

Environmental, Social and Governance Strategy

2025-2027



Austin
HEALTH



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Acknowledgement of Traditional Owners

Austin Health is on the lands of the Wurundjeri Woi Worrung People of the Kulin Nations. We acknowledge the Aboriginal, Torres Strait Islander People and all Indigenous nations of the world, who continue to uplift communities and champion rights to land, water, language and traditions. We support the important role Indigenous People continuously hold in our society.

We pay our respects to their Elders past and present and acknowledge the ongoing connections to land, skies, waterways, culture and lore of the oldest living culture in the world.

Message from our CEO and Chief Strategy and Sustainability Officer

On behalf of Austin Health, we are delighted to launch our inaugural Environmental, Social and Governance (ESG) Strategy 2025-27.

At Austin Health, we are dedicated to fostering a healthier future for our patients, staff, community and the planet. We believe that individuals, organisations and governments all have a responsibility to ensure a sustainable, equitable and ethical future.

We are proud of the quality care Austin Health provides the community and also recognise that our responsibilities extend beyond the provision of care to being a responsible and proactive global citizen.

Our dedication to environmental sustainability is highlighted in our Strategic Plan 2023-27, in which we pledge to position ourselves as system leaders and to achieving net zero emissions by 2040. The development of our ESG Strategy further deepens our commitment and action.

Our inaugural ESG Strategy has been developed through the involvement of our staff, patients and community. It seeks to build upon our past achievements by putting in place a comprehensive set of goals for the next three years spanning the three key pillars outlined in this strategy – Environmental, Social and Governance.



Jodie Geissler
Chief Executive Officer

The Environmental Pillar guides our path to achieving net zero emissions by 2040 and embeds climate resilience and environmental sustainability into our core business.

The Social Pillar draws together many valuable existing strands of work and outlines our deepened commitment towards supporting our staff, patients and consumers, and community.

The Governance Pillar highlights our dedication to upholding the highest standards of governance across all areas of our organisation and details a particular focus on data governance and oversight of the implementation of our ESG Strategy.

As we embark on this journey, we are confident that our collective efforts at Austin Health will lead to a healthier future for our patients, staff, community, and the planet. Together, we can make a significant impact and set a benchmark for sustainable healthcare practices.

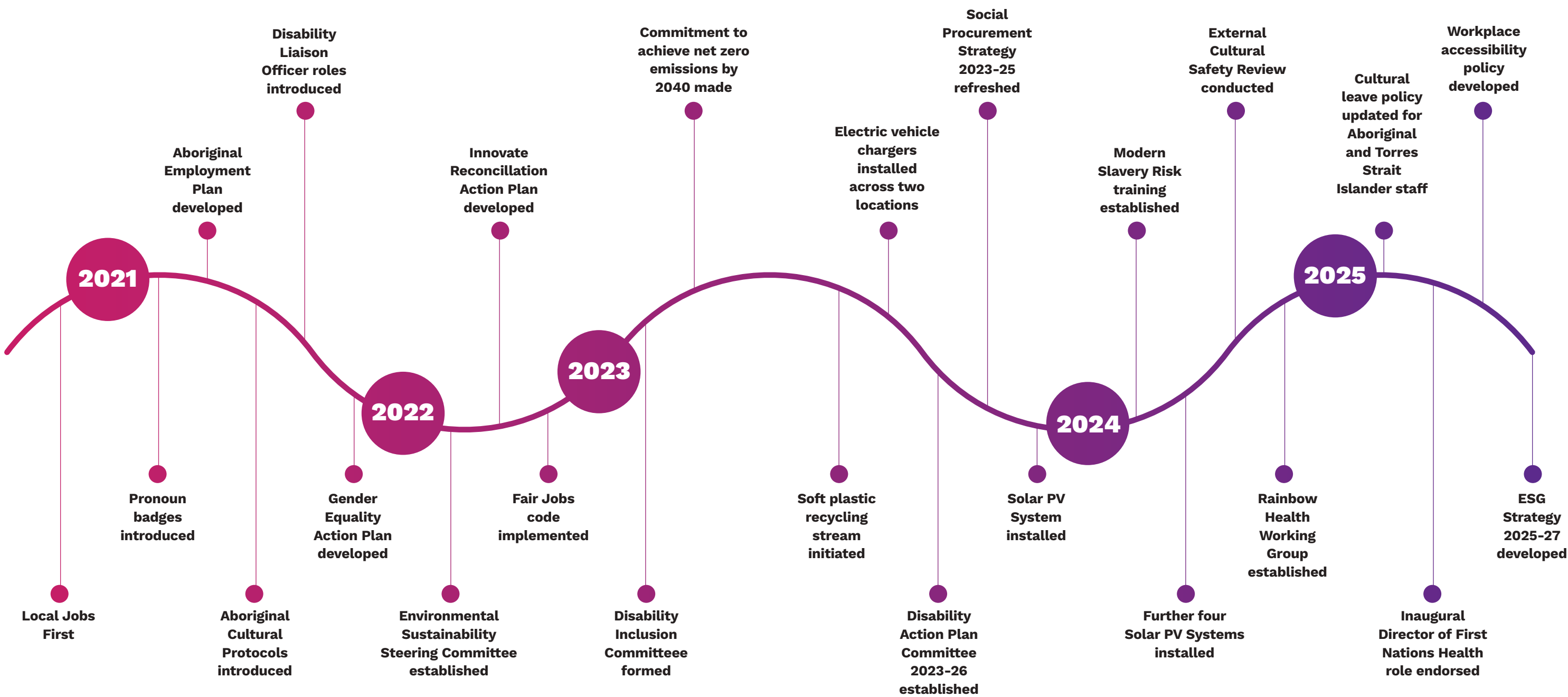
Thank you for your continued support and commitment to Austin Health’s vision for a fairer, safer and more sustainable future.



Belinda Brookes
Chief Strategy and Sustainability Officer
(Interim)

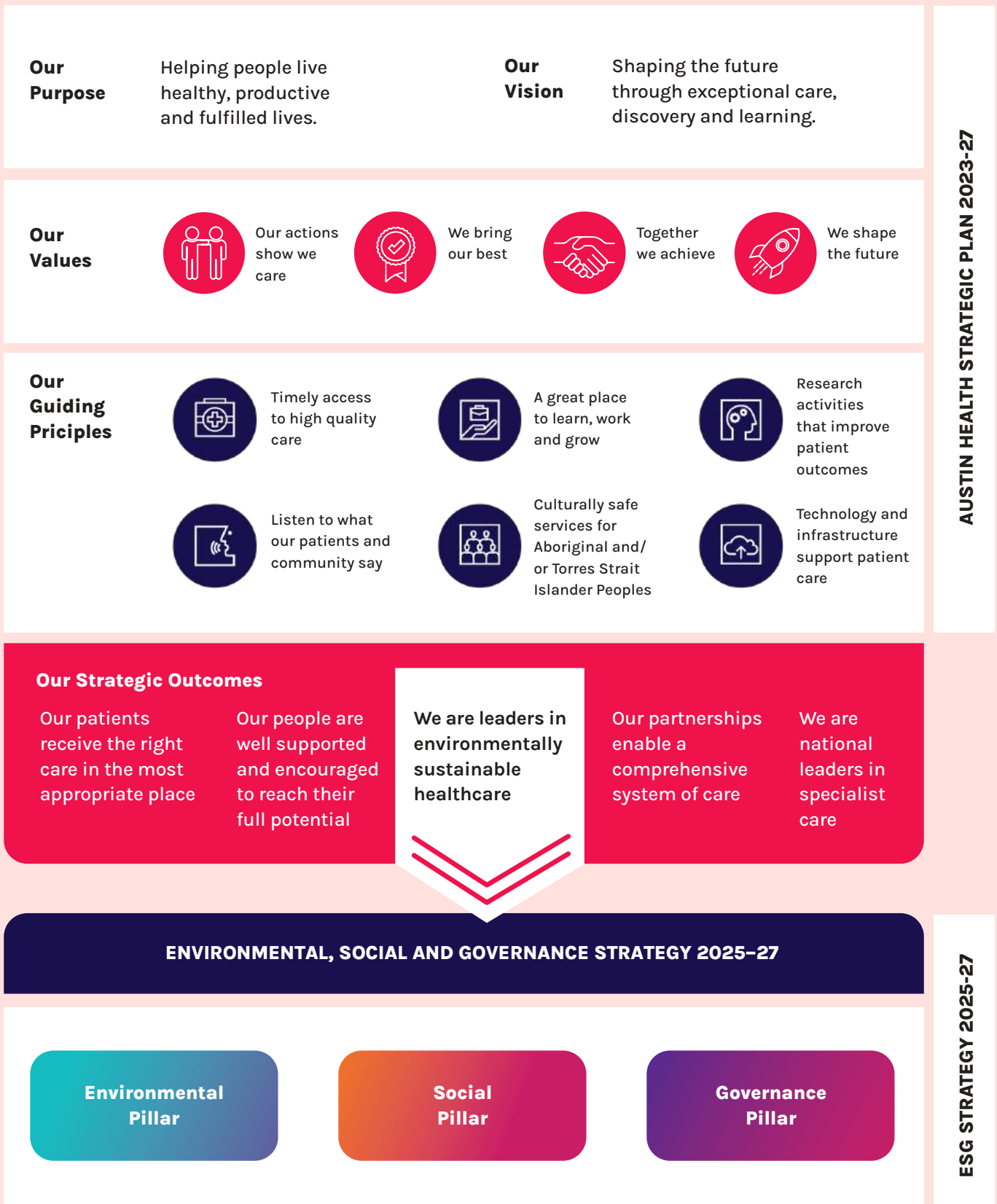


Our ESG achievements



Austin Health has broad annual reporting and attestation requirements aligned with regulatory cycles and has met its obligations including the Modern Slavery Act 2018, Gender Equality Act 2020 and the Social Procurement Framework.

Austin Health Strategic Plan 2023-27



Our ESG Strategy development

The ESG Strategy has been informed and developed through a robust consultation process involving staff and stakeholders from across the organisation, including one-on-one consultations with key stakeholder and subject matter experts, small group discussions, staff, consumer and community surveys, workshops and Executive Committee and Board consultation.

Through this process we:

1. Identified gaps in processes and opportunities for improvement by conducting an organisation wide current state analysis
2. Identified initiatives and areas of focus through discussions and engagement with internal and external stakeholders
3. Facilitated consultation sessions with key stakeholders across the organisation to seek feedback on proposed focus areas and initiatives
4. Reviewed ESG Strategies across other similar Australian and international organisations to benchmark our approach and learn from best practices.

In our inaugural ESG Strategy we have elected to focus on select domains within the broad Environmental, Social and Governance space. While this strategy addresses these areas of focus, Austin Health has an ongoing commitment to other relevant areas including Corporate Governance, Board Governance, Clinical Governance, Risk Management, Health & Safety, and Ethical Procurement.

239
Responses to
staff, consumer
& community
surveys

6 Staff workshops

4 Executive workshops

60
Staff
interviews

15
**Environmental
& ESG Strategies
reviewed**

10
Health services benchmarked

ESG Strategic Pillars

Austin Health’s Purpose is to help people live healthy, productive and fulfilled lives.

Acting across the three interconnected pillars that make up our ESG Strategy will best position us to realise this purpose - now and into the future.

Environmental Pillar	Social Pillar	Governance Pillar
We recognise that the health of the planet and the health of people are inseparable. Taking action to protect and improve the environment is recognised by Austin Health as both important and beneficial to the community, the health system and our health service. The Environmental Pillar connects existing work occurring across the organisation, puts in place a foundation to achieve a net zero emission target by 2040, and integrates sustainability and climate resilience into our core business. Through this pillar we will build capacity, capability and culture across our organisation to achieve a sustainable future together.	Our Purpose is to help people live healthy, productive and fulfilled lives. This includes an obligation to operate in a socially responsible way that contributes towards a culturally safe and more inclusive workplace and community. The Social Pillar draws together a myriad of work already occurring across Austin Health, upon which we will build to continue improving support for our diverse staff, patients and community. We will focus on work that addresses Aboriginal and Torres Strait Islander staff and patient health, safety and wellbeing. We will also continue our work in creating a more inclusive health service for our diverse staff and community, ensuring diverse voices are embedded in planning, operations and governance.	We recognise that strong governance is fundamental to delivering our ESG commitments and building trust with our staff, patients and community. The Governance Pillar strengthens our ability to oversee and drive the delivery of the ESG Strategy, ensuring it is implemented with transparency, accountability and integrity. Data governance has been identified as a key area of focus, recognising the importance of secure, ethical and high-quality data in supporting informed decision-making. We will embed the systems and practices needed to support responsible data use and ensure the ESG Strategy is effectively governed into the future.

ESG Strategic Outcomes

Environmental Pillar

01.

Embed climate resilience & environmental sustainability into core business

02.

Map a clear path to achieve net zero emissions by 2040

03.

Build capacity, capability & culture to achieve a sustainable future together

Social Pillar

04.

Prevent and respond to racism so that Mob are safe at Austin Health

05.

Lead with courage, trust diverse voices, and boldly embed diversity, equity and inclusion in all that we do, while standing against discrimination

Governance Pillar

06.

Effectively govern a coordinated and robust approach to ESG Strategy implementation

07.

Embed data governance ensuring high-level data security & privacy while enabling adoption of new digital technologies and ways of working

01.

Embed climate resilience and environmental sustainability in core business.

We acknowledge and honour the steadfast and enduring commitment of the many individuals and teams across Austin Health who have championed and driven environmental sustainability. Through their advocacy, practical action and innovative vision, they have laid strong and meaningful foundations for change. With this strategy, we seek to expand our efforts, broaden our reach and deepen our impact as we work together to envisage a healthier future for both people and planet.

Approach	Expected achievements
1.1 Ensure environmental sustainability reporting obligations are met and progress is tracked	1.1.1 Mandatory reporting requirements are met
	1.1.2 Fulfill the requirements of the NSQHS Standard Environmental Sustainability and Climate Resilience Healthcare
1.2 Build processes, services and procurement focused on increasing climate resilience and providing high value care with low environmental impact	1.2.1 Complete a climate resilience assessment with key recommendations made
	1.2.2 Environmental sustainability as a value lever for funding and business decision-making
	1.2.3 Support provision of high value care through sustainable service design

02.

Clear path to achieve net zero emissions by 2040.

Approach	Expected achievements
2.1 Understand, monitor and set clear targets to reduce our carbon emissions	2.1.1 Extend capture of our carbon emissions baseline
	2.1.2 Develop a net zero emissions plan and measure our progress
2.2 Ensure energy and water conservation, and building and waste efficiency to reduce environmental impact	2.2.1 Reduce scope 1, 2 and 3 emissions
	2.2.2 Identify the assets with the highest CO ₂ equivalent emissions and create a gradual transition plan to retire

03.

Capacity, capability and culture to achieve a sustainable future together.

Approach	Expected achievements
3.1 Ensure organisational capability to lead and implement environmentally sustainable practices	3.1.1 Develop an integrated learning and capability matrix aimed at addressing the skills and learning requirements of our staff
	3.1.2 Implement an environmental sustainability education module
	3.1.3 Engage Wurundjeri Woi Wurrung Traditional Owners groups to understand the history of the land that we work on and how best to care for Country
3.2 Learn from and empower our staff to lead sustainability initiatives	3.2.1 Establish a Green Teams blueprint with a supportive mechanism to connect and engage staff
	3.2.2 Develop and implement an annual environmental sustainability communication plan

04.

We prevent and respond to racism so that Mob are safe at Austin Health.

We pay deep respect to our Aboriginal and Torres Strait Islander staff, patients and communities, whose enduring strength, culture and care have long guided efforts to make our health service more inclusive and just. This strategy carries forward their leadership and truth-telling and responds to their voices.

The use of the word Mob is a deliberate and heartfelt choice, born from our own staff who asked us to speak in a way that resonates with community, carries meaning, and reflects pride. We are honored to walk alongside Mob, listening deeply and acting boldly.

Approach	Expected achievements
4.1 Mob feel safe to come to and stay at Austin Health to receive care	4.1.1 We know who our Mob are by asking the question in a consistent and culturally safe way 4.1.2 Mob tell us they feel safe, and that Austin Health knows how to look after Mob 4.1.3 Our staff know how, and are supported, to provide culturally safe care
4.2 Support our Aboriginal and Torres Strait Islander workforce	4.2.1 Develop and implement our next Aboriginal Employment Plan 4.2.2 Grow our Aboriginal and Torres Strait Islander workforce
4.3 Stand against racism	4.3.1 Develop and launch anti-racism statement and policy, with supports in place for leaders and teams to implement

05.

We lead with courage, trust diverse voices and act boldly to embed diversity, equity and inclusion in all that we do, and to act against discrimination.

This strategic outcome stands on the foundations laid, and work undertaken by the many diverse staff, patients, and community members who have long championed equity and inclusion across our health service. We honour their leadership, resilience and unwavering commitment to creating spaces where all voices are heard and valued. This next chapter builds on their dedication - taking bold strides forward with gratitude and purpose.

Approach	Expected achievements
5.1 Trust and centre the voices of our diverse patients and staff	5.1.1 Embed diverse voices and intersectionality approaches into decision-making structures for services, policies and programs that define what is a problem, plan solutions, implement changes and measure success 5.1.2 Facilitate and promote authentic representation by providing platforms for diverse voices to speak up against discrimination, to be heard and to influence
5.2 Our leaders champion change	5.2.1 Embed responsibility and accountability for diversity, equity and inclusion as core skills and part of the culture for our leaders 5.2.2 Establish opportunities for leaders to learn directly from diverse people about their experiences, strengths and challenges 5.2.3 Create a culture where leaders speak up and act against discrimination
5.3 Structures and tools that enable a holistic, intersectional and cross-organisational approach to diversity, equity and inclusion	5.3.1 Determine and implement a dedicated organisational 'home' for diversity, equity and inclusion that is centred around diverse voices, includes an Executive Sponsor and that has cross-organisational pathways to raise, address and escalate issues 5.3.2 Develop and implement a cross-organisational and intersectional diversity, equity and inclusion plan that includes clear actions and metrics to drive progress toward a more diverse, equitable and inclusive health service for staff and consumers

06.

An embedded data governance approach that supports high-level data security and privacy while enabling adoption of new digital technologies and ways of working.

Approach	Expected achievements
6.1 Our data governance framework will guide decisions and policies around data across the organisation	6.1.1. Develop and implement a data governance framework, inclusive of all key datasets across Austin Health 6.1.2. Establish governance structures and leadership roles to support implementation of the data governance framework
6.2 Austin Health will be ready to embrace new and emerging technologies, such as Artificial Intelligence, whilst maintaining the strongest levels of data governance	6.2.1 Annual review and update of the Digital Health Strategy in alignment with data governance framework 6.2.2 Annual review and update of the Austin Health Artificial Intelligence policy to reflect new and emerging trends and risks
6.3 We will strengthen consumer access to information, while maintaining data privacy	6.3.1 Tools developed that enable information sharing between Austin Health and our consumers will align with the data governance framework

07.

An effective, coordinated and robust approach to oversight of ESG Strategy implementation.

Approach	Expected achievements
7.1 ESG Strategy oversight is integrated into existing governance structures where possible, with additional structures established to fill governance gaps when required	7.1.1 Establish governance for each ESG pillar, outlining oversight processes and structures up to the level of the Board of Directors 7.1.2 Strategic-level progress reporting in place to ensure adequate oversight by the Board and accountability to our staff, consumers and community

Implementation and measuring success

The development of our inaugural ESG Strategy is an important step that sets our direction, goals and priorities over the next three years. Effective implementation of the strategy will be of equal importance, including delivery of priority initiatives, monitoring and reporting progress towards our objectives, and establishing effective oversight.

Implementation of our ESG Strategy will involve targeted coordination across our entire health service and partnering with key industry and community stakeholders.

To advance our ESG Strategy outcomes, approaches and key achievements for each pillar and domain, Austin Health will:

Establish Executive accountability and effective governance

Develop and deliver annual implementation plans for each pillar and domain

Establish measurement and reporting mechanisms to track and report our progress at all levels, including Board and Executive

Develop annual communication plans to share our progress, support our staff and celebrate our achievements



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