Scope 3 emissions screening using FY 2019 as a baseline year. That screening used the GHG protocol methodology and produced a screening value of approximately 860,000 MT CO₂e in Scope 3 emissions. In FY 2023 we will explore our largest Scope 3 categories in more depth.																														
305-4 GHG emissions intensity	Reference American Red Cross 2022 ESG Report > Environment Below is the emissions intensity for the previous four years. Note — data on miles driven was not available in FY 2019 or FY 2020. Square footage is based on facilities under direct control or the Red Cross. This usage data is compiled by our utility vendor and calculated directly from raw usage, except where unavailable and then usage from like facilities is used as a proxy. <table><tr><th>Emissions Intensity</th><th>FY19</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Emissions per mile</td><td>0.0088</td><td>0.0085</td><td>0.0083</td><td>0.0083</td></tr><tr><td>Miles per gallon</td><td>N/A</td><td>N/A</td><td>0.0005</td><td>0.0005</td></tr></table> <i>*Calculated in Metric Tons of CO₂ (MT CO₂e)</i>	Emissions Intensity	FY19	FY20	FY21	FY22	Emissions per mile	0.0088	0.0085	0.0083	0.0083	Miles per gallon	N/A	N/A	0.0005	0.0005															
Emissions Intensity	FY19	FY20	FY21	FY22																											
Emissions per mile	0.0088	0.0085	0.0083	0.0083																											
Miles per gallon	N/A	N/A	0.0005	0.0005																											

DISCLOSURE	REFERENCE/RESPONSE								
305-5 Reduction of GHG emissions	Reference American Red Cross 2022 ESG Report > Environment We have not reported on our consumption of renewable energy or our reduction due to sustainability efforts as FY 2022 is a baseline year. In addition, our current consumption of renewable energy accounts for only a small percentage of our overall portfolio. Beginning in FY 2023 we will report on all our efforts to reduce our carbon footprint with FY 2022 as our baseline year.								
GRI 306: Waste 2020									
306-1 Waste generation and significant waste-related impacts	Reference American Red Cross 2022 ESG Report > Environment								
306-2 Management of significant waste-related impacts	Reference American Red Cross 2022 ESG Report > Environment								
306-3 Waste generated	Reference American Red Cross 2022 ESG Report > Environment Below is our waste footprint data for the previous three years. FY 2020 is our baseline year. FY 2019 data is unavailable as waste operations were not centralized until FY 2020. Data is from our primary vendor and comprises an estimated 98% of total waste collected. We have not reported on our reduction in waste use due to sustainability efforts as those efforts will not begin until FY 2023. Beginning in FY 2023 we will report on the outcomes of our waste reduction efforts. <table><tr><td></td><td>FY20</td><td>FY21</td><td>FY22</td></tr><tr><td>Total Waste Generated (tons)</td><td>11,414</td><td>11,466</td><td>11,372</td></tr></table>		FY20	FY21	FY22	Total Waste Generated (tons)	11,414	11,466	11,372
	FY20	FY21	FY22						
Total Waste Generated (tons)	11,414	11,466	11,372						

DISCLOSURE	REFERENCE/RESPONSE																
306-4 Waste diverted from disposal	Reference American Red Cross 2022 ESG Report > Environment Below is our waste recycling data, FY 2020 is our baseline year. FY 2019 data is unavailable as waste operations were not centralized until FY 2020. <table><tr><th>Waste Diverted (tons)</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Non-regulated waste recycled</td><td>2,712</td><td>2,659</td><td>2,691</td></tr><tr><td>E-waste Recycling</td><td>16.1</td><td>31.4</td><td>34.8</td></tr><tr><td>Total Waste Recycled*</td><td>2,728</td><td>2,690</td><td>2,726</td></tr></table> <i>*Does not include paper shredded and recycled</i>	Waste Diverted (tons)	FY20	FY21	FY22	Non-regulated waste recycled	2,712	2,659	2,691	E-waste Recycling	16.1	31.4	34.8	Total Waste Recycled*	2,728	2,690	2,726
Waste Diverted (tons)	FY20	FY21	FY22														
Non-regulated waste recycled	2,712	2,659	2,691														
E-waste Recycling	16.1	31.4	34.8														
Total Waste Recycled*	2,728	2,690	2,726														
306-5 Waste directed to disposal	Reference American Red Cross 2022 ESG Report > Environment Below is our waste footprint data for the previous four years. FY 2020 is our baseline year. FY 2019 data is unavailable as waste operations were not centralized until FY 2020. <table><tr><th>Waste Directed to Disposal (tons)</th><th>FY20</th><th>FY21</th><th>FY22</th></tr><tr><td>Non-Regulated Waste</td><td>6,206</td><td>6,046</td><td>6,021</td></tr><tr><td>Regulated-Medical Waste</td><td>2,480</td><td>2,730</td><td>2,625</td></tr><tr><td>Total Waste Directed to Disposal</td><td>8,686</td><td>8,776</td><td>8,646</td></tr></table>	Waste Directed to Disposal (tons)	FY20	FY21	FY22	Non-Regulated Waste	6,206	6,046	6,021	Regulated-Medical Waste	2,480	2,730	2,625	Total Waste Directed to Disposal	8,686	8,776	8,646
Waste Directed to Disposal (tons)	FY20	FY21	FY22														
Non-Regulated Waste	6,206	6,046	6,021														
Regulated-Medical Waste	2,480	2,730	2,625														
Total Waste Directed to Disposal	8,686	8,776	8,646														
GRI 308: Supplier Environmental Assessment 2016																	
308-1 New suppliers that were screened using environmental criteria	Reference American Red Cross 2022 ESG Report > Environment We have not reported numbers of suppliers screened or impacts tracked because supplier environmental screening was not implemented until FY 2023.																
308-2 Negative environmental impacts in the supply chain and actions taken	Reference American Red Cross 2022 ESG Report > Environment We have not reported numbers of suppliers screened or impacts tracked because supplier environmental screening was not implemented until FY 2023.																
GRI 403: Occupational Health and Safety 2018																	
403-1 Occupational health and safety management system	Reference American Red Cross 2022 ESG Report > Social — Workplace																

DISCLOSURE	REFERENCE/RESPONSE
403-2 Hazard identification, risk assessment and incident investigation	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-3 Occupational health services	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-4 Worker participation, consultation and communication on occupational health and safety	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-5 Worker training on occupational health and safety	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-6 Promotion of worker health	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Reference American Red Cross 2022 ESG Report > Social — Workplace
403-8 Workers covered by an occupational health and safety management system	Reference American Red Cross 2022 ESG Report > Social — Workplace

DISCLOSURE	REFERENCE/RESPONSE									
403-9 Work-related injuries	Reference American Red Cross 2022 ESG Report > Social—Workplace FY 2022 Total injuries reported: 1,092; no workplace fatalities OSHA complaints: 11 complaints received, investigated, and responded to. There were zero citations or findings given. FY 2022 OSHA recordable injuries/illnesses: 743 (68%)									
403-10 Work-related ill health	Reference American Red Cross 2022 ESG Report > Social—Workplace 53 work-related illnesses									
GRI 405: Diversity and Equal Opportunity 2016										
405-1 Diversity of governance bodies and employees	Board Diversity									
	Native American	Asian or Hawiian+*	Black	Latino	White	Other	Women	Men		
	0	1	3	1	9	0	4	10		
	*Native Hawaiian or Other Pacific Islander									
	Employee Diversity									
	Diversity Demographics: Race/Ethnicity & Gender	Native American	Asian	Black	Latino	Hawaiian +*	White	Two or More	Women	Men
	Executive Management (SVPs, VPs, Executive Directors)	0.5%	3.1%	11.2%	4.1%	0.5%	80.2%	0.5%	48.2%	51.8%
	First & Mid-Level Management (Directors, Senior Managers, Managers)	0.6%	4.5%	16.1%	7.3%	0.3%	69.2%	2.1%	63.8%	36.2%
	Professionals (Associates, Specialists, Consultants)	0.6%	6.4%	14.4%	7.5%	0.4%	68.4%	2.3%	70.0%	29.9%
	Total Employee Composition	0.7%	5.0%	21.5%	10.1%	0.4%	59.6%	2.6%	69.2%	30.8%
*Native Hawaiian or Other Pacific Islander										

DISCLOSURE	REFERENCE/RESPONSE
GRI 406: Non-Discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	Employee Investigations — Human Resources (HR) provides advice and consultation to employees and managers regarding a broad scope of employee relations issues including employee performance, behavior, conflict, team dynamics and complaints. Complaints related to harassment, discrimination, bullying, violence, theft and similar serious allegations, are investigated by HR. When a complaint contains multiple allegations, each allegation is investigated and dispositioned. If allegations are substantiated, HR works with the management team to determine the appropriate corrective action, discipline or termination. If the allegations are unsubstantiated, HR works with the management team to recommend coaching, counseling or other support to the complainant, subject of complaint and/or leader. Investigations conducted — 118 Allegations as part of investigations — 190 % of time allegations were substantiated — 42% % of individuals disciplined, up to and including termination, as a result of an investigation — 36% % of individuals received coaching, counseling or training as result of an investigation — 33% % of individuals with other or no action taken — 31% Employment Litigation — The Office of General Counsel (OGC) managed 18 employment lawsuits in federal and state courts, involving claims against the Red Cross alleging race, age, gender, religious, national origin, and disability discrimination; retaliation; Family Medical Leave Act violations; Employee Retirement Income Security Act (ERISA) violations and breach of fiduciary duty; wage and hour violations; and wrongful termination. None of the cases handled by OGC in Fiscal Year 2022 proceeded to a trial. Of the 18 lawsuits handled this year, 5 have been resolved including three that were dismissed and two that were settled prior to trial. Thirteen lawsuits are pending, all with low to moderate risk of liability.
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	Reference American Red Cross 2022 ESG Report > Social — Mission We have not reported numbers of suppliers screened or impacts tracked because supplier social screening was not implemented until FY 2023.
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Reference American Red Cross 2022 ESG Report > Social — Mission We have not reported numbers of suppliers screened or impacts tracked because supplier social screening was not implemented until FY 2023.

DISCLOSURE	REFERENCE/RESPONSE
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	Reference American Red Cross 2022 ESG Report > Social — Mission We have not reported numbers of suppliers screened or impacts tracked because supplier social screening was not implemented until FY 2023.
414-2 Negative social impacts in the supply chain and actions taken	Reference American Red Cross 2022 ESG Report > Social — Mission We have not reported numbers of suppliers screened or impacts tracked because supplier social screening was not implemented until FY 2023.
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Reference American Red Cross 2022 ESG Report > Governance During FY 2022, two of our business partners experienced cyberattacks that potentially impacted personal identifying information of some of our constituents. In one of these incidents, our business partner provided notice to the affected individuals. In the other incident, notice was not required.



Mission

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

[redcross.org](https://www.redcross.org)