

Statement of Commitment

Health Infrastructure is supporting NSW Health to achieve its sustainability agenda, in line with whole-of-government objectives and the NSW Health Future Health Strategy. Our projects present significant opportunities to embed sustainability initiatives and deliver value to the community by creating future-focused and sustainable healthcare infrastructure and asset solutions.

We will do this by:

- designing and delivering infrastructure that:
 - is durable, efficient and minimises resource consumption and environmental impact
 - is net zero-ready to reduce our carbon footprint and maximise energy efficiency
 - is climate risk ready and resilient to our changing environment

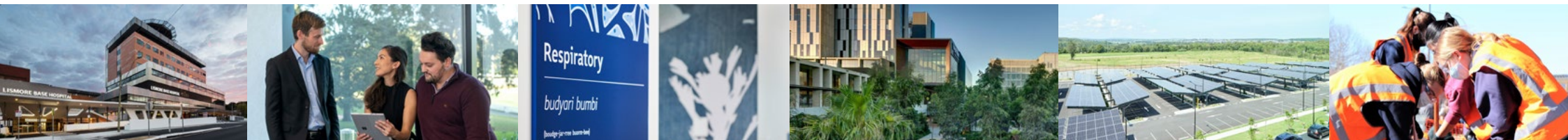
- procuring responsibly and making sustainable choices
- creating precincts and buildings that enable people and the surrounding environment to thrive
- engaging with communities to improve social outcomes by recognising local needs

To continually improve our sustainability performance, we will comply with all relevant legislation and regulatory requirements, implement our Sustainability Strategy and track and monitor our performance against it.

We will maintain our industry leadership by working collaboratively with our partners and supply chain to deliver our obligations and will be accountable through our Corporate Strategy, our Business Plan and to each other to deliver on this Commitment.



Rebecca Wark
Chief Executive

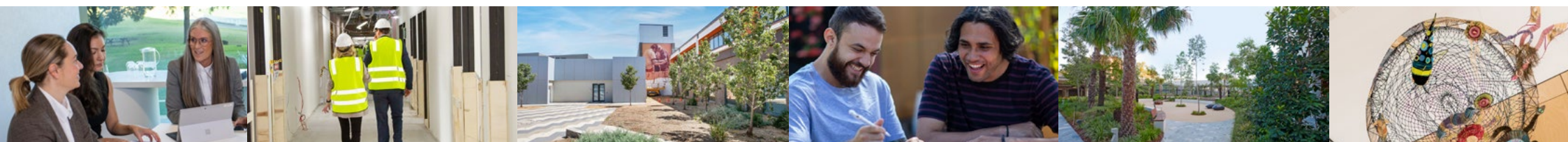


Sustainability Strategy

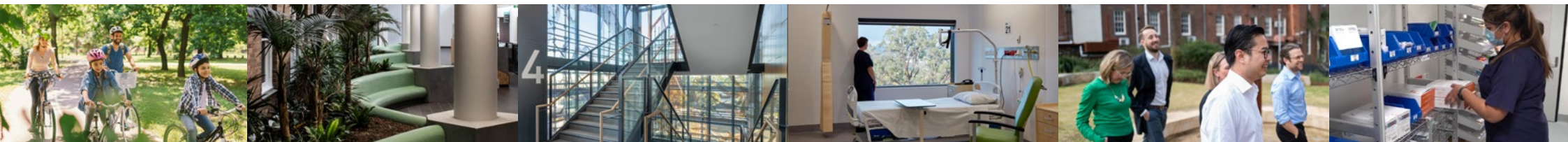
Objective: To enable future focused and sustainable infrastructure and asset solutions that support the delivery of services to meet the healthcare needs of NSW communities.

We will do this by effectively integrating social, economic, and environmental considerations into our decision-making to deliver tangible sustainable outcomes, with the support and participation of our people and our partners.

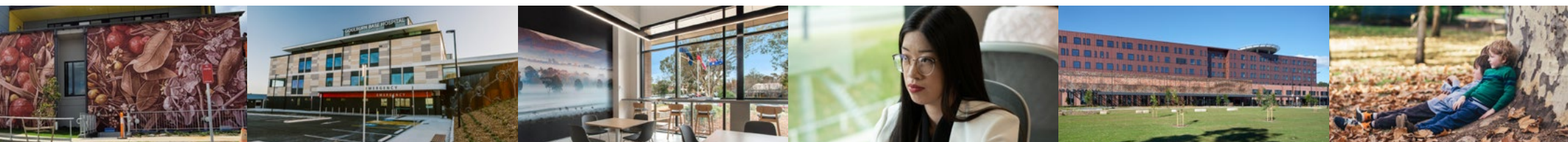
	Leadership and Integration	Buildings, Assets and Precincts	Sustainable Business Practices	Stakeholders and Partners	Initiatives and Innovation
What	Leaders leverage data to make evidence-based decisions that balance the needs of current and future generations and integrate processes to support.	Build more sustainable and resilient infrastructure, assets and precincts and promote a culture of shared responsibility by setting and measuring performance requirements consistent with the project's scope and vision.	Embed sustainability priorities into Health Infrastructure's supply chain management and goods and services procurement.	Collaborate with stakeholders and our partners to share information, spotlight good practice and support external initiatives where Health Infrastructure can add value.	Partner with stakeholders to identify, support and participate in innovative sustainability initiatives to improve sustainability outcomes of the infrastructure and assets we deliver.
Why	Integrating sustainability into our processes and reporting demonstrates our commitment to sustainable decision making and performance.	The size, scale and complexity of our projects have enormous environmental, social and economic impacts that will endure for generations. It is our responsibility to optimise the sustainability of our infrastructure and assets.	Identifying sustainability priorities early in the procurement process will ensure Health Infrastructure buys 'best on offer,' obtains value for money and builds in sustainability into contractual arrangements across the portfolio.	Health Infrastructure's standing enables it to facilitate collaboration and initiatives on sustainability with our partners and stakeholders. Highlighting good practice will raise the bar for everyone.	Sustainability is a growing and fast paced field of practice, therefore, maintaining an agile environment will allow innovations to be implemented during planning and delivery of capital projects.



	Leadership and Integration	Buildings, Assets and Precincts	Sustainable Business Practices	Stakeholders and Partners	Initiatives and Innovation
How	<ol style="list-style-type: none"> 1. Embed sustainability targets into key contracts, procedures and project toolkits. 2. Work with industry and government to identify actions that improve sustainability outcomes. 3. Develop and track metrics across Health Infrastructure and our partners to measure performance over a project lifecycle. 4. Keep the Board and Senior Management informed on sustainability issues and policy objectives. 	<ol style="list-style-type: none"> 1. Each building, asset and precinct must embed and evaluate appropriate environmental, social and economic sustainability targets within business cases. 2. Work with industry and health partners to maximise sustainability outcomes across projects in accordance with scope. 3. Develop a system to track and benchmark sustainability initiatives. 4. Identify opportunities to improve sustainability outcomes for the built and natural environments in which we operate. 	<ol style="list-style-type: none"> 1. Develop fit for purpose sustainability requirements for all procurement activities. 2. Ensure all procurement procedures and activities are agile, consider changes in legislation and enable innovation. 3. Work with industry and government to identify opportunities to improve our procurement practices to drive sustainability outcomes for industry, communities and our partners. 4. Engage Construction Leadership Group to foster greater sustainability in procurement across the industry. 	<ol style="list-style-type: none"> 1. Identify and connect with key sustainability leaders across our partners. 2. Identify and participate in industry sustainability initiatives that we could assist with or learn from. 3. Proactive knowledge sharing and thought leadership with government and industry. 	<ol style="list-style-type: none"> 1. Work with partners on sustainability innovations to drive optimisation and efficiencies. 2. Participate in one new sustainability research project per year (alone or with partners). 3. Publish the results of research and the outcomes of any new programs and incorporate it into business as usual where relevant.



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Outcomes	Planning, tracking and measuring our sustainability performance against established metrics provides the evidence and impetus for continual improvement and demonstrates our commitment to sustainability to our partners and industry.	All capital, asset and precinct projects will be equipped to set, monitor and evaluate appropriate sustainability performance requirements consistent with industry and government directions.	Health Infrastructure is recognised as an industry leader in procurement, by achieving environmentally, socially and financially sustainable procurement practices that improve project outcomes.	Health Infrastructure is regarded as having a culture of continuous learning and improvement in sustainability and uses its influence to raise the bar in infrastructure delivery.	Better ways of working are identified and adopted, furthering our continuous learning and contributing to sustainability outcomes for Health Infrastructure and the broader community.
Measures	<ul style="list-style-type: none"> Percentage of projects with meaningful sustainability targets that are agreed and measurable. Number of new procedures that include consideration of sustainability. Participation in industry/government forums that contribute to improved sustainability outcomes for Health Infrastructure (or the health system). 	<ul style="list-style-type: none"> Percentage of projects with sustainability targets included in their business case and suitable for evaluation. Percentage of sustainability initiatives evaluated that are adopted into business as usual. Implementation of technology platform for data collection and reporting. Reporting provided to leaders across the health sector, government and industry. 	<ul style="list-style-type: none"> Percentage of procurement activities that can provide evidence of improved sustainability outcomes. Industry feedback on the reduction in time and complexity of procurement practices. Evidence of increased sustainability outcomes achieved that can be linked to procurement requirements. 	<ul style="list-style-type: none"> Establishing clear KPIs for Directors and Senior Project Directors to engage on sustainability issues with partners and stakeholders. Number of collaborations with partners and industry on sustainability initiatives. 	<ul style="list-style-type: none"> Number of research projects or initiatives undertaken. Number of innovations and lessons learnt shared including audience reach. Number of new processes identified through innovation partnerships or practices that are embedded into business as usual.



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Focus Areas	<ul style="list-style-type: none"> • Sustainability Plan for all projects • Communication of leadership commitment • Cross government/industry engagement. 	<ul style="list-style-type: none"> • Climate risk and resilience • Carbon and energy • Social outcomes • Circular economy with a focus on materials and waste • Design performance guidelines including principles of Connecting with Country • Accessing expert evaluation/benchmarking • Healthy and inclusive environments. 	<ul style="list-style-type: none"> • Climate risk and resilience • Carbon and energy • Social outcomes • Circular economy with a focus on materials and waste • Sustainable choices and procurement practices • Cost benefit analysis framework for sustainability. 	<ul style="list-style-type: none"> • Whole of life costing • Understanding of system-wide sustainability issues in health • Mechanisms to participate in and share knowledge • Mechanism for partnerships and collaboration. 	<ul style="list-style-type: none"> • Net zero ready • Climate risk ready • Building design, practices and materials • Circular economy with a focus on materials and waste • Social outcomes.

