

What's working in environmental sustainability



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Sustainable Healthcare

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KEARNEY



Agenda

- A moral imperative
- Fast facts
- Global case studies
- What works?
- A call to action



A moral imperative



Pope Francis declared that the Catholic Church views climate change as a moral issue that must be addressed in order to protect the Earth and everyone on it.

Laudato Si (Praised Be), 2015

Fast Facts



Climate change is the single biggest health threat facing humanity




Value of health gains from reducing carbon = double the cost of implementing carbon mitigation strategies (United Nations)



Health is a priority sector and yet less than 2% of climate finance goes to health projects



At a global level, the health sector is responsible for 4.4% of greenhouse gas emissions. This is double the aviation industry (1.9%). The carbon footprint of Australian healthcare is 7%



The value of health gains from reducing carbon emissions would be approx. double the cost of implementing carbon mitigation strategies.



How are we tracking?

Survey

Corporate & Government
sectors (n = 640)

70% think they are leaders

An execution gap

16 % actually are ...

- Hygiene Group
- Benchmark Group
- Leadership Group

It's worth the effort

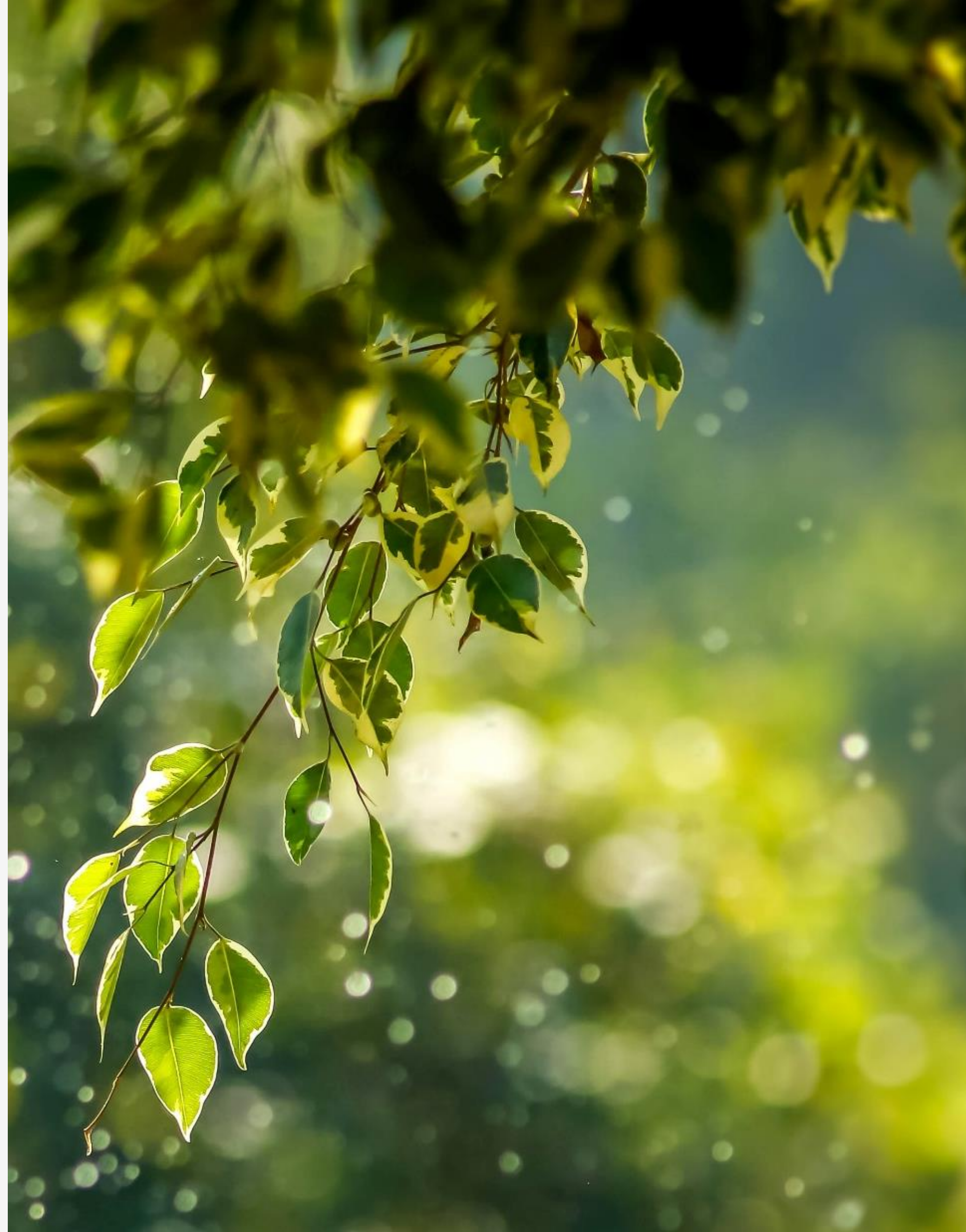
x2 - x3 valuation premium

Creating value versus protecting
value

Global case studies

‘Movements are born of critical connections rather than critical mass’

Grace Lee Boggs



National Healthcare Group, Singapore



Dr. Eugene Fidelis Soh

MBBS (NUS, Singapore)

MPH (Harvard, USA)



National Healthcare Group is a group of public healthcare institutions in Singapore.



The group operates several hospitals, national specialty centres, and polyclinics across Singapore (a total of 4,907 beds)



Serves 2m people (integrating health and social services in the community)

Apollo Hospitals, India

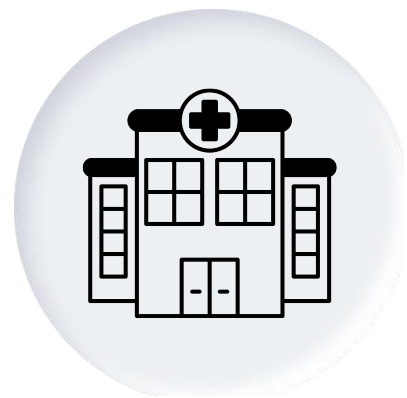


Dr. Karan Thakur

BDS (BRS Dental College, India)

Masters of Law (National Law University, India)

Executive Education in sustainability (Harvard, USA)



Apollo Hospitals is a multinational healthcare group headquartered in Chennai, India. It is the largest private hospital chain in India, with a network of 73 owned and managed hospitals (12,000 beds), 4,500 pharmacies, 120 primary care & diagnostic clinics and 500 telemedicine centres.

Geneva University Hospital, Switzerland



Mr. Bertrand Levrat



Bertrand Levrat has been CEO of the University Hospitals of Geneva since 2013. Affectionately known as 'HUG'. HUG is one of the leading university hospitals in Europe, internationally recognized by WHO as a centre of excellence for telemedicine, therapeutic education and pioneering research



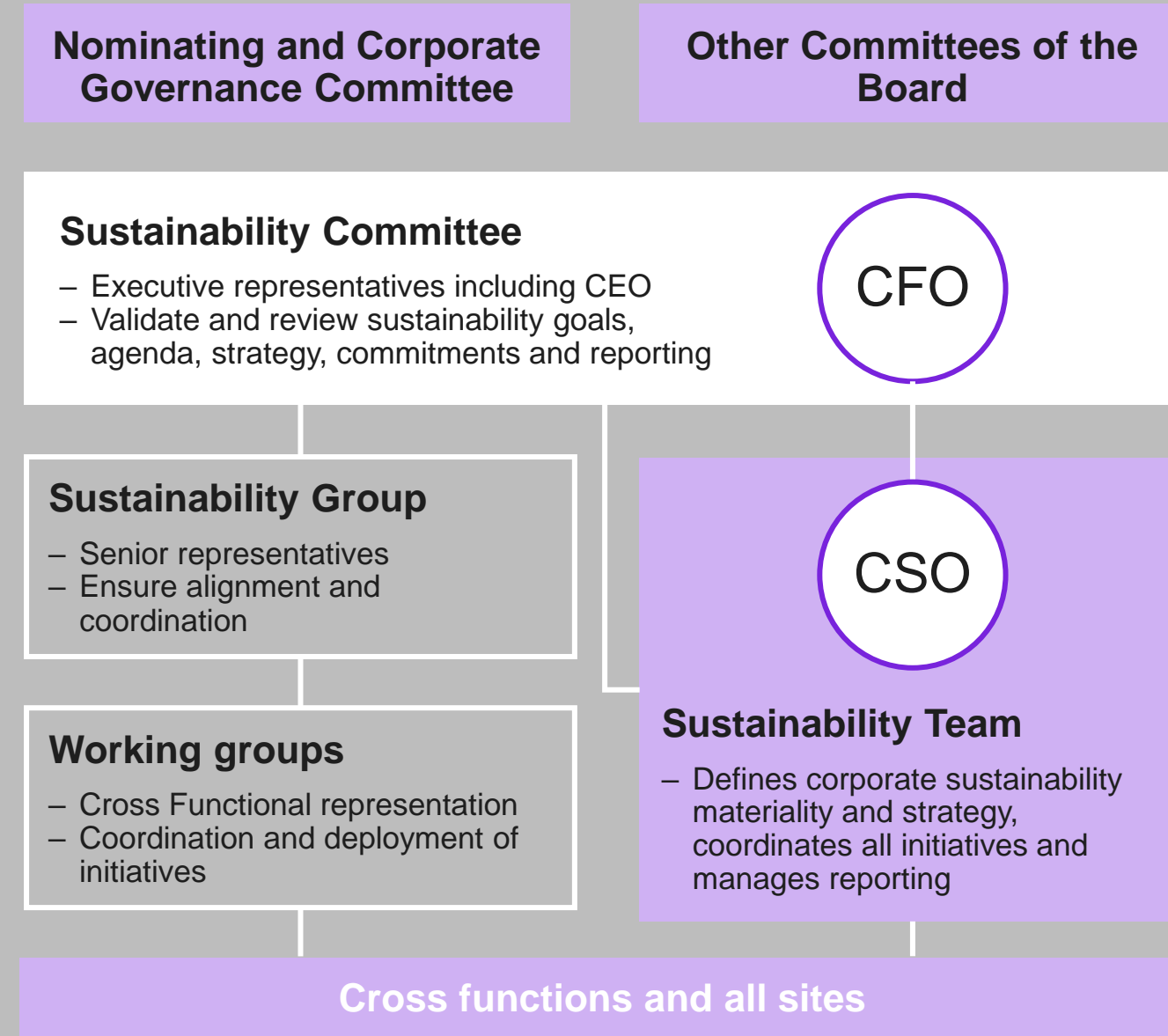
The Geneva University Hospitals is one of the largest university hospitals of Switzerland. It operates 8 public hospitals in the Geneva region, 2 clinics and 40 outpatient care centres with more than 11,000 employees (1,920 beds)

What works

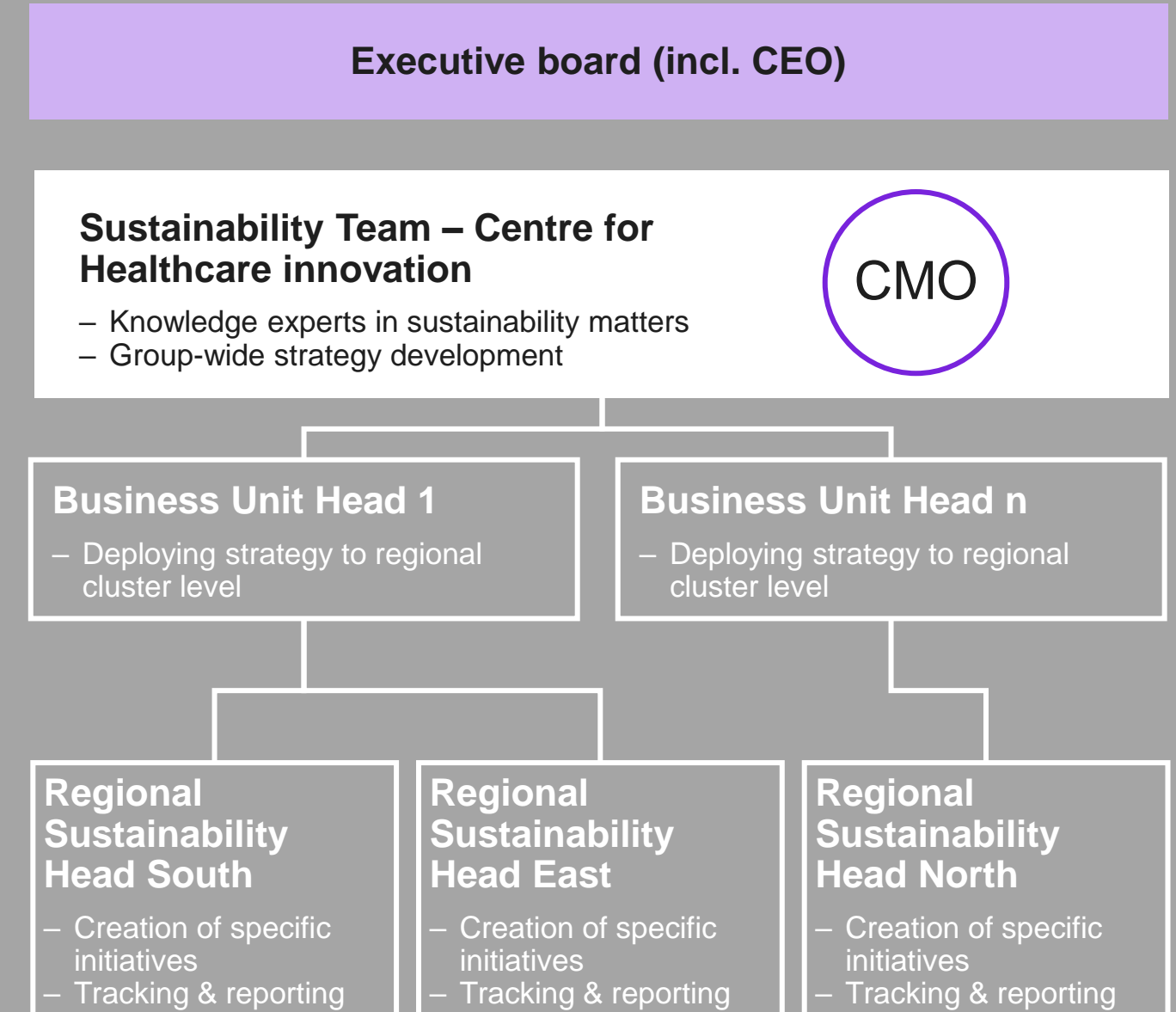


Structured for success

Apollo



Singapore



Accountability 

Leadership from the top & cascading KPIs.

Tracking 

Tracking the progress and constantly benchmarking against targets.

Communication 

Communication and creating a sense of purpose.

Incentivization 

Incentivization of employees by integrating influenceable sustainability targets in their compensation.

Source: Kearney

Note: CSO=Chief Sustainability Officer
 Source: Expert Interviews, Kearney

From strategy to execution

An integral sustainability strategy

- Aspirational sustainability vision supported by leaders
- Clear strategy with well articulated focus areas
- Ambitious roadmap for strategy implementation

Operationalization of strategy

- **Central team** to steer execution across all functions and sites
- **Clear metric system** tracked and reported – with clear structure & analysis
- **Incentivisation** from C suite level to middle management
- **Employee led** education and training

Shift of Mindset (source of competitive advantage)

- **Commitment to opportunities** in sustainability
- **Spirit and culture** to create value in sustainability not only compliance & risk
- **Eco challenges** & competitions
- **Workforce aligned** to deliver

Source: Expert Interview, Kearney



Apollo

“delivering quality healthcare sustainably”

This his purpose guides every decision they make using a framework called the 3Cs - cost, care & carbon



HUG

“Enabling people to live a better life within the limits of our planet.”

Three strategic priorities:

- Climate & health
- Equality, diversity & inclusion
- Sustainable consumption & production



HUG

All leadership teams are accountable for achieving sustainability targets.

Sustainability is strategically placed at the core of the organization.

There is a 83 point action plan for 2025



Singapore

Use of a clear science-based target setting. No target is unclear, subjective or unachievable targets are being set.



Apollo

Sustainability is an integral component of every business case (incl. costs for emitted carbon, etc.).

Full ESG products and services can reach **30-80% higher prices with consumers**



Singapore

Collaboration with other public & private sector bodies to develop global sustainability standards. Propelling a cross-industry mindset shift.
Exploring shared value models

A call to action

Thank you

