Enabling Our Future Through Sustainability

Fiscal Year 2023



Children's Health



Enabling Our Future Through Sustainability Letter From CEO Paul A. King

I am pleased to share our second annual sustainability report, which illustrates how much we've grown in just three years. This success is thanks to everyone at Stanford Medicine Children's Health. The partnerships we've built with the community, vendors, and the health care industry have helped our efforts reach beyond our hospital.

I'm proud of our team members and leaders for their dedication to our net-zero emissions goal. From donating surplus food to minimizing supply waste and making sustainable purchases, they work toward a future where health care reduces its environmental impact.

As we are the first LEED Platinum hospital on the West Coast, it's our duty to lead this change. We follow the legacy of our founder, Lucile Salter Packard, believing in nature's power to heal. We stay true to her vision by prioritizing sustainability and health in our facility design and daily operations.

Here are some highlights from this year:

Sustainable Procurement Policy

Our "Uniquely Stanford" approach focuses on teamwork and investing in people, processes, and technology. Staff Transportation Program

We expanded options to reduce greenhouse gas emissions and introduced new park-andride shuttle services.

Recognition

We received the Practice Greenhealth Emerald Award. We've also grown partnerships with industry associations and vendors to meet our sustainability goals.

We will keep working toward a sustainable future.

Thank you for learning about our efforts. For more information on Stanford Medicine Children's Health and our leadership, visit our website.

Sincerely,

Taul act

Paul A. King President and CEO Stanford Medicine Children's Health

List of Abbreviations

DE&I	Diversity, Equity, and Inclusion
DEIJ	Diversity, Equity, Inclusion, and Justice
EH&S	Environment, Health, and Safety
ESG	Environmental, Social, and Governance
FY	Fiscal Year
GHG	Greenhouse Gas
GHGP	Greenhouse Gas Protocol
GRI	Global Reporting Initiative
LCSW	Licensed Clinical Social Worker
LEED	Leadership in Energy and Environmental Design
kBtu	Kilo British Thermal Unit
MTCO2e	Metric Tons of Carbon Dioxide Equivalent
PICU	Pediatric Intensive Care Unit
PROCESS	Purchasing Reliable products and services that are Outcomes-based,
	Customer-oriented, from Equitable and Sustainable Sources
RCRA	Resource Conservation and Recovery Act
RN	Registered Nurse
WHW	Workforce Health and Wellness

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Introduction

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Our Sustainability Program

As the largest network in the San Francisco Bay Area providing pediatric and obstetric care exclusively, Stanford Medicine Children's Health has the responsibility to lead the way in health care sustainability.

We were the first LEED Platinum children's hospital built on the West Coast and, as such, are committed to respecting the environment and living by sustainable principles. Our exemplary policies and initiatives are setting the standard, and our efforts are acknowledged by Practice Greenhealth and other environmental and health care organizations. There is nothing more rewarding than knowing that our efforts are making a difference for a more sustainable future.

Our commitment supports not only the well-being of our planet, but the health of our people, too. We know that every step we take for the environment has a positive impact on our community. In the Bay Area, for example, more frequent and intense heat waves, wildfires, air pollution from traffic, and other environmental changes directly impact the health of individuals and the community. Our vulnerable young patients are especially at risk.



One clear example of the close tie between climate and health is shown in multiple studies that found air pollution from traffic contributes to more than 2,500 deaths and 5,200 new childhood asthma cases each year.¹

Our mission continues to promote extraordinary care, continual learning, and breakthrough discoveries that help both people and the planet. It was the vision of our founder, Lucile Salter Packard, for which Lucile Packard Children's Hospital Stanford is named, to nurture both the body and the soul of every child. She believed in the powerful healing ability of nature. Today, our Sustainability Program continues to advance her vision as we meet the needs of today without compromising those of tomorrow. Our program works to reduce our environmental footprint, greenhouse gas (GHG) emissions, and operational costs; and it supports the health and wellbeing of staff, visitors, patients, and the community.

We also participate in industry-leading efforts like the Health and Human Services Health Sector Climate Pledge and are committed to partnering with our community. **Stanford Children's proudly commits to a 50% reduction in Scope 1 and 2 emissions by 2030 and net-zero emissions by 2050.**

Our efforts are not unnoticed.

Recognition and Awards

Practice Greenhealth Emerald Award (2023 and 2024) and Circle of Excellence for Green Building (2023)

Practice Greenhealth Environmental Excellence Award (2020, 2021, 2022) Arnold Soforenko Canopy Tree Award

Santa Clara County Innovator Award for water-saving design



About This Report

This fiscal year 2023 (FY23) report, our second, updates the organization's progress toward sustainability goals, providing deeper insight into programs and efforts. The Global Reporting Initiative (GRI) standards allow us to report on topics that are most important and relevant to our organization, based on both internal and external findings from a formal materiality assessment. The environmental, social, and governance (ESG) framework further advances our commitment, including factors beyond environmental impact. We are happy to collaborate with our people and partners to advance sustainable practices in our community.

Our report includes available data and information on all aspects of our Sustainability Program and key partners, including Stanford Medicine Children's Health's commitment to ethics, employee training and education, environmental and occupational health, environmental sustainability, and procurement. These topics contribute significantly to the enduring success of our organization and stakeholders.

Materiality Assessment

To determine which topics to report on within the GRI standards, we did a formal materiality assessment. This process, shown on the following page, included focus groups with key stakeholders from across the organization, a review of key organizational reports prepared for external groups, and other health care delivery institutions' ESG reporting. This resulted in the list of GRI topics for us to report on.

GRI Topics We Report On Herein

Waste
Emissions
Water and Effluents
Occupational Health and Safety
Training and Education
Supplier Environmental Assessment
Procurement Practices
Supplier Social Assessment

Materiality Assessment

Deciding Which GRI Standards Topics to Report On

-> RATE **24** GRI TOPICS

USING 4 KEY QUESTIONS

ls it something our operations rely upon?

Is it something important for us to share with our community?

Is it something that poses a significant risk to the organization?

Can our organization have a significant impact?

5 EXTERNAL Reports Evaluated

INTERNAL Focus Groups



Practice Greenhealth The Joint Commission Sustainability Accounting Standards Board (SASB) IRS Form 990 White House/Health and Hum

White House/Health and Human Services Health Sector Climate Pledge requirements Community Benefit and Government Relations Environmental Health and Safety Finance Hospital-Wide Family Advisory Council Human Resources Labor and Delivery Nursing Education Perioperative Services Planning, Design, and Construction Strategic Space Planning Supply Chain

Internal

Focus

Groups

COMPARE AND AGGREGATE RATINGS



Relevancy Ranking

Tier 2

Collect and analyze data internally to understand impact and consider in future materiality assessments.

Tier 3

Discuss internally to understand relevance and impacts on the organization.

	MATERIALITY RESULTS
* Tier 1	Waste Emissions Energy Water and Effluents Occupational Health and Safety Training and Education Supplier Environmental Assessment Procurement Practices Supplier Social Assessment
Tier 2	Customer Privacy Diversity and Equal Opportunity Local Communities Market Presence
Tier 3	Public Policy Economic Performance Employment Indirect Economic Impacts Biodiversity Marketing and Labeling Customer Health and Safety Anti-corruption Anti-competitive Behavior Tax Materials
* 0	Only Tier 1 GRI Topics

are reported herein.



Interactive nature-inspired artwork is a hallmark at the hospital.

Our Commitment

The Department of Health and Human Services Health Sector Climate Pledge

The U.S. health care sector is responsible for 8.5% of GHG emissions.² We are acutely aware of this environmental footprint and are working to develop innovative sustainable solutions for designing buildings, using technology and resources, and supporting the health and well-being of all we serve. Health care organizations also take responsibility for managing the adverse impact of climate change on health. In recognition of this, Stanford Medicine Children's Health is a signatory to the U.S. Department of Health and Human Services Health Sector Climate Pledge.

Measuring Our Progress to Reduce GHG Emissions

In FY23, we continued to inventory our GHG emissions. To meaningfully track and reduce them, we utilize the Greenhouse Gas Protocol (GHGP) framework, a comprehensive globally recognized standard for quantifying and reporting on emissions.

We have set our baseline year as FY19, the first year that we completed this detailed inventory for our hospital operations. In FY22, we expanded this inventory to include emissions from across our organizational portfolio, including our clinic and administrative locations. View our FY23 GHG emissions report online.

Annual Emissions per Scope

(Metric Tons of Carbon Dioxide equivalent MTCO2e)



Facilities

12

0=

7

14

Enacting Change Today

Just like our world-class patient care, sustainability is a high priority for Stanford Medicine Children's Health. Our ultimate sustainability goal is net-zero emissions across the organization.

Our employees are passionate champions of sustainability and emissions reduction, driving change and developing innovative initiatives. In the margins of their busy jobs, teams research the environmental impact of plastics, create water conservation plans, and revise procurement policies, among other groundbreaking initiatives.

Sustainability efforts and initiatives include reducing waste, energy, and water use; improving purchasing choices; eliminating harmful chemicals in our environment; and empowering our people to take action. A goal of net-zero emissions means that the GHG emissions generated by our organization are balanced by those removed from the atmosphere. The goals for 2050 are reducing emissions through investments in infrastructure and sustainable practice, and offsetting the remainder through carbon removal efforts and sustainable investments.

This is our pledge to people, the community, and future generations.

Waste

Reduce, Reuse, Recycle

Hospitals in any community produce a significant amount of waste. In total, hospitals generate approximately 5 million tons of waste per year, according to Practice Greenhealth.³ Waste in landfills emits harmful GHG emissions such as methane, which is 28 times more potent than carbon dioxide, and makes up approximately 14.4% of global emissions.⁴ Waste disposal is also costly, particularly in waste streams of hazardous materials. We understand that reducing waste impacts cost, and cost reduction is a sustainable action. Source reduction, or eliminating waste before it is created, is one of the best ways to reduce waste and costs and to cut GHG emissions. Our approach to waste reduction prioritizes source reduction and includes switching to more reusable supplies, reducing unnecessary supply use, and partnering with vendors for single-use supply reclamation programs.

Multidisciplinary work groups are tackling waste reduction head-on across the organization. We are working toward a goal of zero waste, which represents an approximate 90% diversion of municipal waste from the landfill. This will decrease the negative environmental and social impacts associated with waste generation and save money. In FY23, we diverted 1,582.11 tons of waste (50% of our municipal waste) from the landfill, increasing our diversion by 8%, compared with FY22.

Clinical Waste Reduction

As with all health care systems, our waste comes primarily from clinical areas and operating rooms, which generate about 80% of the organization's total municipal waste. Food services, office spaces, and public areas generate the remainder. Clinical and pharmacy areas also produce hazardous waste, mostly stemming from patient-care activities.

> "In FY23, we diverted 1,582.11 tons of waste (50% of our municipal waste) from the landfill, increasing our diversion by 8%, compared with FY22."

It is a careful balance to ensure that the right supplies are readily available when needed without overstocking, which can generate unnecessary waste. In FY23, we launched several key clinical waste-reduction initiatives, engaging sustainability teams in multiple areas to evaluate supply usage and increase reuse and recycling. We made the case for transitioning to reusable supplies in place of single-use and partnered with suppliers to integrate single-use product reclamation into our workflows. We built sustainability into our everyday practices without compromising our attention to high-quality patient care.

We All Play a Role in Recycling: Quantity and Quality

We continued to improve our three-stream waste bins and signage for easier waste-sorting, expanded donation programs for unused materials, and educated staff and visitors. Recycling is a core component of our waste-reduction strategy. Clean quality recycling ensures that certain materials are good candidates to be made into new products. We make every effort to reduce contamination in our recycling processes to increase the amount of waste that can be recycled and diverted from local landfills.



Prevention and Donation Reduce Food Waste

Food and packaging are significant sources of waste statewide, making up half of what ends up in California landfills, according to CalRecycle.⁵

Prevention is our first line of defense against waste in our kitchens, and we order food and plan meals to minimize discard. The Food Services Team also continues to reduce waste by using completely compostable food service products. In addition, each of our kitchens uses a Somat machine to process nonedible food waste for efficient composting.

Donation to local food programs is another key strategy to reduce GHG emissions from food in landfills and to support our community. In FY23, we donated all surplus edible food to local food banks, totaling 6,777 pounds.

Hazardous Waste Reduction

We completely overhauled our hazardous waste program in FY19 to reduce disposal burden on clinical staff, improve regulatory compliance, streamline controlled substance disposal, and better manage threats associated with hazardous waste. Our largest hazardous waste stream is Resource and Conservation Act (RCRA) medication waste. We partnered with a third party to classify our entire formulary as either RCRA hazardous waste or non-RCRA hazardous waste. Less than 5% of our formulary is RCRA hazardous waste. Given this low percentage, we worked with our information services team to add a flag in Epic that identifies these medications for specialized disposal. Stickers are also applied to RCRA medications when dispensed from our pharmacy. We repeat this analysis annually to ensure that we classify medications properly.

As technology continues to evolve, the batteries used in patient care have changed. Smaller lithium batteries are becoming a more prevalent source of waste in our facilities. To reduce fire risk by commingling used batteries, we introduced a two-bucket collection system to collect alkaline and lithium batteries separately at our ambulatory locations in FY22. With the success of this collection system in our ambulatory setting, this program will be expanded to inpatient units in FY25.

In FY23, we transitioned to a new vendor for hazardous waste management. This was a significant effort that required extensive planning to ensure a seamless transition and to limit patient care disruption and the amount of additional training required. We also validated a reduction in RCRAclassified medication waste, resulting in a 26% reduction in RCRA waste disposal from FY22. The diversion from RCRA pharmaceutical waste to non-RCRA pharmaceutical waste aligns with California's hazardous waste minimization laws, as well as our sustainability initiatives. RCRA pharmaceutical waste is incinerated in Ohio, while non-RCRA pharmaceutical waste is incinerated in Oregon.

Waste By the Numbers



Procurement

A "Uniquely Stanford" Approach

Given that 70% of our GHG emissions are related to what we purchase, we have invested significant time and resources to develop a comprehensive sustainable procurement program. Our program is guided by what we call a "Uniquely Stanford Approach," defined by collaboration and investments in people, processes, and technology.

Our Supply Chain Team is deeply engaged in this approach. Each member is empowered to implement and improve the procurement program and is trained in new ways of doing business and partnering with other teams. Leadership reflects this transformative vision and serves on industry-wide boards and workgroups that are transforming the health care supply chain. This includes affiliations with Association for Healthcare Resource & Materials Management, Healthcare Industry Resilience Collaborative, SMI, American College of Healthcare Executives, and Collaborative for Healthcare Action to Reduce MedTech Emissions. We also collaborate with industry partners, including Vizient, Tableau, Healthcare Anchor Network, Practice GreenHealth, Workday SC Executive Council, and the Healthcare Climate Council. Food for Thought: Eating for Better Health and a Healthier Planet

> We welcomed a new executive chef in FY23, who supported our vision of expanding food selections to be more sustainably diverse, seasonal, and plant-based. Our Harvest Café and patient kitchen consistently produce excellent nutritious food. We're committed to expanding our tasty, sustainable options to satisfy patients, families, and staff. In planning new menus, the Food Services and Sustainability teams collaborated to expand the vegetarian/ vegan meal selection and created new café offerings. Food Services highlights the new meals that are featured each month through signage and menu icons.

Food Services also partnered with the Clinical Nutrition Team and others to mark National Nutrition Month in March. With a theme of Fuel for the Future, the month focused on sustainable meal choices and food systems, giving patients, families, staff, and guests tips (in both English and Spanish) on healthful nutrition, eating more fruits and vegetables, and reducing food waste. New plant-based meals are nutritious and appealing.

Our supply chain has invested significantly in environmental, social, and governance (ESG) initiatives that embed sustainability, diversity, and resiliency in our processes and procurement.

Integrating Sustainability Into PROCESS

In our procurement we utilize Purchasing Reliable products and services that are Outcomes-based, Customer-oriented, from Equitable and Sustainable Sources, the acronym PROCESS. In FY23, we integrated the elements of our newly published sustainable procurement program into the PROCESS structure. We also adopted an ambitious fiveyear road map that establishes supply chain sustainability governance and formed an Impact Purchasing Team to enhance supply chain sustainability and diversity.

Recent Achievements

- A Sustainable Procurement Policy that sets clear guidelines for both internal stakeholders and supplier partners.
- A Sustainability Playbook for our sourcing team that provides guidance on RFP language, category guidelines, contract KPIs, vendor evaluation, etc.
- A supplier summit that informed our top 70 suppliers of our sustainability expectations, fostering a strategic relationship that goes beyond traditional compliance.
- \$21,516,847 spent on diverse suppliers in FY23.
- A supplier survey requesting timelines on science-based emission targets and dates to inform us of their climate excellence standards, as well as materials of composition in their products.
- A partnership with our clinical team to make operating rooms greener.
- Multiple product pilot initiatives, including a mobile medical waste solution that minimizes environmental impact and improves clinical satisfaction and compliance.
- Evaluation of Scope 3 accounting tools.

Teamwork Forges New Sustainable Procurement Policy

Purchasing more sustainable products and services for Stanford Medicine Children's Health is one of our largest endeavors across the organization and continued to be a priority for us in FY23. From purchasing food, to cleaning products, to patient equipment, a procurement list is endless for any health care system.

Our Sustainability Team partnered with the Sustainability Program Office at Stanford Health Care and our shared Supply Chain Team to develop an aggressive and comprehensive Sustainable Procurement Policy that is fostering change. It is our hope that the policy will also serve as a model for other health care organizations.

To operationalize this policy, our teams created purchasing guidelines for food, cleaning chemicals, medical device sterilants, patient equipment, and waste management, among other categories. Our Group Purchasing Organization (GPO) Vizient is another key partner in our sustainable procurement efforts. Aided by Vizient's Environmental Advisory Council, we participated in a robust and well-received webinar series to communicate our new policy to our supplier community and procurement partners.

As we lead the future in sustainable procurement, we're influencing others to innovate, too. We're ecstatic that one of our largest suppliers of single-use devices asked to collaborate on our procurement goals. The supplier shared their objectives to make products that were more reusable or reprocessable, requesting our feedback on strategy, impact, and sustainability. It's rewarding to know that we're setting the standard, and we are hopeful for further collaborations with our partners in sustainability.

Energy

A Heavy Lift in Energy Conservation

Industry-wide, health care operations are energy intensive. The nature of what we do is 24/7, and the high energy demands of specialized medical equipment require a lot of power, particularly at the hospital. Health care facilities consume close to 10% of the total energy used in U.S. commercial buildings and spend more than \$8 billion on energy every year, according to Practice Greenhealth.⁶ Our goal is to reduce the environmental impact of our energy consumption through conservation and implementation of clean energy solutions.

One focus of our sustainability program has been understanding our current energy use, seeking opportunities to increase efficiency and optimize existing systems. We have completed several projects to help reduce utility consumption. Here's a look at our results:

- Optimized air changes in hallways and other nonclinical spaces to reduce energy consumption.
- Completed an additional phase of transitioning to LED lighting. Swapping fluorescent lights for LED lighting in our operating rooms and treatment centers is estimated to save \$124,672 annually and reduce lighting energy

consumption by 48%. This project also helps us comply with California's Bill AB2208, which bans the sale and distribution of fluorescent bulbs in January 2025.

- Added film on our hospital atrium windows to reduce the heat load in the warmer months, resulting in significant energy savings.
- Reprogrammed our HVAC systems controls to utilize more outdoor air during the evenings when temperatures are cooler.

We continue to invest in metering, controls, and integration of building automation systems to help monitor and optimize ongoing energy use. We purchase 100% carbon-free energy in our hospital and main campus and will convert the remainder of our buildings to 100% green power by 2030.

As our sustainability efforts mature, we have transitioned from basic energy-use reduction efforts to complex infrastructure upgrades that further reduce energy and greenhouse gas emissions. We have started replacing equipment with systems that eliminate fossil fuels and maximize efficiency. Future building upgrades and remodeling plans include



Energy By the Numbers

Enabling Our Future Through Sustainability

Water

Leading the Way in Water Use Reduction

Hospitals use approximately 7% of all water in commercial and institutional U.S. facilities, according to Practice Greenhealth.⁷ Water-use reduction has been a high priority in our design and construction since the inception of our LEED Platinum-

"Our goal is to maximize the efficiency of our water use while maintaining the same quality of care." certified hospital building. Clean water is scarce, especially given the ongoing drought in California and the West Coast. Water scarcity impacts food production and affects everyone through rising prices and increased food insecurity. Through our interior and landscape design initiatives and guidelines, our goal is to maximize the efficiency of our water use while maintaining the same guality of care. The current water-use intensity for our hospital operations continues to be among the best in the county, according to benchmarking data provided by Practice Greenhealth. We have continued this water-use reduction focus in our design principles.

Our interior design standard incorporates expectations for low-flow devices and water-efficient equipment. We are working to improve water metering for better visibility into our day-to-day water use throughout our facilities. Our new vacuum plumbing system is estimated to save 4.7 million gallons of water each year. We also completed landscape design standards that will integrate more efficient irrigation technology and controls, and we commit to continuing our strategic use of native and drought-tolerant plants to reduce water consumption.

About Our Water

Lucile Packard Children's Hospital Stanford receives its water from the Hetch Hetchy water distribution system through the city of Palo Alto and the San Francisco Public Utility Commission. This water system relies primarily on snowmelt from the Sierra Nevada, which, due to an ongoing drought in the state, can vary widely. The hospital contributes to, and benefits from, Palo Alto's Urban Water Management Plan, which details strategies for water conservation. Similarly, wastewater is handled by Palo Alto and treated at the Regional Water Quality Control Plant with extensive county and state oversight.



Winning With Vacuum Plumbing Systems

Installing a vacuum plumbing system is expected to be a flowing win-win. Not only will the system reduce water usage by approximately 40%, but it will help eliminate clogs and leaks in wastewater piping, improving the resiliency of the system. The new vacuum plumbing system is part of a multiyear remodel and update of an older section of the hospital and uses vacuum pressure and gravity to collect, convey, and dispose of wastewater. The vacuum plumbing system is expected to cut the number of leaks that our facility engineers are called on to repair, reducing the workload of our repair team.

We do not operate with a wastewater discharge permit. Therefore, we only allow specific bulk fluids to be discharged into the sanitary sewer system. In FY23, we revisited our long-established bulk fluids disposal standards and identified two additional widely used bulk fluids that could be safely discharged into our sanitary sewer system. Stakeholder engagement helped us identify two bulk fluids that were renamed in our system to make them easier for staff to identify. As a result, fewer bulk fluids require incineration as hazardous or medical waste.

Water Use By the Numbers



Chemicals

Reducing Chemicals in Our Environment

Protecting our internal environment of care is as important to us as preserving the planet. Chemicals of concern are commonly found in everyday products like furniture, packaging, and cleaning supplies, which can affect our health in many different ways. Exposure to these chemicals often builds up in our bodies over time, leading to long-term impacts like cancer or infertility, for example. We continually work to reduce and eliminate chemicals of concern in our hospital and clinics to ensure a safer environment for patients, employees, and guests.

We eliminate chemicals of concern in our building construction standards, in our operational policies, and in our future plans. Our LEED Platinum–certified Main building was built with resilient local and sustainable materials, including systems that reduce harmful chemicals inside our walls.

Redefining Green Cleaning

Our green cleaning efforts expanded this year when our new Sustainable Procurement Policy Team compiled a list of restricted key chemicals of concern for day-to-day use, including cleaning supplies and medical disinfectants. While our interior design standards had already restricted our use of certain harmful chemicals, utilizing lists from Practice Greenhealth/Healthcare Without Harm, guidelines had not yet been developed for purchasing everyday products.

Our new policy includes guidelines for identifying and eliminating products that contain restricted materials, along with detailed purchasing appendices by product type. So far, the guidelines address cleaning chemicals, medical device disinfectants/ sterilants, and patient equipment, with more categories to be added. The guidelines also include information on third-party certifications that can help identify products without chemicals of concern. While we are just beginning to utilize this policy in our day-to-day purchasing, this is a significant step in finetuning a system that will improve the health of the environment for patients, families, and staff.



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Staff commuting via Caltrain.

Transportation

On the Road to Success

In FY23, our teams focused heavily on transportation initiatives that would cut our GHG emissions.

Reducing the environmental impact of employee commutes and patient travel to our facilities is an important priority. Our work includes facilitating cleaner transportation options in our community and innovating to reduce individual vehicle travel. We know that sustainable options, like shared and public transportation, positively impact our community and the environment.

Stanford Children's offers employees generous transportation benefits, including free and discounted transit passes, park-and-ride shuttles and buses, and bicycle-friendly infrastructure. We continue to develop solutions for sustainable staff transportation options. Transportation accounts for 22% of our overall GHG emissions, with 34% of those emissions coming directly from employee commutes. The vast majority is from car travel by staff and patients.



FY23 Achievements:

- Staff engagement to promote awareness of cleaner commute options
- National recognition by Best Workplaces for Commuters
- More convenient alternatives to driving alone, including accommodating differing work schedules and commute times
- Staff incentives to save money by choosing alternative transportation
- 14 additional electric vehicle charging stations at our main campus



New electric

Welch Road.

Staff members

often enjoy pedaling to

work.

vehicle chargers at our clinic on

Free shuttle buses make commuting easy.

Park-and-Ride Option Cuts Gas Usage and Commuter Stress

Employees spoke; we listened. When employees told us that public transportation was inaccessible in some areas of their communities, we worked this year to expand our popular parkand-ride shuttle program to a new location. The program now offers employees free parking in Campbell and Santa Clara and a free shuttle ride to campus. Ridership on the two new shuttle bus routes has increased 35%, reducing the number of cars on the road and providing a welcomed convenience for employees. We continue to increase participation, by educating employees about this service, including weekly informational

tables on campus and a video integrated into new employee onboarding that explains commute options and benefits.

"Ridership on the two new shuttle bus routes has increased 35%."



Supporting Health and Well-Being

By building a culture of collaboration, education, diversity, equity, and inclusion—where we care about safety and wellness—we show our employees how much we value their partnership and contributions. Our organizational values are based upon aligning people and resources to provide extraordinary care.



Our Partners

Unparalleled care for children and expectant people goes far beyond our hospital walls. Our commitment to improving the health of the community is made possible, in part, by partnerships with the many local organizations that help us expand our reach and impact.

Collaborating With the Coalition for Clean Air

Over the past few years, we have strengthened these important partnerships. We are happy to participate with the planning committee for California Clean Air Day, a celebration hosted by the Coalition for Clean Air. We assist the Coalition's Bay Area planning committee by helping organize events and outreach in the community, along with making our own pledge for cleaner air. Our in-house Clean Air Day activities have included pledge participation contests, reading lists for patients and families, environmentally focused story hours, and a special conservation and environment bingo game, among other initiatives.

Partnering With Practice Greenhealth

We are active members of Practice Greenhealth, the leading U.S. networking organization for a more sustainable and environmentally friendly health care industry. We participate in working groups to advance sustainability practices, learn from leading health care organizations, utilize resources to help advance our programs, and benchmark our progress against hospitals across the country. Members of our team regularly attend and present at Practice Greenhealth's annual CleanMed conference, sharing strategies to advance sustainability programs.

Partnering Within the Network

Our partnerships also include working with groups in our vast Stanford Medicine network. We collaborate closely on in-house projects that address transportation impacts, waste and sustainable purchasing, education and communication, and best practices. By combining resources, we can make a bigger impact.

Community Benefit Program

We also partner with local organizations that care for the health and well-being of the community. Our Community Benefit program advances initiatives to foster community health and works to solve the most pressing social determinants of health: education, housing, and transportation needs. We have also integrated sustainability practices into our Community Health Needs Assessment, asking patients about social determinants of health and the impacts of climate change on health. Learn more about our community benefit efforts on our website.



Our Staff

Staff Makes Sustainability Efforts Possible

Respect for people is a core goal at Stanford Medicine Children's Health. Our people are at the heart of everything we do. Our Sustainability Program succeeds because everyone in the organization makes sustainable choices daily. The Sustainability Department and its partners (Environmental Health and Safety, Human Resources, Occupational Health, and more) cultivate an innovative, collaborative workplace, where sustainability is part of everyone's job. In FY23 99.8% of employees received regular performance and career development reviews.

Registered nurses make up the largest portion of our employees at 32%, followed by technicians and specialists at 26% and clerical/administrative at 14%.

Eighty percent of employees who indicated gender based on binary options selected female, while 20% selected male. Stanford Children's continues to expand gender selection options to be more inclusive. We offer competitive person-centered benefits that help advance the sustainability and resilience of our workforce. Some of these benefits include sustainable transportation options and professional wellness and resilience support, in addition to educational offerings.

Professional Wellness and Resilience

Working in the health care industry is rewarding and impactful, but it can come with many challenges. Stanford Children's is proud to offer support to employees to prevent burnout, increase resilience, and foster an engaged, collaborative, and productive workforce.

Our Office of Professional Fulfillment and Resilience aims to build a community where we strengthen, support, and care for ourselves and one another, empowering all members to do our best work and flourish. By caring for our caregivers, these efforts support our entire community.

Our Workforce



Collective Bargaining



Covered by Collective Bargaining Agreement

Numbers based on average head count in FY23.

64

Recruiting and Retaining Employees

Stanford Children's attracts and retains employees through competitive packages, including benefits, compensation, and rewards. In addition to base compensation, these benefits contribute to the monetary value offered to employees. They can include:

- Health benefits
- Paid time off
- Health Savings/Health Reimbursement Account contributions
- Education assistance
- Retirement (403[b]) contributions

The guiding principles of total rewards for Stanford Medicine Children's Health are three-pronged:

- Fair and Equitable: Guidelines are established to ensure good financial stewardship, in a way that is fair and equitable across the organization. Salary equity is the placement of employees on the range based on performance and related experience. Stanford Children's conducts periodic equity reviews to uphold this guiding principle. This diligent evaluation of our pay programs prevents inadvertent negative impact on any individual category of employees.
- 2. Legally Compliant: Pay practices are established and monitored to ensure legal compliance. To remain legally compliant, various wage audits are performed to evaluate our compliance with all local, state, and federal

laws. New laws related to compensation, including the new California Transparency Act, are proactively embraced and implemented.

3. Market Competitive: Competitive pay structures are established by regularly assessing the labor market. The market is evaluated at least once per year, but special off-cycle assessments are also done as necessary for unique situations.

These guiding principles support the organization's goals: successful recruitment of qualified candidates; retention of the right employees; and rewarding skills, knowledge, and abilities.

Fair and Reasonable Executive Compensation

As a 501(c)(3) entity, Stanford Children's also has a rigorous process for ensuring that executive compensation is reasonable. The process for determining compensation for top management requires compensation to be reviewed and approved by a compensation committee of the board, which is composed of independent persons. The committee engages an independent consultant, who provides the committee with comparable published market surveys to be considered in evaluating the total compensation package for each individual executive. Specific facts and circumstances of each role and incumbent, their performance, skills, and responsibilities, are reviewed and assessed individually. This process occurs annually and in conjunction with any programmatic changes that could potentially impact the pay or benefits of executives.

Training and Educating Employees

Training and education are crucial to the success of our people and organization. From continuing education and support for pursuing higher education to just-in-time coaching, education is a constant at Stanford Children's. All employees participate in required training annually through our learning management system, which averages seven to 10 hours each year, in addition to department- and role-specific training. New employees also receive additional training, averaging 11 to 13 hours, in addition to department- and role-specific education. We offer continuing clinical education opportunities consistently throughout the year, in partnership with Stanford Health Care and the Stanford School of Medicine. Staff are also empowered to seek outside training and education with financial support from their department.

Stanford Medicine Children's Health offers the following programs designed to upgrade leadership skills and competencies for both individuals and teams.

- **HealthStream.** A learning management system offering hundreds of courses on a wide variety of topics.
- **LinkedIn Learning.** Thousands of courses and learning paths that focus on business, technology, and creative subject areas.

- Franklin Covey. A platform available to leaders, including the well-known "7 Habits of Highly Successful People," "Leading at the Speed of Trust," and more.
- Leadership Speaker Series. Leaders from across the organization share insights and learn from the most influential thought leaders in the industry.
- New Leader Navigation Program. A 12-month development opportunity to support the leadership journey.
- Leadership Skills for Managers Program. A six-month cohort-based program for experienced leaders on topics that encourage coaching and developing others.
- Leadership Skills in HR. A series of e-learning and instructor-led courses on wage and hour laws and regulations, remote work policies, leaves of absence, and more.
- **Executive and Leader Coaching.** A thought-provoking process that partners professional coaches with the organization's leaders to achieve personal and professional potential.
- Organizational Development Support. Consultants partner with leaders to develop customized solutions in change management, strategic planning, and more.
- **Customized Training.** Individualized training programs based on unique needs, personalities, and goals.
- **Mentoring Program.** Connects mentors with mentees to foster career and life planning.



Exemplary Nurses Are Role Models

We are proud to have received Magnet Recognition from the American Nurses Credentialing Center, a prestigious nurse recognition since 2019. The designation recognizes the depth and quality of our nurse leaders; mutual trust and respect among team members and caregivers; and quality, safety, and improvement. Learn more about nursing at Stanford Children's on the nursing website.

Way to Go, Green Teams

Our multidisciplinary clinical Green Teams work to improve sustainability in patient care units, operating rooms, and clinics. Projects include reducing waste, minimizing GHG emissions, and educating colleagues about sustainability. These frontline working groups help advance sustainability projects, and generate ideas that lead to long-term operational solutions.

A Safe and Risk-Free Workplace

Our mission prompts us to care not only for the health of our patients and community, but also for the wellbeing of everyone who works here. We have programs for comprehensive injury and illness prevention, ergonomics and safe patient-handling, onsite occupational health services in multiple locations, workplace violence prevention, and oversight committees. We have working groups on employee and worker safety. Individual team members are also responsible for identifying hazards, reporting near-misses and injury events, and contributing ideas to improve our systems and programs.

Our safety program begins with an evaluation of job risks and mitigation efforts. Safety concerns and near-miss events are reported online and reviewed daily. Post-injury response calls are made after injuries that occur during working hours to support an employee or worker in seeking treatment and to identify hazards that can be eliminated or minimized. We report and document incidents to the regulatory bodies and record all injuries and illnesses in accordance with the California Occupational Safety and Health Act and Bureau of Labor Statistics requirements. We do not track injury rates for contractors; reporting injuries is the responsibility of the contractor's employer. We do, however, investigate all injuries that occur in the workplace.

In FY23, the three most common injury types were push/ pull/manipulate objects, slips/trips/falls, and struck by/against injuries, mostly occurring in our housekeeping department. Clinical Nurse II employees have the highest injury rate by job title. To address these injuries, we have created specialized programs for housekeeping and nursing, focused on the key

In Their Own Words

"We were inspired to get involved in the PICU Eco Team by the idea that we could prioritize excellent patient care and safety first, while helping the environment and improving our unit's sustainability. Our love of the outdoors, and awareness of the environmental impact on our patients' health, inspired us to take action on sustainability in our daily work as nurses. We were able to donate more than 1,000 pounds of medical supplies to those in need and reduce the landfill waste generated by our unit in just a few months. We're excited to keep this waste-reduction momentum going by trialing an Eco Cart in FY25, an optimized supply cart that will allow us to serve patients more efficiently, maintain our commitment to excellent patient care, and achieve sustainability and cost-saving goals." -Morganna Johnson and Noelle Gross PICU Eco Team Leads

risks associated with cleaning activities, pushing carts and equipment, and moving patients. Equipment is available to assist with safe patient handling, and champions assist staff and workers with guidelines for safely moving patients. Each year, all team members complete a series of health and safety training modules, supplemented by on-the-job, departmentspecific training.

Workplace violence is on the rise in the health care profession. The most recent data from the U.S. Bureau of Labor Statistics indicates an increasing trend in violent incidents in the health care sector from 2011 to 2018, with 73% of all injuries and illnesses requiring days away from work. Compared with those in private industry, workers in hospital settings were eight times more likely to experience non-fatal violence-related injuries from other persons (22.8 versus 2.9 incidents per 10,000 full-time workers).⁸ We created the Relational Support and Partnership Care Team to facilitate transparency and communication about safety concerns and to de-escalate situations that can lead to workplace violence. In addition to helping facilitate a safer work environment for our caregivers, this team consults on the best way to care for patients whose behavior is in question.

Employees and medical staff members receive occupational health services from Workforce Health and Wellness (WHW), including proactive risk-mitigation measures and responsive programs. In collaboration with Environment, Health, and Safety and Infection Prevention and Control, programs share intended outcomes to minimize and mitigate risks and hazards in the workplace. WHW programs start with a post-offer prehire health clearance process and include annual monitoring, in-house workplace-related injury and illness assessment, treatment as needed, and exposure and contact tracing support. WHW services are accessible to staff at multiple locations within the Bay Area and at work locations at different times throughout the year.

- 239 recordable work-related injuries
- Total case incident rate: 5.59 (per 100 employees)
- 545 recordable and non-recordable incidents of all injury types
- 20 close calls identified in FY23

Health Promotion at Work

We facilitate access to health care services in the following ways:

- Employee education. Providing employees with the information and resources to access health care, including a personalized online platform for locating and evaluating quality providers. The platform also provides evidence of coverage and comparison charts, cost shares, and plan selection tools that utilize the employee's conditions. Log-in views average 30,000 per month.
- Incentivized wellness and health actions. We promote and encourage physical, mental, and emotional wellbeing through popular incentives earned through curated, customizable campaigns.
- Removing barriers to accessing quality health care by offering coverage for gender-affirming care services and reproductive health.

Diversity, Equity, and Inclusion Enhancing a Culture of Inclusion and Belonging

In FY23, the Diversity, Equity, and Inclusion (DE&I) Team continued to expand awareness, visibility, and educational resources on topics that align with our strategic priorities. In FY22, we created a Gender Equity Taskforce, focusing on strategies and outcomes that advance gender parity and equity in the workplace. The DE&I Leadership Council required all departments to submit a measurable DE&I and/or health equity goal. The incentivized program asked that 80% of these goals would be achieved by the end of FY23. Departmental compliance was 100%, and activities and initiatives were inspiring and unique.



The DE&I Team also implemented multiple learning opportunities to foster leader development. One notable example was an anti-racism seminar organized in partnership with the Department of Pediatrics' Office of Diversity, Equity, Inclusion, and Justice (DEIJ). The Health Equity Advanced through Learning (HEAL) Anti-Racism Seminar was a trainthe-trainer event. Eighteen staff members were trained to facilitate the seminar, which was attended by at least 80% of supervisors, managers, and leaders.

Other FY23 DE&I learning efforts have included establishing quarterly community learning events on topics such as interfaith inclusion, advancing health equity, and improving DE&I-related interpersonal interactions. To commemorate heritage months and holidays, the DE&I Team hosted guest speakers and panels. For example, Black History Month featured Kym Ali, RN; presentations for Asian American Pacific Islander Heritage and Mental Health Awareness months were by Juniper Wong, LCSW; and Pride Month included a panel discussion.

The DE&I and Spiritual Care teams partnered with our Executive Offices to create an organizational calendar that promotes awareness of diverse holidays and a culture of inclusion. We established best practices to avoid scheduling large events and meetings on significant holidays inclusive of all. The Human Resources Team finalized an analytics dashboard of workforce demographics to help managers and leaders recruit employees from historically underrepresented communities.

When the COVID-19 restrictions were lifted, the Human Resources Talent Acquisition Team relaunched sponsorship of the Palo Alto Unified School District's Project SEARCH program. The program provides hospital internships to students with disabilities to develop skills. Sponsorship also includes providing inkind classroom space for Project SEARCH.

We implemented Phase 1 of "We Ask Because We Care," a program to collect patient information on race, ethnicity, and preferred language. Phase 1 included an e-learning module, scripting resources, and Epic enhancements, with plans to collect sexual orientation and gender data.

Our Diversity, Equity, and Inclusion Guiding Principles

We are committed to:



Culture Creating a culture of humility.



Our Communities Creating a workforce and leadership structure that reflect the communities we serve.



Respect Embodying our values of respect through improved inclusive and equitable practices.



Diverse Perspectives Fostering diversity of thought to ensure inclusion of all voices and perspectives.



Measurement Measuring outcomes to understand impact.



Our Teams Addressing systemic and individual biases that influence team dynamics.



Table of Contents

A Hopeful Tomorrow

The organization's sustainability journey continues to evolve, thanks to every member of Stanford Medicine Children's Health taking personal responsibility and contributing.

Our organization is looking to set the standard for a more sustainable health care industry and provide a model to help other facilities reduce their impact. Our near-term solutions focus on reducing emissions from our operations, transportation, and waste.

Examples of the work we are focused on include:

- Reducing waste from patient care supplies
- Switching to more reusable items
- Fine-tuning energy management in our facilities
- Incentivizing staff to carpool and use our commuter shuttles
- Working with suppliers to help reduce environmental impacts from the products and services we purchase



Climate Resilience Plan

Our climate is changing. We see evidence in more intense storms, higher heat days, and the impact of wildfires on air quality. Stanford Medicine has developed a Climate Resilience Plan that details our initiatives to ensure that we can continue to provide world-class care in light of a changing climate. Our efforts support the communities most impacted by those changes.

Resilience is defined as the capacity to prepare for, respond to, and recover from the impacts of hazardous climate events. This process begins with understanding the risks associated with climate-related events, along with the impacts that those risks could have on our operations and the community we serve. These risks are then woven into our emergency preparedness efforts, community outreach and planning, and operational plans. Our Climate Resilience Plan details what we have in place today, as well as our vision for future programs. Our efforts support our organization and community to be more resilient in the face of a changing climate.



Lucile Packard Children's Hospital Stanford, Dunlevie Garden

> Our community relies on us to heal humanity through science and compassion, one child, one family at a time. As Lucile Salter Packard envisioned, we are embracing the connection between a healthier world and healing people.

By pursuing projects that help balance and support people and the environment, we can look more broadly at the impact we have on the community. We are influencing change in the health care industry that will positively impact the global climate crisis and safeguard the health and well-being of future generations.

To support these ambitious efforts, we must continue to pursue funding, especially for the more expensive infrastructure upgrades. We continually seek grant and rebate opportunities, as well as designate capital and operational funds toward sustainability.

In gratitude for all the employees and community partners who collaborate with us, and those who provide resources and funding, we look forward with enthusiasm to a more sustainable future.

Works Cited

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8	U.S. Bureau of Labor Statistics. 2020. "Workplace Violence in Healthcare, 2018: Injuries, Illnesses, and Fatalities." April 2020. https://www.bls.gov/iif/factsheets/ workplace-violence-healthcare-2018.htm.	(back 🔺)

Enabling Our Future Through Sustainability

GRI Content Index

Stanford Medicine Children's Health has reported in accordance with the Global Reporting Index (GRI) Standards for the period of September 1, 2022, through August 31, 2023.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures	2-1 Organizational Details	Stanford Medicine Children's Health 725 Welch Road Palo Alto, CA 94304 501(c)(3) nonprofit
	2-2 Entities included in this report	The scope of our report includes all Stanford Medicine Children's Health operations and facilities.
	2-3 Reporting period, frequency	Annual report for fiscal year 2023 (September 1, 2022, to August 31, 2023). Published December 2024 Contact: sustainability@ stanfordchildrens.org
	2-4 Restatements of information	Our FY22 greenhouse gas emissions inventory has been revised due to improved data quality for one of our facilities. In FY22, our Home pharmacy/office water usage totaled 458,186 gallons. This was included in the total but erroneously omitted from the graph.
	2-5 External assurance	This report has not been externally verified.
	2-6 Activities	About Stanford Medicine Children's Health
	2-7 Employees	People
	2-8 Workers	People

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures	2-9 Governance structure	Stanford Medicine Children's Health Leadership
(continued)	2-10 Nomination and selection of Board of Directors	Stanford Medicine Children's Health Leadership
	2-11 Chair of Board of Directors	Stanford Medicine Children's Health Leadership
	2-14 Leadership role in sustainability reporting	Introduction
	2-15 Conflicts of interest	Code of Conduct
	2-19 Remuneration policy	People
	2-20 Process to determine remuneration	People
	2-22 Statement on sustainable development strategy	Introduction
	2-23 Policy commitments	Our Commitment
	2-25 Remediating negative impacts	Code of Conduct
	2-26 Seeking advice and raising concerns	Code of Conduct
	2-27 Compliance	Code of Conduct
	2-28 Membership associations	About Stanford Medicine Children's Health
	2-29 Stakeholder engagement	Introduction
	2-30 Collective bargaining	People
GRI 3: Material	3-1 Materiality process	Materiality Assessment
Topics	3-2 List of material topics	Index
GRI 204:	GRI 3: Material topics	Materiality Assessment
Procurement Practices	204-1 Spending on local suppliers	Procurement
GRI 302: Energy	GRI 3: Material topics	Materiality Assessment
	302-1 Internal energy consumption	Energy
	302-2 External energy consumption	Energy
	302-3 Energy intensity	Energy
	302-4 Energy consumption reduction	Energy
	302-5 Energy consumption reduction for services	Energy

GRI STANDARD	DISCLOSURE	LOCATION
GRI 303: Water	GRI 3: Material topics	Materiality Assessment
and Effluents	303-1 Water as a shared resource	Water
	303-2 Management of water discharge-related impacts	Water
	303-3 Water withdrawal	Water
	303-4 Water discharge	Water
	303-5 Water consumption	Water
GRI 305:	GRI 3: Material topics	Materiality Assessment
Emissions	305-1 Direct (Scope 1) GHG emissions	FY23 Greenhouse Gas Emissions Inventory
	305-2 Energy indirect (Scope 2) GHG emissions	FY23 Greenhouse Gas Emissions Inventory
	305-3 Other indirect (Scope 3) GHG emissions	FY23 Greenhouse Gas Emissions Inventory
	305-4 GHG emissions intensity	FY23 Greenhouse Gas Emissions Inventory
	305-5 Reduction of GHG emissions	FY23 Greenhouse Gas Emissions Inventory
	305-6 Emissions of ozone- depleting substances	FY23 Greenhouse Gas Emissions Inventory
	305-7 Other significant air emissions	FY23 Greenhouse Gas Emissions Inventory
GRI 306: Waste	GRI 3: Material topics	Materiality Assessment
	306-1 Waste generation	Waste
	306-2 Management of waste- related impacts	Waste
	306-3 Waste generated	Waste
	306-4 Waste diversion	Waste
	306-5 Waste directed to disposal	Waste
GRI 308: Supplier	GRI 3: Material topics	Materiality Assessment
Environmental Assessment	308-1 New suppliers screened using environmental criteria	Procurement
	308-2 Negative environmental impacts from supply chain, actions taken	Procurement

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403:	GRI 3: Material topics	Materiality Assessment
Occupational Health and Safety	403-1 Occupational health and safety management system	People
	403-2 Hazard identification, risk assessment, and incident investigation	People
	403-3 Occupational health services	People
	403-4 Worker involvement on occupational health and safety	People
	403-5 Worker training on occupational health and safety	People
	403-6 Promotion of worker health	People
	403-7 Prevention and mitigation of occupational health and safety impacts	People
	403-8 Workers covered by occupational health and safety management system	People
	403-9 Work-related injuries	People
	403-10 Work-related ill health	People
GRI 404: Training	GRI 3: Material topics	Materiality Assessment
and Education	404-1 Average hours of training per year per employee	People
	404-2 Programs for upgrading employee skills and transition assistance	People
	404-3 Percentage of employees receiving regular performance and career development reviews	People
GRI 414: Supplier	GRI 3: Material topics	Materiality Assessment
Social Assessment	414-1 New suppliers screened using social criteria	Procurement
	414-2 Negative social impacts in the supply chain and action taken	Procurement

