



# NATIONAL ACADEMY OF MEDICINE

## Implementing the Health Sector Climate Action Survey Webinar January 22, 2026 Unperfected Transcript

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00:00:11.440 --> 00:00:24.530

Megan: Hi, everybody. I'm Megan Maltenfort, Vice President of Sustainable Business with Cardinal Health. We're so happy to have you join us today on this webinar to learn more about our new Health Sector Climate Action Survey.

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00:00:24.530 --> 00:00:36.109

Megan: learn about why it's beneficial to use this survey across our industry, and also hear from some of my esteemed colleagues, about how they're using it in practice. We can move to the next slide.

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00:00:38.100 --> 00:00:42.410

Megan: So I'm gonna spend about 10 minutes talking about the survey itself.

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00:00:42.410 --> 00:01:06.220

Megan: how it came to be and how it evolved over time, and really what the benefits are for using the survey in your own organization. And then I'm going to be joined by a wonderful roundtable of industry experts that you see here for a great panel discussion, again, to really highlight how those across our industry are putting this survey into practice. So I'll be joined by

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00:01:06.220 --> 00:01:11.070

Megan: Caleb Starjall, Manager of Supply Chain Sustainability at Advocate Health.

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00:01:11.070 --> 00:01:24.279

Megan: Christina Indiviri, Vice President of Core Tenant Programs at Vizient, Ariel Russ, Sustainable Sourcing Program Manager at Kaiser Permanente, and Sharon Vidal, Global Head of ESG and Sustainability at Hologic.

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00:01:25.160 --> 00:01:27.249

Megan: So we can move to the next slide, please.

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00:01:28.470 --> 00:01:29.749

Megan: And the next.

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00:01:33.160 --> 00:01:34.650

Megan: Thank you so much.



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00:01:35.880 --> 00:01:46.599

Megan: So first, I really just want to start by grounding everybody in what is the Health Sector Climate Action Survey. And this survey really aims to standardize how healthcare suppliers

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00:01:46.600 --> 00:02:00.169

Megan: report climate and sustainability data. It helps to reduce duplication of effort, it helps support transparency across our supply chain, and it also helps providers and suppliers share consistent information.

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00:02:00.170 --> 00:02:17.680

Megan: This tool can, ideally help engage suppliers in data collection, goal setting, and climate action. And, you see the link here? I'm going to ask the NAM team to please drop the link in the chat if you're able to, so that everybody on the webinar today can have easy access to it.

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00:02:19.030 --> 00:02:20.960

Megan: We can move to the next slide, please.

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00:02:21.830 --> 00:02:38.619

Megan: Thank you. So, sharing a bit of the evolution of the Climate Action Survey. So, the idea of the survey really began in 2024. Amongst us distributors. We teamed up as distributors with our trade group, HDA, Healthcare Distribution Alliance.

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00:02:38.620 --> 00:02:47.729

Megan: And we said, we've just set our science-based targets. Many of us are going to begin engaging our suppliers in our Scope 3 goals.

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00:02:47.730 --> 00:02:57.910

Megan: Many of us had supplier engagement goals as part of our SBTi, and we knew that many of us purchased from the same suppliers, and so really the thinking was.

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00:02:57.910 --> 00:03:03.449

Megan: How do we create a shared tool that we can collectively use so that we are not...

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00:03:03.450 --> 00:03:19.920



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Megan: going to the same suppliers over and over with slightly different questions in slightly different formats. So, really, the ambition and goal here was to create a streamlined approach to engage our supply chain with consistent questions in an easy, an easy-to-engage format.

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00:03:20.540 --> 00:03:33.170

Megan: So, in 2004, we brought the idea, like I said, to our trade group, HDA. We began to draft the first version of the Health Sector Climate Action Survey, which at that point had no name.

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00:03:33.170 --> 00:03:47.600

Megan: And, and then we realized after developing that initial draft of the survey that the survey could have a lot more reach beyond just us distributors. And so that's when we reached out to NAMM, National Academy of Medicine, Climate Collaborative.

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00:03:47.600 --> 00:03:58.740

Megan: To see if they'd be interested in taking on the survey and continuing to evolve it so that we could have a wider reach and really access the broader healthcare industry.

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00:03:59.620 --> 00:04:12.629

Megan: And so NAMM, of course said yes, which we were so pleased with, and the supply chain working group of the NAMM Climate Collaborative decided to take this on as a key... one of their three key deliverables for 2025.

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00:04:12.850 --> 00:04:25.260

Megan: The survey, again, has evolved quite a bit over the year that it was being developed, and after testing with suppliers and health systems, the survey was finalized and launched publicly in June 2025.

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00:04:25.260 --> 00:04:37.300

Megan: So, again, we thank you for joining this webinar to learn more about the survey. We just continue to, think about ways to access the industry and share with the industry the benefits of using this survey as we move forward.

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00:04:37.640 --> 00:04:39.810

Megan: So we can move to the next slide, please.

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00:04:43.080 --> 00:05:03.410



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Megan: Thank you. There are a lot of benefits of this survey, and we as a team, as a working group, as part of NAMM, really tossed around a lot of different ideas on how to host the survey, what format should we use, the types of questions, how long the survey should be, and ultimately where we landed is, we want this to be really easy for our suppliers.

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00:05:03.410 --> 00:05:17.950

Megan: And the survey can absolutely be used with any supplier, but it is particularly useful for lower maturity suppliers, because it is easy to use, it is Excel-based, so the format is really familiar for them.

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00:05:17.950 --> 00:05:37.100

Megan: The questions are... are... there's just 20 questions. It's a really narrow focus, and it's free, so we really want to promote that. This is a free tool, there's no cost to use it for anybody who's using it with their suppliers, and on the supplier side, there's no cost to respond. We...

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00:05:37.100 --> 00:05:44.609

Megan: Thought about lots more questions than just the 20 key questions that we landed on, but we really wanted to think about

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00:05:44.700 --> 00:06:09.539

Megan: what questions could we utilize the data in a meaningful way? And we really asked ourselves those hard questions as we thought about what we were going to include and what we were going to omit from the survey. There were a number of folks who said, we need to get into more detail about product LCA and other areas, and so we decided in developing the survey that there would be the core set of 20 questions, which will

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Megan: take a look at on the next slide. And then there's an additional optional questions section at the end, where those utilizing the survey with their suppliers can add additional questions at their discretion.

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00:06:22.540 --> 00:06:37.669

Megan: Another benefit of the survey is that the hope is that if you complete it one time, and the industry actually adopts the survey, you can just complete it that one time and share it with many, many customers. And there's also an educational component in the survey.

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00:06:37.940 --> 00:06:59.549

Megan: So as you look through the survey, you'll see that certain terms are marked in different colors, they've got little pop-up symbols next to



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those terminology, which includes definitions of terms, and then there is a definitions tab in the survey that further defines the terms, as well as provides links to additional resources as a way to educate our suppliers in what we're asking about.

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00:06:59.990 --> 00:07:02.280

Megan: So we can move to the next slide, please.

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00:07:03.890 --> 00:07:19.000

Megan: Thank you. The survey is, really primarily focused in four main sections, assess, strategize, Implement, and disclose. I know that this is pretty small, but really the core questions that we're asking about

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00:07:19.000 --> 00:07:28.820

Megan: include if the supplier measures their Scope 1, 2, and 3 greenhouse gas emissions, if they don't when they plan to disclose those emissions.

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00:07:28.820 --> 00:07:42.799

Megan: Is their methodology aligned with the greenhouse gas protocol? Do they have external third-party assurance of their data? Do they allocate emissions to their customers? And in the strategize section, we're really looking to understand

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00:07:42.800 --> 00:08:06.530

Megan: how they're planning to reduce their carbon footprint and their greenhouse gas emissions. So, do they have publicly available climate goals? Are those goals science-based? If not, do they have a plan for science-based goals in the future? And what are some of their biggest barriers to setting a science-based target as a way to help partner with them in the future and hopefully remove some of those barriers together as an industry?

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00:08:07.050 --> 00:08:21.830

Megan: The third section is the implement section. So this is really what is that supplier doing to act on climate. So, how are they reducing greenhouse gas emissions? Check your top three. And do you ask suppliers to meet climate-related standards or requirements?

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Megan: And then the final key section is around disclosure and reporting, so we ask if they report to a variety of different frameworks that are, you know, we believe to be important and sort of industry standard. Do



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they have a public report that we can see? Do they have a publicly available climate action plan?

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00:08:41.049 --> 00:08:54.290

Megan: And then, as I mentioned, there's the additional optional questions section, which has questions around, climate-related partnerships with customers, and if there's any interest in those partnerships, and if they offer environmentally preferable products.

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00:08:56.170 --> 00:09:04.810

Megan: So you can see, just before we go to the next slide, I want to call out that you can see some of these words are in blue, not black, and they've got little,

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00:09:04.970 --> 00:09:14.859

Megan: red triangles next to them. Each of those terms will be defined with a pop-up when you, scroll your mouse over them. And then each of those terms, if we move to the next slide.

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00:09:17.450 --> 00:09:36.779

Megan: will also be defined in our definitions tab, with additional resources for the supplier to learn more about these terms if they are not familiar with them. We also tried our best to make as many of these questions yes, no, or drop-down options, multiple choice, again, just to make this as easy as possible for our suppliers.

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00:09:38.080 --> 00:09:40.580

Megan: And we can move to the last slide, please.

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00:09:42.140 --> 00:09:58.409

Megan: Thank you. So finally, I just want to share that we do have best practices for use on the NAMM Health Sector Climate Action Survey website, which we would encourage you all to check out. Really, these best practices for use are aimed to maintain the integrity of the survey.

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00:09:58.410 --> 00:10:08.659

Megan: The questions should not be altered, those main 20 questions. Additional custom questions, like I said, can absolutely be added in the additional optional questions section at the end of the survey.

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00:10:08.660 --> 00:10:22.420

Megan: And if healthcare providers are choosing to customize questions at the end, they should absolutely alert their suppliers that there are



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additional custom questions, when they request their supplier to complete the survey so those aren't missed. I can say.

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00:10:22.420 --> 00:10:43.009

Megan: Personally, we've had customers reach out with just the core 20 questions, and then we've had others who have added a couple of additional questions, and we've gone to kind of upload and attach our survey to their email request, and then realized, okay, we need to actually go in and answer those couple of additional questions. So, make sure that when you're communicating with your suppliers, you let them know.

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00:10:43.010 --> 00:10:53.570

Megan: And then finally, suppliers should absolutely download and save the survey before they complete it. We've had a couple of little snags with

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00:10:53.570 --> 00:11:07.419

Megan: cells not expanding the way they should be, or things like that. So, as long as you download and save it to your computer, there has been no issues. And once you complete it, then you can share it directly with any customer who requests it from you.

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00:11:09.150 --> 00:11:11.990

Megan: Okay, I think that is all I had.

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00:11:12.140 --> 00:11:24.819

Megan: So with that, I will welcome the panel, and I see you all here, so thank you again for being with us today, and I am going to kick it off with our first question.

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00:11:25.100 --> 00:11:34.920

Megan: Because we are all at different levels of maturity in terms of engaging suppliers in climate action, and that is perfectly okay.

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00:11:34.920 --> 00:11:47.489

Megan: So, I'd be interested in understanding from each of you, if you can share where you are in the supplier engagement journey right now. How do you engage your own suppliers? How have you engaged them in the past? And

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00:11:47.490 --> 00:12:00.929



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Megan: how are you utilizing the survey, or plan to utilize the survey, to engage your suppliers moving forward? So, Caleb, I'll start with you, and then we'll move around the table. Thank you.

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00:12:00.930 --> 00:12:10.550

Kaleb: I knew that was coming. Hey, good afternoon, everyone. Caleb Stargill. As Megan said, I lead our supply chain sustainability efforts at Advocate Health.

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00:12:10.660 --> 00:12:17.319

Kaleb: Overall, we, just from a program perspective, we are committed to leading in environmental sustainability.

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00:12:17.320 --> 00:12:31.709

Kaleb: So we have some pretty robust, environmental commitments publicly available that we're really heading towards. So, reducing our Scope 1 and 2 emissions by 50% by 2030, in addition to carbon neutrality by 2030,

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00:12:31.710 --> 00:12:38.079

Kaleb: And then the big wart, as I call it, the big, bad, ugly, striving for net zero by 2050.

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00:12:38.520 --> 00:12:52.079

Kaleb: And it's very clear to us, you know, we cannot, and really all, I think all of us on this panel, that we cannot meet these commitments without our suppliers, you know, having the same commitments and ultimately being on the same reduction pathways.

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00:12:52.280 --> 00:13:02.749

Kaleb: So we, I think, from an assessment and engagement perspective, I think we're pretty farther along on our journey. We are, you know, assessing suppliers, sustainability, maturity.

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00:13:02.750 --> 00:13:12.830

Kaleb: Really putting them in, in a place of, of ultimately, are they starting out, or are they really leading in their own space, and in their own industry?

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00:13:12.830 --> 00:13:19.130

Kaleb: Outside of and in addition to assessing, our supplier's maturity and program.

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00:13:19.130 --> 00:13:37.580

Kaleb: If they don't have anything in place, we're working with them from, you know, really hand-holding and ensuring that they are setting those publicly available reduction targets, that they are, you know, implementing those reduction levers. And then for the suppliers that, you know, we deem are pretty farther along, we're actively sort of plugging into their existing programming.

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00:13:37.700 --> 00:13:45.550

Kaleb: And I'll say, we do sort of driving that engagement work at Advocate. We have our own supplier-facing.

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00:13:45.630 --> 00:13:54.829

Kaleb: science-based target, goal. So, we are looking at and sort of expecting, and pretty soon we'll be mandating that.

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00:13:54.830 --> 00:14:16.640

Kaleb: suppliers representing about 70% of our emissions that cover our purchased goods and services, as well as transportation and distribution, that they have their own science-based aligned target set in place, and how can we work together to set those and monitor and track progress? So, let's say we're, we're pretty, pretty far down the engagement pathway.

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00:14:16.640 --> 00:14:25.540

Kaleb: And, excited to... and really leveraging the... the climate survey to help us, in those assessment engagements, so...

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00:14:26.670 --> 00:14:29.949

Megan: Thank you, Caleb. Ariel, I'm gonna go to you next.

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00:14:32.040 --> 00:14:45.499

Ariel Russ: So thank you for having me, also. Nam, I appreciate that, being here, representing Kaiser Permanente. So, Kaiser Permanente has been addressing sustainability opportunities with suppliers for over 20 years.

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00:14:45.500 --> 00:14:52.229

Ariel Russ: We've partnered with suppliers to reduce chemicals of concern, packaging, and now on climate impacts.

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00:14:52.240 --> 00:15:08.419

Ariel Russ: And similarly to Caleb... to what Caleb was mentioning at Advocate, we also are asking our suppliers to set their own science-based



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targets, or similarly, establish public goal. And we have our own goals that that will help us meet as well.

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00:15:08.470 --> 00:15:23.749

Ariel Russ: And in terms of how we've been engaging with suppliers on climate, previously, we had our own survey that was similar to the NAMM survey, but this year we decided to switch to the NAMM survey to align with all these fantastic companies represented here.

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00:15:24.170 --> 00:15:24.850

Ariel Russ: Thanks.

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00:15:25.280 --> 00:15:35.819

Megan: Thank you so much. And Sharon, you are our supplier representative on this panel, so thank you for joining us. Can you tell us a little bit about where you're at in terms of maturity?

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00:15:36.650 --> 00:15:59.440

Sharon Vidal, Hologic: Yeah, absolutely. So, we, you know, like all of you, have sort of the upstream and the downstream element. So, in terms of our overall sustainability program, I would classify us as, you know, well-established. We have our science-based targets that have been validated, net zero commitments, we're focused on sustainable facilities, sustainability in our product, and, you know, climate action throughout the whole value chain.

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00:15:59.440 --> 00:16:23.769

Sharon Vidal, Hologic: But specifically on the supplier engagement piece of us engaging our own suppliers, I think if I look at the maturity spectrum defined as starting or intermediate and advanced, then I think we're closer to between early and intermediate. It's like, we know what we want to do when we grow up, and we basically have a good roadmap on how to get there, but we're, you know, in the early stages for

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00:16:23.770 --> 00:16:48.670

Sharon Vidal, Hologic: really implementing that, that level of engagement. So, we're just getting started. We just completed our second round of our Scope 3 emission footprint Assessment, and that's for our current reporting year. So, last year was really the first action plan that we had based on data-driven approaches. And prior to that Scope 3, we've done some assessments of, you know, our key suppliers, who already

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Sharon Vidal, Hologic: has some science-based targets. We added some governance to our own, you know, supplier code of conduct, and we're setting expectations to our suppliers. But after that Scope 3, we were really able to focus on, you know, the top 200 out of the thousands and thousands of suppliers, and we're able to, you know, identify that that 200 is really reflecting the 80% of our

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00:17:12.440 --> 00:17:23.710

Sharon Vidal, Hologic: our emissions. So, that's where we're focusing our efforts on, connecting and making a bigger impact. And so, that's really kind of where we are for now.

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00:17:24.420 --> 00:17:29.280

Megan: Thank you, Sharon, that's fantastic. And Christina, tell us, where Vizient is at.

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00:17:29.470 --> 00:17:53.109

Cristina Indiveri: Sure! Good afternoon, everyone. Christina Intevari from Vizient. I'm proud to report that Vizient is well along in our supplier engagement journey. For years, we have been actively partnering with suppliers to advance sustainability maturity, while convening provider clients and suppliers to foster transparent, action-oriented dialogue.

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00:17:53.110 --> 00:17:55.050

Cristina Indiveri: Across the healthcare market.

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00:17:55.050 --> 00:18:08.220

Cristina Indiveri: And as a healthcare performance improvement company, we see our role as both an enabler and a convener, helping to reduce friction, align expectations, and also accelerate progress at scale.

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00:18:08.220 --> 00:18:15.760

Cristina Indiveri: Looking ahead, the NAMM Health Sector Climate Action Survey is a critical tool in advancing this work.

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00:18:15.820 --> 00:18:27.999

Cristina Indiveri: Its use has been an ongoing topic of discussion within Vizian's Sustainability Advisory Council. It's a group of about 25 leading provider organizations from across the country.

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00:18:28.000 --> 00:18:36.489



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Cristina Indiveri: And last year, in 2025, the Council reviewed a comprehensive set of supplier sustainability and climate action questions.

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00:18:36.490 --> 00:18:45.259

Cristina Indiveri: with a clear objective. Condense and standardize a list that could be used not only by Vizient, but also our clients as well.

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00:18:45.260 --> 00:19:02.359

Cristina Indiveri: And that outcome was a streamlined, standardized approach that incorporates the NAMM Health Sector Climate Action Survey alongside some other key priority sustainability questions, creating a common foundation for supplier engagement moving forward.

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00:19:04.740 --> 00:19:14.759

Megan: Thank you, Christina. Well, hopefully the participants can see we are joined by the right folks here, so I really, really appreciate each of you for being a part of this discussion.

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00:19:14.780 --> 00:19:32.219

Megan: For those who have already sent out the survey, what has been the response from your suppliers, and did you prepare your suppliers in any way before sending the survey to increase your success rate? That could be helpful to share out with those on the call? So, Ariel, I'll start with you.

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00:19:33.410 --> 00:19:51.459

Ariel Russ: Sure, so we, sent out our emails with our request for information, and we said we are, we are directly, like, aligning with NAMM, and we've added our own questions. We made it crystal clear, as recommended by Megan herself just several moments ago.

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00:19:54.970 --> 00:19:56.920

Megan: Thank you. Caleb?

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00:19:57.210 --> 00:20:06.550

Kaleb: Yeah, I'll say the, response has been really great, and shout out to Sharon and Hologic for being here, as they were one of our respondents.

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00:20:06.750 --> 00:20:24.019



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Kaleb: Ultimately, when I engage suppliers, or I'm asking for any sort of data, I really try to look at it from the supplier's lens, and they're equally as busy as I are... as we are, as I am. So, I feel like when it came and comes to the survey, I take a different approach, and so instead of

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00:20:24.020 --> 00:20:38.389

Kaleb: sending out this blanket, which is not a bad thing, but a blanket approach to several suppliers or blanket requests. I really, we have a targeted sustainability engagement strategy within our business review process and our vendor management office.

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00:20:38.420 --> 00:20:57.289

Kaleb: And so, I actually sit in every single one of our business reviews. You should see my very dark blue calendar. But we are looking at that supplier maturity and determining whether or not they should get the supplier, and so we have this, I think, targeted approach, and so taking that sort of one by one.

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00:20:57.360 --> 00:21:13.090

Kaleb: Supplier-by-supplier approach has really helped, you know, garner participation and submissions. And moreover, you know, I look at it as, in that way, we're actually able to leverage the data and move the data to actual action. And so we're not asking for this, you know, survey and then

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00:21:13.090 --> 00:21:26.440

Kaleb: the supplier's never hearing back, or we just have too many responses that we don't know what to do with, so I think taking that targeted approach within our business reviews, has helped to definitely get... I haven't had a no yet, which is great.

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00:21:26.440 --> 00:21:43.210

Kaleb: And then also to your point earlier, Megan, where you do it once for one, you know, this isn't an ecosystem, we're all together engaging in some way, so you do it once, you already have it completed, and we've received that feedback that, you know, we're excited, we already have it done, and it was easy just to submit.

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00:21:43.210 --> 00:21:52.460

Kaleb: And the last thing I want to say is, you called me out, I don't know if you saw my face, but we have added advocate, we put two additional questions on the survey.

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00:21:52.590 --> 00:22:07.410

Kaleb: advocate-specific, and I don't know. I have to go back and look, but I don't know that I've, like, called that out in our instructions to suppliers, so Sharon, I'm sorry if, if that has impacted you in any way, and Megan, thanks for, you know, slapping that.

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00:22:07.570 --> 00:22:10.620

Kaleb: But I will definitely do that moving forward.

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00:22:11.410 --> 00:22:20.020

Megan: Thanks, Caleb. Listen, there's no shame here, we're all... we're all figuring this out together, so thanks. Exactly. Christina, how's it been for you?

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00:22:20.340 --> 00:22:45.270

Cristina Indiveri: Sure. We have tried to be very intentional in preparing suppliers prior to utilizing the survey. We've established a sustainability supplier task force made up of approximately 20 to 25 global leading suppliers representing the healthcare market. And this group meets monthly and plays a key advisory role for us in shaping our strategy and ensuring

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00:22:45.270 --> 00:22:57.200

Cristina Indiveri: Ensuring that the tools and the resources we're developing and utilizing are both meaningful and aligned with not only client, but also supplier expectations.

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00:22:57.200 --> 00:23:08.359

Cristina Indiveri: So, as part of this process, we engaged our Sustainability Supplier Task Force in direct discussions about standardizing supplier sustainability and climate-related questions.

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00:23:08.360 --> 00:23:19.479

Cristina Indiveri: Including a very direct conversation on the NAMM Healthcare Climate Action Survey. And the feedback was overwhelmingly positive. Our suppliers have expressed

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00:23:19.480 --> 00:23:32.979

Cristina Indiveri: Strong support for the survey structure, the content, particularly its potential to reduce duplication and reporting fatigue, which we've heard about from many of our suppliers.

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00:23:32.980 --> 00:23:47.649



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Cristina Indiveri: So that early engagement has really helped to drive alignment, trust, and also to hopefully have a very strong response when we formally distribute the survey and incorporate it in our RFI and RFP process.

112

00:23:48.940 --> 00:23:52.039

Megan: Thank you, that is so great to hear, so thank you for that.

113

00:23:52.290 --> 00:24:11.789

Megan: Sharon, I want to come to you next. You... I'm really interested in hearing what the process and experience looked like for you as a supplier responding to the survey, at least on behalf of Advocate Health. You may have responded on behalf of other customers as well, but can you tell us what the process was like for you, what the experience was like?

114

00:24:12.930 --> 00:24:36.289

Sharon Vidal, Hologic: Yeah, absolutely. I think even if we had not had the proactive engagement from Caleb and the Advocate Health team, which was fantastic to start us off, I think if I had even just received it blind as someone who is a frequent responder and contributor to inquiries from customers around the globe on our own sustainability program, I greatly appreciated the fact that it was such a focused scope.

115

00:24:36.290 --> 00:25:00.820

Sharon Vidal, Hologic: The format was really simple to use, there was no cost, and there were really clear instructions. I didn't have to log into a portal, I wasn't sent a screenshot from the commercial team's, you know, their login to some portal, there was no membership fee, and I could download the survey. So, even if it was a question that, you know, wasn't something I could provide directly within my team, it's set up so you can forward that to other functions.

116

00:25:00.820 --> 00:25:23.800

Sharon Vidal, Hologic: groups or get input and work offline. You're also able to see the whole scope of it. I mean, sometimes these surveys, you only see a piece of it until you answer, and then, you know, more gets unlocked, and so in order to, you know, facilitate collaboration, this was a really great model. I think it was fantastic to have the educational resources that were linked, and it just...

117

00:25:23.800 --> 00:25:47.939

Sharon Vidal, Hologic: speaks to a range of maturity levels that are likely going to be out there when you're dealing with, you know, kind of knowledge topic on these themes. So, these were all data requests that are core to what we're already disclosing, so it was easy to pull that



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information, either from our sustainability report or from our data management platform, and highlighted, you know, the most important things for our industry.

118

00:25:47.940 --> 00:25:55.699

Sharon Vidal, Hologic: It was, you know, one of the best experiences we've had in terms of, you know, surveys for supply chain and sustainability.

119

00:25:56.660 --> 00:26:03.639

Megan: Thank you, Sharon. I so appreciate your perspective, and that's exactly what our goal was, to make it easy for suppliers, so thank you.

120

00:26:04.170 --> 00:26:18.420

Megan: So, I want to talk a little bit about data now. So, Christina, I'm going to start with you, and then Caleb, we'll go over to you, because I know you've actually got some slides to share. But what do you plan to do with the data, now that you're starting to collect it from your suppliers?

121

00:26:18.990 --> 00:26:20.470

Cristina Indiveri: Great question.

122

00:26:20.470 --> 00:26:43.319

Cristina Indiveri: So, our focus is on ensuring the data is not only collected, but meaningfully operationalized in ways that directly support client needs and supplier transparency. So, when suppliers choose to share data directly with Vizient, we plan to securely store it and activate the most decision-relevant elements based on clear client demand.

123

00:26:43.450 --> 00:27:04.000

Cristina Indiveri: So rather than treating the survey as a static reporting exercise, we are intentionally prioritizing the data points our clients are asking for most, particularly supplier carbon emissions disclosure, progress against climate action goals, and indicators of maturity and accountability.

124

00:27:04.000 --> 00:27:13.459

Cristina Indiveri: These elements will be operationalized through Vizient tools and platforms, including possible integration within our contract catalog, where feasible.

125



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00:27:13.460 --> 00:27:20.279

Cristina Indiveri: While also allowing clients to access these insights at the point of purchasing and strategy development.

126

00:27:20.280 --> 00:27:35.029

Cristina Indiveri: So this approach allows us to strike the right balance of respecting data limitations and system constraints, while still translating supplier-reported information into practical, usable intelligence.

127

00:27:35.030 --> 00:27:43.599

Cristina Indiveri: Ultimately, our goal is to make climate data actionable, supporting our clients as they manage Scope 3 emissions, which is the big

128

00:27:43.600 --> 00:27:53.129

Cristina Indiveri: very audacious goal right now. Identify aligned supplier partners, and lastly, advancing their broader sustainability objectives.

129

00:27:54.750 --> 00:28:13.480

Megan: Thank you, Christina. I think many of us suppliers have been in a position where we've responded to surveys, and we've thought, now where does the data go? It goes into this big black hole, nobody, you know, are folks using it? Are we going to engage around the data? So, it's great to hear more about how Viziant plans to use the data in the future.

130

00:28:13.910 --> 00:28:15.559

Megan: Caleb, over to you.

131

00:28:15.960 --> 00:28:17.910

Kaleb: I mean, how do I follow that?

132

00:28:18.240 --> 00:28:23.849

Kaleb: You know, great job, Christina, I need to learn from you. Fantastic work.

133

00:28:24.100 --> 00:28:39.179

Kaleb: I think ultimately, you know, similarly as well, the key word here is actionable. I mean, moving from just requesting data and talking about it to, like, actual, tangible, impactful, quantifiable, measurable results and progress, so...



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134

00:28:39.180 --> 00:28:50.169

Kaleb: You know, this... the survey definitely helps, really create the vehicle for that. And more of a... moreover, another point that Christina hit on that's key for us is.

135

00:28:50.170 --> 00:28:59.379

Kaleb: It's helping us identify the right suppliers, and the ones that we want to prioritize our business on, for, and with.

136

00:28:59.380 --> 00:29:10.350

Kaleb: Because we want to do business with suppliers that are on that same journey with us. And again, the key here is we're all on the journey, we're all in different parts of it, and that's okay, as long as we're heading to the same destination.

137

00:29:10.440 --> 00:29:13.909

Kaleb: And so, sort of speaking of that journey, I have come up with...

138

00:29:13.910 --> 00:29:34.310

Kaleb: I say come up with my own. I'm sure if you are, if you have your own maturity segmentation of... and sort of the lens that you're looking at supplier sustainability through, we're probably aligned here, but this is... this is how I look at suppliers, journey. So, non-existent, pretty... pretty straightforward. They don't have anything in place, and... and we really need to do some hand-holding.

139

00:29:34.330 --> 00:29:51.100

Kaleb: To get them, farther along. Developing, they're really starting out, their, you know, emissions are measured by scope. They have a little bit of publicly available evidence, such as an ESG report or component of ESG in their overall annual report.

140

00:29:51.280 --> 00:29:58.339

Kaleb: starting to converse with us at Advocate on, again, sort of how can we collaborate and move the meter forward. Advancing...

141

00:29:58.340 --> 00:30:14.600

Kaleb: They do have a strategy in place, they have publicly committed emission reduction targets, they're disclosing those targets, they're engaging in these sorts of conversations and consortiums across the industry, and ultimately they, you know, are aligned with Advocate and where we're going.



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142

00:30:14.600 --> 00:30:26.810

Kaleb: And the last is, you know, you're leading, and sometimes we see our suppliers are doing way better of a job than us, and I learn from them. But, you know, I look at leading as a supplier has a publicly available

143

00:30:26.810 --> 00:30:45.249

Kaleb: an operational plan to reduce their emissions and achieve their reduction goals that they've set forward. They're providing, and I know this is a little bit of a taboo subject, but they are providing, or on a journey to provide, category or product-level emissions data, so LCAs and PCFs.

144

00:30:45.310 --> 00:30:55.560

Kaleb: We're entering in sort of strategic partnerships with these suppliers, with clear-defined goals, you know, for, reductions, and then we're setting contractual

145

00:30:55.620 --> 00:31:08.929

Kaleb: targets and KPIs in place, based on our different partnerships. And so, as I assess our top suppliers in this maturity, I think we can move to the next slide. The survey really lends itself to helping me

146

00:31:08.930 --> 00:31:21.920

Kaleb: place our suppliers in one of those buckets, and sort of corresponding with... and this is very, like, my first edition, y'all, but corresponding with the survey, I've created a scorecard

147

00:31:22.000 --> 00:31:32.769

Kaleb: to really illustrate, where those suppliers are at, and identify the opportunities, either... I don't want to say improvement, but just growth, and moreover, more importantly, collaboration.

148

00:31:32.770 --> 00:31:48.429

Kaleb: This, I mentioned it previously, this is shared within our business reviews. Megan, coincidentally, was in a business review with us today, and you have, you know, our VP of sourcing, and VP of that, and this, and so it's a really great opportunity

149

00:31:48.430 --> 00:31:54.199

Kaleb: To highlight, in front of key leadership, where our, our, our important suppliers are.



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150

00:31:54.200 --> 00:32:11.080

Kaleb: And so, relative to the logic, you know, I'm not going to go through, but I have my set sort of criteria, again, mapped back to maturity, as well as the, the survey itself and the data that we are gleaning, and kind of place them in different buckets. Overall, the logic is great. Hologic is leading.

151

00:32:11.080 --> 00:32:17.460

Kaleb: And most importantly, they're here. They're at the table, they're lending their voice, they want to collaborate, and that's all we can ask for.

152

00:32:17.460 --> 00:32:21.380

Kaleb: And lastly, I'll just say, you know, I think the actions, again.

153

00:32:21.380 --> 00:32:35.120

Kaleb: Resulting from what we learned in the survey is, you know, you guys have emission reduction targets, and that's... that's the main thing that we look at in purchasing, in these conversations, what we're looking for in our suppliers on their journey, that's sort of the foundational thing.

154

00:32:35.240 --> 00:32:39.820

Kaleb: And... Moreover, I do... it...

155

00:32:39.850 --> 00:32:55.829

Kaleb: became clear through the survey that you guys do have an LCA in place, which is great. So, how can we do it? I think next steps is we want to do an audit of our purchases against that LCA and others that you may have coming down the pike to incorporate that data into our own emissions inventory.

156

00:32:55.850 --> 00:33:14.929

Kaleb: But you get the gist. This is... I'm really excited, of where this landed, and I think, you know, Susan or Sharon, I turn it over to you, and... and your thoughts and... and maybe some actions, on your... on your side of the fence that came from, you know, overall this scorecard and survey and engagement.

157

00:33:17.220 --> 00:33:42.070

Sharon Vidal, Hologic: Yeah, thanks, Caleb. You know, for us, the experience we had with the whole process was really positive, and we were engaged proactively in the conversation. So, you know, even before we got



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the survey, Caleb and his team met with my sustainability team and our commercial team through that business review, which was a great platform for us both to share, you know, our targets, the programs that we're both working on.

158

00:33:42.070 --> 00:34:05.230

Sharon Vidal, Hologic: and then highlight some of the synergies. So, the survey came after that, and following the survey, it felt like a really strong partnership approach, because we got feedback on the data and the classification. And it was unique because, you know, the program is so comprehensive that, you know, there are elements where we are in a, you know, industry-leading status, and there are areas that

159

00:34:05.230 --> 00:34:23.410

Sharon Vidal, Hologic: We are very early on, and one of the benefits I found, or hope to gain from the collaboration is to learn from some of the other companies that are further along in different points. So we're just getting started on product-level carbon footprinting, or signing an allocation of carbon

160

00:34:23.409 --> 00:34:31.779

Sharon Vidal, Hologic: to a customer or to an actual product that we're selling. And so, each of these elements, I think we can share what has worked well for us.

161

00:34:31.780 --> 00:34:45.439

Sharon Vidal, Hologic: And then the areas that, you know, we're still developing, you know, I'm really anticipating some strength in learning from others. So, all around, it was a, it was a great, positive, experience. I can't wait to see what comes next.

162

00:34:45.880 --> 00:34:56.340

Kaleb: And Sharon, not to call you out, and you don't feel like you need to share publicly if you don't want to, but I think really underpinning that is, if you look at, sort of, my fourth

163

00:34:56.340 --> 00:35:10.569

Kaleb: criteria on the left. It's like, does the supplier engage, not just with Advocate, but in industry collaborations and consortiums, because there are several out there. And as you'll see, there is... was currently, based on what we gleaned in the survey, a blank.

164

00:35:10.640 --> 00:35:18.839



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Kaleb: But, again, you don't have to share. I will just preface highly and say that it is no longer a blank, which we're excited about.

165

00:35:20.250 --> 00:35:44.510

Sharon Vidal, Hologic: That's right. I think, you know, one of the things that we gained out of it was really exposure to some of the collaborations that are out there, like NAMM, and as a result of being part of this survey, we now are actual participants and have joined, as, you know, a participant of the NAMM Climate and Health Movement. So, that as well as some of the other collaborations that are out there.

166

00:35:44.510 --> 00:35:48.239

Sharon Vidal, Hologic: It was, you know, an educational element for us to introduce

167

00:35:48.300 --> 00:35:56.599

Sharon Vidal, Hologic: You know, what is out there specifically for our industry, and to be able to leverage everything within this healthcare ecosystem that

168

00:35:56.600 --> 00:36:14.189

Sharon Vidal, Hologic: you know, we're all, you know, crossing and having synergies, and there's no reason for each of us to, you know, start from scratch when there's so much that's impacting each of our supply chains. So, yes, we're very proud to be part of the movement, and appreciate the introduction.

169

00:36:14.400 --> 00:36:26.810

Kaleb: Excited to have you. And I'll just end with, you know, I think next steps and future... future, horizon planning, really looking to see how I can sort of automate what is my...

170

00:36:26.810 --> 00:36:40.590

Kaleb: slide deck, or slide scorecard that you see now when... in a very manual process, so that will be my next steps, is hopefully leveraging some technology to streamline the process, but excited where it's at.

171

00:36:46.940 --> 00:36:55.940

Megan: Well, congratulations, Sharon, on joining the National Academy of Medicine. That's really, really exciting. And I'm curious if anybody else,

172

00:36:56.580 --> 00:37:07.449



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Megan: has identified any other opportunities like that. Sharon mentioned two opportunities, actually, from taking the survey. One was around, allocation of emissions to customers, I believe, and then the other was

173

00:37:07.450 --> 00:37:20.599

Megan: potentially engaging in these collaboratives, like NAMM. Anybody else on the line, identify other opportunities in either your use of the survey with your own suppliers, or responding to the survey on behalf of a customer?

174

00:37:25.870 --> 00:37:50.580

Sharon Vidal, Hologic: I'll add just one other thing that I thought, helped us by going through this very simplified approach. As we were engaging our own supply chain, we started to kind of go down the rabbit hole of a really, really extensive survey. So, in addition to all the sustainability elements of, you know, climate action and emissions, it was water and waste and human rights and cybersecurity, and it just went on and on, and it became

175

00:37:51.100 --> 00:38:14.709

Sharon Vidal, Hologic: unruly, and we had a really low participation rate. And so by going through this experience with a very focused scope and very simplified, and seeing the results of having a high return, we've actually adjusted our own, approach and simplified it to try and get to the most important information, and be able to increase that engagement rate. So that...

176

00:38:14.750 --> 00:38:17.500

Sharon Vidal, Hologic: Really helps, put things in perspective.

177

00:38:18.600 --> 00:38:26.219

Megan: That's fantastic. Christina, do you have anything to add on opportunities for improvement that you might have identified?

178

00:38:26.570 --> 00:38:27.800

Cristina Indiveri: Definitely.

179

00:38:27.800 --> 00:38:52.760

Cristina Indiveri: For us, an important opportunity emerged through feedback from our Sustainability Advisory Council last year, actually, which called for a more holistic and standardized approach to supplier sustainability assessment. So in response to that, we worked through a very deliberate prioritization process, identifying the most impactful questions from the NAND



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00:38:52.760 --> 00:39:06.060

Cristina Indiveri: Health Sector Climate Action Survey, and also integrating them with broader sustainability criteria, such as environmental preferred purchasing, sustainability governance, and public reporting.

181

00:39:06.090 --> 00:39:30.930

Cristina Indiveri: So our end result is a more comprehensive supplier sustainability scorecard, very similar to what Caleb shared. So while not every single NAMM question is included, most of them are. Many of the most critical elements are embedded within the scorecard. And this approach allows us to continuously redefine how we collect, manage, and

182

00:39:30.930 --> 00:39:41.490

Cristina Indiveri: supply climate data, ensuring that it remains actionable, relevant, and aligned with both supplier capabilities and client needs at the same time.

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00:39:43.840 --> 00:39:45.020

Megan: Thank you.

184

00:39:45.320 --> 00:39:52.160

Megan: I'm not surprised that you all are taking such an organized and methodical approach, so appreciate that.

185

00:39:53.950 --> 00:40:02.989

Megan: How do you think the survey, and I'm going to start with you, Caleb, how do you think the survey can help your organization ultimately advance climate action in your supply chain?

186

00:40:04.520 --> 00:40:13.579

Kaleb: I think what I mentioned previously is that, A, it helps you identify the suppliers that you want to partner with on your journey.

187

00:40:13.660 --> 00:40:33.509

Kaleb: And B, it really helps identify the areas of opportunity to progress in terms of, like, what we've mentioned historically, you know, the theme of, you know, setting who has emission reduction targets, and how are they tracking toward them, who has the LCAs and PCFs, and what are those products, and how can you incorporate that.

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00:40:33.510 --> 00:40:49.320

Kaleb: you know, more accurate data and move away from a spend approach. So I think there's lots of... you don't know what you don't know in terms of your suppliers and their sustainability journey and the joint collaboration, so this is definitely very illuminating in terms of

189

00:40:49.320 --> 00:40:57.200

Kaleb: In terms of a tool to use to identify, those gaps and where you can jointly work together to move the meter forward.

190

00:40:58.160 --> 00:41:00.560

Megan: Thank you. Arielle, how about you?

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00:41:00.950 --> 00:41:12.740

Ariel Russ: Yeah, so some similar, themes that have been shared with my fellow panelists. So definitely makes it a lot easier to, you know, apples to apples, compare companies.

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00:41:12.850 --> 00:41:19.269

Ariel Russ: And to understand the... where companies are in that maturity scale that Caleb outlined.

193

00:41:19.280 --> 00:41:44.180

Ariel Russ: And that also helps us figure out, like, where we need to put in more effort. So, like, others have mentioned, right, you want to possibly focus on those companies that don't necessarily have the sustainability commitments, and then how do we work with them to, work with their own leadership, for example, on how to set those sustainability targets. So I think this just makes it a little bit easier to identify and, like, collate all that information.

194

00:41:44.180 --> 00:41:45.650

Ariel Russ: information in one place.

195

00:41:45.650 --> 00:42:02.419

Kaleb: And one thing I want to add is, and we're not here yet as an organization and even as an industry, because of just the critical nature, but, you know, we look at this when we're making award, like, from an RFP, when we're making award decisions.

196

00:42:02.520 --> 00:42:14.529



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Kaleb: And sometimes those decisions are based on specific products, and of course, patient outcomes and safety, and the care, obviously. But I would love, and we are heading to a direction where

197

00:42:14.670 --> 00:42:24.689

Kaleb: You're not even invited to bid, or you are not down-selected. If you don't have any of these things in place, if you're not on this journey.

198

00:42:24.810 --> 00:42:40.019

Kaleb: If you're not answering our engagements, you know, if you're not completing the survey, and we're not there yet, and that's... I don't mean it to sound as coarse as it does, but if we want to see actual change, like, that's... that's sort of the way we have to operate with our dollars, and the direction that we're heading.

199

00:42:41.990 --> 00:42:45.519

Megan: Thank you, thank you, Caleb. I think that's a really important point.

200

00:42:45.750 --> 00:43:05.659

Megan: I can say, just working at a global company, we're seeing a lot of pressure outside of the U.S., in bids and tenders, and they rate sustainability very, very high, sometimes 20-plus percent in a tender, and it's not necessarily the same in the U.S. quite yet. So, we're sitting waiting, so we would encourage it, for sure.

201

00:43:06.720 --> 00:43:19.120

Megan: All right, my final question is just to the group. We talked a lot about the benefits of the survey. Is there anything that we didn't touch on that you think is worth sharing before we open it up to questions from the audience?

202

00:43:20.640 --> 00:43:23.590

Megan: I've seen some good questions come through, so...

203

00:43:24.460 --> 00:43:30.210

Ariel Russ: Yeah, I think, I just have one thing that, like, we've touched on, but, like, I think that...

204

00:43:30.750 --> 00:43:41.550



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Ariel Russ: we can emphasize it more is that, like, because, you know, the health systems are aligning, hopefully, on this damn survey, and, like, we're setting the stage of, like, what we expect.

205

00:43:41.550 --> 00:43:56.959

Ariel Russ: For our suppliers, and therefore, like, our suppliers can take those conversations again to their leadership to, like, say, these are what our customers are saying, and hopefully that makes it a little bit easier for our suppliers who are maybe having a more difficult time getting those goals set.

206

00:43:57.000 --> 00:43:58.590

Ariel Russ: Setting them.

207

00:44:00.340 --> 00:44:01.430

Megan: Thank you.

208

00:44:01.870 --> 00:44:22.780

Cristina Indiveri: And I'm happy to jump in. I know we spoke to it, but I just want to re-emphasize the importance of efficiency. From our perspective, one of the primary benefits of using the NAMM Climate Action Survey is the ability to collect supplier climate data in a transparent, fast, and very efficient manner.

209

00:44:22.780 --> 00:44:27.989

Cristina Indiveri: So because suppliers are increasingly familiar with these standardized questions.

210

00:44:27.990 --> 00:44:41.990

Cristina Indiveri: We're hoping to see responses become more consistent, easier to aggregate, reducing follow-up, reducing any sort of interpretation challenges, and also getting that information faster so we could share it out.

211

00:44:41.990 --> 00:45:04.079

Cristina Indiveri: This efficiency enables us to really operationalize the data more effectively, and also make it, available to our clients in ways that directly support decision maker... decision-making, excuse me. So with clearer, more comparable information, clients can be better equipped to make more informed purchasing decisions.

212

00:45:04.080 --> 00:45:21.829



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Cristina Indiveri: and really identify suppliers that are aligned with their sustainability goals, and also engage strategic partners to support Scope 3 emissions reduction, which still continues to be a very hot topic in all of our Council and Task Force meetings.

213

00:45:21.830 --> 00:45:35.870

Cristina Indiveri: So, ultimately, the use of this standardized survey strengthens transparency across the supply chain, while also improving speed and the quality of insights that are delivered to our clients.

214

00:45:37.690 --> 00:45:42.660

Megan: Thank you so much. I could not have summed it up better, Christina, so thank you.

215

00:45:42.940 --> 00:45:53.089

Megan: Let's go to the Q&A now. We've got about 15 minutes left, so thank you to those who have submitted your questions. Please continue to submit them in the Q&A box at the bottom.

216

00:45:53.090 --> 00:46:07.839

Megan: The first question I'm going to start with is to all of you. So, are any of the panelists actively engaging their suppliers to support them with training or other enabling initiatives as a way to support the suppliers that are engaged with the survey?

217

00:46:09.830 --> 00:46:11.520

Cristina Indiveri: Caleb, you start.

218

00:46:11.520 --> 00:46:18.900

Kaleb: So if I understood the question correctly, I would say yes, and happy to point to another really exciting name.

219

00:46:19.200 --> 00:46:25.139

Kaleb: partnership and collaboration. So, there is an, a curriculum

220

00:46:25.250 --> 00:46:43.239

Kaleb: that we are piloting around, climate, objectives and learnings specific for healthcare suppliers called Supplier Locked, Leadership on Climate Transitions. I should know that, y'all, so sorry if I'm spreading the wrong acronym, but it is Supplier Locked.

221

00:46:43.240 --> 00:46:46.800



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Kaleb: So yeah, we're... we at Advocate are leveraging that, just...

222

00:46:46.800 --> 00:47:02.089

Kaleb: we... I'm one... I'm a one-man band, so we definitely want to... if we're putting an expectation, just suppliers out there, to set these goals and put these levers in place, we want to provide the tools and resources for those to do it, for those suppliers to do it, and that tool and resource can't always be me.

223

00:47:02.090 --> 00:47:12.890

Kaleb: So we are leveraging other, initiatives like Supplier Locked and sort of external trainings to upskill our suppliers, and that's something that we do pay for on the healthcare side.

224

00:47:12.890 --> 00:47:26.379

Kaleb: With, obviously, dedicated and consistent participation from the supplier side. So yeah, we are definitely... if we're gonna expect you to do it, we're gonna help you get there. At least that's my philosophy.

225

00:47:27.480 --> 00:47:46.570

Cristina Indiveri: And to supplement what Caleb shared, yes, a resounding yes. We are also participating in the supplier-locked pilot, where we're paying a small fee to bring this incredible sustainability and climate action training and educational virtual models to a subset of suppliers.

226

00:47:46.570 --> 00:47:53.430

Cristina Indiveri: We're piloting it, we're going to see how it goes, what the feedback is, but our hope is to provide it

227

00:47:53.430 --> 00:48:04.210

Cristina Indiveri: Widely to all of our suppliers, so that we can boost training, boost the resources that we provide, and also ensure scalable action and impact.

228

00:48:06.810 --> 00:48:07.429

Megan: Thank you so much.

229

00:48:07.430 --> 00:48:32.039

Sharon Vidal, Hologic: We're earlier in the process, so I'll just share, you know, an example on the other end of the spectrum for the supplier. We have not pushed it out yet, but we are developing some content to share with suppliers, and we did make a strategic decision that our approach would be more of a partnership and support rather than a stick.



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And, you know, we do have customers where we're responding to that there are requirements for sustainability elements.

230

00:48:32.040 --> 00:48:56.320

Sharon Vidal, Hologic: It certainly is a business driver for us to continue our program maturity, but for our own supply chain, it is more of a, how can we enable you on your own sustainability journey to move it along? So, we are creating some assets that will describe, you know, some low-hanging fruit for Scope 1 and 2 efficiencies, like LEDs, or, you know, transitions, or energy audits, or green teams, or

231

00:48:56.320 --> 00:49:20.699

Sharon Vidal, Hologic: anything that will help them with some tactical examples that, you know, take some of the terminology and turn it into, you know, there might already be things happening that they just haven't reported, and so we're trying to create, some material that can go out with not only, here's what our targets are, here's what our expectations are, but here are some, you know, starter points to get you on the journey. So I look forward to seeing what comes out of the

232

00:49:20.700 --> 00:49:30.249

Sharon Vidal, Hologic: the training, you know, pilot, and maybe we can leverage that in the future, but I definitely think it's a nice add, to help our own supply chain.

233

00:49:32.980 --> 00:49:39.779

Megan: Thank you all so much for the robust answer to that question. Really appreciate you all. The next question is.

234

00:49:40.010 --> 00:49:47.939

Megan: Have any of the panelists seen changes in response levels or other comments in the past 6 to 12 months with the political changes in the U.S?

235

00:49:52.650 --> 00:49:55.029

Kaleb: Does anyone else want to go first before I go?

236

00:49:56.240 --> 00:49:57.149

Cristina Indiveri: I'll follow you.

237

00:49:57.150 --> 00:49:57.669

Sharon Vidal, Hologic: Go for it.



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238

00:49:57.670 --> 00:50:04.759

Kaleb: I'll be quick, I can get in the weeds, but I won't say so much change in engagement.

239

00:50:04.790 --> 00:50:20.970

Kaleb: I will say change in sharing that engagement externally, highlighting that engagement. So, we may not be broadcasting our collaborations or our work, but it's still happening behind the scenes. So, again, not so much a decrease in engagement, just

240

00:50:21.850 --> 00:50:23.460

Kaleb: Communicating the engagement.

241

00:50:24.760 --> 00:50:33.909

Cristina Indiveri: Completely agree with Caleb's sentiments. We have not had, thankfully, one client or supplier pull away from this work.

242

00:50:33.910 --> 00:50:36.850

Cristina Indiveri: We haven't had one change in priorities.

243

00:50:36.850 --> 00:50:55.150

Cristina Indiveri: In fact, we're continuing to see this work prioritized and asked about from C-suites, boards, you name it. But exactly what Caleb said still rings true. There is a change in the vocal nature of this work. It's much quieter, it's happening behind the scenes.

244

00:50:56.130 --> 00:51:16.269

Cristina Indiveri: There is some concern and hesitation about sharing anything publicly, but what I've seen and heard, the data that is being collected, it's still continuing. The great work is still being done. Questions are being asked about Scope 1, 2, and 3 emissions. There's great synergies and collaboration about how do we scale this together.

245

00:51:16.270 --> 00:51:36.840

Cristina Indiveri: it's... it's just being framed, also differently. So, there are some key buzzwords that people seem to be staying away from, and there seems to be this increased focus, certainly from the Vizient side, on increases in efficiency, resiliency, fiscal sustainability.

246

00:51:36.920 --> 00:51:40.539

Cristina Indiveri: As well as improved human health outcomes.



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247

00:51:44.410 --> 00:51:45.740

Megan: Thank you so much.

248

00:51:46.350 --> 00:51:51.190

Megan: Sharon, I see you off mute, I just want to make sure you weren't gonna jump in before we move to the next question.

249

00:51:52.210 --> 00:51:54.800

Sharon Vidal, Hologic: No, nothing really unique there, similar.

250

00:51:55.550 --> 00:51:56.290

Megan: All right

251

00:51:56.890 --> 00:52:10.400

Megan: Great, well, let's move to the next question, and this is a tough one. What is the tipping point where we see this survey becoming the standard instrument? How far away from that point are we now, and what needs to be done to get there?

252

00:52:15.670 --> 00:52:17.400

Kaleb: Anyone want to go first?

253

00:52:19.490 --> 00:52:26.909

Kaleb: I'll speak selfishly and say for Advocate, we are really trying to lean on technology and automation.

254

00:52:27.080 --> 00:52:31.600

Kaleb: To help execute some of these engagement, reporting.

255

00:52:32.900 --> 00:52:40.700

Kaleb: evaluating processes, so we are, actually on... we have selected a GHG data management solution.

256

00:52:40.980 --> 00:52:44.980

Kaleb: I don't know if I can share who, but similar to the Persephone's, watersheds, etc.

257

00:52:45.110 --> 00:52:50.510

Kaleb: So we are onboarding that, very soon, that solution.



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258

00:52:51.460 --> 00:53:02.360

Kaleb: I think overall, to bury the lead, it's gonna be, you know, is that solution that is... hopefully provides automation and a streamlined way of doing things...

259

00:53:02.360 --> 00:53:27.180

Kaleb: hopefully that absorbs and connects with the survey and does... or is it going to supersede it in a way that I can just push a button, something goes out and comes back? So, ultimately, again, to say bury the lead twice, I think it's just going to be, how does the Excel, the manual Excel, compete with technology? That's, I think, my tipping point. The content's there, the collaboration is there, it's the right move, it's the right tool.

260

00:53:27.180 --> 00:53:32.419

Kaleb: but I think automation is gonna be that tipping point, in my opinion, selfishly.

261

00:53:35.490 --> 00:53:55.370

Cristina Indiveri: Not surprised that Colin asked such a poignant and polished question. I completely agree with Caleb, and I would add volume, scalable impact. I... a lot of people are talking about it now. I think it's going to take all of us together, clients, providers, suppliers.

262

00:53:55.370 --> 00:53:58.990

Cristina Indiveri: GPOs to utilize these standard tools.

263

00:53:59.140 --> 00:54:13.979

Cristina Indiveri: And then we'll start to see a tipping point and some quicker movement. I... I don't know where we are now. I think we're more at the nascent stages of that, but what I'm hearing and seeing is wonderful. It's very positive change around

264

00:54:13.980 --> 00:54:27.030

Cristina Indiveri: Different industry organizations, different collaboratives, councils, and task forces wanted to really partner together and do this work as a team, because we know it takes a village if we're all going to be successful.

265

00:54:27.030 --> 00:54:35.289

Cristina Indiveri: So, while I believe we're a bit away from the point now, I do have very high hopes for the future.



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266

00:54:37.420 --> 00:55:01.219

Sharon Vidal, Hologic: It was something that drew, you know, me into wanting to participate, is that concept of, you know, complete once for many. And so, I think, you know, the more that we can encourage awareness and participation, the better it will be for all of us. I think regardless of the tipping point, I think one of the benefits of the simple approach is that it is so focused.

267

00:55:01.220 --> 00:55:21.169

Sharon Vidal, Hologic: and relevant to what's likely going to be a mandatory reporting in the near future in some elements for at least Scope 1 and 2, that regardless, it is setting a strong foundation for our industry and the whole value chain to start to collect that, reporting kind of muscle and get started on that, so...

268

00:55:21.170 --> 00:55:29.610

Sharon Vidal, Hologic: Hopefully, both of those working together in terms of, you know, voluntary reporting and regulatory compliance will, you know, push the wave

269

00:55:29.800 --> 00:55:31.469

Sharon Vidal, Hologic: To that tipping point.

270

00:55:34.010 --> 00:55:35.370

Megan: Thank you so much.

271

00:55:35.740 --> 00:55:48.069

Megan: Sharon, there's a question directed at you around, asking if you can share more about how you are now allocating emissions to clients. I'm not sure that you are yet, but if you are, can you talk a little bit more about that?

272

00:55:49.000 --> 00:56:10.130

Sharon Vidal, Hologic: Yeah, absolutely. First, I'll just clarify that that was an area that we were scored in a developing status of our maturity index, rather than leadership, and it's definitely an area that we are challenged with. We know, you know, we have customers, you know, throughout the EU that are asking very frequently for their impact

273

00:56:10.130 --> 00:56:34.750

Sharon Vidal, Hologic: Specifically on the products that we're shipping. And so, first step is really understanding a product-level footprint. So, we've done a couple pilots on comparing, you know, a process level of,



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you know, something that's in the EOR that we can now move, you know, patient safety into a doctor's office. And we've also done product-level, life cycle assessments that are the full scope.

274

00:56:34.810 --> 00:56:58.820

Sharon Vidal, Hologic: that include not just carbon, but, you know, health and toxicity and water, and it was an experience, for sure. And so if we think about how can we scale that into the thousands of products that we would need to create, and then identify how do we allocate that based on either revenue or location or the shipment, and integrate all the Scope 3 data that we have.

275

00:56:58.820 --> 00:57:20.500

Sharon Vidal, Hologic: So, very early on, I think what we've learned from our early LCAs is that we'll likely pivot to do focused carbon only, so that we can do more products in the short term, rather than this massive deep dive. A lot of the value comes from comparing, and when you just get a number, it is

276

00:57:20.500 --> 00:57:37.499

Sharon Vidal, Hologic: you know, a number of what that, you know, footprint is, but without a change in the product, or comparing it to, you know, another company's similar product, it doesn't quite have the relevancy. So, in terms of action-oriented data, I think our approach is going to be

277

00:57:37.500 --> 00:57:55.279

Sharon Vidal, Hologic: carbon product footprints, and try to hit as many of our product classes that can then incite our product development and really start to make changes so that we can lower the footprint, and then report that to get that data out into our, you know, our customers and suppliers.

278

00:57:56.980 --> 00:57:57.670

Megan: Thank you, Sharon.

279

00:57:57.670 --> 00:58:03.090

Sharon Vidal, Hologic: But if anyone has an answer to that one, I will take it. We'd love to learn if you are further along.

280

00:58:04.450 --> 00:58:07.349

Megan: Thank you. So... oh, go ahead, Ariel.

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00:58:07.350 --> 00:58:26.470

Ariel Russ: Just from, like, you know, the recipient perspective of, seeing the answers to that question, there's been a wide variety in allocation methodologies that have been called out with, like, the little notes section in the last column of the survey, and so I think it will be interesting to see

282

00:58:26.880 --> 00:58:37.280

Ariel Russ: If there's alignment there in terms of, like, what the industry decides to do moving forward on, like, what that methodology looks like for allocations and product-level work.

283

00:58:38.520 --> 00:58:39.740

Megan: Thank you.

284

00:58:39.740 --> 00:59:04.240

Megan: So we've got one question that I'm actually going to take, if that's okay, and that's, are there plans to create a scoring or ranking rubric for this survey? And, it's a question that we've gotten a few times. I think you've seen some examples of how, those using the survey are starting to think about this. We are still determining our focus for the supply chain working group of NAMM for this year, so

285

00:59:04.240 --> 00:59:27.520

Megan: Nothing is off the table. We'll certainly keep this as part of the discussion, but more to come, so please stay tuned in what our focus will be. Certainly, part of our focus for this year is to continue scaling this survey and figuring out how to make this easy for suppliers, easy for healthcare organizations, and this may be part of it, so stay tuned.

286

00:59:27.760 --> 00:59:36.710

Megan: I really appreciate everybody's engagement, the questions, thank you to our panelists, just unbelievable insights from the team.

287

00:59:36.710 --> 00:59:57.870

Megan: The recordings, slides, any shared resources that we talked about today will be posted to the NAMM webpage in the coming weeks, so if you're interested in sharing this more broadly, please keep your eyes on the NAMM website, and please use the survey. We would just ask you to get engaged with the survey. If you have questions, please reach out to the NAMM staff.

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00:59:57.870 --> 01:00:06.230



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Megan: They're wonderful, and we're really excited to have you join us on this journey of standardization. So, thank you everybody so much.