

# Enabling Our Future Through Sustainability

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# Introduction

## Letter From the CEO, Paul A. King

Sustainability has been a core value of Stanford Medicine Children's Health since its inception. Lucile Salter Packard believed in the power of nature as an important part of the healing process, and we are committed to continuing her legacy of embracing the connection between nature and health in our facility design and daily operations.

In 2022, Stanford Medicine signed the White House Health and Human Services Health Sector Climate Pledge. We committed to create a climate resilience plan that provides necessary resources to serve and support our communities, particularly those underserved populations that are most significantly impacted by changing climate and climate-related events.

In this report you will see how we are making good on our pledge. We are focused on understanding greenhouse gas emissions associated with our operations and supply chain, selecting energy efficient projects to reduce consumption, following sustainable purchasing policies, and more.

Together we will continue to make progress to ultimately achieve carbon neutrality by increasing the sustainability of our health care operations, doing our part to safeguard the environment for future generations.

[Learn more about Stanford Medicine Children's Health](#) and our leadership, including our [Board of Directors](#) and our [Executive Team](#).



## Sustainability at Stanford Medicine Children's Health

As the largest health care network in the San Francisco Bay Area dedicated exclusively to pediatrics and obstetrics, Stanford Medicine Children's Health is committed to leading the way toward a more sustainable future.

Our commitment to health includes the health of our planet with the recognition that our environment has a significant impact on the health of our people. Children and pregnant people are some of the most vulnerable to the impacts of our changing climate. In the Bay Area, this means more frequent and intense heat waves, which can lead to dehydration and heatstroke; increased air pollution from car traffic and wildfires, causing respiratory distress or illness; and changing weather patterns that impact the availability and prices of healthy food, leading to increased food insecurity. These are just a few examples of the impact that climate change is having on our health. Stanford Children's is committed to reducing our impact on the environment for the good of our patients and our planet.

Stanford Medicine Children’s Health is on a mission to promote extraordinary care, continual learning, and breakthrough discoveries. Sustainability is woven into every aspect of the organization and is central to the vision to heal humanity through science and compassion, one child and family at a time. Our Sustainability Program is dedicated to ensuring that Stanford Medicine Children’s Health meets the needs of the present without compromising the ability of future generations to meet their needs. The Sustainability Program at Stanford Children’s advocates and supports activities that reduce the environmental footprint, greenhouse gas emissions, and costs of operations, seeking solutions that support the health and well-being of staff, visitors, patients, and the greater community.

Sustainability has been a core value within the organization since its inception. Lucile Packard Children’s Hospital Stanford was the vision of Lucile Salter Packard, our generous founding donor and visionary for children’s health. Her dream was simple: to nurture both the body and soul of every child. She believed in the power of nature as an important part of the healing process. With these values in mind, the West Coast’s first-ever LEED Platinum hospital was built to heal children and families while respecting the environment it is built within. Today, the Sustainability Program continues to advance this vision and has received ongoing recognition for these efforts, including:



- Practice Greenhealth Emerald Award and Circle of Excellence for Green Building (2022)
- Practice Greenhealth Environmental Excellence Award (2020, 2021)
- Arnold Soforenko Canopy Tree Award
- Santa Clara County Innovator Award for water-saving design





## About This Report

Stanford Medicine Children’s Health is committed to leadership, including in our sustainability efforts. Our first-ever sustainability report advances this commitment transparently in order to lead the way for sustainability reporting in the health care sector. 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 to sustainability by including important factors that influence the overall sustainability of our organization beyond our environmental impact, such as the people and institutions we work with and our commitments to advance sustainable practices in our community.

## Materiality Assessment

To determine which topics to report on within the GRI standards, we undertook a formal materiality assessment. This process 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. Focus groups were centered around four key areas for consideration to determine which elements were most impactful to our organization:

- Something our operations rely upon
- Where our organization has a significant impact
- Something that poses a significant risk to the organization
- Something important for us to share with our community

Key stakeholders engaged through the materiality process include:

- 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

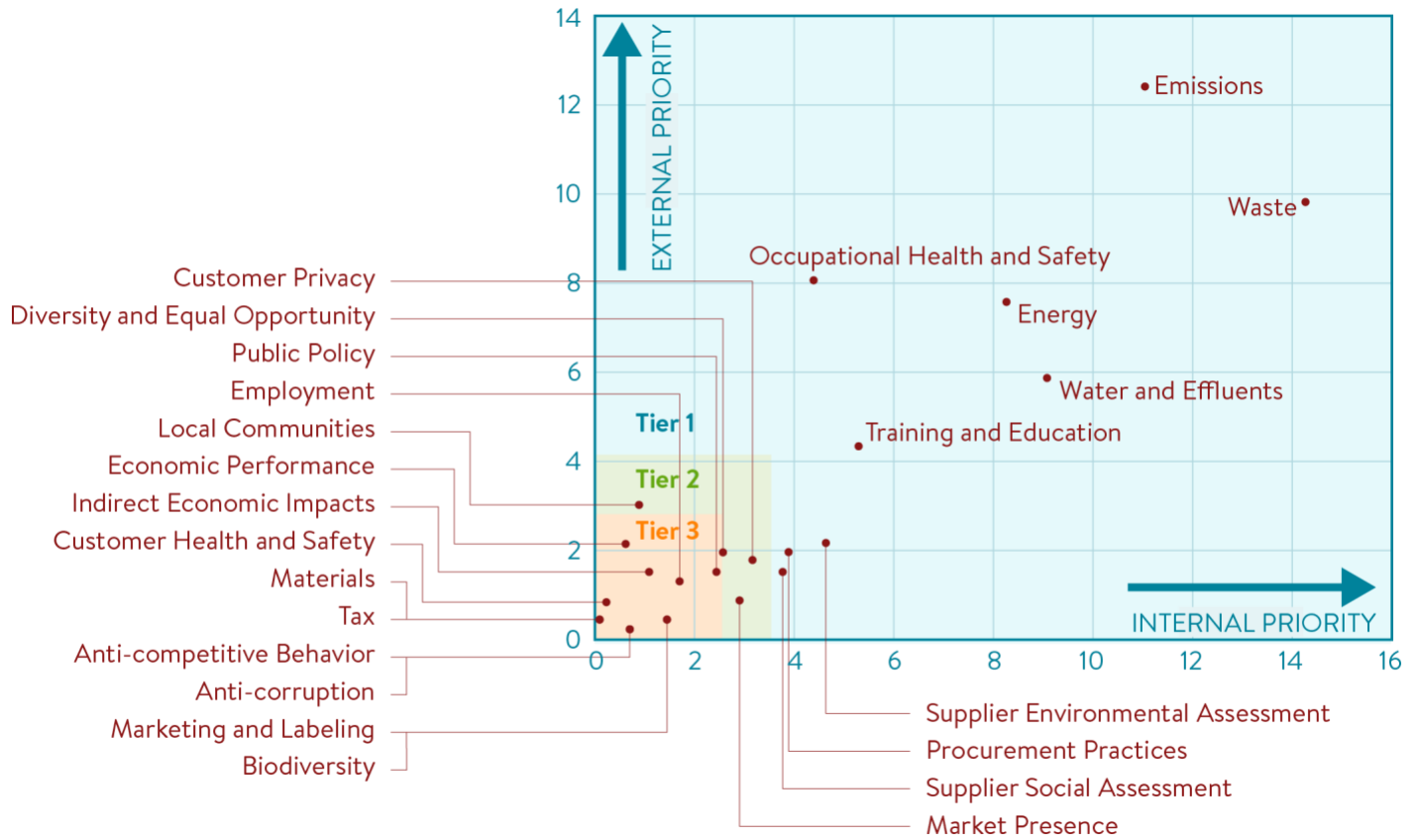
To get an external perspective on issues impacting our organization and the impacts we have on the economy, the environment, and people, we considered the following external stakeholder priorities and reports:

- Practice Greenhealth
- The Joint Commission
- Sustainability Accounting Standards Board (SASB)
- IRS Form 990
- White House/Health and Human Services Health Sector Climate Pledge requirements
- Health care delivery organization's reporting following an ESG framework

Findings from internal and external groups were compared and aggregated to build a complete picture of the specific topics that were most relevant to Stanford Medicine Children's Health and that we would cover in this initial report. The results are three tiers of GRI topics:

- Tier 1: Track and report on regularly.
- 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.

## Internal vs. External Prioritization



Our report includes available data and information on all aspects of our Sustainability Program and key partners for a holistic view of sustainability. This includes Stanford Medicine Children’s Health’s commitment to ethics, employee training and education, environmental and occupational health, and environmental sustainability. All of the topics included contribute significantly to the enduring success of our organization, according to internal and external stakeholders. Topics reported on here include those in Tier 1:

- Emissions
- Waste
- Water and effluents
- Energy
- Occupational health and safety
- Training and education
- Procurement practices, including social and environmental supplier assessments





## Our Commitments

Stanford Medicine Children’s Health is committed to being a leader in all that we do, including sustainability. This commitment is bolstered by taking part in industry-leading efforts like the Health and Human Services Health Sector Climate Pledge, and by partnering with our community to advance efforts that align with our values and mission. Stanford Children’s proudly commits to net-zero emissions by 2050 for the health of our people and our planet.

### **The Department of Health and Human Services Health Sector Climate Pledge**

The health care sector in the United States is responsible for 8.5% of the entirety of U.S. greenhouse gas emissions. 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 everyone we serve. Health care is also responsible 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](#).

Our decarbonization journey began in May 2021 with a series of interdisciplinary workshops to gather input and ideas from across our organization. These ideas were then evaluated based on potential impact and ease of implementation to help prioritize actions and determine a path to carbon neutrality. In June 2022, Stanford Medicine Children’s Health signed the U.S. Department of Health and Human Services Health Sector Climate Pledge. This included a commitment to reducing operational climate-warming emissions by 50% by 2030 and achieving net-zero emissions by 2050, as well as the development of a Climate Resilience Plan to address how we will prepare to serve our patients and community in the face of an increasing number of climate-related weather events.

Along with the development of projects and policy changes to reduce our emissions, the organization began a process to complete a detailed inventory of greenhouse gas (GHG) emissions each year. To meaningfully track and reduce GHG emissions, we utilize the Greenhouse Gas Protocol (GHGP) framework, a comprehensive, globally recognized standard for quantifying and reporting on emissions. The GHGP organizes emissions into three categories (scopes 1, 2, and 3), based on their source:

- Scope 1: Direct emissions from owned or directly controlled sources.
- Scope 2: Indirect emissions from the generation of purchased energy.
- Scope 3: All other indirect emissions, such as those including waste, employee commute, and emissions that occur in producing and transporting goods and services across the supply chain.

### 725 Welch Road Historical Emissions Comparison

Annual Emissions per Scope	Baseline Year:				CY2020 % Change over Baseline Year	CY2021 % Change over Baseline Year	CY2022 % Change over Baseline Year
	CY2019 (MTCO <sub>2e</sub> )	CY2020 (MTCO <sub>2e</sub> )	CY2021 (MTCO <sub>2e</sub> )	CY2022 (MTCO <sub>2e</sub> )			
SCOPE 1*	2,498	1,142	1,280	1,306	-54%	-49%	-48%
SCOPE 2	3,875	3,738	3,877	3,428	-4%	0%	-12%
SCOPE 3*	135,857	122,277	132,290	129,623	-10%	-3%	-5%
Total	142,230	127,157	137,447	134,357	-11%	-3%	-6%

*\*Correction to CY2021 Fleet Vehicle and Patient Transport data resulted in a change in the CY2021 emissions total compared to the previously published 2021 CHG accounting report.*

We currently have set our baseline year as 2019, the first year that we completed this detailed inventory for our hospital operations. In fiscal year (FY) 2022, we expanded this inventory to include emissions from across our organizational portfolio, including our clinic and administrative locations. [View our 2022 greenhouse gas emissions report online.](#)



## Our Partners

At Stanford Medicine Children's Health, our passion for providing unparalleled care for children and expectant people goes far beyond our hospital walls. We are committed to improving the health of the community we serve. With this in mind, we partner with a variety of community organizations to increase our reach and impact.

### Coalition for Clean Air

Stanford Children's is a member of the planning committee for **California Clean Air Day**, a celebration hosted by the **Coalition for Clean Air**. The Coalition for Clean Air annually hosts California Clean Air Day, which was developed with the idea that individuals who make a pledge toward behavior change are more likely to follow through with that action. One small change among many can make a difference. Our work on the Bay Area planning committee has included assisting with planning events in the community, outreach, and organizing the onsite implementation of the pledge, within our health care organization. Clean Air Day activities have included pledge participation contests, creation of reading lists for our patients and families, environmentally focused story hours for our kids, and a special conservation-and-environment-focused bingo game for our patients to participate in.

### Practice Greenhealth

We are active members of **Practice Greenhealth**, the nation's leading membership and networking organization for those in the health care community with an interest in making health care more sustainable and environmentally friendly. Through this membership we are able to participate in working groups to



advance sustainability practices and learn from the work of other leading health care organizations. Stanford Children's team members regularly attend and present at Practice Greenhealth's annual CleanMed conference, and most recently we have shared strategies for Sustainability Program development.



### **Stanford Medicine**

We partner closely with the other members of Stanford Medicine. Examples of this work include participating in collaborative working groups that address transportation impacts, waste, and sustainable purchasing; combining efforts in education and communication projects; and sharing best practices across the organizations. This collaboration is a great example of how we can make a more significant impact by combining resources. [Read more about our collaborations across Stanford Medicine in \*Stanford Medicine\* magazine.](#)



## Our Community

In addition to the partnerships that help address our environmental impact, our organization is dedicated to working within our extended community. Through our Community Benefit program, we are advancing health initiatives and embarking on broader efforts to care for our community. As a major regional institution, we advocate for solutions to some of the most pressing challenges. Whether they be health, education, housing, or transportation issues, we are committed to improving the well-being of our community. We partner with strategic community-based organizations to broaden our impact and reach. [Learn more about our community benefit efforts on our website.](#)





## Our Priorities

Sustainability priorities span all aspects of Stanford Medicine Children’s Health operations. Opportunities to be more sustainable are present in every corner of every hospital and clinic. Fortunately, sustainability champions are driving change and innovation at Stanford Children’s as well. From conducting groundbreaking research on the impact of plastics on health and the environment to changing purchasing practices within the organization, Stanford Children’s is filled with passionate advocates for the future.

Stanford Children’s sustainability efforts and innovations include reducing waste, energy, and water use; making sustainable purchasing choices; reducing chemicals in our environment; and empowering our people. Our guiding focus is our commitment to net-zero emissions for our people and our planet.

Net-zero emissions means the greenhouse gas emissions that our organization generates are balanced by the GHG emissions removed from the atmosphere. Stanford Children’s aims to achieve net-zero by 2050 by first reducing the emissions we can, then offsetting any remaining emissions through carbon removal efforts and investments. This is a commitment to and for our patients and all future generations.



## Zero Waste

Hospitals are a significant source of waste in any community. According to Practice Greenhealth, hospitals generate around 5 million tons of waste per year ([Practice Greenhealth](#)). Waste in landfills emits harmful greenhouse gases like methane, which is 25 times more potent than carbon dioxide and is responsible for about 20% of global emissions. Waste disposal is also costly, particularly when considering hazardous waste streams, so reducing waste generation is also an impactful cost-saving measure.

At Stanford Medicine Children’s Health, waste stems primarily from clinical areas and operating rooms, which generate about 80% of the organization’s total municipal waste. Our food services, office spaces, and public areas generate the remaining total waste. Clinical and pharmacy areas also generate hazardous waste, the majority of which is either biohazardous or medication waste.

We are tackling waste head-on through a series of multidisciplinary working groups. With a commitment to zero waste, or more than 90% diversion of municipal waste from the landfill, Stanford Children’s is reducing waste in order to reduce the negative environmental and social impacts associated with waste generation and save money. In 2022, we diverted 1,230.06 tons of waste (42% of our municipal waste) from the landfill through a variety of strategies, including providing three-stream waste bins for proper waste sorting, switching to compostable containers, reducing sources of waste by investigating reusable and reprocessible supplies, and disseminating education for staff and visitors.



## Commitment to Zero Waste

Our commitment to zero waste is not only about reducing the amount of waste we generate—it’s a commitment to continuously improve the health of our community and our planet. Zero waste promotes resource conservation, results in financial savings, and supports our local economy. Proper waste sorting and reduction of waste overall both result in reduced greenhouse gas emissions, contributing to our net-zero emissions goal. Greenhouse gas emissions reductions from zero waste efforts occur in multiple ways, from fewer single-use items being manufactured and shipped to us, to reductions in landfill waste and fewer trucks on the road picking up our waste. Our zero waste strategy prioritizes reducing waste from the source and ensuring that our waste is properly handled and treated throughout its life cycle.

California's Short-Lived Climate Pollutant Reduction Strategy, in combination with the city of Palo Alto's zero waste mandate, has been influential in advancing waste reduction efforts by creating pathways to donate edible food, improve waste-sorting opportunities and practices, and educating staff and families.

### Reducing Waste at the Source

Source reduction, or eliminating waste before it is ever created, is one of the most impactful ways to reduce waste and costs and to have a greater impact on reducing our greenhouse gas emissions. Examples of this work include switching to reusable supplies, reducing unnecessary supply use, and adjusting our purchasing practices to reduce single-use items and select recyclable or compostable items. Source reduction is a key strategy to reduce waste and works in combination with efforts like reuse and proper waste sorting.

### Waste Reduction in Food Services

Food and food packaging are a significant source of waste, and organic waste in landfills makes up half of all landfill waste in California ([CalRecycle](#)).

Prevention is our first defense against food waste in our kitchens. Our Food Services team utilizes multiple strategies to predict and plan food preparation and ordering to minimize wasted food. Donation is the second-line strategy: Lucile Packard Children's Hospital Stanford donates all unused, edible food to local food banks. In FY 2022, this totaled 2,064.5 pounds of food donated to local food banks. Finally, to ensure that food waste is not sent to the landfill, each of our kitchens has a Somat machine for nonedible food waste. The Somat machine processes any remaining food waste for efficient composting.



Packaging makes up about 30% of all waste worldwide, and food packaging can be a major contributor to kitchen and food service waste. Stanford Children’s uses completely compostable food service products and has moved from single-use plastic bottles to highly recyclable aluminum cans for beverages.

### Quality Recycling

Recycling is a core component of any zero waste strategy. Clean, quality recycling is essential to ensure that material is a good candidate to be made into a new product. Reducing contamination in our recycling increases the amount of waste we are able to divert from the landfill, reduces costs of waste processing, and reduces greenhouse gas emissions.

Municipal waste is processed by GreenWaste of Palo Alto in a LEED Silver facility in nearby San Jose, California. GreenWaste has received the Gold Excellence Award in Recycling from the Solid Waste Association of North America. Learn more about GreenWaste’s sustainability efforts in their [sustainability report](#).

### Hazardous Waste Reduction

Stanford Medicine Children’s Health’s hazardous waste program is efficient and effective following an overhaul completed in 2019 to improve practices and policy. All medications are classified as either Resource Conservation and Recovery Act (RCRA) hazardous or non-RCRA hazardous waste, and this classification is audited annually to ensure compliance and accuracy. Sources of RCRA hazardous waste are clearly indicated for proper disposal. All regulated waste is disposed of through specialized vendors to



reduce risks to staff and patients and to reduce training burden. Further, this allows us to work with highly trained professionals who regularly handle various hazardous materials and waste.

In FY 2022, we implemented three initiatives to reduce the volume of RCRA hazardous waste we generate as a hospital system. We reviewed the formulary for one of our pharmacies and implemented a reusable container program for much of their medication waste. This reduced the amount of RCRA medication waste they generated by over 91%. Second, we added a waste-sorting station for anesthesiologists to use for sedation, called the HazBot. This reduced hazardous waste generated in our procedure areas by nearly 50%. Third, we implemented a process change in one of our inpatient pharmacies to eliminate sharps waste, resulting in disposal cost savings. Building upon initiatives implemented in previous years, these three initiatives resulted in an additional cost savings of 5.9% in FY 2022.





### Donation Program: Supporting Our Community and Reducing Waste

Donations are one important way that Stanford Children’s is supporting our community and making progress toward zero waste. Surplus medical supplies and equipment like baby face masks, tissue boxes, and absorbent pads are donated to Latin American hospitals through **VIDA USA**. VIDA helps provide care for over 4 million people in underserved communities throughout 12 Latin American and Caribbean countries. Meanwhile, items like furniture, office supplies, and kitchen equipment are donated to local nonprofit organizations. The majority of our donation partners benefit underserved populations by providing resources like free meals, housing, and low-cost medical care.

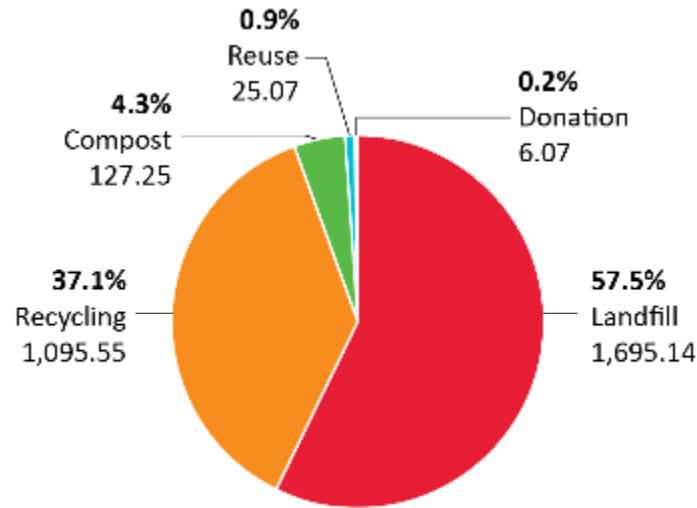
**St. Anthony’s Padua Dining Room** is one of the local organizations that receive donations from Stanford Children’s. When it came time to renovate the ground floor café in the West building into patient care units, Sustainability stepped in to donate the old furniture and kitchen equipment. **St. Anthony’s Padua Dining Room** received sturdy, stainless steel kitchen work tables, high-quality shelving, and appliances that have enhanced their ability to serve hot meals to the community. St. Anthony’s volunteers serve 300–400 free, nutritious meals to community members every Monday through Saturday.

### Donations by the Numbers

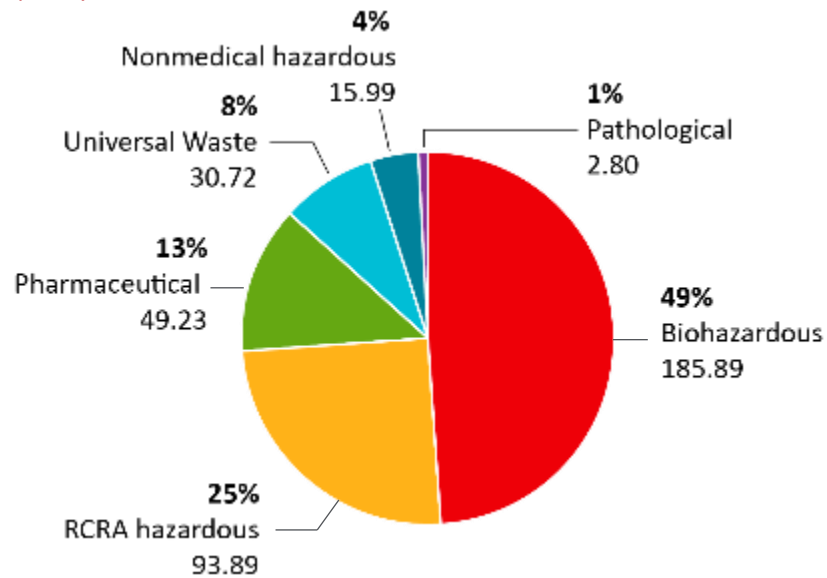
- 6.07 tons of food and supplies donated in FY 2022.
- Eight organizations receiving donations.

## Waste by the Numbers

### Municipal Waste Diversion (tons)



### Hazardous Waste Generation (tons)

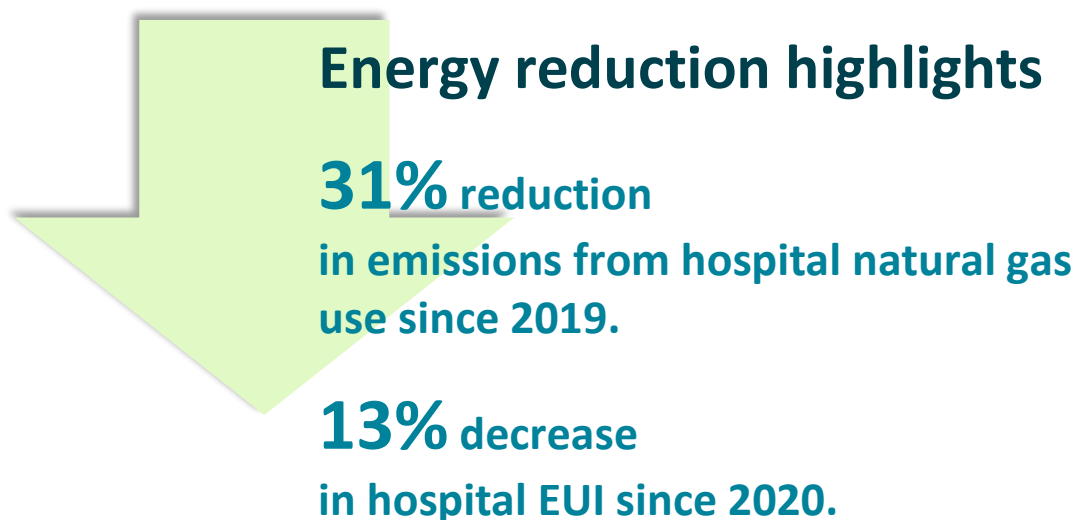


## Energy

Health care industry operations are inherently energy intensive. The constant nature of our operations, combined with specialized medical equipment that has a significant energy demand, results in high energy use, particularly in our hospital facilities. 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 ([Practice Greenhealth](#)). Combustion of fossil fuels for energy releases pollutants into the air that are harmful to human health. Exposure to particulate matter from fossil fuel emissions contributed to an estimated 8.7 million deaths globally in 2018, or nearly one in five. Our goal at Stanford Medicine Children’s Health is to reduce the environmental impact of our energy consumption through conservation and implementation of clean energy solutions. ([Vohra, et al., 2021](#))

With a highly efficient, LEED Platinum Main building, the energy-use intensity—the amount of energy used per square foot—at our hospital is 217, lower than the national average of 238. Our medical office buildings have an even lower energy-use intensity of 142, as these facilities often do not have the same amount of energy-intensive equipment. Sustainability’s focus to date has been on understanding our current energy use, looking for opportunities to increase efficiency, and optimizing existing systems. We have completed several projects to help reduce utility consumption. Examples of completed projects include:

- Reducing the number of times the air in the room is exchanged for clean air in operating rooms (ORs) during unoccupied times while still meeting or exceeding all regulations for OR operations. This change is estimated to reduce heating, ventilation, and air conditioning (HVAC) energy consumption in the ORs by over 40%.
- Reducing steam use by reprogramming our steam controls to lower unnecessary use. This led to a reduction in steam consumption of more than 60% from the previous year.



Our current energy efficiency projects include LED lighting upgrades; optimizing air exchanges in hallways, offices, and corridors; reprogramming economizers to reduce chilled water use; and addition of window film to atrium and hallway areas to reduce heat load. We have implemented a fault detection software platform that identifies places where the HVAC system is not performing as efficiently as possible, quantifies potential energy savings, and suggests possible causes and remedies for the fault detected. In addition to this system, we utilize ENERGY STAR’s Portfolio Manager to compare the energy performance of our facilities and measure progress toward our energy conservation goals.

We are continuing our investment in metering, controls, and integration of building automation systems to help us monitor and optimize our energy use on an ongoing basis. We purchase 100% green power in our hospital and main campus buildings and are looking to convert the remainder of our buildings to 100% green power by 2030.



As we move from immediate opportunities for energy-use reduction into more complex projects that require infrastructure upgrades, we are looking to prioritize the projects that will give us the most significant reductions in energy and greenhouse gas emissions in pursuit of our net-zero goal. In the case of aging infrastructure, we are looking to replace existing equipment with systems that eliminate fossil fuel use and maximize efficiency and clean energy. We are also integrating opportunities to increase system efficiency and decrease energy use into planned upgrades of the hospital building and future clinic construction and remodeling. Looking into the future, we are developing long-term plans for end-of-life equipment replacement that will align with our net-zero emissions goals. This includes a commitment to meet or exceed current green building design standards for all future construction.



### Energy Data

Figure 1: Total Nonrenewable Fuel Use (kBtu)

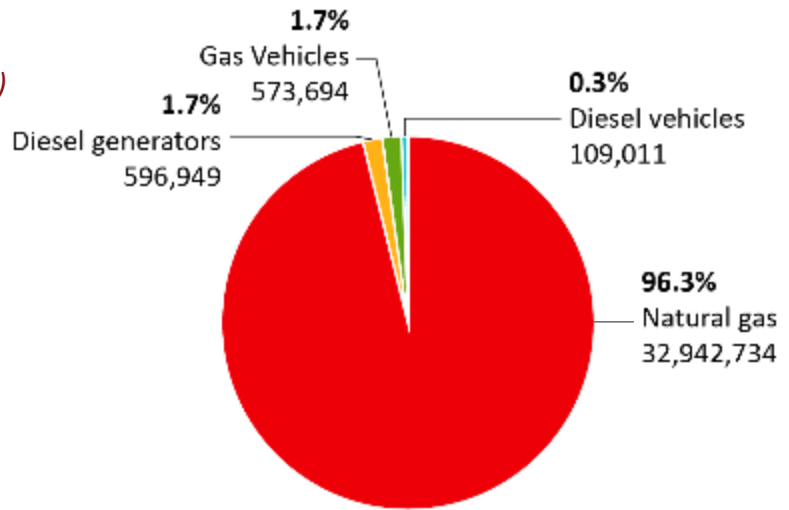
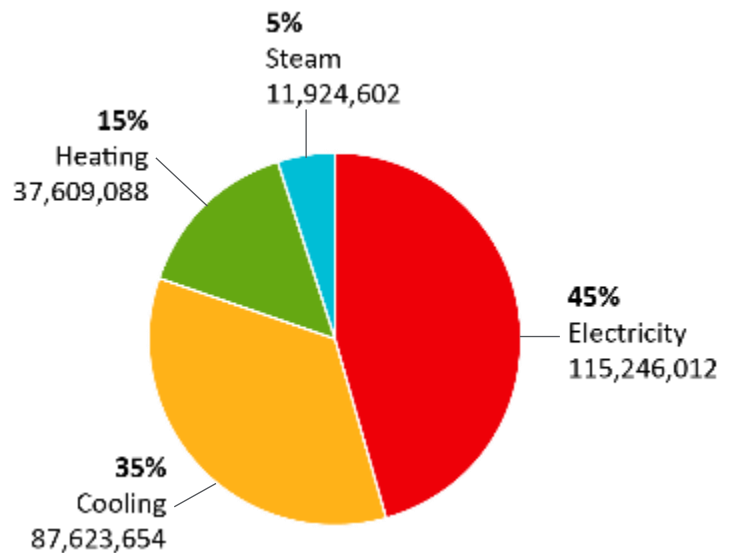


Figure 2: Total Energy Use (kBtu)



Total energy consumption for facilities owned and controlled by Stanford Medicine Children’s Health in FY 2022 was 286,625,744 kBtu.

## Water

Hospitals use approximately 7% of all water used in commercial and institutional U.S. facilities (Practice Greenhealth). Water-use reduction has been a high priority in our design and construction since the inception of our LEED Platinum–certified hospital building. Clean water is a scarce resource, especially given the ongoing drought in California and the entire West Coast. Water scarcity impacts food production, leading to impacts for everyone, such as rising food prices and increased food insecurity. We rely on water to do everything from washing our hands to watering our plants and are committed to water conservation. Through our interior and landscape design initiatives and guidelines, our goal is to maximize the efficiency of our water use while maintaining the same quality of care in our patient environment.

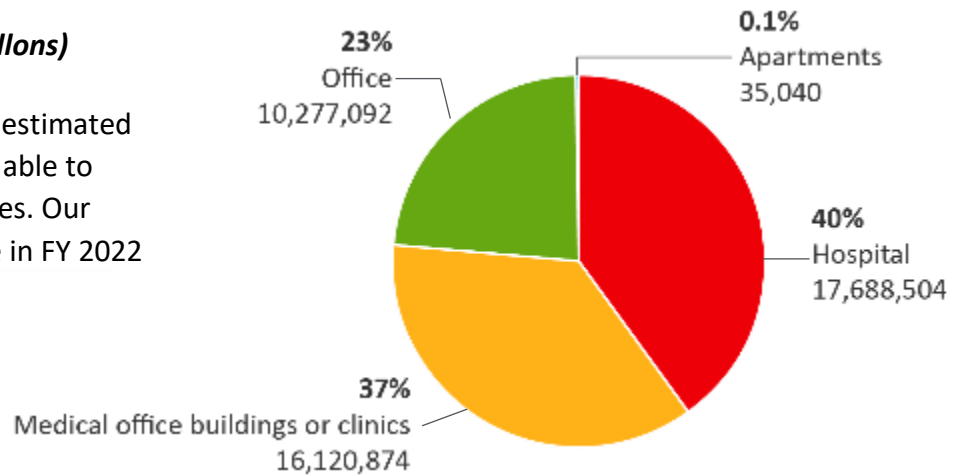


The new Lucile Packard Children's Hospital Stanford reduces water consumption by nearly 40% beyond building code requirements. This is accomplished through ultra-low-flow fixtures and creative conservation strategies, including a 110,000-gallon underground cistern. The first hospital in California to employ this technology, it filters, stores, and reuses water collected from rainfall, mechanical equipment condensate, and even water used in medical treatments such as hemodialysis. The current water-use intensity for our hospital operations is among the best in the county, according to benchmarking data provided by Practice Greenhealth. We have continued this water-use reduction focus in our landscape design principles. We utilize native and drought-tolerant plants within our landscape and employ targeted drip irrigation systems to reduce evaporation and water waste.

Our interior design standard now incorporates expectations for low-flow devices and water efficient equipment. We are working to improve water metering so that we have better visibility into our day-to-day water use throughout our facilities. We are also in the process of finalizing landscape design standards that will integrate more efficient irrigation technology and controls, as well as strategic use of native and drought-tolerant species to reduced water consumption. An additional exciting technology that we are incorporating into our hospital facility is a vacuum plumbing system, which is estimated to save 4.7 million gallons of water each year.

**Water Use by the Numbers (gallons)**

Some of the data in this table is estimated based on the real data we were able to access from other similar facilities. Our organization’s total water usage in FY 2022 was 44,579,695.69 gallons.



**About Our Water**

Water is a precious resource, especially in drought-stricken California. Lucile Packard Children’s Hospital Stanford receives its water from the Hetch Hetchy water distribution system by way of 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. Packard Children’s contributes to and benefits from [Palo Alto’s Urban Water Management Plan](#), which details strategies for water conservation. Similarly, wastewater is handled by the city of Palo Alto and is treated at the [Regional Water Quality Control Plant](#) with extensive county and state oversight.





Stanford Medicine Children’s Health does not operate a wastewater discharge permit; no hazardous or regulated material is discharged from the hospital or our other facilities to the sanitary sewer system. This results in a slightly larger amount of hazardous waste but is a more cautious approach to appropriate disposal of this material.

### Procurement

Procurement, or purchasing, is by far the largest source of greenhouse gas emissions at Stanford Medicine Children’s Health, as at most health care institutions. Supplies and equipment make it possible for our caregivers to provide excellent care to children and families. Careful evaluation and selection of these products and their manufacturers is essential. The manufacturing and packaging of the products is just one aspect that contributes to the environmental and health impacts of procurement. It is important to consider the longevity and end-of-life treatment of the products we use. Using products that are built to last longer results in fewer items that need to be produced, packaged, shipped, and disposed of, saving money and reducing the impact on our environment and our health. All of these are considerations of the new sustainable purchasing policy at Stanford Children’s, developed in 2022.



Stanford Medicine’s sourcing and procurement P.R.O.C.E.S.S. emphasizes Purchasing Reliable products and services that are Outcomes-focused (Value = Quality/Cost), Customer-oriented, and from Equitable, diverse, and Sustainable Sources. As part of any new supplier evaluation, our screening process includes a review of the organization’s labor policies, working environment conditions and safety, and compliance with

environmental regulations and standards. Supplier diversity is also evaluated in our sourcing process, and additional consideration is given to organizations certified as small; or as minority, women, veteran, LGBTQ+, or disabled owned. The suppliers' diversity programs within their respective supply chains are also evaluated and taken into consideration to ensure that we are working with suppliers who prioritize and invest in diversity.

Stanford Medicine Children's Health is committed to achieving net-zero emissions, conserving resources and energy, eliminating unnecessary waste, reducing exposures to harmful chemicals, and incorporating healthy materials in the delivery of care through innovative, science-based decision-making for patient, visitor, and employee safety. All of these goals are influenced by the products we purchase. Our sustainable procurement policy was developed in FY 2022 to provide guidance and set expectations for procurement in order to achieve these goals. Moving forward, implementation will include both internal stakeholder education and working closely with our supplier community to ensure that we maintain the quality of our purchased products while reducing the environmental impact.

### **Local, Sustainable Food Services**

Our sustainable procurement policy also specifically addresses the purchasing of food for our patients, staff, and visitors. We focus on sourcing fresh, peak-of-season ingredients from farms practicing sustainable operations. Stanford Medicine supports farms that plant a diverse number of crops as opposed to monoculture, embrace regenerative agricultural practices, and employ agroecological methods of farming. In our food preparation, we aim to serve whole ingredients and work to reduce processed foods in our kitchens and operations. We are currently focusing on increasing the ratio of plant-based foods on every plate and sourcing the animal products we use from farms and ranches that practice good animal husbandry and environmental stewardship. This focused work has resulted in delicious and nutritious meals that minimize the impact on our local environment.



The Harvest Café at Lucile Packard Children's Hospital Stanford features plant-based options at every station and tasty offerings from local producers.

## Reducing Chemicals in Our Environment

Protecting our internal environment of care is as essential as protecting our natural environment. Hazardous chemicals are commonly found in everyday products like furniture, packaging, and cleaning supplies. The effect of these products on our health can show up in many different ways, and often exposure to these chemicals builds up in our bodies over time, leading to long-term impacts like cancer or infertility. We continually work to reduce and eliminate chemicals of concern within our hospital and clinics in order to ensure a safer setting for both patients and workers.



At Stanford Children's, elimination of chemicals of concern is built into our hospital and our standards for the future. Our LEED Platinum–certified Main building was built with resilient, local, and sustainable materials and with systems that reduce harmful chemicals inside our own walls. Our design guidelines call for products that do not contain common chemicals of concern, such as those included in California's Proposition 65 and Practice Greenhealth's five chemicals of concern—formaldehyde, flame retardants, per- and polyfluoroalkyl compounds (PFAS), polyvinyl chloride (PVC) or vinyl, and antimicrobials.

We're also committed to increasing the amount of cleaning products that are certified by third parties to be healthier for people in the facility and gentler on our environment, while still keeping our facility safe and clean. Green-certified cleaning products not only are gentler on our planet, due to avoiding harmful chemicals, but are safer for staff and patients who are around these cleaning products.



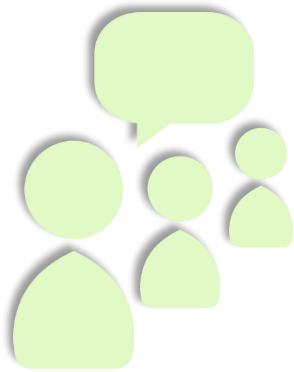


## Our People

Respect for people is a core goal at Stanford Medicine Children’s Health and is central to achieving our mission to heal humanity through science and compassion, one child and family at a time. Sustainability relies on everyone in the organization making sustainable choices in their daily work. The Sustainability department and our partners, such as Environmental Health and Safety, Human Resources, Occupational Health, and many more, make this possible.

Our people are at the heart of everything we do. Stanford Children’s is dedicated to cultivating an innovative, collaborative workplace. In FY 2022, 99.6% of employees received regular performance and career development reviews. Our employees and workers include:

- 5,696 total employees
- 4,070 full-time employees (*subset of total employees*)
- 1,042 part-time employees (*subset of total employees*)
- 5,144 regular employees
- 55 temporary or fixed-term employees
- 582 non-guaranteed hours employees
- 43.59% employees covered by collective bargaining agreements



**Registered nurses make up the largest portion of our employees at 31%, followed by technicians and specialists at 28%, and clerical/administrative at 14%.**

**Eighty percent of employees who indicated their gender based on binary gender options selected female, while 20% selected male. Stanford Children’s is currently working to expand gender selection options in the future to be more inclusive of other gender identities.**

Stanford Children’s offers 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.

## Transportation

Employee commutes are responsible for 6% of our organizational greenhouse gas emissions. Selecting sustainable options like shared and public transportation is an important way that everyone can have a positive impact on our community and for our environment. Stanford Children's offers employees generous transportation benefits such as free and discounted transit passes, park-and-ride shuttles, and bicycle-friendly infrastructure to make it possible for employees to select sustainable transportation options.



## 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.

## Total Rewards Packages

Stanford Children's is able to attract and retain employees to contribute to our enduring success as an organization through competitive total rewards packages. Total rewards are the combination of benefits, compensation, and rewards that Stanford Medicine Children's Health offers its employees. 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:

1. **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 are in place to support the organization's goals of successful recruitment of qualified candidates, retention of the right employees, and rewarding skills, knowledge, and abilities.

## 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 Education

Training and education are crucial to the success of our people and our 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 eight to 11 hours each year, in addition to department- and role-specific training.

Continuing clinical education opportunities are offered consistently throughout the year by Stanford Children's and 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 for training and education available to employees.



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

- **HealthStream.** Our learning management system contains hundreds of courses on a variety of topics, including employee health and safety, active shooter training, and infection prevention and control, and is available to all employees. This includes both voluntary and assigned courses that are mandated for regulatory purposes.
- **LinkedIn Learning.** Thousands of courses and learning paths that focus on business, technology, and creative subject areas, including finance and accounting, project management, and customer service, are available to all employees.



- **Franklin Covey.** All Stanford Children’s leaders have access to the Franklin Covey platform, which contains their well-known *7 Habits of Highly Successful People and Leading at the Speed of Trust* offerings, as well as hundreds of courses on topics such as *Inclusive Leadership, The 6 Critical Practices for Leading a Team, and Leading Effective Meetings*.
- **Leadership Speaker Series.** The Leadership Speaker Series aims to bring together leaders from across the organization to share insights and learn from some of the most influential thought leaders in the industry. Our first event featured Cy Wakeman, a globally recognized thought leader and *New York Times* best-selling author known for her reality-based approach to leadership. Our second event featured Cy’s protégé, Alex Dorr, who took leaders on a deeper dive into the *No Ego and Reality-Based Leadership* concepts.
- **New Leader Onboarding Cohort Program.** This 12-month leadership development opportunity is designed to offer a variety of programs that support the leadership journey. Goals for the program include providing offerings that are aligned with our values and business needs; building an inclusive, experiential learning environment; and creating bridges for participants to network and cultivate relationships with leaders across the organization.
- **Two-Day Manager Training.** This is an offsite, two-day, blended learning offering that is designed for first-time leaders to enhance skills in areas such as emotional intelligence, creating the desired management experience, conflict management, influencing team culture, and much more.
- **Leadership Skills in HR.** This is a series of e-learning and instructor-led offerings that cover known areas of human resources in which leaders often struggle, such as wage and hour laws and regulations, remote work policies, leaves of absence, scheduling and pay, interviewing and hiring, and more.
- **Executive and Leader Coaching.** Professional coaches partner with leaders at all levels of Stanford Medicine Children’s Health in a thought-provoking and creative process that inspires them to achieve their personal and professional potential. In this confidential engagement, coachees identify their own goals related to leadership and business outcomes and meet regularly with their coach to achieve them. The coaching process is ideal for employees who want to excel and maximize performance, leadership skills, and career development.
- **Organizational Development Support.** Our organizational development consultants partner with leaders to develop customized solutions in areas such as change management, strategic planning, high-performing teams, culture by design, communication, leadership development, and quality improvement. We work with individuals, teams, and departments using modalities that include facilitation, coaching, training, speaking, workshops, and more.
- **Customized Training.** Our enterprise learning team can design customized training based on unique needs, personalities, and goals. Training can include in-person, e-learning, and hybrid approaches and vary in length based on your situation and needs.

- **NEW! Mentoring Program.**

A mentoring platform is being created for clinical and nonclinical Stanford Medicine Children’s Health team members. The mentoring programs will assist in connecting knowledge seekers (mentees) with knowledge bearers (mentors), lasting for an initial six months. The mentors and mentees can extend the mentoring relationship past six months. These mentee-led relationships provide mentees the opportunity to connect in meaningful ways with someone whose experience can help them navigate their careers and life. For the nonclinical team members, we use our pairing algorithm to match up hundreds of mentoring relationships in minutes. Our straightforward registration and profile creation process makes it easy for Stanford Children’s team members to sign up. The reporting suite gives us insight into how mentoring relationships are progressing and the impact they are having on the organization.



### **Spotlight on Nursing**

Stanford Medicine Children’s Health is proud to have received Magnet Recognition from the American Nurses Credentialing Center, a prestigious recognition of the depth and quality of leaders across the organization; mutual trust and respect among team members and caregivers; laser focus on quality, safety, and improvement; and the incredible nurses who work at Stanford Children’s. Learn more about nursing at Stanford Children’s on the [nursing website](#).



## Green Teams

Green Teams are multidisciplinary teams dedicated to improving sustainability in their specific area of the hospital. Green Teams work on local improvement projects like reducing waste, reducing greenhouse gas emissions, and educating their team members about sustainability. We have Green Teams representing hospital nursing units, the operating rooms, and our clinics. These frontline-led working groups are key to our success in both moving projects forward and generating ideas that will lead to long-term changes in how we operate.

“My hope in starting a Green Team on our labor and delivery unit is to educate my fellow co-workers on the importance of sustainability in the hospital, as well as our everyday lives. So much of our job is spent dedicating ourselves to supporting the health and well-being of our patients, yet we continue to create and pour waste into the environment on a daily basis—the hospital being a main source. We have to start somewhere in making this world a healthier place. I am excited to see what we can do and hope to inspire others to join and do their part.”

—Jenn Coffin, Labor and Delivery Nurse



## Labor and Delivery Donation Collection

The Labor and Delivery (L&D) Green Team came together over a mission to reduce waste in their unit. “I just can’t stand how much we throw away at the hospital” was a common thread among the new team members. Items that cannot be reused or are ineligible to be put back on the shelf at Stanford Medicine Children’s Health are in scarce supply at hospitals in some other countries. Through a partnership with VIDA USA, Stanford Children’s is able to donate these unexpired, working supplies in good condition to hospitals in Latin America. The L&D Green Team set up a process to collect eligible items for donation to VIDA, reducing waste and increasing access to supplies for clinicians and patients in Latin America.

## Occupational Health and Worker Safety

Stanford Medicine Children's Health has a comprehensive Occupational Health and Safety program that includes policies and practices to identify hazards, assess risks, and promote the safest possible workplace for our team members. The Environmental Health and Safety (EH&S) team provides program direction, oversight, and support for our employee and worker populations, and responsibility for day-to-day safety implementation throughout the organization is integrated into each leader's role. Our team members also all have a role in our safety program by identifying hazards, reporting near misses and injury events, and contributing ideas to improve our systems and programs. There are a variety of oversight committees and work groups focusing on topics such as workplace violence prevention, sharps safety, and ergonomics.

Our safety program process begins with an evaluation of job risks within each area of the organization. Risk reduction is approached by first looking to eliminate or reduce the risks related to the task through engineering controls, implementing operational controls, and training to ensure the safe execution of day-to-day work, followed by providing the right personal protective equipment to ensure that our team members are protected in their roles.

We have an online system for reporting safety concerns and near-miss events that is reviewed daily by managers and leaders as well as the EH&S department. We conduct a Post Injury Response Call (PIRC) for every employee and worker who is injured during their working hours. The intent of this 15-minute call is to provide the employee or worker with support to seek out treatment for their injury, describe in their own words what happened, and identify any hazards present that can be either eliminated or minimized. The administrator on call facilitates the discussion, Environmental Health and Safety documents the injury in our database system and reports to regulatory bodies as needed, and the manager is present as well. Ultimately, we want the employee or worker to feel supported as well as obtain the treatment they may need to recover.

We record and report injuries and illness in accordance with the California Occupational Safety and Health Act and Bureau of Labor Statistics requirements. In FY 2022, the three most common injury types were push/pull/lift objects, struck by/against, and repetitive motion injuries. The majority of these injuries occur in our housekeeping department. Clinical Nurse II employees have the highest injury rate by job title. In order to address these injury types, we have created specialized programs for housekeeping and nursing, focused on the key risks associated with cleaning activities, pushing carts and equipment, and movement of patients. Equipment is available to assist patient care staff with mobilizing employees, and safe patient handling champions are available to assist staff and workers who may have questions about how to safely mobilize their patients. Each year, all team members complete a series of health and safety training modules, which is supplemented by on-the-job, department-specific training related to the unique tasks of each department.

Workplace violence is an increasingly recognized safety issue 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 nonfatal violence-related injuries from other persons (22.8 versus 2.9 incidents per 10,000 full-time workers). (U.S.



**Bureau of Labor Statistics, 2018)** To address this growing risk and provide additional resources for our team members, we created the Relational Support and Partnership Care Team (ReSPCT). This team facilitates transparent communication about care concerns and deescalates situations that have the potential to lead to workplace violence. In addition to helping facilitate a safer work environment for our caregivers, this team structure helps provide consultation on the best way to deliver care to patients when behavior may limit care delivery.

Workforce Health and Wellness (WHW) provides occupational health services to Stanford Medicine Children's Health employees and members of the medical staff. In collaboration with EH&S and Infection Prevention and Control, WHW provides a variety of programs to support the health and safety of health care personnel (HCP) in the work environment. The support for health care personnel includes both proactive, risk-mitigation measures and responsive programs. All programs share intended outcomes to minimize and mitigate against risks and hazards in the workplace.

WHW programs span the life cycle of an individual's employment, starting with a post-offer, pre-hire health clearance process. Beyond this, WHW conducts annual monitoring, in-house workplace-related injury and illness assessment and treatment as needed, and HCP exposure and contact tracing support. WHW makes services accessible to staff by operating multiple locations within the Bay Area and, at times, bringing seasonal services to the employees at their primary work locations.

WHW maintains confidentiality of employees' health records within a secured electronic record. It provides services in a confidential manner; the provision of services does not drive employment decisions.

### **Commitment to Ethics and Equity**

Stanford Medicine Children's Health is committed to honest and ethical behavior, and to conducting business with integrity. These principles and our Code of Conduct underpin everything we do. We are committed to diversity in our workforce at all levels of the organization and providing an inclusive work environment where everyone is treated with fairness, dignity, and respect. We strive to create and maintain a setting in which we celebrate cultural and other differences, and we consider them strengths of the organization.

Stanford Medicine Children's Health is an equal opportunity workplace, and discrimination against any individual with regard to race, color, religion, sex, national origin, age, disability, sexual orientation, veteran status, or any other classification protected by law, with respect to any offer, term, or condition of employment, is prohibited. We follow all rules and regulations related to employment. We make reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities. In all of our personnel actions, we comply with applicable laws and regulations related to nondiscrimination.

Everything we do advances our commitment to deliver the highest quality of care to our patients. We make every effort to provide each patient with the best possible care to reach optimal recovery. Our Code of Conduct serves as both a policy document and a guide to business operations. We maintain a commitment to compliance with all standards and regulations through our Compliance Integrity Program. The Compliance Integrity Program was created to ensure that we conduct our business with integrity and in accordance with

applicable laws and our policies, as well as to provide a safe environment for raising compliance concerns and questions.

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



## Our Future

Every member of the Stanford Medicine Children’s Health community has a role to play in the sustainability of our organization. The sustainability team is committed to continuous advancement toward our goal of net-zero emissions and leading by example toward a more sustainable health care industry. As we continue developing our detailed plan to achieve net-zero emissions, we aim to focus on the most impactful opportunities and to engage more team members in our sustainability journey.

A top priority is identifying funding mechanisms to make substantial infrastructure upgrades possible. This includes ongoing evaluation of grant and rebate opportunities as well as prioritization of capital and operational funds toward sustainable infrastructure. Funding opportunities will help us prioritize the specific projects and integrate them into the organizational plan for the next three to five years. Currently, we are looking at projects that collectively represent a 40% reduction in scope 1 and 2 emissions by 2028.

Given that 83% of our greenhouse gas emissions are related to our purchases, our sustainable procurement program is an ongoing priority. This will involve working with our supplier community to better understand the product-level material choices and emissions associated with our purchases, advancing evaluation of our

procurement decisions through a lens of sustainability, and influencing operational changes to conserve resources while still ensuring high quality and safe patient care.

Transportation is another key aspect of our net-zero efforts, as a large contributor to our GHG emissions currently. We are committed to ongoing evaluation of opportunities to reduce the impact of both employee commutes and patient travel to our facilities. This includes both facilitating cleaner transportation options in our community as a whole and looking for creative ways to reduce the need to travel. This inherently involves working with a larger stakeholder community and advancing partnerships beyond the Stanford Medicine community.

Our overarching strategy in the near term involves first reducing our emissions wherever possible, and then considering how we will offset emissions that cannot be eliminated due to the nature of our operations. We will develop a formal carbon offset strategy to help ensure that these decisions result in high-quality projects that positively impact our local community.

Our community—including staff, patients, families, partners, and all those around us—relies on the enduring ability of our organization to heal humanity through science and compassion, one child and family at a time. As we look more broadly at our impact on our local community, we will continue to pursue projects that help balance and support the people and environment that surround us. We aim to be both a leader and an educator for our community and in the health care industry to influence change that will positively impact the global climate crisis and safeguard the health and prosperity of future generations.



## Works Cited

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<https://calrecycle.ca.gov/organics/slcp/>

<https://practicegreenhealth.org/topics/energy/energy>

<https://practicegreenhealth.org/topics/waste/waste>

# GRI Content Index

GRI Standard	Disclosure	Disclosure Information	
<b>GRI 2: General Disclosures</b>	2-1	Organizational Details	Stanford Medicine Children’s Health 725 Welch Rd 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 2022 (September 1, 2021 to August 31, 2022). Published March 2023 Contact: <a href="mailto:sustainability@stanfordchildrens.org">sustainability@stanfordchildrens.org</a>
	2-4	Restatements of information	This is the first report for Stanford Medicine Children’s Health.
	2-5	External assurance	This report has not been externally verified.
	2-6	Activities	<a href="#">About Stanford Medicine Children’s Health</a>
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	2-8	Workers	<a href="#">Our People</a>
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	2-10	Nomination and selection of Board of Directors	<a href="#">Stanford Medicine Children's Health Leadership</a>
	2-11	Chair of Board of Directors	<a href="#">Stanford Medicine Children's Health Leadership</a>

<b>GRI Standard</b>	<b>Disclosure</b>	<b>Disclosure Information</b>	
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	2-15	Conflicts of interest	Commitment to Ethics and Equity
	2-19	Remuneration policy	Our People
	2-20	Process to determine remuneration	Our People
	2-22	Statement on sustainable development strategy	Introduction
	2-23	Policy commitments	Our Commitments
	2-25	Remediating negative impacts	Commitment to Ethics and Equity
	2-26	Seeking advice and raising concerns	Commitment to Ethics and Equity
	2-27	Compliance	Commitment to Ethics and Equity
	2-28	Membership associations	<a href="#">About Stanford Medicine Children’s Health</a>
	2-29	Stakeholder engagement	About This Report
	2-30	Collective bargaining	Our People
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3-2		List of material topics	GRI Content Index
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<b>GRI 302: Energy</b>	GRI 3: Material topics		Materiality Assessment
	302-1	Internal energy consumption	Energy

<b>GRI Standard</b>	<b>Disclosure</b>	<b>Disclosure Information</b>	
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	302-4	Energy consumption reduction	Energy
	302-5	Energy consumption reduction for services	Energy
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	303-2	Management of water discharge-related impacts	Water
	303-3	Water withdrawal	Water
	303-4	Water discharge	Water
	303-5	Water consumption	Water
<b>GRI 305: Emissions</b>	GRI 3: Material topics		Materiality Assessment
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	305-2	Energy indirect (Scope 2) GHG emissions	FY22 Greenhouse Gas Emissions Inventory
	305-3	Other indirect (Scope 3) GHG emissions	FY22 Greenhouse Gas Emissions Inventory
	305-4	GHG emissions intensity	FY22 Greenhouse Gas Emissions Inventory
	305-5	Reduction of GHG emissions	FY22 Greenhouse Gas Emissions Inventory
	305-6	Emissions of ozone-depleting substances	FY22 Greenhouse Gas Emissions Inventory
	305-7	Other significant air emissions	FY22 Greenhouse Gas Emissions Inventory



GRI Standard	Disclosure		Disclosure Information
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	306-1	Waste generation	Zero Waste
	306-2	Management of waste-related impacts	Zero Waste
	306-3	Waste generated	Zero Waste
	306-4	Waste diversion	Zero Waste
	306-5	Waste directed to disposal	Zero Waste
<b>GRI 308: Supplier Environmental Assessment</b>	GRI 3: Material topics		Materiality Assessment
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	403-9	Work-related injuries
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	404-1	Average hours of training per year per employee
	404-2	Programs for upgrading employee skills and transition assistance
	404-3	Percentage of employees receiveing regular performance and career development reviews
<b>GRI 414: Supplier Social Assessment</b>	GRI 3: Material topics	
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	414-2	Negative social impacts in the supply chain and action taken