



Enabling Our Future Through Sustainability

Fiscal Years 2024 and 2025

 **Stanford**
MEDICINE
Children's Health



A Message from Our CEO Paul A. King

I'm proud to present our third annual sustainability report, showcasing our achievements and significant progress in emissions reduction during fiscal years 2024 and 2025. From the beginning, sustainability has been central to Stanford Medicine Children's Health, inspired by Lucile Packard's belief in nature's vital role in healing. We honor her legacy by incorporating sustainable practices into our facility design and daily operations, understanding that efficient resource use enhances our resilience.

This report highlights key accomplishments, such as embedding sustainability into our procurement processes, reducing supply waste, leveraging technology to cut energy consumption, decreasing landfill waste, and bolstering our climate resilience efforts. This year, Practice Greenhealth recognized Packard among the Top 25 Hospitals in the country for exemplary sustainability initiatives. This accolade reflects our success in leadership, waste management, and sustainable procurement.

As part of our commitment to health care excellence, we are actively participating in partnerships, including the Collaborative for Healthcare Action to Reduce Medtech Emissions (CHARME) to advance health care decarbonization, and the Bay Area Community Climate Equity initiative to advance community resilience projects and share best practices. Our focus on sustainability guides our efforts to enhance our healthcare operations and ensure a healthier future for generations to come.

A handwritten signature in black ink that reads "Paul A. King". The signature is fluid and cursive, with a small dot at the end.

Paul A. King
CEO, Stanford Medicine Children's Health

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Our Program

Our Program

We know that our work to heal people is inextricably linked to our efforts to heal the planet.

As the largest network in the San Francisco Bay Area providing pediatric and obstetric care exclusively, we take responsibility for leading the way in health care sustainability.

In the Bay Area, residents are increasingly affected by environmental changes that have profound impacts on health. Intense heat waves, increased wildfires, air pollution, traffic congestion, and other environmental factors are challenging the well-being of individuals and the resilience of our communities. Among those most affected are young children, who are particularly vulnerable to air pollution due to their developing lungs. An increasing number of [studies](#)¹ demonstrate the health-related impacts of climate change, ranging from increasing cases of asthma to endocrine disruption and interference with brain development.

To address negative health outcomes caused by climate change, it is our mission 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 the Lucile Packard Children's Hospital Stanford is named, to nurture both the body and soul of every child. She believed in the powerful healing ability of nature. Our Sustainability Program continues to advance her vision as we meet the needs of today without compromising those of tomorrow. We strive to minimize our environmental footprint, lower greenhouse gas emissions, and reduce operational costs while enhancing the health and well-being of staff, visitors, patients, and the community.

About this Report

In this report covering FY24* and FY25, we share our progress on our sustainability goals and provide a closer look at our programs and efforts. We follow The Global Reporting Initiative (GRI) standards and cover the topics most important to us, shaped by both internal and external assessments. The environmental, social, and governance (ESG) framework provides a comprehensive look at our sustainability initiatives, reflecting more than just environmental impact.

Included in this report are data and information on all parts of our Sustainability Program and key partners, including how Stanford Children's focuses on ethics, employee training,

environmental and occupational health, sustainability, and procurement.

While this report represents our entire Stanford Children's network, the specific data figures listed in our [Caring for the Planet sections](#) cover only our locations where we have direct control of operations and the ability to influence resource consumption. These are the same locations that fall within our scope 1 and 2 greenhouse gas inventory: our main hospital campus in Palo Alto, our Sunnyvale clinic and support sites located at Welch Road, Bascom Avenue, and Bohannon Drive.



Aerial view taken from the Dunlevie Gardens at Lucile Packard Children's Hospital

*FY - Fiscal Year

GRI Topics

Tier 1

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

Tier 2

- Customer Privacy
- Diversity and Equal Opportunity
- Local Communities
- Market Presence

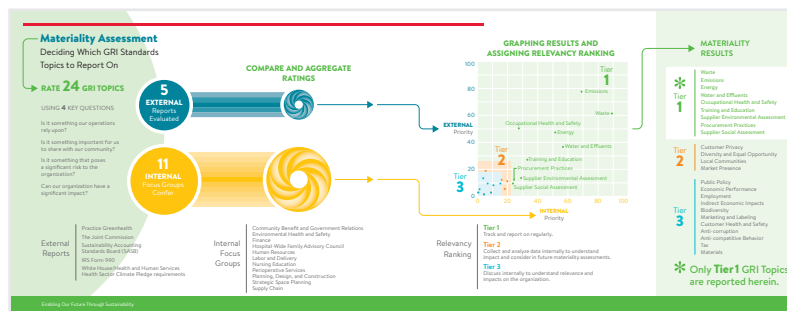
Tier 3

- Anti-competitive Behavior
- Anti-corruption
- Biodiversity
- Customer Health and Safety
- Economic Performance
- Employment
- Indirect Economic Impacts
- Marketing and Labeling
- Materials
- Public Policy
- Tax

Materiality Assessment

Our formal materiality assessment provided insight and feedback on GRI topics that are most important to Stanford Children's. We asked our stakeholders to evaluate the ways certain topics impact our organization, and how we can improve. This process led us to create a hierarchy of three-tier priorities. We focus in this report on Tier 1.

The materiality framework guides us in making sure we're not only reporting but also achieving results on the initiatives that matter most to us. For more information on our materiality assessment methodology and matrix, [follow this link](#).



Snapshot of our materiality assessment methodology and matrix graphic

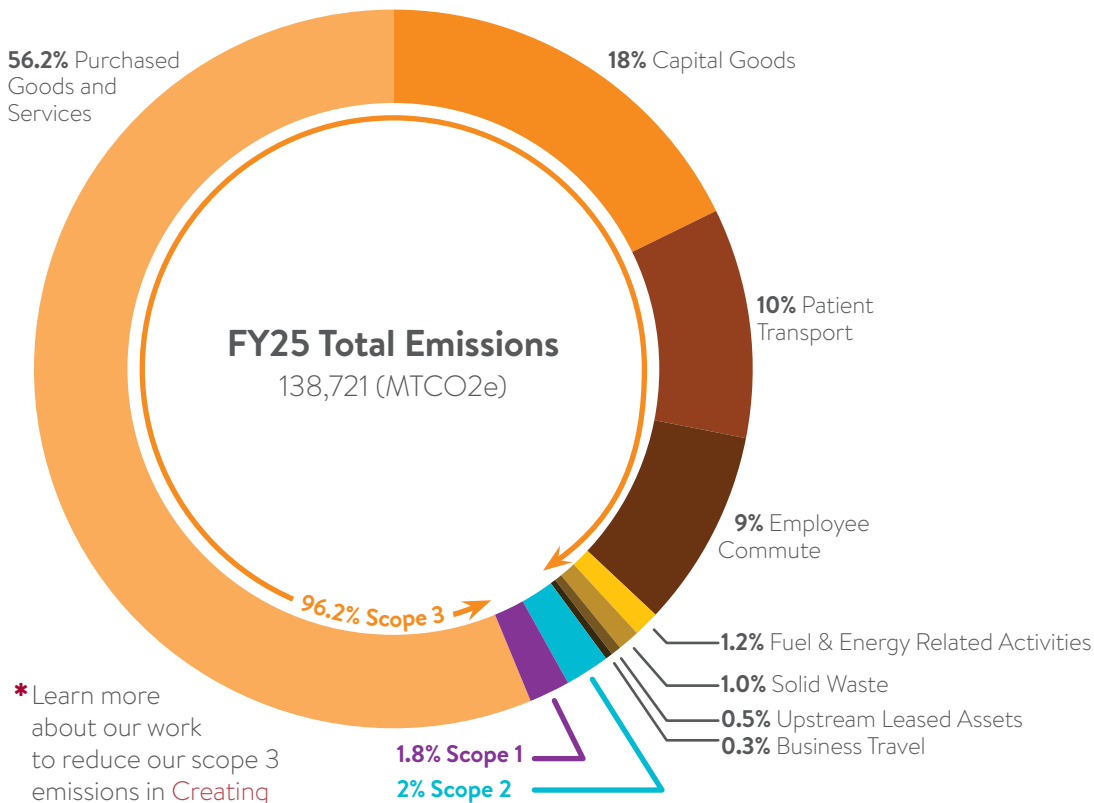
Measuring Our Progress

Since 2020, we've conducted an annual assessment of our emissions using the Greenhouse Gas Protocol (GHGP). Using our 2019 baseline year, we measure our progress throughout the year using Key Performance Indicators (KPIs) and careful monitoring to pinpoint opportunities for minimizing

our environmental footprint. We report annually on scope 1, 2 and 3 emissions.

Stanford Children's goal is a 50% reduction in scope 1 and 2 emissions by 2030 against a 2019 baseline, and net-zero emissions by 2050.

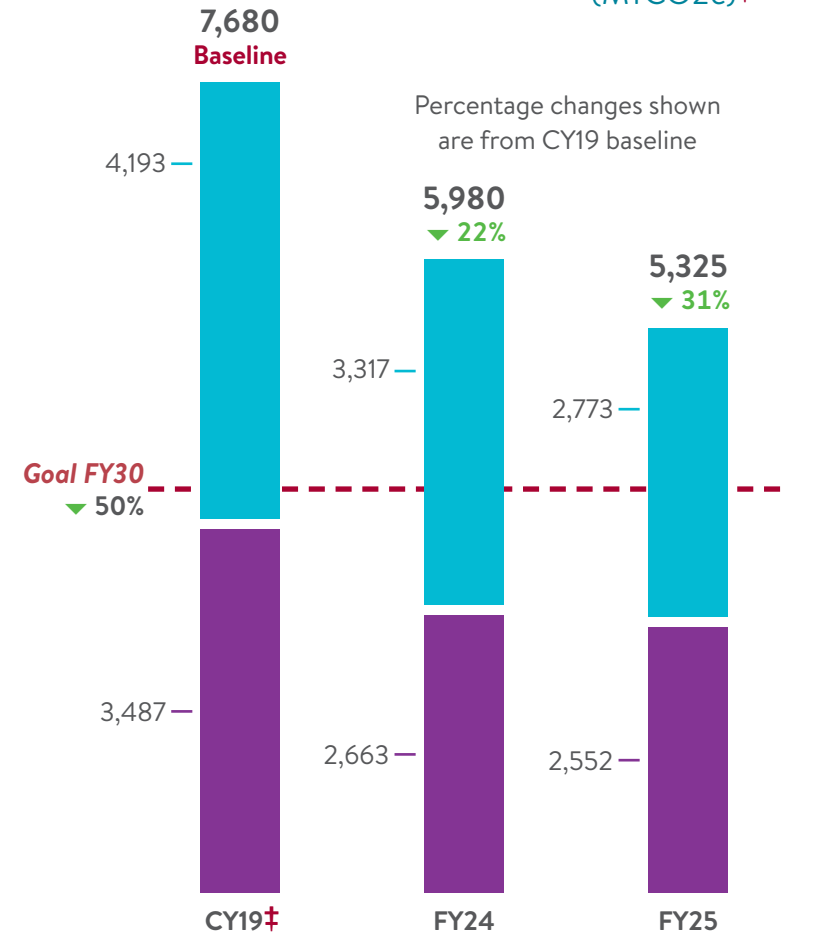
FY25 GHG Emissions by Scope



* Learn more about our work to reduce our scope 3 emissions in [Creating Healthy Spaces](#) section

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Scope 1 and 2 GHG Emissions (MTCO_{2e})†



- Scope 1**
Direct emissions from natural gas, refrigerants, medical gases, fleet vehicles, emergency generators
- Scope 2**
Indirect emissions from purchased electricity, steam, hot water, chilled water
- Scope 3***
All other indirect value chain emissions
- † MTCO_{2e} - Metric Tons of Carbon Dioxide equivalent
- ‡ CY - Calendar Year

Highlights

Caring for People

Our supply chain team
is dedicated to

**removing
all**

chemicals of concern
from our hospital

\$1.6 million

*donated to local community
nonprofits in FY24*

33 tons

of supplies *donated* to our nonprofit partners,
which support global health care facilities in need

400

of our employees *belong to* one of our
Employee Resource Groups (ERGs)

5

dedicated Green Teams focused
on reducing waste in their units

Caring for the Planet

**Top
25**

Environmental
Excellence
Award from
Practice
Greenhealth in
2025

68 metric tons

of CO2 emissions *reduced* from our fault
detection and diagnostics system in FY24 & 5

22,000 pounds

of waste *reduced annually* through the
PICU's* eco cart optimization work

Our vacuum plumbing system is
projected to save

**4.67 million gallons of
water annually**

3

*new EV charging
locations on campus*

8%

*reduction in waste
from FY24 to FY25*

\$200K

in savings through removing unused
supplies from preference cards

31%

*overall reduction
in scope 1 and 2
emissions from our
CY19 baseline year*

*PICU - Pediatric Intensive Care Unit

Recognition and Awards



Practice Greenhealth Awards

2025

Top 25 Environmental Excellence Award
Circle of Excellence for Greening the OR
Circle of Excellence for Transportation
Circle of Excellence for Food

2024

Emerald Award

2023

Emerald Award
Circle of Excellence for Green Building

2022

Partner for Change Award

2021

Environmental Excellence Award

2020

Partner Recognition Award

Arnold Sofrenko Canopy Tree Award

Santa Clara County Innovator Award for Water Saving Design

Practice Greenhealth Recognizes Stanford Children's

We're proud to share that our efforts earned us Practice Greenhealth's Top 25 Environmental Excellence Award in 2025. Since 2020, we've aligned our sustainability efforts with Practice Greenhealth's national standards, reporting annually to assess performance and identify improvement areas. Receiving recognition from Practice Greenhealth inspires us to further advance our initiatives and deepen our commitment to environmentally sustainable practices in health care.

Oversight of Sustainability

Management and governance are key elements in ensuring that our sustainability work takes root across the organization and is embedded into day-to-day operations. Our board, executive team, Sustainability Advisory Committee, and Sustainability Department are responsible for the following:

- Managing risk
- Engaging stakeholders
- Allocating resources responsibly
- Overseeing compliance and accountability
- Guiding on strategy

Multi-Tiered Governance Structure

Board

Our board members review and approve the organization’s overarching strategy and have signed an affirmation statement committing to Stanford Children’s Sustainability Program.

Executive Oversight

The executive team reviews sustainability goals, tracks progress as reported in KPIs, and helps advise on strategic initiatives related to carbon emissions reduction and climate resilience.

Sustainability Advisory Committee

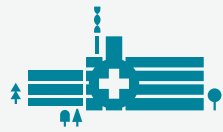
The Sustainability Advisory Committee is comprised of organizational leaders, and serves as an open forum to provide feedback, prioritize sustainability projects, and communicate key initiatives across the organization.

Sustainability Department

The Sustainability Department works cross-functionally with other teams at Stanford Children’s, meets quarterly with the Sustainability Advisory Committee to assess progress and gather feedback, and tracks regional and national environmental regulations.

Sustainability Focus Areas

Our sustainability work is focused on six key areas:



Buildings

Constructing buildings using sustainable design standards and sourcing materials and products free of chemicals of concern



Energy

Adopting energy-efficient solutions to lower overall energy consumption and transitioning to carbon-free energy sources



Food

Producing less food waste and encouraging eco-friendly options



Transportation

Reducing single-occupancy vehicle trips to and from our locations and supporting a transition to all-electric fleet vehicles



Water

Implementing technology and operational strategies to conserve water and maintain water quality



Waste

Minimizing waste by reducing initial material use and recovering as much waste as possible for recycling



Caring for the Planet

Teri Sloat
Strata of Life
Pastel on board
19 x 101 in

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Caring for the Planet

We center our sustainability efforts on the connection between the planet's health and human well-being.

Recognizing that tackling climate change-related health impacts are an integral part of our mission to heal, we view the health of both the environment and people as closely linked and interdependent. Our passion for sustainability stems from our dedication to respecting the planet and its valuable resources, while helping our patients and communities flourish.



Greenery outside
of Lucile Packard
Children's Hospital
Stanford



Water

Water is an essential part of overall health. Access to clean water helps keep communities healthy, and we use water in our hospital to support practices such as sterilization, laboratory testing, and patient care.

Conserving water at Stanford Children's is part of our mission to safeguard precious resources for future generations. By optimizing water use, implementing water-saving technologies, and encouraging a culture of conservation among staff and patients, we're helping to ensure clean drinking water for future generations.

Our Water Source

Knowing a water's source is the first step in understanding how to best conserve and protect it. Stanford Children's gets 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 can vary widely because of statewide droughts. The hospital supports and benefits from [Palo Alto's Urban Water Management Plan](#), which assesses water source reliability, demands, alternative supplies and conservation measures. Wastewater is handled by Palo Alto and treated at the [Regional Water Quality Control Plant](#) with extensive county and state oversight.

Using Water Wisely

We have permeable surfaces to absorb storm drainage and native and drought-tolerant landscaping that is irrigated with rainwater and condensate water extracted from dehumidifying indoor air. Drainage and condensation water are collected in two 55,000-gallon underground cisterns which are utilized for irrigation.

Water Conservation in Building Design

We use the latest technology to conserve and manage water use throughout our buildings. Low-flow fixtures, rainwater harvesting systems, and vacuum plumbing help us conserve water.

Vacuum Plumbing

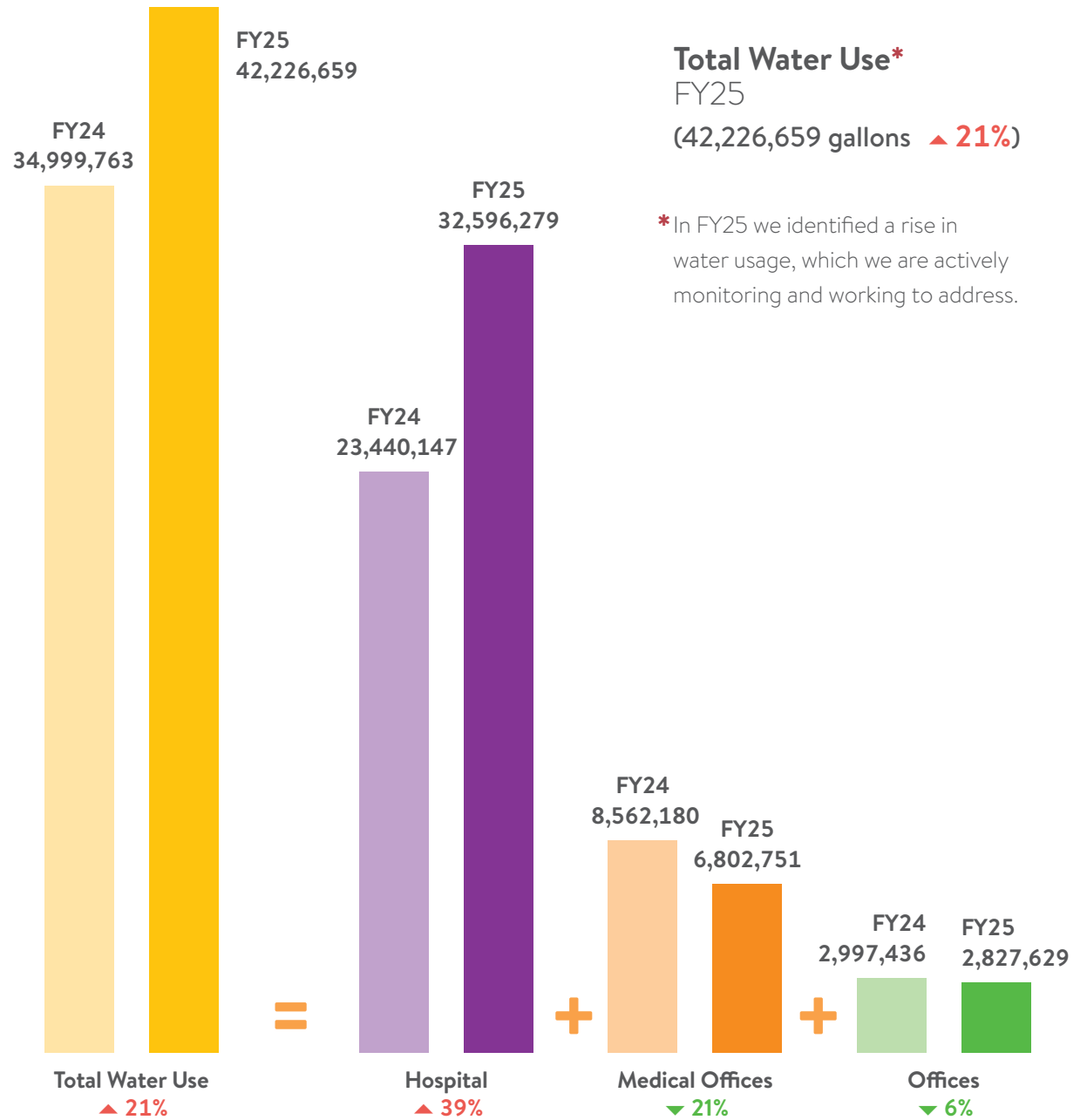
It's not uncommon for hospitals to get plumbing clogs from items such as wipes, rags, and even toys. Our vacuum plumbing system is equipped with suction to help move items through the system, along with grinders to break up larger items that can cause clogs. As we continue to expand our vacuum plumbing system, it is estimated that vacuum plumbing will provide cost savings of \$63,000 annually and water savings of 4.76 million gallons per year.

Water Conservation as Part of Our Purchasing Decisions

To help choose suppliers that align with our sustainability goals, we implemented water efficiency and conservation as criteria in our purchasing policy. We also use water efficiency criteria to evaluate the products we select.

Wastewater Management

We do not operate a wastewater discharge permit. Therefore, we do not allow any discharge except for specific bulk fluids into the sanitary sewer system. Our wastewater practices abide by local regulations, which are often more stringent than federal requirements.





Waste

The health care industry generates a substantial amount of waste annually, and we are no exception. From packaging to personal protective equipment, every patient interaction leaves a mark on the environment. Transporting waste for disposal further adds to emissions and air pollution.

It's crucial that we manage and dispose of waste responsibly. We're committed to reducing waste, reusing and recycling materials as much as possible. We have an ambitious goal to **divert 60% of our waste from the landfill by 2030**. In FY25, we successfully diverted 51% of the municipal waste generated by our hospital operations.

The best way to tackle waste is by preventing its creation. This means using reusable equipment, optimizing supplies, and

minimizing packaging. Our teams across the organization, empowered to spot waste reduction opportunities, successfully diverted 3,084 tons of waste in FY24 and FY25 combined, with a 8% improvement in waste diversion from FY24 to FY25. Our physicians are improving waste reduction in operating rooms by revising surgery preference cards, which are checklists of items surgeons need. They're removing items that are routinely ordered but go unused, which helps minimize waste generation. We also donate supplies and equipment we no longer need to local or international partners. Our collaboration with an FDA-approved partner allows us to collect and remanufacture single-use medical supplies, extending their life beyond landfill disposal.

Caps to Creation

Turning Needle Caps and Small Medical Plastics Into New Products Through Creative Recycling Efforts

In 2023, a high school student named Brandon Lin launched [The ReCap Project](#), inspired by a desire to address the large amounts of clean, safe plastic that end up in landfills. Eager to make a difference, Brandon teamed up with Bay Area hospitals to gather these plastics and recycle them into useful items like clipboards and combs. He found a partner in [Peninsula Precious Plastics](#), a local nonprofit that shreds and melts the collected materials and turns them into new products. We're proud to participate in this innovative program, collecting needle caps in patient care areas and during our annual flu vaccination clinic.



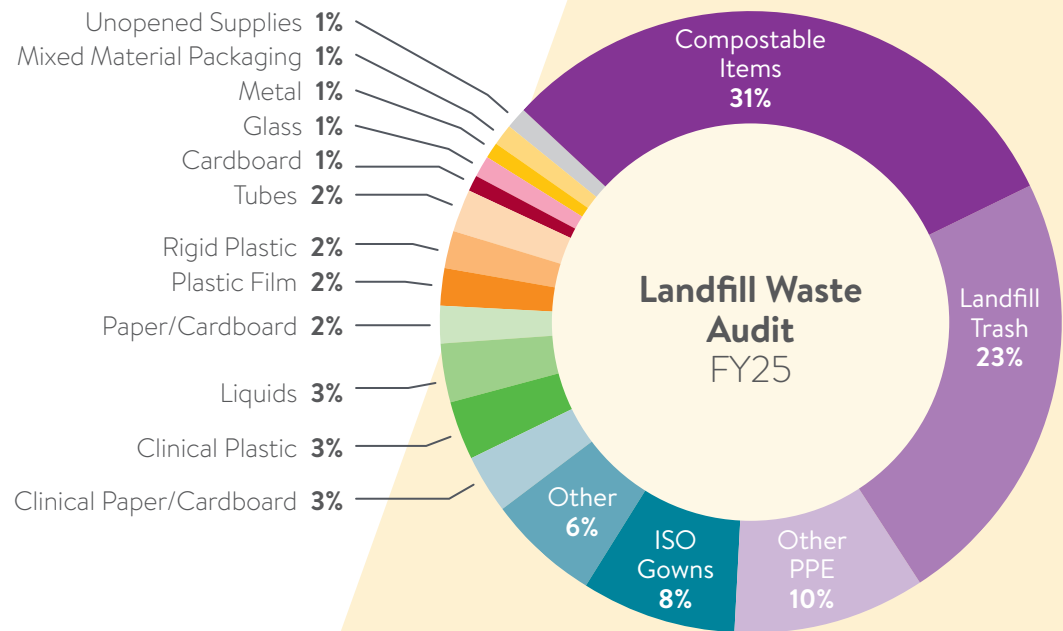
PICU Eco Team nurses showing off their Re-Cap plastic collection containers

For waste generated during operations, we've crafted systems to maximize recycling. We focus heavily on educating staff about proper waste separation and continually enhance our infrastructure for easy sorting. Initiatives like collecting clean blue wrap from surgical trays are under way, transforming it into plastic items through third-party processors. In our surgical spaces, we have positioned dedicated recycling containers for items like empty saline bottles and plastic basins. In clinical areas, we've added bins for medication transport bags and needle caps, collecting these plastic based materials for third-party partners who remake them into new products.

Landfill Waste Auditing

Waste auditing plays a crucial role in our sustainability initiatives. By examining the composition of our waste, we gain insights into the materials being discarded throughout our facilities. In FY25 we conducted an audit of 244 pounds of landfill

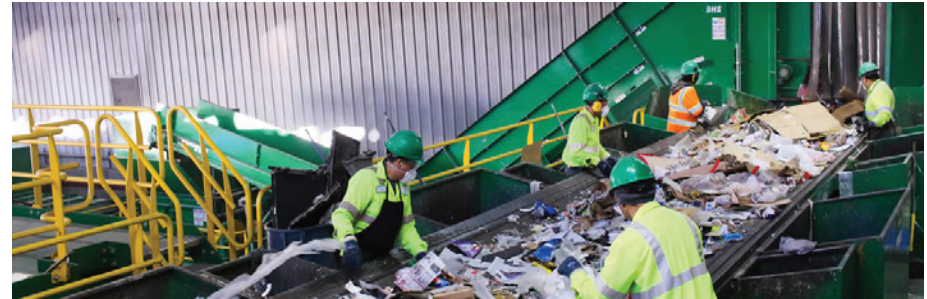
waste from across our main hospital. Our audit showed compostable items such as paper towels and food containers, isolation gowns, gloves and masks as our biggest areas of opportunity for landfill diversion. Ongoing waste audits enable us to identify the most



prevalent waste streams, and tailor our programs to target areas for reduction. Understanding where improvements can be made helps us enhance our waste management strategies, increase recycling efforts, and ultimately work towards minimizing our environmental footprint.

We're fortunate to team up with local waste experts, including GreenWaste of Palo Alto. Our waste is processed at GreenWaste Recovery's San Jose Material Recovery Facility, which leverages cutting-edge technologies and systems **to divert up to 85% of materials in the mixed recyclables stream and up to 75% of materials in the solid waste stream from the landfill.** GreenWaste gives materials a "second chance" by sending the recovered recyclables to be reprocessed into new products. They also compost food waste and other organics pulled from the solid waste stream at their Z-Best composting facility, where the waste is transformed into organic compost for regenerative agriculture and landscaping.

Our journey to divert landfill waste is driven by team and physician engagement, strong partnerships, and a steadfast commitment to minimizing material use. While much remains to be done to achieve our target, the progress and possibilities ahead are truly exciting.



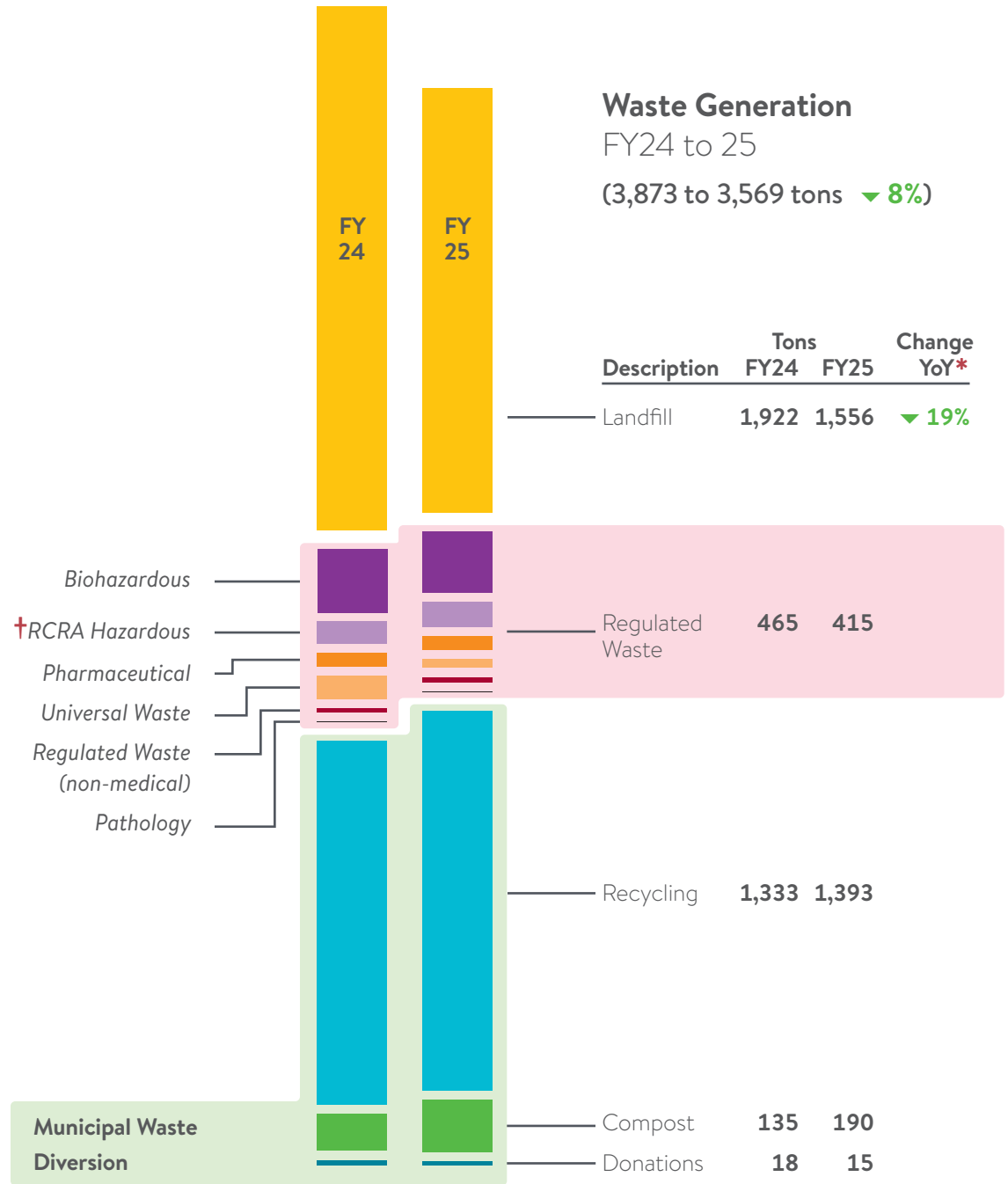
Items going through the waste sorting and recovery process at GreenWaste's facility.
PHOTO CREDIT: GreenWaste Recovery, LLC.

Hazardous Waste

During FY24, Stanford Children’s embarked on a campus-wide journey to improve how we handle and sort hazardous waste in our facilities. Understanding the importance of responsible waste disposal for environmental safety and compliance, we consulted with a team of specialists for guidance. Their expert advice helped us discover new and effective ways to enhance our hazardous waste sorting practices.

To cultivate a culture of safety and awareness, we provided all departments with enriched educational materials. These resources not only heightened awareness but also educated staff on accurate waste disposal and reducing the risks of hazardous material handling.

Through these proactive steps, we’re setting a new standard in health care waste management, and creating a safer and healthier world.





Energy

Delivering exceptional care to our patients requires a lot of energy. Using energy wisely isn't just a win for the environment, it's smart for our finances, too. Energy conservation is key to our decarbonization strategy as we aim to optimize efficiency before transitioning to more renewable electricity-based systems.

We've set an ambitious goal to reduce the energy intensity of our hospital operations by 15% from our 2019 baseline by the year 2030. We're on the right track, having already achieved a 5% reduction by the end of FY25. Several exciting projects are planned to reach our 2030 target.

Our energy mix comes from public utilities providing electricity and natural gas along with resources from the steam plant at Stanford Health Care, and the Stanford University's Central Energy Facility, which supplies chilled and hot water.

Highlights of our energy conservation efforts include increasing efficiency of air exchanges in corridors and office spaces, eliminating steam humidification in areas where it's unnecessary, and converting fluorescent lights to LED options.



Main entrance to our 725 Welch Rd. building, highlighting our use of natural lighting

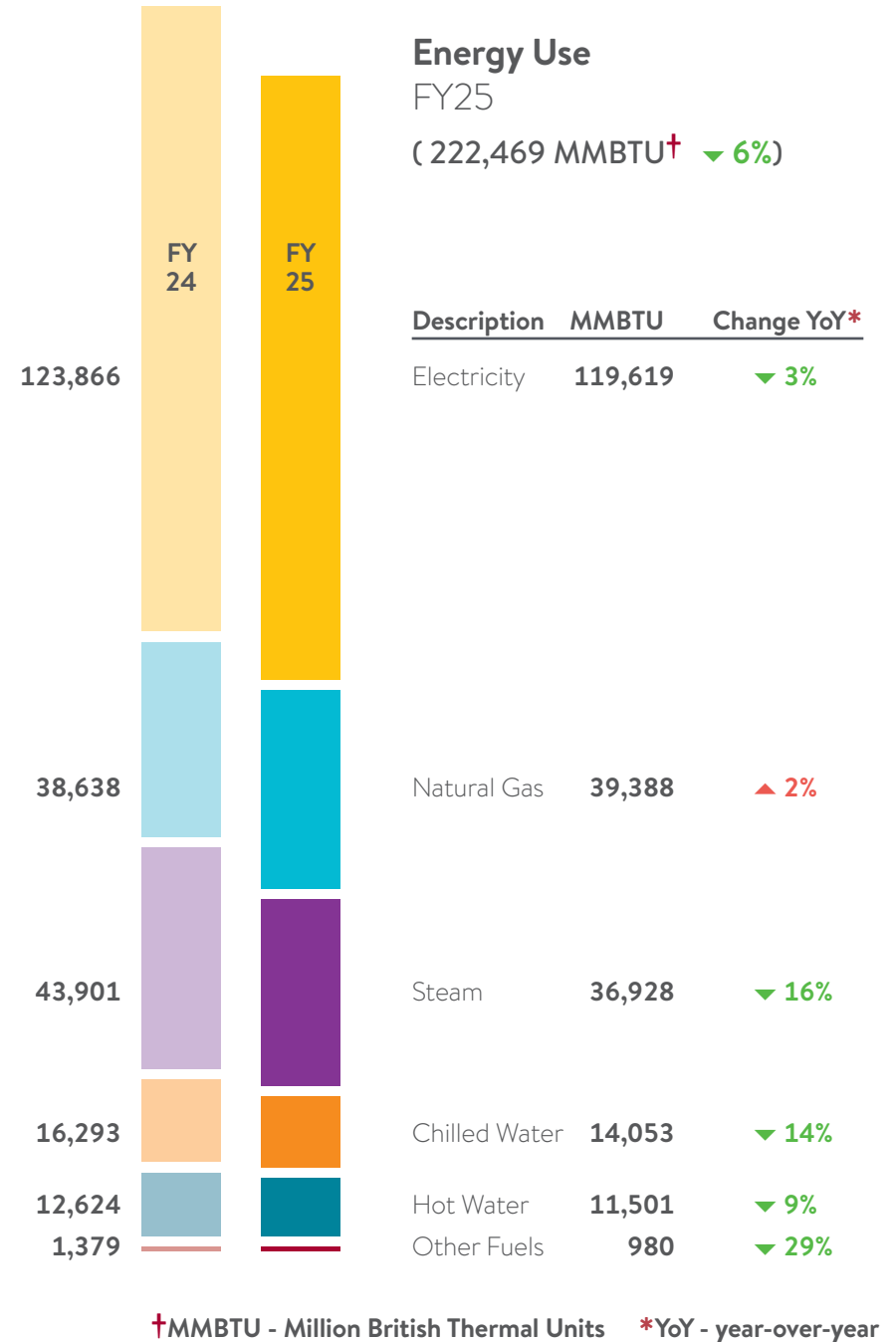
Finding Faults

Leveraging technology, we've implemented a Fault Detection and Diagnostics (FDD) system over the past four years to pinpoint building inefficiencies that waste energy. This system helps us detect issues such as stuck valves or malfunctioning economizers, which can elevate chilled water demand and miss opportunities to use free outside air for cooling.

Given our success with FDD, we're expanding its installation in older hospital sections and two outpatient clinics.

Our efforts to conserve energy have saved over \$400,000 in energy costs and reduced emissions by over 160 metric tons of CO2 equivalent (MTCO2e) since the program was started.

Our ongoing commitment to energy conservation not only supports our environmental goals but also ensures a sustainable future for our operations.



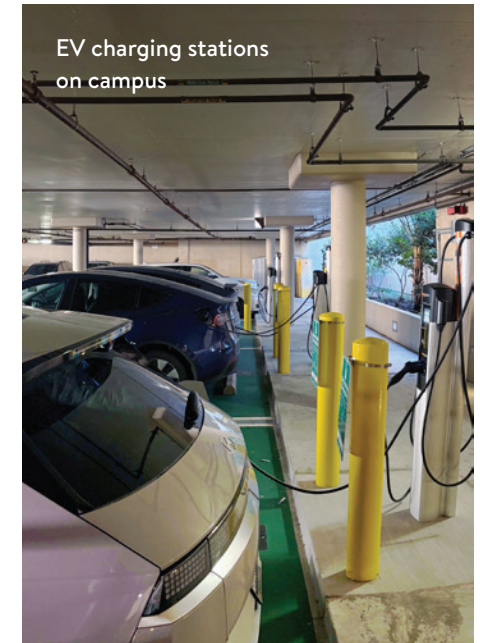


Transportation

Transportation plays a big role in shaping our community and affecting our greenhouse gas emissions. Vehicles burning fossil fuels release carbon dioxide and other harmful gases that contribute to smog, acid rain, and health problems. Traffic congestion makes everything worse. The daily commute can be frustrating, and everyone at Stanford Children's wants to do their part to make a positive change. To reduce our impact, we've set annual goals for decreasing single vehicle trips to campus, **successfully achieving a 9.5% reduction in FY25.**

Our twofold strategy tackles overall transportation impacts. First, we're expanding alternatives to driving alone. We've subsidized public transit and provided private shuttles where public services are not easily accessible. Carpooling is another focus, with incentive programs and dedicated vans for staff willing to share rides. Figuring out new routes can be tricky, so our Transportation office assists team members in planning final connections for their trips. Second, we're building infrastructure on campus to support cleaner transportation. We added three new electric vehicle (EV) charging stations for staff to charge their vehicles while on site and launched a fully electric campus shuttle. For those who prefer biking, we offer bike racks and shelters, with plans to add a new shelter near the hospital's employee entrance.

Our mission is simple: To offer convenient choices that promote alternative transportation and minimize single-occupancy vehicle trips to campus.



Climate Resilience

We recognize the significant threats posed by climate change, including increased extreme weather events and changes in disease patterns.

We address these challenges head-on. Our strategic approach to climate resilience ensures continuity of care and operational stability amid changing environmental conditions, with a keen focus on supporting the communities most affected.

Climate resilience involves preparing for, responding to, and recovering from climate-related hazards. We start with a thorough risk assessment to understand how these hazards could impact our operations and those we serve. These insights inform our emergency preparedness strategies, community outreach, and operational adjustments. Our plan includes detailed processes to evaluate and address vulnerabilities within our infrastructure and operations, ensuring that our buildings, energy systems, and supply chains are robust against future risks. By utilizing the [Task Force on Climate-related Financial Disclosure's](#) (TCFD) framework, we are actively assessing our financial risks and implementing best practices to strengthen our resilience.

Collaboration is key to our approach. Our emergency management teams actively participate in local, regional, and national collaborations to advance the field of emergency management. Our Sustainability Department is actively

involved in community climate resilience working groups. We have physicians who lead important research and education around the impacts of climate change on health, both locally and internationally. By working closely with other area hospitals and health care organizations, we enhance our ability to manage patient care during emergencies, such as wildfires or patient surges. This teamwork extends to sharing resources and knowledge, ensuring we all can provide top-notch care even when impacted by regional challenges.

Our work represents a significant step forward in integrating climate awareness into all facets of our operations, reinforcing our commitment to science, compassion, and community health.



Clematis flowers outside Lucile Packard Children's Hospital Stanford

Sol Cotti
Happy Childhood
Digital drawing on metal
40 x 72 in



Caring for People

Caring for People

We're committed to giving extraordinary care to our patients and believe that our staff deserves the same level of support and care.

We carefully select materials and products that enhance individual health and healing when designing our spaces. To reach out beyond our walls, we carry out health care needs assessments to get to the bottom of community health challenges, giving us the valuable information we need to support community health and wellness. This all-encompassing approach ensures that our focus on top-notch care touches every part of our community and institution.



Physician providing patient care services at Lucile Packard Children's Hospital Stanford

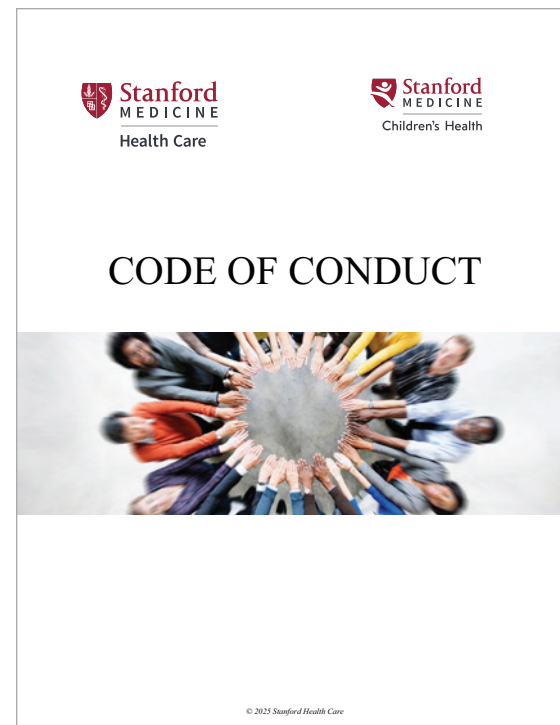
A Commitment to Ethics and Compliance

Guided by our principles and Code of Conduct, we embrace diversity at every level and create a welcoming environment where everyone is treated with fairness, dignity, and respect. We celebrate cultural and individual differences, seeing them as strengths that make our community richer.

We're an equal opportunity workplace, which means we don't allow any discrimination based on race, color, religion, sex, national origin, age, disability, sexual orientation, veteran status, or any other protected category. We stick to employment rules, make accommodations for disabilities, and comply with laws on nondiscrimination.

Our integrity shines through in the exceptional care we give our patients, doing our best to help them recover. Our Code of Conduct, backed by our Compliance Integrity Program, keeps us on track with all legal standards and provides a safe place for dealing with compliance questions.

Learn more about our [Code of Conduct](#) on our website.



Supporting Health and Well-Being

Our Staff

In FY24 and FY25, all employees received regular performance and career development reviews. In FY25, 99.5% of employees completed their reviews.

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 Fulfillment, Resilience, and Well-being at Work

The health care industry offers rewarding, purpose-driven, and impactful work opportunities that can also require resilience. Stanford Children's supports employees to prevent burnout, and build capacity to sustain an engaged, collaborative, and productive workforce.

Our Resilience Team provides a diverse array of programs for individuals, teams, and leaders, designed to enhance well-being by fostering meaning, empowerment, and engagement in work while reducing stress. Learn more about the programs we offer on our [resilience website](#).

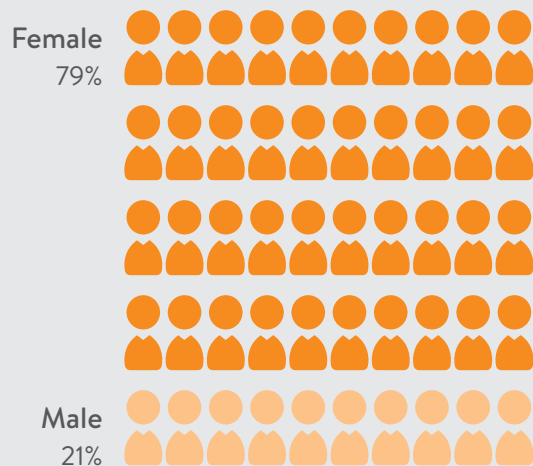
Recruiting and Retaining Employees

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:

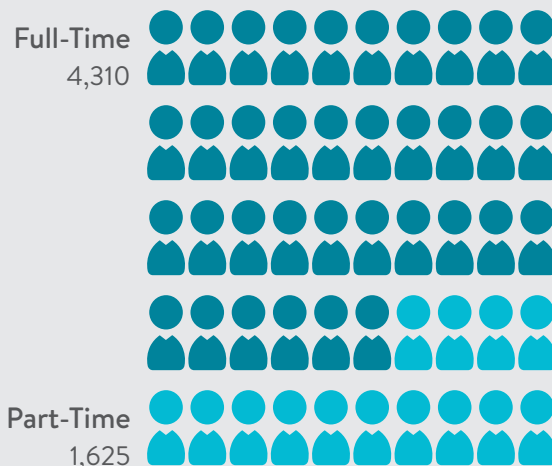
- Health benefits
- Paid time off
- Health savings/health reimbursement account contributions
- Education assistance
- Retirement (403[b]) contributions
- Life and disability coverage
- Medical retirement benefits

Our Workforce

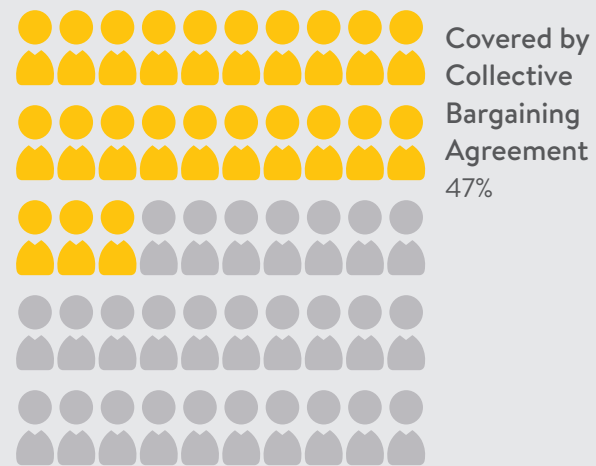
Gender



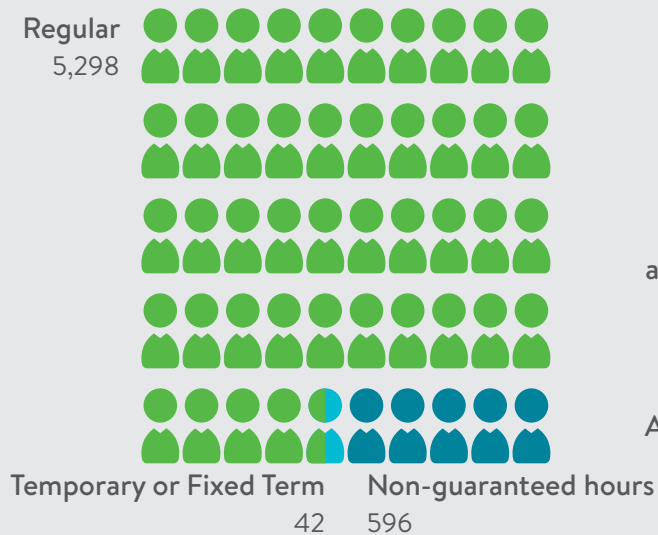
Hours



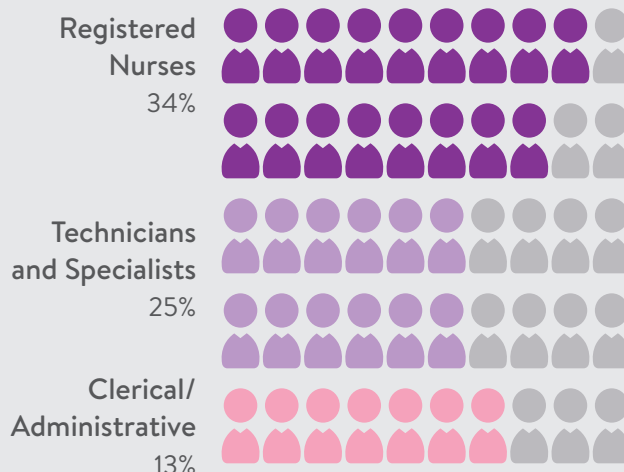
Collective Bargaining



Classification



Most Common Roles



Total Number of Employees

6,207



Numbers based on average head count in FY25.

The guiding principles of total rewards for Stanford Children's are:

- Offer benefits that are part of a Total Rewards package that are **competitive** with health care organizations and provide choice to support varying employee needs, as well as attraction and retention efforts.
- Provide **a positive employee experience** to enhance employee understanding and appreciation.
- Ensure health care is **affordable** for employees while **balancing the organizational budget**.
- Incorporate **Stanford's innovation** and development of new commercial programs where they are aligned with workforce needs.
- Improve workforce safety and **health equity** with a continued focus on physical and emotional wellbeing, resilience, inclusion, and accessibility.

These guiding principles support the organization's goals: successful recruitment of qualified candidates and 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 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 executive.

Specific facts and circumstances of each role and incumbent, along with 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 Children's 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 both clinical and non-clinical, supporting a safe, respectful, compliant, and inclusive workplace.
- **Franklin Covey:** A platform available to team members and leaders, used to enhance skills and knowledge needed for professional development, such as communication skills, mastering time management, or enhancing team effectiveness, including the well-known 7 Habits of Highly Successful People, Leading at the Speed of Trust, and more.
- **Leadership Learning Lessons:** Leaders from across the organization share insights into various foundational leadership topics to support team members in their role, and to learn from our internal leadership and subject matter experts.
- **New Leader Navigation Program:** A 12-month development opportunity to support the leadership journey in creating a strong network for leaders, cultivating a signature leadership presence, and building skills to increase effectiveness in leading teams.
- **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 that cover essential Human Resources standardized processes, legal considerations, and strategies for promoting an equitable and positive workplace.
- **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 or team training based on unique needs, personalities, and goals.
- **Mentoring Program:** Connects mentors with mentees to foster career and life-planning.



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 well-being through popular incentives earned through curated customizable campaigns.

- **Access to quality health care and removal of barriers:**

We offer coverage for gender affirming care services and reproductive health.

Exemplary Nurses are Role Models

We are proud to have staff who exemplify leadership and serve as role models in their fields, earning prestigious honors such as the Magnet Nursing Award, and contributing to numerous accolades, including the 2025 Baby Friendly designation, CVICU Beacon Award, NICU Pinnacle of Excellence Award, and Sedation Center of Excellence Award. For a full list of our recognition, visit our [awards page](#). To learn more about nursing at Stanford Children's, visit our [nursing website](#).

Diversity, Equity, and Inclusion

In FY24, Stanford Children's continued its commitment to Diversity, Equity, and Inclusion (DE&I) by pursuing the ambitious objectives set in the previous year. The key aim was for 100% of departments to submit local and measurable DE&I and/or Health Equity goals, with 80% of those goals realized. Demonstrating exceptional dedication and systematic planning, Stanford Children's not only achieved a full submission of goals but also surpassed expectations by successfully reaching 97% completion. This milestone underscores our commitment to nurturing an inclusive and equitable environment across all departments.

Building on this success, we proudly launched the first two inaugural Employee Resource Groups (ERGs): the African American/Black & Allies, and the Hispanic Community & Allies. This initiative was a result of strategic DE&I planning, aimed at enhancing visibility and ensuring the success of these important employee networks. Additionally, we bolstered our commitment to equitable health care by establishing a Health Equity Department. This department operates in alignment with DE&I, highlighting our determination to deliver fair outcomes and access for all patients and families.

The momentum carried into FY25, marked by adding two new DEI specialist positions to the DE&I team. This growth facilitated the launch of three more ERGs: Stanford Children's Pride & Allies, Asian & Pacific Islander & Allies, and Women & Allies, further enriching our inclusive culture. These efforts resulted in an ERG membership total of 400 employees. The success of these groups led to a shift in our annual incentive goal, focusing on event participation of 25% workforce involvement. Exceeding this, we achieved a 37% participation rate, engaging 2,200 employees across 21 diverse events.

The array of DE&I and ERG-sponsored events encouraged significant cross-department collaborations, fostering community and professional growth. A highlight was hosting the Hidden Genius Project, offering young black men professional exposure. The DE&I team, African American & Black ERG & Allies, along with the Community Relations Department, partnered to deliver a half-day experience, enabling participants to connect directly with health care professionals from the African American and Black community. This work exemplifies the spirit of our DE&I initiatives, paving the way for transformative experiences and community engagement.

Safe and Risk-Free Workplace

Our mission not only prompts us to care for the health of our patients and community, but also for the well-being of everyone who works here.

We have programs for comprehensive injury, illness, and workplace violence prevention; ergonomics; safe patient handling; occupational health; and oversight committees. We also have working groups on employee and worker safety. Individual team members are 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. We prioritize a culture of transparency and continuous improvement through comprehensive training programs that encourage employees to report near-miss events, which are situations where an injury was avoided. By analyzing these events, we gain insights that allow us to correct potential hazards before they cause harm, demonstrating our commitment to pre-emptive safety measures.

In the unfortunate event that an employee is injured, our initial response focuses on addressing their immediate needs and providing support. Subsequent evaluations aim to identify and rectify any underlying risks to prevent similar incidents in the



Nurse providing patient care services at Lucile Packard Children's Hospital Stanford

future. This systematic approach underlines our dedication to safeguarding our workforce and continually enhancing our occupational health and safety systems.

Post-injury response calls are made after injuries 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 appropriate 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 contract workers; reporting injuries is the responsibility of the worker's employer. We do, however, investigate all injuries that occur in the workplace. In FY24 and FY25, the three most common injury types were repetitive motion injuries, workplace violence, and pushing/pulling/manipulating equipment or materials. The overwhelming majority of these injuries occur in our Housekeeping Department. Clinical nurse employees have the highest injury rate by job title.

Safety Education and Training

To address injuries, we have created specialized programs for housekeeping and nursing, focused on the key 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 to safely move patients. Each year, all team members complete a series of health and safety training modules, supplemented by on-the-job, department-specific training.

Our Environmental Health and Safety (EH&S) trainings are delivered primarily through a comprehensive online learning platform and are mandatory for all staff annually, ensuring consistent awareness and understanding of best practices in safety and environmental stewardship. To keep our teams updated with any interim developments, nurse educators and EH&S professionals collaborate to manage and deliver timely updates as necessary. Additionally, specific teams receive targeted, specialized training tailored to their roles and responsibilities, ensuring compliance with all relevant regulatory requirements. This structured approach to EH&S training reflects our dedication to nurturing an informed and safety-conscious workforce, ready to uphold stringent standards in safeguarding both our employees and the environment.

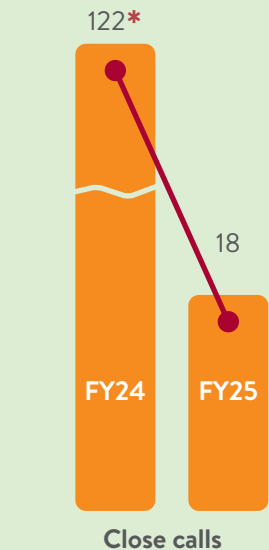
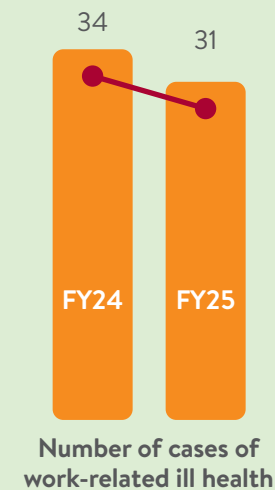
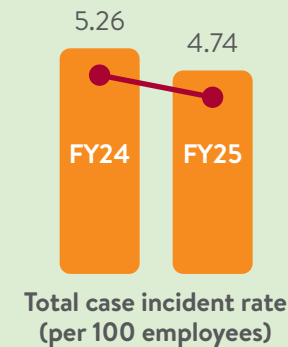
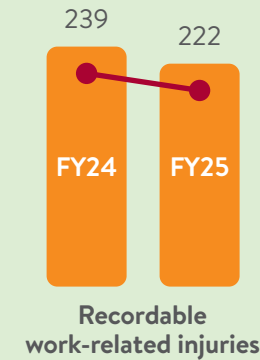
Workplace Violence Prevention and Employee Health Support

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.

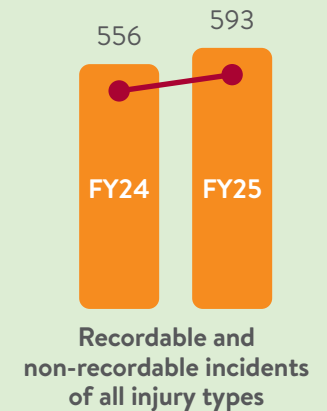
Employees and medical staff members receive occupational health services from Workforce Health and Wellness (WHW), including proactive risk-mitigation measures and responsive programs. In collaboration with EH&S and Infection Prevention and Control, programs share intended outcomes to minimize and mitigate risks and hazards in the workplace. WHW programs start with a post-offer pre-hire health clearance process, and include annual monitoring, in-house workplace-related injury and illness assessment, treatment as needed, and exposure and contact tracing support. Services are located at multiple clinic sites throughout the Bay Area and at other locations on a rotating basis

Through these initiatives, Stanford Children's strives to be a leader in workplace safety, maintaining a culture that prioritizes employee health and safety and continuous improvement.

Workplace Injuries



* High number of close calls reported due to a FY24 program focused on awareness. We remain committed to encouraging reporting of near-miss events.



Creating Healthy Spaces

Creating spaces that heal is at the heart of our mission and deeply rooted in the history of Stanford Children's. Lucile Packard envisioned a nurturing, family-focused environment that blends nature and community with healing. Our Sustainability Program is dedicated to carrying forward that legacy with sustainable design standards and a commitment to reducing or eliminating harmful chemicals.

Healthy Building Standards

Our sustainable building design standards empower architects to design or redesign spaces that align with our sustainability objectives. Stanford Children's guidelines cover design and construction, interior materials, and mechanical, electrical, and plumbing aspects. They address essential topics like energy efficiency, construction materials, water conservation, and landscaping. These guidelines help us create efficient environments with natural materials while avoiding chemicals that could harm patients, families, or staff.

Sustainable Procurement

Just as we build our spaces with better materials, we take great care to ensure the supplies we bring into our spaces meet our standards.

Sustainable Food Services

We're committed to offering healthier options in our cafeteria space, aligned with [Practice Greenhealth's Coolfood Pledge](#) guidelines. The pledge emphasizes increasing plants and reducing meat in diets, which offers numerous health benefits and supports environmental sustainability. By sourcing local, seasonal, and sustainable foods, we reduce transportation and packaging emissions. Our expanded plant-forward menu offerings reduce reliance on water- and land-intensive meat products, leading to reduced carbon emissions. Our program aims to offer a healthy, environmentally-friendly dining experience for patients and staff.

*“With the intent of ‘**first, do no harm**’ the Supply Chain Team is committed to removing all chemicals of concern from the hospital.”*

Our Unique Approach

The health care supply chain contributes significantly to our carbon footprint, with purchased goods and services and capital goods comprising the majority of our annual greenhouse gas emissions. In 2024, leadership committed to creating a comprehensive, integrated supply chain sustainability program focused on scope 3 emissions, waste diversion, chemical removal, and circular economy principles, while ensuring patient outcomes and cost savings. In 18 months, our Supply Chain team progressed from having no formal program to leading the industry, earning the Vizient Sustainability Top Performer Award and the Practice Greenhealth Top 25 Environmental Excellence Award.

Creating the Framework: Our approach is focused on integrating sustainability throughout supply chain operations, and transforming our Supply Chain's methods for purchasing, using, and disposing of products. The team developed the **P.R.O.C.E.S.S.** framework to guide all purchasing decisions. The acronym means **P**urchasing **R**eliable services and goods that are **O**utcomes-based and **C**ustomer-oriented from **E**quitable and **S**ustainable **S**ources.

Foundation for Responsible Sourcing

In 2024, we were among the first health care organizations to implement a Sustainable Procurement Policy (SPP). By 2025, we expanded category-level guidelines (for medical and office supplies) to help the Sourcing team assess sustainability. Our SPP is industry-recognized for its comprehensive approach to reducing greenhouse gas emissions, incorporating healthy materials, circular economy design, promoting energy and water efficiency, and prioritizing local manufacturing. A policy alone is ineffective without integration, so we strategically embedded sustainability into every stage of our procurement process.

- **Sustainability Integration Strategy:** We worked closely with Sourcing to develop criteria for measuring and evaluating sustainability of products and suppliers, and to train the staff. We integrated the following processes:
 - **Request for Proposals (RFPs)** now evaluate chemicals of concern at the product level and assess vendors on Climate Excellence Standards.
 - **Contracts** require SPP compliance and encourage product-level data sharing on emissions and materials.
 - **Value-Based Management (VBM) Scorecards** assess sustainability along with clinical and financial metrics for every new product introduced.

Project Highlights:

- **Quarterly Business Reviews** with our strategic vendors to track sustainability KPIs.
- **Vendor Surveys** evaluate sustainability commitments. We plan to integrate the surveys into vendor onboarding in 2026.
- **Category-level Guidelines** were established for medical and office supplies and other areas of major spending.
- **Tackling Chemicals of Concern:** With the intent of “first, do no harm” the Supply Chain Team is committed to removing all chemicals of concern from the hospital. The first step is evaluating our current state. Leadership has gathered product data from top distributors and suppliers.
- **Data Transparency Partnership:** Executives are collaborating with distributors and Vizient to form an infrastructure that evaluates product sustainability by providing emissions and materials data.
- **Supplier On-boarding:** All vendors are vetted for financial, ownership and other parameters during the supplier on-boarding process. Real-time supplier tracking through both Resilinc and Supply Risk Solutions platforms monitor supply chain resiliency, supply disruptions, and environmental compliance issues.
- **Remanufacturing:** Remanufacturing single-use medical devices extends their lifespan, reduces landfill waste, conserves resources, and lowers greenhouse gas emissions. It saves costs and strengthens supply resilience critical to maintaining high-quality care. While many systems implement remanufacturing limitedly, Stanford Children’s boldly executed a broad-reaching RFP for medical device remanufacturing across 25 categories. We partnered with Medline ReNewal to standardize collection and remanufacturing. The project has projected cost savings of over 1 million dollars.
- **Preference Cards:** Our sustainability champions collaborate with physicians to standardize personalized surgeon checklists known as preference cards. These efforts saved \$200,000 annually through unused supplies, with further expansions expected.
- **Custom Packs:** By optimizing medical supply packaging with Medline, Stanford Children’s and Stanford Healthcare will likely save \$300,000 annually and reduce landfill waste by five tons.
- **Launderable Isolation Gowns:** Partnering with the supply chain team, Stanford Children’s started implementing launderable isolation gowns in 2025. Launderable isolation gowns are the environmentally-friendly alternative to disposable gowns. By integrating launderable isolation gowns, we plan to divert 850,000 gowns (46 tons) from landfills and achieve savings of more than \$100,000.

- **Supplier Innovation:** Our Supply Chain Team fosters partnerships with strategic vendors to drive supplier innovation projects.
- **Clinical Integration:** By fostering a culture of teamwork and shared responsibility, we ensure that sustainability is integrated into clinical operations. We have established interdisciplinary teams that include physicians interested in sustainability, clinical champions, and sustainability and supply chain experts, to identify and implement sustainable practices. The Chief Supply Chain Officer also presented at the Stanford Big Ideas Conference to share ideas that help clinicians make more informed sustainability decisions.
- **Industry Leadership:** Our Supply Chain Sustainability Team leads industry workgroups, collaborating with CHARME, Healthcare Climate Council, Practice Greenhealth, and Vizient. The team presented on supply chain sustainability process excellence at conferences such as RISE, Vizient, and CleanMed. We also co-chair Vizient Sustainability and CHARME workgroups to establish best practices for product durability (isolation gowns), innovation (bioplastics), and participate in sustainable procurement and remanufacturing discussions.



Creative playground structures outside of Lucile Packard Children's Hospital Stanford

Staff-Driven Sustainability Efforts

Our people are at the heart of everything we do. Around the hospital, our staff innovate and create sustainable solutions to help conserve resources and reduce waste.

Green Teams Accelerate Sustainable Impact

Our Green Teams are comprised of staff dedicated to advancing sustainability work within their individual units. These teams have identified and implemented projects that contribute to our organization's larger sustainability goals.

Our front-line staff have a unique view of sustainability opportunities because they are in the heart of the day-to-day work. Some teams, such as our Cancer Center and Maternity Green Teams, have focused on reducing supply waste by optimizing what is brought into a patient room in the first place. By studying what supplies have been left in patient rooms after discharge, the Cancer Team has educated colleagues about opportunities for supply waste reduction. Our Maternity Green Team took a similar approach, creating a list of supplies that should be brought into a room to help standardize and reduce waste.

Our Green Teams have also piloted waste diversion projects such as collection of needle caps and plastic films bags for recycling.

Commitment to sustainability is clearly demonstrated by the Operating Room (OR) team's waste-saving initiatives, which target the collection and recycling of blue wrap,



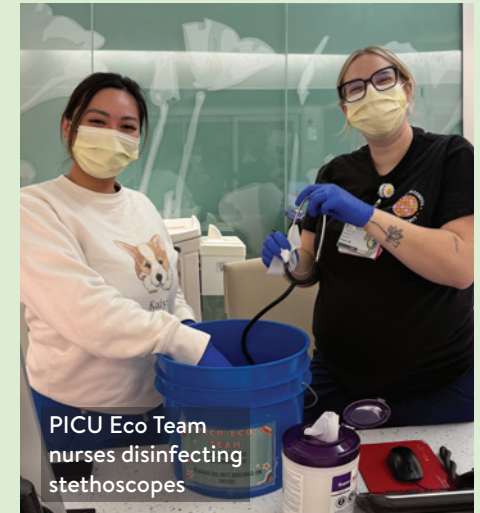
PICU Eco Team nurse separating supplies for donation and restocking

medical devices, and recyclable clinical plastics. Blue wrap, essential for protecting sterilized surgical instruments, significantly contributes to medical waste, with Practice Greenhealth noting that approximately 255 million pounds are landfilled annually.² Since April 2024, the OR's initiatives have successfully recycled 5,672 pounds of blue wrap and 228 pounds of LigaSures, leading to \$25,806 in savings.

Similarly, the Labor and Delivery Green Team is enhancing waste management practices by auditing three-stream bins within the unit. Upon identifying a high incidence of PPE, snack wrappers, and other non-compostable items in compost bins, the team launched a challenge to improve proper sorting practices. These efforts led to a significant increase in sorting compliance from 30% to 69% in a single month, demonstrating the effectiveness of focused green team initiatives in fostering sustainable practices and reducing waste.

Pediatric Intensive Care Unit (PICU)

With more than 35 members, the PICU Green Team has tackled numerous sustainability projects. One of the most impressive initiatives the team began started in 2024 with the implementation of their “eco carts.” After noticing several rarely used supply cart items, the team analyzed data over a six month period. On average they found each supply cart wasted a total of 12 pounds and \$458 dollars of supplies per discharge.



The team revised all supply carts on their units to contain only the items in quantities they needed. As a result, this initiative saved the PICU more than 22,000 pounds of supply waste and approximately \$850,000 per year. As an additional measure to mitigate supply waste, the PICU established a process to recover leftover items from carts to disinfect for restocking and donation. As their work has spread throughout the organization, all other hospital Green Teams are implementing the PICU process, proving that grassroots efforts can have a significant ripple effect throughout our organization.

In addition to cart optimization, the PICU team has set up a process to disinfect stethoscopes and pen lights for re-use. A total of 523 stethoscopes and 169 pen lights have been diverted from the landfill since the project's inception.

Partnerships

Our community partnerships extend our reach beyond the hospital, allowing us to make a bigger difference, together. By expanding these connections, we support resilience and create lasting and meaningful impacts in the community.



Collaborating with the Coalition for Clean Air

Stanford Children's participates in [California Clean Air Day](#), a celebration hosted by the [Coalition for Clean Air](#). We serve on the planning committee, make our own pledges for cleaner air, and provide medical expertise to help educate the community about the impacts of air pollution on health. Examples of this year's employee pledges within our organization included using alternative commute options, starting home composting, planting trees, and consolidating home delivery orders to help reduce vehicle emissions.

Community Benefit Program

Every three years, we conduct community surveys to get a clear picture of our community's health needs. Using the insights from these surveys, we provide grants to nonprofits focused on improving community health.

Through our Community Benefit Program, we make sure we're actively listening and contributing to sustainable and impactful change. In 2024, we awarded \$1.6 million to local nonprofits. [Check out our website to learn more about our community benefit efforts.](#)



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 program, and benchmark our progress against hospitals across the country.

Stanford Partnering Within the Stanford Network

We team up with other groups within Stanford Medicine and Stanford University to widen our sustainability efforts. Collaborating on transportation, waste reduction, sustainable purchasing, and education helps us tackle important issues. By combining resources, we strengthen our ability to make changes and ensure a lasting positive impact.



Community Climate Equity Initiative (CCEI)

Our involvement with the CCEI allows us to join forces with various community partners, local governments, institutions, and others to jointly develop and support projects focused on renewable energy and climate resilience. These projects are designed with the community's interests and needs at heart, promoting fair economic practices that encourage community ownership in climate resilience. CCEI's shared governance model fosters collaboration and ensures commitment and accountability.



Addressing World Inequity via Sustainable Healthcare (AWISH)

AWISH is dedicated to keeping health care products out of landfills by teaming up with nonprofit organizations to send reusable items to health care facilities around the world. This initiative not only cuts down on health care waste but also offers young adults a fantastic chance to learn about medicine and gain hands-on experience. Across several of our units, AWISH volunteers generously donate their time to disinfect products for reuse and prepare supplies for donation. They also focus on collecting blue wrap, a wrapping that protects sterilized surgical instruments in the operating room and poses a major waste challenge. Their efforts are crucial in making sure blue wrap doesn't end up in our landfills.

Stanford Children's and VIDA

Three Decades of Impact and Partnership

Volunteers for Inter-American Development Assistance (VIDA) is dedicated to supporting global health institutions and initiatives that bring vital aid to those in need. Our collaboration with VIDA spans three decades, beginning when Stanford Children's became one of VIDA's first partner organizations. For 30 years, we have consistently provided product donations to advance their mission. VIDA focuses on distributing high-quality medical supplies to the communities and

individuals in greatest need, working tirelessly to enhance health access and outcomes. Together, Stanford Children's and VIDA continue to make a significant impact in improving health and well-being across the regions VIDA serves. Between all of our Stanford Hospital locations throughout the Bay Area, we have sent VIDA more than 300 pallets of supplies each year. This partnership exemplifies our shared dedication to sustainable health care and social responsibility, contributing to the betterment of global communities.

Looking Forward

At Stanford Children's, we understand the power of partnership in advancing sustainable change. We recognize that we are one part of a wider collective of hospitals committed to environmental stewardship.

Our participation in industry collaboratives like the Collaborative for Healthcare Action to Reduce Medtech Emissions (CHARME), Association for Healthcare Resource & Materials Management (AHRM), and the Healthcare Climate Council (HCC) is crucial to encourage innovation and shared solutions in partnership with major suppliers. Educating future medical professionals in sustainability concepts and principles is critical to reducing the impact of our industry.

Recognizing the importance of early education, the Stanford School of Medicine initiated the Climate Learning Initiative in Medical Education (CLIME). The program builds comprehensive climate, health, and equity curricula, along with sustainable health care education, in all Stanford graduate medical education programs.

By collaborating with industry leaders, we harness our capacity to influence health care practices on a larger scale, pushing the boundaries of what's possible for sustainable health care. Together, we can set new standards and help pave the way for a more sustainable future.



As we look to the future, we will expand our efforts in energy efficiency, especially at our offsite clinics where we manage the facilities directly. As the foundation for our transition to electricity-based heating and cooling solutions, efficiency projects conserve both natural and financial resources. Additionally, we plan to apply insights from our comprehensive waste studies to further minimize waste and enhance waste diversion.

We are actively working on reducing waste by increasing the use of reusable items, implementing reprocessed device solutions, and collaborating with nursing and medical staff to minimize supply waste.

Our commitment to environmental stewardship continues with ongoing water use studies, which we will leverage to optimize water efficiency throughout our operations.

We will be focusing on the use of strategic communications to engage our employees, especially as we work towards our alternative transportation goal.

We continue to plan larger capital projects to support overall carbon reduction goals, such as reducing the emissions associated with heating and humidification at our hospital.

Our future work includes monitoring evolving climate regulations to ensure we are prepared to meet any new requirements.

Our accomplishments are only possible through commitment and collaboration. We extend our heartfelt gratitude to all partners and colleagues for their dedication to a healthier, sustainable future.



Works Cited

- 1 Early Childhood Scientific Council on Equity and the Environment. (2025), “Air Quality Affects Early Childhood Development and Health: Working Paper No. 3,” retrieved from www.developingchild.harvard.edu, accessed March 2, 2026, https://developingchild.harvard.edu/wp-content/uploads/2025/05/HCDC_ECSCCE-Air-V4-1.pdf (back ▲)
- 2 Bodkin, Christopher, “Blue Wrap and the Circular Economy,” retrieved from www.practicegreenhealth.org, accessed March 2, 2026, <https://practicegreenhealth.org/about/news/blue-wrap-and-circular-economy> (back ▲)

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, 2023, through August 31, 2025.

GRI STD	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 2024 and 2025 (September 1, 2023 to August 31, 2025.) Published April 2026. Contact: sustainability@stanfordchildrens.org
	2-4 Restatements of information	Our FY23 greenhouse gas emissions inventory has been updated with clarified data related to anesthetic gas use. These changes will be noted in our most recent inventory document for FY25.
	2-5 External assurance	This report has not been externally verified.
	2-6 Activities	About Stanford Medicine Children's Health
	2-7 Employees	Supporting Health and Well-Being
	2-8 Workers	Supporting Health and Well-Being
	2-9 Governance structure	Stanford Medicine Children's Health Leadership
	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	Our Program
	2-15 Conflicts of interest	Code of Conduct

GRI STD	DISCLOSURE	LOCATION
GRI 2: General Disclosures (continued)	2-19 Remuneration policy	Supporting Health and Well-Being
	2-20 Process to determine remuneration	Supporting Health and Well-Being
	2-22 Statement on sustainable development strategy	A Message from our CEO Paul. A. King
	2-23 Policy commitments	Code of Conduct
	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	Partnerships, Looking Forward, and Staff Driven Sustainability Efforts
	2-30 Collective bargaining	Supporting Health and Well-Being
GRI 3: Material Topics	3-1 Materiality process	Materiality Assessment
	3-2 List of material topics	Index
GRI 204: Procurement Practices	GRI 3: Material topics	Materiality Assessment
	204-1 Spending on local suppliers	Stanford Children's has elected not to disclose performance on this metric for FY24 and 25.
GRI 103: Energy	GRI 3: Material topics	Materiality Assessment
	103-1 Energy policies and commitments	Energy
	103-2 Energy consumption and self-generation within the organization	Energy
	103-3 Upstream and downstream energy consumption	Stanford Children's has elected not to disclose performance on this metric for FY 24 and FY25
	103-4 Energy intensity	Energy
103-5 Reduction in energy consumption	Energy	

GRI STD	DISCLOSURE	LOCATION
GRI 303: Water and Effluents	GRI 3: Material topics	Materiality Assessment
	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 102: Climate Change	GRI 3: Material topics	Materiality Assessment
	102-1 Transition plan for climate change mitigation	Climate Resilience
	102-2 Climate change adaptation plan	Climate Resilience
	102-3 Just transition	Stanford Children's has elected not to disclose performance on this metric for FY 24 and FY25
	102-4 GHG emissions reduction targets and progress	Measuring our Progress
	102-5 Scope 1 GHG emissions	FY25 GHG Emissions
	102-6 Scope 2 GHG emissions	FY25 GHG Emissions
	102-7 Scope 3 GHG emissions	FY25 GHG Emissions
	102-8 GHG emissions intensity	FY25 GHG Emissions
	102-9 GHG removals in the value chain	These areas have not been identified as material to our organization as part of materiality assessment
	102-10 Carbon credits	These areas have not been identified as material to our organization as part of materiality assessment
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 STD	DISCLOSURE	LOCATION
GRI 308: Supplier Environmental Assessment	GRI 3: Material topics	Materiality Assessment
	308-1 New suppliers screened using environmental criteria	Creating Healthy Spaces
	308-2 Negative environmental impacts from supply chain, actions taken	Creating Healthy Spaces
GRI 403: Occupational Health and Safety	GRI 3: Material topics	Materiality Assessment
	403-1 Occupational health and safety management system	Safe and Risk-Free Workplace
	403-2 Hazard identification, risk assessment, and incident investigation	Safe and Risk-Free Workplace
	403-3 Occupational health services	Safe and Risk-Free Workplace
	403-4 Worker involvement on occupational health and safety	Safe and Risk-Free Workplace
	403-5 Worker training on occupational health and safety	Safe and Risk-Free Workplace
	403-6 Promotion of worker health	Supporting Health and Well-Being
	403-7 Prevention and mitigation of occupational health and safety impacts	Safe and Risk-Free Workplace
	403-8 Workers covered by occupational health and safety management system	Safe and Risk-Free Workplace
	403-9 Work-related injuries	Safe and Risk-Free Workplace
	403-10 Work-related ill health	Safe and Risk-Free Workplace
GRI 404: Training and Education	GRI 3: Material topics	Materiality Assessment
	404-1 Average hours of training per year per employee	Supporting Health and Well-Being
	404-2 Programs for upgrading employee skills and transition assistance	Supporting Health and Well-Being
	404-3 Percentage of employees receiving regular performance and career development reviews	Supporting Health and Well-Being

(continued next page)

GRI Content Index *(continued)*

GRI STD	DISCLOSURE	LOCATION
GRI 414: Supplier Social Assessment	GRI 3: Material topics	Materiality Assessment
	414-1 New suppliers screened using social criteria	Creating Healthy Spaces
	414-2 Negative social impacts in the supply chain and action taken	Creating Healthy Spaces



