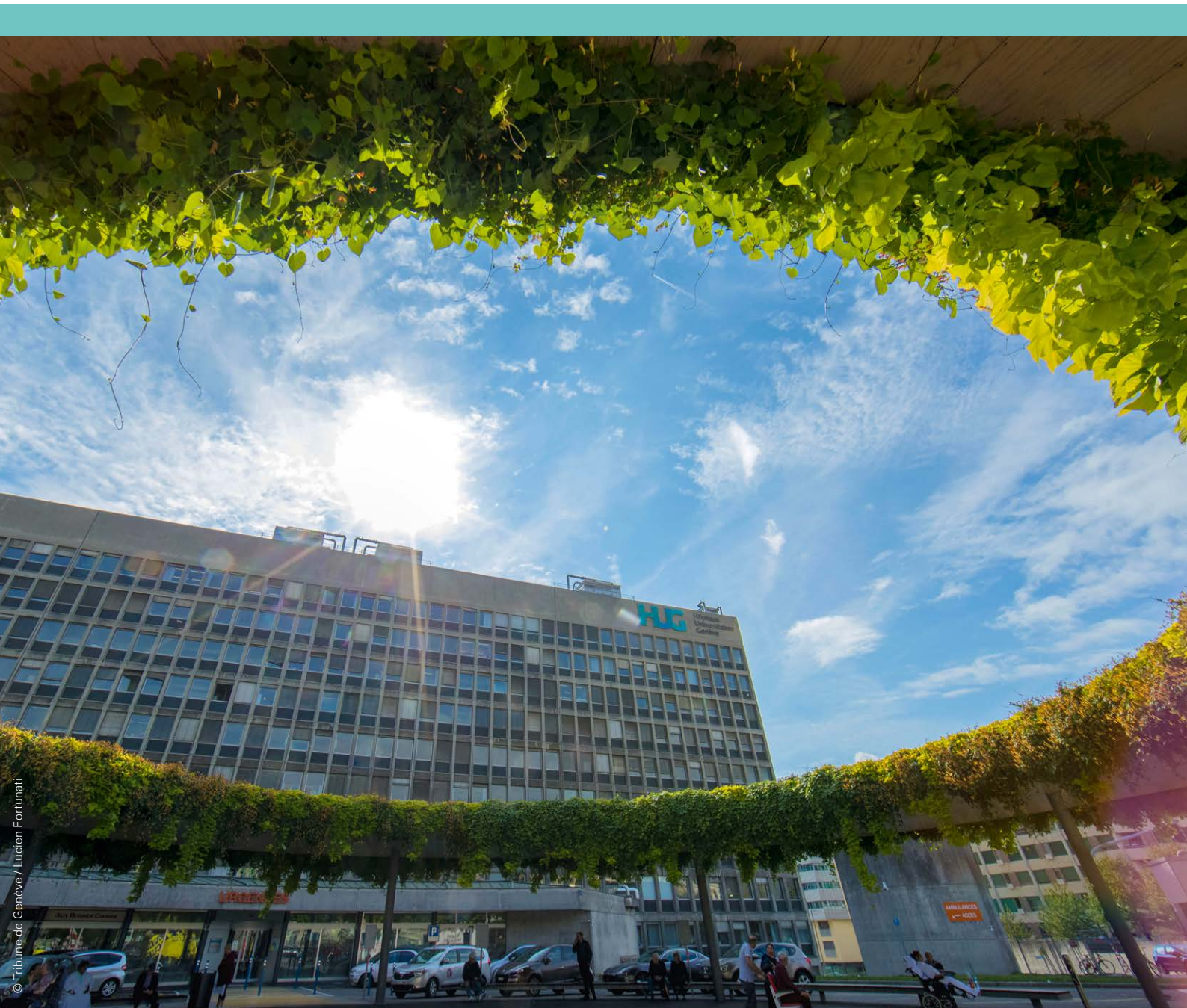


SUSTAINABILITY STRATEGY 2030



Hôpitaux
Universitaires
Genève

Sustainability strategy

Management commitment

The road to sustainability

In addition to their mission of care, teaching and research, the HUG have been committed to sustainability for many years. In 2009, the HUG was the first European hospital to carry out an eco-assessment. Aware that the health sector is one of the major emitters of CO₂ – 7% of total emissions in Switzerland – the HUG have recently undertaken numerous initiatives to reduce their environmental impact and to contribute to reducing that of the sector.

In June 2020, they created a Sustainability office and, in 2021, an interdisciplinary committee dedicated to sustainable development issues. Although recent, these entities have already completed a comprehensive stocktaking exercise and developed this Sustainability Strategy 2030 and Action Plan 2025. These documents have been adopted by the Management Committee and the Board of Directors and their implementation has started immediately.

At a Swiss level, the five university hospitals in Switzerland, on the initiative of the HUG and the Universitätsspital Basel (USB), set up a new network in 2021:

a sustainability working group to share best practice and experience. And at an international level, in 2022 the HUG were also one of the initiators of the Geneva Center for Healthcare Leadership for Sustainability.

Finally, the institution is seeing a multitude of projects flourish, led by dedicated and committed teams who strive every day to making the hospital more sustainable and who are even more motivated by the current energy crisis.

The HUG is strongly committed to sustainability. However, there is still a lot to be done to ensure that our patients, their families and our staff benefit from a sustainable and environmentally-friendly hospital. Today more than ever, environmental and social issues are a priority and we want to be instrumental in this change. This is the objective of this strategy, which sets out the institution's priorities in terms of sustainability for the coming decade.

I hope you enjoy learning more about our strategy.

Bertrand Levrat
Director General

The Sustainability Strategy 2030 was adopted by the Executive Committee on 31 May 2022 and validated by the Board of Directors on 27 June 2022.

Introduction

As a key player in the Geneva healthcare network, the Geneva University Hospital (HUG) have a social, community and environmental responsibility towards their staff, patients, their families and the city.

This strategy presents the ambition and commitments of the HUG with regard to sustainability up to the beginning of the next decade.

It puts into concrete form the intention expressed in the Vision 20+5 strategic plan to commit to “more agility and sustainability in meeting challenges faced by our society.”

Based on the United Nations Sustainable Development Goals (SDGs), the HUG’s sustainability strategy is in line with the 2030 priorities adopted by the Swiss Confederation in its own strategy and by the canton of Geneva in its 2030 Cantonal Sustainable Development Concept.

It presents and summarizes the hospital’s ambitions and commitments in relation to sustainable development and integrates the HUG’s pre-existing sectoral strategies, programs, projects and action plans.

For each priority sustainability issue, objectives, indicators and targets are defined in action plans in order to monitor progress in implementing the sustainability strategy. An initial action plan formulates the milestones to be achieved by 2025. A second plan will be drawn up later for the five-year period to 2030.

Table of contents

Sustainable development in the hospital	5
Context	5
Ambition and commitments	6
Governance, responsibilities and stakeholders	7
Issues	9
Current situation	9
Priority areas	10
Climate and health	11
Equality, diversity and inclusion	14
Sustainable consumption and production	17
Common topics	20
Implementation and action plans	21
Action Plan 2025	22

Sustainable development in the hospital

Context

Sustainable development is defined as meeting the basic needs of everyone and ensuring a good quality of life throughout the world – both now and in the future. It covers the three aspects: environmental responsibility, social solidarity and economic efficiency in an equivalent, integrated and comprehensive way, whilst taking into account the limited capacities of the world's ecosystems.

The Sustainable Development Goals (SDGs) are the 17 goals and 169 targets adopted by the UN Member States in 2015.

They constitute a vision for 2030 for pursuing the mission of protecting the planet, ensuring prosperity for all and eradicating poverty in all its forms and in all countries.

As the largest employer in the canton of Geneva, the HUG have an important social and environmental responsibility towards both their staff and the city. As actors and contributors to the majority of the SDGs, the HUG have an impact on 16 of the 17 SDGs and 73 of the targets.

SUSTAINABLE DEVELOPMENT GOALS



The Sustainable Development Goals (SDGs) to which the HUG contributes

The HUG have an impact on 16 of the 17 SDGs and are also marginally concerned by SDG 14 which deals with pollution and overexploitation of the oceans. The latter is taken into account by the HUG when purchasing fish from sustainable fisheries.

Ambition and commitment

The ambition of the HUG is to contribute – above and beyond their mission of care, teaching and research – to the attainment of the SDGs by 2030.

Aware that their actions, in order to be effective, must be targeted at the issues that have the greatest impact on their activities, the HUG wish to commit themselves by setting priorities and adopting a sustainability strategy 2030 which defines the topics to focus on and guides the institution's course of action.

Link to other plans

Based on the SDGs, the HUG's sustainability strategy is in line with the 2030 priorities adopted by the Swiss Confederation in its own strategy and with the Geneva Cantonal Concept of Sustainable Development 2030.

It also has a coordinating role between the different ambitions or objectives of sectoral strategies, programs, projects and action plans that already exist or are already in progress at the HUG. This is particularly the case for procurement, sustainable digital technology and mobility, as well as for diversity, equality and inclusion. The sustainability strategy does not replace the latter but presents and summarizes the various institutional aims and commitments to sustainable development.

Governance, responsibilities and stakeholders

A Sustainability Committee was set up in February 2021. It is the strategic and operational body which supports the HUG. Its task is to formulate the sustainability strategy and monitor its implementation. Chaired by the Deputy Director General, the committee is composed of representatives of the various directorates and departments of the hospital. The committee reports directly to the Management Committee, which ensures that the institution's strategic objectives are consistent with the sustainability commitments. It also validates the action plan proposed by the committee. The Board of Directors endorses the Sustainability strategy and is regularly updated on the hospital's progress in the area of sustainability.

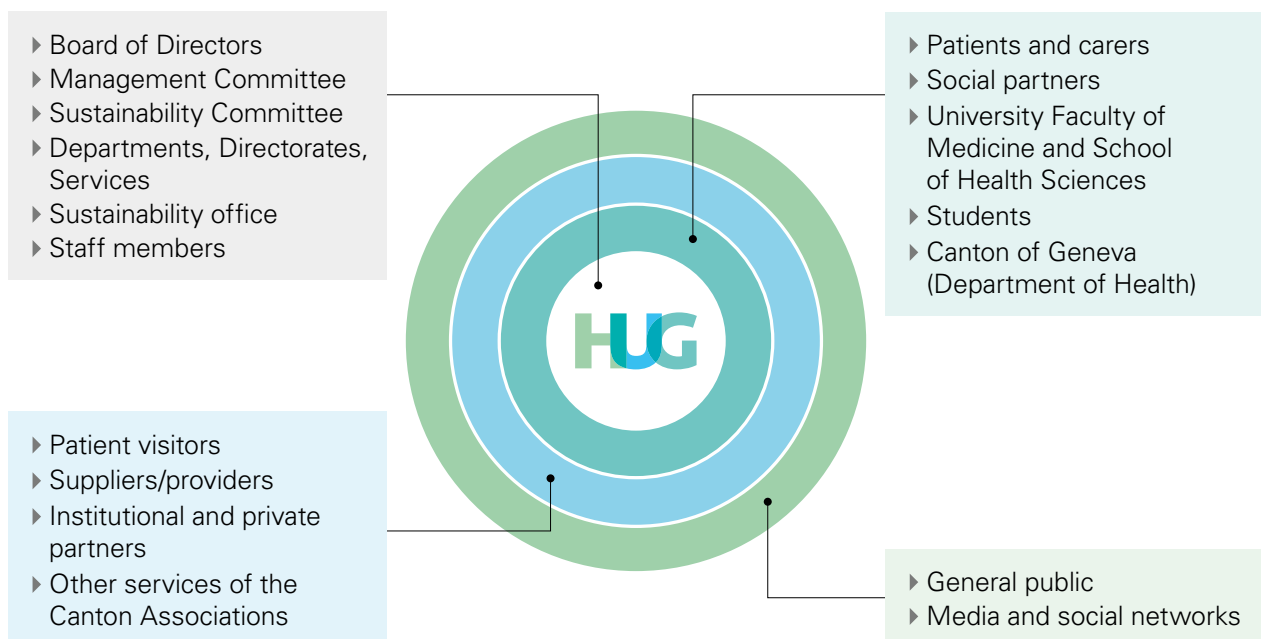
The Sustainability office ensures the operational follow-up and supports the committee in its mission. It co-ordinates the implementation of the action plan and provides the necessary support and technical expertise to the departments, directorates and services of the HUG. It also manages the implementation of certain specific actions.

The departments, directorates and services of the HUG implement the sectoral strategies and actions within their areas of competence. They contribute, at their level, to the achievement of the sustainability objectives. Employees are made aware of the sustainability issues related to their activities and helped to understand the added value of sustainable practices in their work.

Collaborations and conditions are put in place so that partners and suppliers can improve their performance where the HUG does not have direct control over their impacts (supplier and partner commitment to sustainability).

The HUG communicate periodically on the issues, their commitments and their performance in terms of sustainable development, both internally and externally. They are in constant dialogue with all the stakeholders (see below) and involve them, at regular intervals, in the process of formulating objectives, goals and action plans.

The different stakeholders of the HUG



Development through participation

The sustainability strategy and the accompanying action plan give more specific details on the ambition set out in Program 7 of the Vision 20+5¹ strategic plan “for more agility and sustainability in meeting the challenges faced by our society”, adopted by the HUG Board of Directors in 2021.

In order to foster commitment and take into account the concerns and priorities of all stakeholders, the sustainability strategy was developed in several stages and with many people participating.

After establishing the current situation, presented in the second chapter of this document, collaborative workshops were held between June and September 2021. These brought together internal experts and representatives of the different professions within the HUG. This work made it possible to identify the needs and opinions of each person, to assess and define the priority issues as well as the courses of action.

At the end of these workshops, proposals for objectives and measures to be taken were formulated. They were submitted in early 2022 to all HUG personnel as well as to all stakeholders (employees, patients, family caregivers, suppliers and service providers, institutional and private partners, associations and the general public) within the framework of a broad participatory consultation.

More than 520 people voted, debated and contributed to sketching the outlines of the sustainable hospital of tomorrow. In addition to the content submitted for voting, participants submitted 152 proposals, which were analyzed and fed into the content of this strategy and the Action Plan 2025.

The different stages in the development of the 2030 Sustainability Strategy



¹ Vision 20+5: strategic plan of the HUG for the period 2021-2025

Issues

Current situation

In 2020, an assessment of the current sustainability practices at the HUG was carried out. It was designed on the basis of various benchmarks for the evaluation of sustainability performance in companies, the consolidated results making it possible to highlight the strengths of the institution, the major challenges it faces and possible avenues for improvement. An evaluation of the issues relating to climate change which the HUG must prepare for was also carried out. The assessment of the social and environmental responsibility project of the Vision 20/20² strategic plan formed part of this evaluation.

The results of the assessment of the current situation, combined with the analysis of the contribution of the HUG to the Sustainable Development Goals (SDGs), revealed good progress with regard to sustainability.

The performance of the HUG in social and societal matters can generally be considered good to very good. These positive results can be explained by the objectives and status of the institution. As a reference university hospital, the HUG provide care for the whole population and numerous services of general interest. They contribute to the training of doctors and healthcare professionals as well as carrying out high-level research activities which benefit the population of Geneva and beyond.

Equal opportunities, the promotion of diversity, the prevention of discrimination and more inclusion, both in the care of patients and in workplace relationships, are all areas where the hospital can make further progress.

Economic aspects, evaluated across the board from the point of view of governance, business ethics and procurement, also attained a satisfactory level of performance.

The integration of sustainability in procurement has been the subject of various campaigns and measures:

For example, the HUG have adopted a responsible procurement policy and agreements with certain suppliers. However, the field of responsible public procurement has evolved considerably over the last decade under the impetus of the Swiss Confederation and the cantons. As a public procurer, the HUG must continue to improve their practices in this field by making their implementation more systematic.

Finally, digital technology, a formidable tool for transformation, has profoundly changed the way patients are cared for, the way we work and the way we interact. It is also a major consumer of resources. Integrating sustainable digital solutions will enable us to make progress in this area.

The environmental impact of hospital activities and infrastructure is, on the whole, the least well controlled aspect of sustainability, even though certain areas, such as waste management, reducing water consumption or promoting mobility, have been monitored for a long time and are being steadily improved.

Climate change is universally considered to be one of the greatest health threats of the 21st century. The health sector emits about 2 billion tonnes of CO₂ per year, or about 4.4% of global emissions. Across Switzerland, this figure reaches almost 7% of national emissions. The HUG emissions represent about 1% of the total emissions of the Swiss healthcare sector.

The HUG must prepare for the changes to come (changing medical care practices, anticipating the spread of diseases and how often they occur, etc.) and adapt their infrastructure and operations to actively reduce the hospitals' direct and indirect contributions to greenhouse gas emissions (through decarbonization of hospital activities).

Priority areas

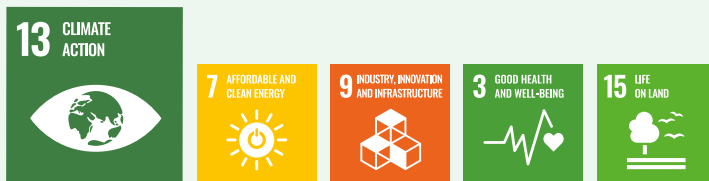
Based on the findings and issues identified in the assessment of the current situation, the Sustainability Committee recommended to the Management Committee for validation three priority areas of strategic importance for the HUG to focus on until 2030:

- ▶ Climate and health
- ▶ Diversity, equality and inclusion
- ▶ Sustainable consumption and production.

These three areas represent the three key aspects of sustainable development (economic, environmental and social). They are all interconnected and cover the entire field of sustainability.

CLIMATE AND HEALTH

Climate issues affect both medical and nursing practice as well as hospital activities and infrastructure. The aim of the HUG is to reduce its greenhouse gas emissions and to anticipate and adapt to climate change.



EQUALITY, DIVERSITY AND INCLUSION

Promoting effective equality, making diversity an asset for the institution and ensuring the inclusion of all are the challenges which the HUG wishes to meet. Issues related to professional development, career management and professional mobility are also included in this area.



SUSTAINABLE CONSUMPTION AND PRODUCTION

The HUG are committed to promoting sustainable consumption and production practices. They are reinforcing their socio-environmental commitment in terms of procurement and responsibility towards suppliers and partners. They want to position themselves as an exemplary public player. All purchases, whether of everyday goods, medical products or foodstuffs, are concerned here. The challenges of sustainable digital solutions also form part of this area.

CLIMATE AND HEALTH

The challenges

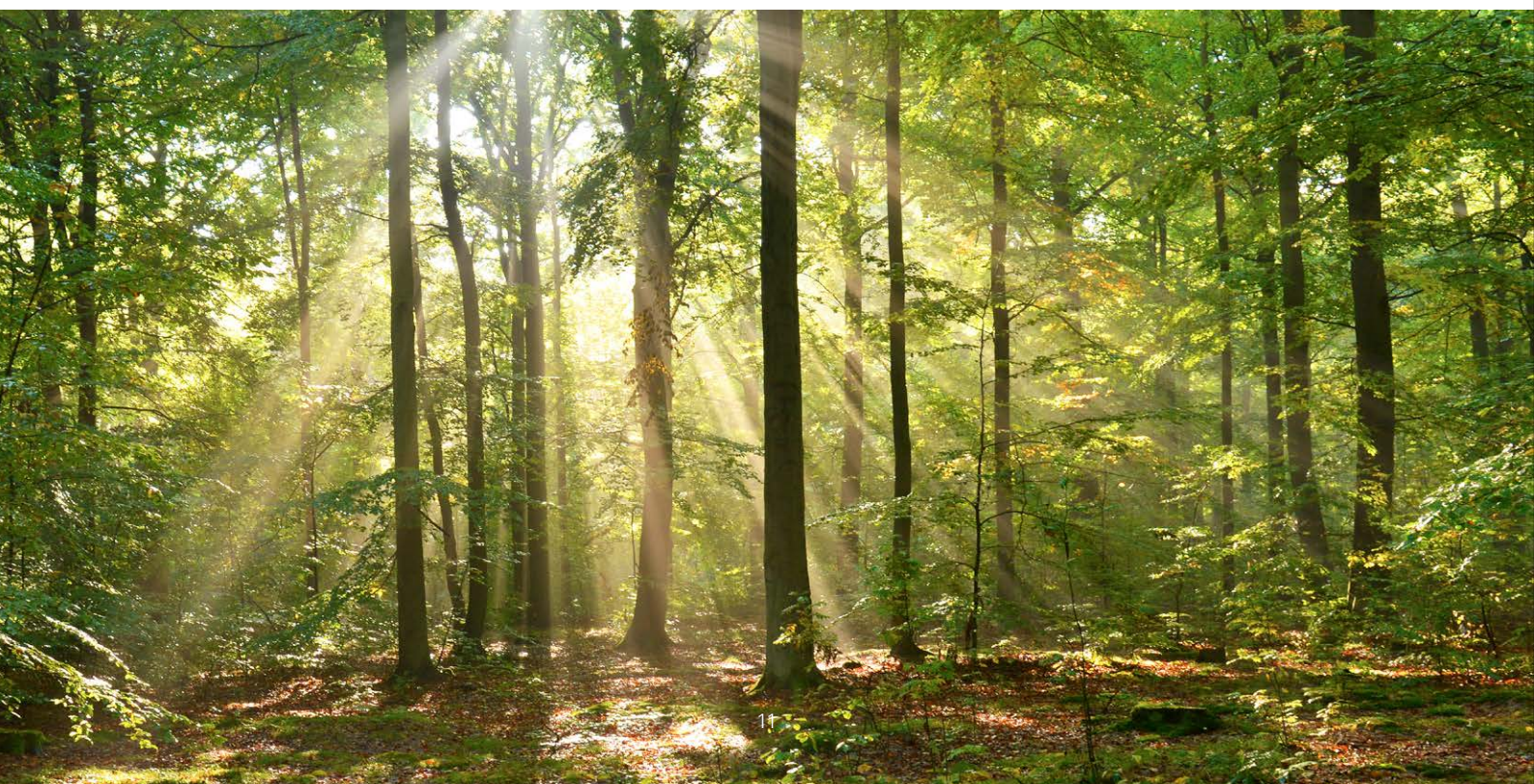
Climate change and environmental degradation affect the health of the population, particularly the disadvantaged. For the HUG, the challenges are multiple: to anticipate the spread of diseases and how often they occur, to adapt the infrastructure to climate change and reduce the hospitals' direct and indirect greenhouse gas emissions.

The ambition

The HUG are committed to moving towards Net zero emission in hospital activities. In order to achieve this ambition, they intend to adopt a climate action plan and objectives for 2030 and 2050, in order to reduce their direct and indirect emissions and the impact of climate change on their activities and on healthcare.

THE 2030 TARGETS

- ▶ Establish and implement a climate action plan
- ▶ Reduce energy consumption
- ▶ Produce and increase the use of renewable energy
- ▶ Promote sustainable building construction and renovation
- ▶ Reduce the effects of heatwaves and promote biodiversity
- ▶ Increase the use of sustainable mobility for commuting
- ▶ Reduce the environmental impact of business travel
- ▶ Quantify the environmental impact of care units and medical and nursing practices
- ▶ Integrate the environmental dimension into medical and nursing practices
- ▶ Adopt more sustainable management of medication
- ▶ Reduce the use of single-use medical equipment



ACTION PLAN 2025

29 actions

Establish and implement a climate action plan

- 1 Annual monitoring of the greenhouse gas emissions of the HUG (carbon footprint)
- 2 Develop scenarios for targeted emission reduction measures and adopt a climate action plan

Examples of expected results



Adopt a
**climate
action plan**

Reduce energy consumption

- 3 Renovate hospital buildings (thermal renovation)
- 4 Improve the energy efficiency of technical equipment
- 5 Improve knowledge of energy consumption according to use
- 6 Optimize the use and sharing of premises
- 7 Encourage energy saving



Renovation
Final stage of the
historic maternity
hospital building

Production and consumption of renewable energy

- 8 Replace oil and gas heaters with heaters using renewable energy
- 9 Increase solar photovoltaic panels on hospital buildings



↗ 4 200 m²
of additional solar
panels

Promote sustainable construction and renovation

- 10 Integrate sustainability and climate change adaptation challenges into building construction and renovation projects
- 11 Train architects, engineers and project managers in charge of construction and renovation in sustainable design



100% of all
major construction
projects incorporate
sustainability criteria

Reduce the effects of heatwaves and promote biodiversity

- 12 Increase vegetation and create islands of coolness rich in biodiversity
- 13 Identify heat-sensitive and heat-vulnerable premises, re-assess the use of premises and adapt the heatwave plan



↗ 10%
green areas
on the Cluse-
Roseiraie site

Increase the use of sustainable mobility for commuting

- 14 Limit the share of individual motorized transport (cars and motorized two-wheelers)
- 15 Increase the supply and quality of bicycle parking near hospital buildings
- 16 Continue the partnership with the authorities and transport providers to improve public transport services to hospital sites (CFF, TPG, Léman Express)



≥ **10%**
individual
motorized
transport

Reduce the environmental impact of business travel

- 17 Limit emissions from air travel for all business trips
- 18 Increase the share of electric vehicles and machines in the HUG fleet



≥ **50%**
emissions from air
travel

Quantify the environmental impact of care units and medical practices

- 19 Carry out a carbon assessment of one or more care units
- 20 Identify and quantify the environmental impacts of certain clinical pathways or patient journeys



Carry out the
**carbon
footprint**
of a pilot care
unit pilote

Integrate the environmental dimension into medical and nursing practices

- 21 Integrate the environmental dimension into existing and future medical and healthcare recommendations and protocols
- 22 Identify the environmental gains of current or planned Smarter Medicine approaches
- 23 Promote joint health and environmental benefits in appropriate medical and healthcare practices
- 24 Continue to reflect on reducing the use of anesthetic gases with a high climate impact



≥ **70%**
less emissions of
anesthetic gases

Adopt a more sustainable medicines management

- 25 Reduce the quantities of medicines thrown away
- 26 Reduce the impact of transporting medicines
- 27 Raise awareness of the environmental and climatic impacts of medicines among healthcare teams and promote rational prescription practices



≥ **20%**
the amount
of drugs
eliminated

Reduce the use of single-use medical equipment

- 28 Quantify the use of single-use material and identify the most effective ways of reducing or replacing it
- 29 Compare the environmental impact of a selection of single-use medical devices and their reusable alternatives

A review will be carried out in 2025 and a new action plan formulated for the period 2026-2030

EQUALITY, DIVERSITY AND INCLUSION

The issues

The HUG want to respond to the social challenges of today and tomorrow. The effective promotion of equality, the integration of diversity as an asset and the inclusion of all are at the heart of the hospitals' concerns.

The ambition

The HUG are committed to guaranteeing equality to everyone, by respecting the diversity and differences of each person, whether a patient or an employee. The HUG encourage professional integration and promote an inclusive and a compassionate working environment, where the contributions of each individual are recognized and valued.

THE 2030 TARGETS

- ▶ Promote the HUG relational values of equality and inclusion
- ▶ Strengthen gender equality
- ▶ Promote the inclusion of the LGBTIQ+ population
- ▶ Improve the reception and care of people with disabilities
- ▶ Improve accessibility of HUG buildings to people with disabilities
- ▶ Promote, improve and maintain the physical and mental health of staff
- ▶ Define a career management policy that encourages and promotes professional mobility
- ▶ Continue the policy of hiring and supervising apprentices
- ▶ Continue the policy of engaging with people in difficult situations



ACTION PLAN 2025

24 actions

Promote the HUG relational value of equality and inclusion and prevent discrimination

- 30 Raise awareness about biases and stereotypes (gender, sexual orientation, origin, beliefs, etc.) and respectful behavior and communication
- 31 Promote compassionate working relationships with strict respect for each other's differences
- 32 Promote and develop managerial values

Strengthen gender equality

- 33 Promote a balanced representation of men and women at the HUG
- 34 Promote and support women's careers in the medical/academic field
- 35 Support a good work, private and family life balance

Promote the inclusion of the LGBTIQ+ population

- 36 Decrease complaints relating to discrimination of the LGBTIQ+ population within the HUG
- 37 Improve the inclusion of LGBTIQ+ staff
- 38 Improve the care of LGBTIQ+ patients
- 39 Develop inclusive and non-gendered signage

Improve the reception and care of people with disabilities

- 40 Strengthen the training of medical, nursing and reception staff on the subject of disability and the care of patients with disabilities
- 41 Develop a network of disability referrers among medical and nursing staff
- 42 Create a group of volunteers, trained to support people with disabilities
- 43 Position the HUG as a center of excellence for the care of people with disabilities in French-speaking Switzerland

Examples of expected results



100%
of new managers
have received
leadership training



45%
of female assistant
doctors, heads
of services and
departments



Award of the
**Swiss
LGBT Label**



100%
reception staff
trained to welcome
people with
disabilities

Improve the accessibility of HUG buildings to people with disabilities

- 44 Carry out an assessment on the accessibility of buildings for people with disabilities and propose recommendations (for each HUG site)
- 45 Implement priority measures to improve the accessibility of buildings for people with disabilities



50%
of the HUG
sites have an
accessibility
assessment

Promote, improve and maintain the physical and mental health of staff

- 46 Include information on the specific risks of the workplace and prevention advice in each induction visit for newly hired staff



100% of new staff
received prevention
advice on the risks
associated with his
or her workplace

Define a career management policy that encourages and promotes professional mobility

- 47 Promote professional development opportunities and analyze internal professional mobility movements
- 48 Promote innovative succession management programs to create pools of staff with high development potential and motivation to take on new roles
- 49 Raise awareness and inform staff about the job mobility policy
- 50 Offer support and skills development programs that enable employees to clarify their career plans and prepare for their new role



Expand
**succession
management**
to caring functions,
the medical staff
and the operating
professions

Continue the policy of hiring and supervising apprentices

- 51 Increase the number of apprenticeships at the HUG



↗ 4%
share of
apprentices

Continue the policy of hiring people to reintegrate them into the workplace

- 52 Integrate people returning to the workplace into the training courses offered by the HUG
- 53 Increase the reinsertion of people into the workplace in HUG job applications



5%
share of people
hired via the
cantonal
employment office

A review will be carried out in 2025 and a new action plan formulated for the period 2026-2030

SUSTAINABLE CONSUMPTION AND PRODUCTION

The issues

The HUG purchases goods and services each year worth nearly half a billion francs and produces more than three million meals. Procuring or producing services and products with low socio-environmental impacts or favoring sustainable practices is an important issue for the hospitals. The HUG also plays a role in raising awareness and engaging its partners and suppliers in this area.

The digital transformation has brought about a fundamental change in the way patients are cared for and how people work and interact with each other.

Digital technology also has environmental and social impacts that need to be taken into account in an integrated approach.

The ambition

The HUG reduce the socio-environmental impact of their purchases and food production. They encourage their partners and suppliers to contribute to the achievement of this ambition and are committed to responsible digital transformation.

THE 2030 TARGETS

- ▶ Encourage suppliers to reduce their environmental and social impacts
- ▶ Strengthen skills relating to sustainable procurement
- ▶ Improve the range of current products and encourage sustainable choices
- ▶ Reduce the amount of equipment and promote their second life
- ▶ Reduce the impact of internal logistics
- ▶ Reduce the carbon footprint of food and promote local and seasonal food
- ▶ Reduce food-related waste
- ▶ Reduce waste and improve recycling
- ▶ Engage in the environmentally responsible digital transformation



ACTION PLAN 2025

25 actions

Encourage suppliers to reduce their environmental and social impacts

- 54 Adopt a responsible procurement charter and get HUG suppliers to conform to it
- 55 Adapt and include sustainability criteria in calls for tender

Strengthen skills relating to sustainable procurement

- 56 Train purchasers in sustainability issues relating to procurement
- 57 Raise awareness of sustainable procurement among internal clients (HUG staff) of the CAIB (central procurement and bio-medical engineering office)

Improve the range of everyday products and encourage sustainable choices

- 58 Evaluate purchased products and services from a sustainability perspective and select sustainable products

Reduce the number of items of equipment and encourage their second life

- 59 Identify possible second lives for goods and equipment to avoid them being scrapped (circular economy and reuse)
- 60 Promote the pooling (shared use) of certain bio-medical equipment

Reduce the impact of internal logistics

- 61 Optimize internal logistics to reduce the environmental impact of inter-site transport and transport from the common logistics platform of the French-speaking university hospitals (Plexus-Santé)

Examples of expected results



80%

strategic suppliers assessed on their sustainability commitments



90%

of buyers trained in sustainable procurement



100%

of tenders include the criteria of the Swiss Sustainable Procurement Toolbox



The amount of **biomedical equipment** has stabilized



4

electric trucks in the HUG fleet

Reduce the carbon footprint of food and promote local and seasonal food

- 62 Promote the consumption of local and seasonal products, in particular those bearing the GRTA (Geneva Region Terre Avenir) label
- 63 Increase the diversity of vegetarian meals offered
- 64 Reduce the total amount of meat consumed at the HUG (all types of meals), in particular red meat
- 65 Reduce the quantity of bottled drinks consumed at the HUG



↘ **20%**
the amount of
meat



↘ **50%**
beverage bottles

Reduce food-related waste

- 66 Improve the management of meal orders for patients, to reduce the number of uneaten trays
- 67 Reduce food waste from patient meal return
- 68 Increase the use of reusable tableware
- 69 Extend partnerships for the donation of edible surplus food to Geneva associations



↘ **30%**
food waste

Reduce waste and improve recycling

- 70 Identify areas for improvement and key options for reducing waste and increased sorting; and implement them
- 71 Raise awareness of waste sorting and recycling among staff



Establish a **waste reduction and management plan**

Engage in responsible digital transformation

- 72 Assess and quantify the digital environmental footprint of the HUG
- 73 Design and use sustainable digital goods and services
- 74 Promote reuse, repair, circular economy and recycle e-waste
- 75 Inform and train hospital professionals on the environmental and social issues related to digital technology
- 76 Offer innovative digital services that reduce the carbon footprint
- 77 Place hospital information system data at the service of the ecological and inclusive transition
- 78 Become a reference player for responsible digitalization



Increase the lifespan of
IT equipment
and stabilize
its growth

A review will be carried out in 2025 and a new action plan formulated for the period 2026-2030

COMMON TOPICS

The three strategic areas are underpinned by a series of joint common topics that support and track the implementation of the strategy and action plan.

Sustainability in projects

The HUG wishes to reinforce the consideration of sustainability aspects in all projects carried out by the institution. Promoting and integrating sustainability from the initial design stage of a project will facilitate the achievement of the general objectives defined in the strategy.

Reporting

For each priority sustainability issue, objectives, indicators and goals are defined in the action plan, in order to monitor progress during the implementation of the sustainability strategy.

A sustainability report is published annually. This document is based on the guidelines and recommendations of the Global Reporting Initiative³ as well as on the sustainability reporting framework established by the Canton of Geneva for self-regulating public institutions.

Training Information/awareness/engagement

The HUG wants to raise awareness, inform and encourage staff, patients and visitors to take ownership of sustainability issues in the hospital. They also aim to provide updated information at regular intervals about the progress of the actions undertaken, which will make it possible to achieve the objectives set in the various fields. Staff training will also form part of the implementation strategy.

The 2025 Action Plan specifies the methods to be implemented in order to achieve the objectives formulated for the common topics:

Sustainability in projects

- 79 Integrate sustainability issues into HUG project methodology
- 80 Train regular and occasional project managers in assessing sustainability in projects

Reporting

- 81 Establish a reporting framework and publish sustainability indicators
- 82 Develop a sustainability report

Awareness raising, training and information

- 83 Raise awareness and provide information on sustainability issues in hospitals

³ Global Reporting Initiative (GRI): GRI is a non-governmental organization that establishes guidelines and a set of reference indicators to measure the progress of companies' sustainability programs.

Implementation and action plans

Implementation

For each strategic area, objectives, indicators and goals are defined in an action plan that is regularly updated to continuously improve performance.

A materiality analysis⁴ is performed regularly to identify and prioritize the environmental, social and economic impacts of the hospitals' activities and to ensure that the objectives set are in line with the institutions' priorities and stakeholders' expectations.

Action Plans 2025 and 2030

The Sustainability Strategy 2030 is being implemented in two successive action plans of four and five years respectively.

ACTION PLAN 2025

The Action Plan 2025 contains 83 measures divided into 29 objectives to be achieved in the field of climate and health, 24 activities concerning equality, diversity and inclusion and 25 commitments on sustainable consumption and production. It is complemented by five activities concerning common topics relating to sustainability in projects, awareness raising, training, engagement and reporting.

ACTION PLAN 2030

There will be a review at the end of the initial action plan (2022-2025), to promote further reflection and feedback to the action plan for the second period (2026-2030).

⁴ A term originating in financial audits, materiality analysis aims to establish a relevant hierarchy of the challenges of a sustainability strategy, taking into account the priorities of an organization and the expectations of its various stakeholders.

ACTION PLAN 2025

The Action Plan details the 83 measures that contribute to achieving the objectives of the sustainability strategy of the HUG. They will be implemented by 2025. It specifies the key results expected, the evaluation indicators and the milestones that will enable the ambitions of each strategic area to be achieved. The actions are, with a few exceptions, quantified for the reference year 2021 with a target for 2025.

At the end of the planning period, a review will be carried out which will feed into the Action Plan for the strategic period 2026-2030

CLIMATE AND HEALTH

Action	Key Results 2025 (unless otherwise stated)	Indicators
Establish and implement a climate action plan		
1 Monitor greenhouse gas emissions annually (GHG) of the HUG (carbon footprint)	The HUG greenhouse gas emissions will have been calculated annually.	<ul style="list-style-type: none"> ▶ Total greenhouse gas emissions (carbon footprint (in tonnes of CO₂e)
2 Develop scenarios for targeted measures to reduce emissions and adopt a climate action plan	<p>Climate scenarios will have been carried out, targets for the reduction of direct and indirect emissions from the HUG will have been set for 2030 and 2050, and a climate action plan will have been adopted and its implementation begun.</p> <p>Climate change adaptation issues will have been integrated into the climate action plan.</p>	<ul style="list-style-type: none"> ▶ Total greenhouse gas emissions (carbon footprint (in tonnes of CO₂e) ▶ HUG climate action plan (exists yes/no)
Reduce energy consumption		
3 Renovate hospital buildings (thermal renovation)	<p>Replace single glazing with energy-efficient glazing in 75% of eligible buildings</p> <p>Renovate and insulate roofs</p> <ul style="list-style-type: none"> ▶ The roof of the general services building will have been renovated. <p>Renovate and insulate buildings</p> <ul style="list-style-type: none"> ▶ Renovation work in Maternity (Maternity Ward - stage 4) will be underway. ▶ Studies for the renovations planned in the Hospital Master Plan 2040 will have been launched. 	<ul style="list-style-type: none"> ▶ Number of buildings where single glazing has been replaced by efficient glazing ▶ Renovated roof area (in m²) ▶ Renovated area (m²)
4 Improve the energy efficiency of technical equipment	<p>The HUG will be involved in the Swiss Confederation's Exemplary Energy and Climate initiative.</p> <p>The targets will have been set in the second half of 2022 as part of the joint commitments of the five university hospitals under the federal government's Exemplary Energy and Climate (EEC) initiative (2026 and 2030 targets) and the corresponding actions implemented.</p>	<ul style="list-style-type: none"> ▶ Energy efficiency for electricity (= electricity savings / total electricity consumption) (in %) ▶ Energy efficiency for heating (=decrease in the heat expenditure index, HEI) (in %)
5 Improve knowledge of energy consumption based on use	<p>Knowledge and control of energy consumption based on use will have been improved, for example:</p> <ul style="list-style-type: none"> ▶ Consumption per m² for each building and breakdown by use (heating, domestic hot water, ventilation, lighting/ electrical equipment/technical installations) ▶ Consumption per hospital day, per bed, etc. <p>The most energy-intensive activities will have been monitored, for example:</p> <ul style="list-style-type: none"> ▶ Energy consumed per kg laundry ▶ Energy consumed per sterilized tray / product set ▶ Energy consumed per medication / chemotherapy ▶ Energy consumed per meal served ▶ Energy consumed per tonne of waste 	<ul style="list-style-type: none"> ▶ Consumption by significant energy use (in kWh per relevant unit) ▶ Specific consumption per unit of production (in kWh per relevant unit) ▶ Number of facilities/activities monitored
6 Optimize the use and sharing of premises	<p>The number of people using shared offices and workplaces (flex-office) will have reached 500.</p> <p>Reference 2021: none</p>	<ul style="list-style-type: none"> ▶ Number of people using shared flex-office facilities
7 Encourage energy savings	An awareness-raising campaign on energy saving will have been carried out every two years (eco-gestures) since 2023.	<ul style="list-style-type: none"> ▶ Number of awareness campaigns ▶ Number of people with heightened awareness

Action	Key Results 2025 (unless otherwise stated)	Indicators
Produce and consume energy		
8 Replace oil and gas-fired heaters with heaters using renewable energy	<p>Technical studies and exploratory tests for the replacement of fossil fuel boilers with renewable energy installations will have been completed.</p> <p>Work to replace the boiler at the Bellerive site will be underway. <i>NB: The replacement of fossil fuel boilers with renewable energy boilers will be completed after 2025 (start of operation in 2025-2026 at the earliest). There are therefore no 2025 results.</i> <i>Reference 2021: share of renewable energy in heating = 1.2%.</i></p>	<p>► Share of renewable energy in heating (in %)</p>
9 Increase solar photovoltaic panels on hospital buildings	<p>The installed solar panel area will have reached 7,000 m². <i>Reference 2021: 2,810 m²</i></p> <p>The share of self-generated renewable electricity will have reached 1.5%. <i>Reference 2021: 0.6%.</i></p>	<p>► Solar panel area (m²)</p> <p>► Share of self-generated renewable electricity (in %)</p>
Promote sustainable building construction and renovation		
10 Integrate sustainability and adaptation challenges to climate change in construction and renovation projects	<p>Sustainability requirements will have been systematically integrated into calls for tenders and competitions for major construction or renovation projects. <i>Reference 2021: partial consideration (energy criteria considered systematically)</i></p>	<p>► Share of major projects incorporating sustainability criteria (in %)</p>
11 Train architects, engineers and project managers in charge of construction and renovation in sustainable construction	<p>All architects, engineers and project managers will have been trained in the basics of sustainable construction.</p> <p>One person will have been designated as the sustainable construction contact person.</p>	<p>► Number of people trained</p> <p>► Number of sustainable construction referrers</p>
Reduce the effects of heatwaves and promote biodiversity		
12 Increase vegetation and create islands of freshness rich in biodiversity	<p>The HUG will have been certified with the BIO SUISSE® label for the management of green spaces and the certification will be maintained over time.</p> <p>The certified green areas promoting biodiversity will represent 10% of the green areas managed by the HUG. <i>Reference 2021: 236,136 m² of green areas</i> <i>No certified areas</i></p> <p>Green spaces and green roofs will have increased by 10% on the Cluse-Roseraie site. <i>Reference 2021: 2,410 m² of green roofs</i></p>	<p>► Organic certification for the management of green spaces (obtained: yes/no)</p> <p>► Certified green areas promoting biodiversity (in m²)</p> <p>► Green roof area (in m²)</p>
13 Identify heat-sensitive and vulnerable premises, reconsider the use of premises and adapt the heatwave plan	<p>The HUG thermal comfort standard will have been updated. The exemption rules for the installation of air conditioning will have been clarified and will be applied.</p> <p>The number of air-conditioning systems installed will be monitored. The need to maintain each air-conditioning system will be assessed periodically, particularly when premises are changed.</p> <p>A climate change adaptation plan will have been drawn up.</p>	<p>► Number of air-conditioning systems installed</p>

Action	Key Results 2025 (unless otherwise stated)	Indicators
Increase the use of sustainable mobility for commuting		
14 Limit the share of individual motorized transport (cars and motorized two-wheelers)	Proportion of travel by individual motorized transport will have been reduced to 46%. <i>Reference 2021: 51%.</i>	► Proportion of travel by motorized private transport (car and motorized two-wheelers) (in %)
15 Increase the supply and quality of bicycle parking near hospital buildings	The number of bicycle parking spaces will have reached 1,400. <i>Reference 2021: 1,179 places</i>	► Number of bicycle parking spaces on the HUG perimeter
16 Continue to work in partnership with authorities and transport providers to improve public transport services to hospital sites (CFF, TPG, Léman Express)	Public transport season tickets will have increased by 30%. <i>Reference 2021: 2,700 subscriptions</i>	► Number of public transport season tickets subsidized by the HUG
Reduce the impact of business travel		
17 Limit emissions from air travel for all business travel	Emissions from air travel will have been reduced by 50% compared to 2019 (before Covid). <i>Reference 2019: 1,178 t CO₂</i> <i>NB: Reference year 2019 to avoid taking into account the reduction effects of the Covid-19 pandemic.</i> <i>In 2021, emissions from business travel by air were 38 t of CO₂ or 30 times lower than in 2019.</i>	► CO ₂ emissions from business travel by air (in tonnes of CO ₂ e)
18 Increase the share of electric vehicles and machines in the HUG fleet	The share of electric vehicles and equipment in the HUG fleet will have reached 58% by 2025. <i>Reference 2021: 54%.</i> The HUG will be equipped with four electric trucks. <i>NB: The purchase of electric trucks is a joint action between Action No.18 and Action No.61</i>	► Share of electric vehicles and equipment HUG (in %) ► Number of electric or hydrogen powered trucks
Quantify the environmental impact of care units and medical practices		
19 Carry out a carbon footprint of one or more care units	Emissions from a care unit and/or an outpatient unit will have been quantified. Emission reduction measures will have been implemented on the basis of the assessment.	► Emissions from a care/ outpatient unit (in tonnes of CO ₂ e) ► Number of units for which a carbon footprint has been completed
20 Identify and quantify the environmental impacts of certain clinical pathways or patient pathways	The climate impacts of a clinical route or activity or patient pathway will have been quantified. Measures to reduce climate impacts will have been implemented on the basis of the assessment.	► Greenhouse gas emissions from a patient pathway (in tonnes of CO ₂ e)

Action	Key Results 2025 (unless otherwise stated)	Indicators
Integrate the environmental dimension into medical and nursing practices		
21 Integrate the environmental dimension into existing and future medical and nursing recommendations and protocols	The recommendations and/or medical/healthcare protocols with the most significant climate impacts have been identified and analyzed. The number of revised protocols will be formulated according to the results of the impact identification stage. <i>Reference 2021: none</i>	▶ Number of recommendations and/or medical/healthcare protocols analyzed and revised
22 Identify the environmental gains of (Smarter Medicine ⁵) in progress or planned	Five improvements in practice from Smarter Medicine approaches will have incorporated an environmental assessment.	▶ Number of Smarter Medicine approaches that include environmental assessment
23 Promote joint health and environmental benefits in the medical and nursing practices provided	Information and promotional material will exist and will have been distributed. A promotional campaign will have been carried out.	▶ Existing promotional material on joint health and environmental benefits (available: yes/no)
24 Continue to reflect on reducing the use of anesthetic gases with high climate impact	Greenhouse gas emissions from the use of anesthetic gases* (excluding nitrous oxide) will have been reduced by 70%. <i>Reference 2021: 463.7 tonnes CO₂e</i>	▶ Greenhouse gas emissions from the use of anesthetic gases (tonnes of CO ₂ e)
Adopt a more sustainable medicines management		
25 Reduce the amount of medicines thrown away	The quantities of medicines disposed of will have decreased by 20%. <i>Reference 2019: 7.5 tonnes</i> <i>2020 and 2021 data atypical due to Covid</i>	▶ Quantity of medicines disposed of (in tonnes of waste medicines excluding cytostatics)
26 Reduce the impact of transporting medicines	The number of annual orders (stored and non-stored medicines) will have been reduced by 30%. <i>Reference 2021: 12,150 orders</i>	▶ Number of orders per year
27 Raise awareness among medical and nursing teams of environmental and climatic aspects of medicines and promote responsible prescribing practices	Information material will be available and will have been distributed. An awareness-raising campaign will have been carried out.	▶ Number of awareness-raising actions ▶ Number of people with heightened awareness
Reduce the use of single-use medical equipment		
28 Quantify the use of single-use equipment and identify ways of the most effective reduction or replacement	A qualitative and quantitative inventory will have defined priority device families and proposals for reduction will have been made.	▶ Number of single-use medical devices
29 Compare the environmental impact of a selection of single-use medical devices with their reusable alternative	Two to five environmental assessments of single-use medical devices will have been completed each year. Recommendations will have been made on the basis of the results obtained and the equipment will have been replaced, if appropriate. <i>Reference 2021: assessment carried out on an ad hoc basis (none in 2021)</i>	▶ Number of environmental assessments (life-cycle assessments) of single-use medical devices carried out

⁵ Smarter medicine approaches, also known as “choosing wisely”, could be summarized as “less care can lead to better care”. The aim is for doctors to avoid prescribing medical examinations or treatments that do not benefit patients’ health.

EQUALITY, DIVERSITY AND INCLUSION

Action	Key Results 2025 (unless otherwise stated)	Indicators
Promote the relational values of equality and inclusion at the HUG and prevent discrimination		
30 Raise awareness of biases and stereotypes (gender, sexual orientation, origin, beliefs, etc.) and on respectful conduct and communication	Events will have been organized annually on World Equality, Diversity and Inclusion Days. An awareness-raising campaign and event will be carried out annually.	<ul style="list-style-type: none"> ▶ Number of awareness-raising campaigns and events on equality, diversity and inclusion ▶ Number of campaigns and events organized
31 Promote compassionate working relationships with strict respect for the differences of each individual	Staff training on the subject of interculturality will have been strengthened: offer training. <i>Reference 2021: 0</i> Training provision on equality and inclusion will have been increased. <i>Reference 2021: Charter and e-learning</i>	<ul style="list-style-type: none"> ▶ Number of people trained in interculturality ▶ Number of people trained on equality and inclusion
32 Promote and develop managerial values	All new managers will have completed the leadership training within one year of taking up their post.	<ul style="list-style-type: none"> ▶ Number of managers who attended leadership training
Strengthen gender equality		
33 Promote gender balance in representation at the HUG	The Equal-Salary certification will be maintained. The share of female managers in function grade 23 and above will have increased to 50%. <i>Reference 2021: 48.6% of women in function grade 23 or higher</i>	<ul style="list-style-type: none"> ▶ Equal Salary Certification (achieved yes/no) ▶ Share of female managers in function class 23 or higher (in %)
34 Promote and support women's careers in the medical and academic field	The share of female senior doctors in positions of assistant doctors, heads of division and heads of department will have increased to 45% <i>Reference 2021: 39.8%.</i>	<ul style="list-style-type: none"> ▶ Share of female senior doctors as assistant doctors, heads of division and heads of department (in %)
35 Support the work, private and family life balance	The share of men working part-time will have reached 25%. <i>Reference 2021: 18.8%.</i> The share of part-time managers will have reached 25%. <i>Reference 2021: 18.4%.</i> The number of breastfeeding rooms will have increased. A room or a modular structure will be available at the main sites. <i>Reference 2021: 7</i>	<ul style="list-style-type: none"> ▶ Share of men working part-time (in %) ▶ Share of part-time managers (in %) ▶ Number of new breastfeeding rooms created and modular structures installed

Action	Key Results 2025 (unless otherwise stated)	Indicators
Promote the inclusion of the LGBTIQ+ population		
36 Reduce discrimination-related complaints of the LGBTIQ+ population within the HUG (harassment committee)	The HUG will have obtained the Swiss LGBT label and will retain the label over time.	▶ Swiss LGBT label
37 Improve the inclusion of LGBTIQ+ staff	100% of key internal administrative documents (e.g. documents related to staff engagement processes) will have been reviewed. <i>Reference 2021: unknown number of documents</i> At least one person will have been trained and will be a focal point for LGBTIQ+ staff inclusion issues within the HR team of each department as well as within the directorates.	▶ Number of key internal administrative documents in a simplified gender-inclusive style (e.g. documents in relation to staff engagement processes) ▶ Number of people trained and made aware of the issue
38 Improve care for LGBTIQ+ patients	100% of key external administrative documents (e.g. documents related to patient registration) will have been reviewed. A network of diversity referrers, including trained medical and nursing staff, will have been established. 50% of the reception staff will have been trained.	▶ Number of key external administrative documents in a gender-inclusive style (e.g. documents related to patient registration) ▶ Number of trained medical, nursing and reception staff
39 Developing inclusive and non-gendered signage	An inclusive and gender-neutral signage charter will have been defined and inclusive signage will have been installed in new buildings or during major renovations. <i>Reference 2021: none</i> <i>NB: This action is closely coordinated with Action 45. The signage charter also integrates the needs of people with disabilities.</i>	▶ Number of inclusive panels

Action	Key Results 2025 (unless otherwise stated)	Indicators
Improve the reception and care of people with disabilities		
40 Strengthen the training of medical, nursing and reception staff on the issue of disability and the care of patients with disabilities	80 health professionals will have been trained in caring for patients with disabilities by 2025. 100% of reception staff (including temporary staff) will have been trained.	<ul style="list-style-type: none"> ▶ Number of training courses ▶ Number of HUG participants in training courses (courses open to other institutions)
41 Develop a network of referrers and medical/ caregiver referrers for disability among medical and nursing staff	A network of referrers (based on the model of pain referrers) will have been created and the role of disability referrer will have been formalized. The network will include at least one medical-nursing pair per department in the Women, Child and Adolescent Department, the Department of Medicine, the Department of Acute Medicine, the Department of Primary Care Medicine, the Department of Psychiatry and the Department of Clinical Neurosciences.	<ul style="list-style-type: none"> ▶ Network of referrers created (exists yes/no) ▶ Number of people in the network
42 Create a group of volunteers trained to support people with disabilities	20 volunteers will be active members of the group of volunteers trained to support people with disabilities. 100% of active volunteers in the disability volunteer group will have received at least 15 hours of training.	<ul style="list-style-type: none"> ▶ Number of volunteers recruited ▶ Number of volunteers trained
43 Position the HUG as a reference center for the care of people with disabilities in French-speaking Switzerland	The Disability program will be sustainable and will serve as an example for other similar programs in French-speaking Switzerland. The Complex Care Center will be operational and recognized.	<ul style="list-style-type: none"> ▶ Disability program for adults (exists yes/no) ▶ Complex Care Center for children (exists yes/no)
44 Carry out an assessment on the accessibility of buildings for people with disabilities and propose recommendations (for each HUG site)	50% of the HUG sites will have an assessment of accessibility of buildings to persons with disabilities <i>Reference 2021: diagnosis in progress for the Cluse-Roseraie site</i>	▶ Number of HUG sites with a diagnosis of accessibility for people with disabilities (including recommendations)
45 Implement priority measures to improve access to information for people with disabilities	The priority improvement measures for the Cluse-Roseraie site will have been quantified and a target for achievement by 2025 will have been set and the work planned up to 2025 will have been carried out. On the basis of the diagnoses carried out for the Belle-Idée and Trois-Chêne sites, improvement targets for the 2025 timeframe will have been set and the work planned up to 2025 will have been carried out. <i>NB: This action is closely coordinated with Action 39. The signage charter also incorporates best practice in inclusive and gender-neutral signage.</i>	▶ Number of priority measures to improve the accessibility of buildings for people with disabilities implemented in the HUG area
Promote, improve and maintain the physical and mental health of staff		
46 Include in every staff induction visit information on the specific risks of the workplace and advice on prevention	100% of newly hired staff will have received information on the risks (physical, chemical, infectious agents and psychosocial constraints) related to their workplace and prevention advice for both the individual and the environment	<ul style="list-style-type: none"> ▶ Number of recruitment visits with prevention of specific risks ▶ Number of established and updated procedures

Action	Key Results 2025 (unless otherwise stated)	Indicators
Define a career management policy that encourages and promotes professional mobility		
47 Promote professional development opportunities and analyze internal job mobility movements	The Professional Pathways Map (Metro map) will have been completed and simplified. It will be a reference tool available to employees to help them better understand and discover the professions within the HUG. <i>Reference 2021: 55% of the pathways map is completed.</i>	▶ % of the Professional Pathways Map complete
48 Promote innovative succession management programs to create pools of staff with a high potential for development and motivation to take on new functions	A new succession management program, along the lines of the one developed in 2021 for care team leaders, will have been developed by 2023. The succession management program will have been gradually extended to the other care functions as well as to the medical staff and operational roles by 2025. <i>Reference 2021: 1 succession management program (care team leaders)</i>	▶ Number of succession management programs
49 Raise awareness and inform staff about the professional mobility policy	An HR policy on professional mobility will have been formalized, set out in a charter and implemented. An awareness-raising campaign and event will have been carried out annually.	▶ Number of information or awareness-raising events ▶ Number of people participating
50 Propose programs to support and develop the skills to enable employees to clarify their career plans and prepare for their new duties	Staff will be aware of the coaching and skills development programs. <i>References 2021:</i> - 2 courses offered each year between 2018 and 2020 (stopped in 2021 due to Covid-19) - Individualized skills assessments (approx. 10) - Approximately 150 personalized support and individual follow-up by an HR specialist	▶ Awareness of the intranet page (number of clicks) ▶ Number of programs developed ▶ Number of people supported
Continue the policy of hiring and supervising apprentices		
51 Increase the number of apprenticeships carried out at the HUG	The number of apprentices will have reached 234 by 2024 (already a target). <i>Reference 2021: 211 apprentices</i> The apprenticeship rate will have increased to 4% of all employees in CFC occupations. <i>Reference 2021: 2.6%.</i>	▶ Number of apprentices ▶ Apprenticeship rate for all employees in CFC occupations (in %)
Continue the policy of hiring people reintegrating into the workplace		
52 Reintegrate people returning to the workplace into the training courses offered by the HUG	The number of reintegration training places will have increased (study in progress, targets will be formulated on the basis of the study results). <i>Reference 2021:</i> - 3 apprentices receiving the training allowance for people over 25 years old without vocational training - 85 places for reintegration courses	▶ Number of places offered for reintegration courses (e.g. motivational semester, people with disability insurance, migrants, unemployment, pre-apprenticeship, etc.)
53 Increase the integration of people in rehabilitation into the HUG job applications	The number of appointments out of all applications from the cantonal employment office (OCE) will have increased to 5%. <i>Reference 2021: 11 appointments out of 670 OCE proposals, or 1.6%.</i>	▶ Number of appointments from applications from the cantonal employment office (OCE) ▶ Appointment proportion share of all job applications from the cantonal employment office (in %)

SUSTAINABLE CONSUMPTION AND PRODUCTION

Action	Key Results 2025 (unless otherwise stated)	Indicators
Encourage suppliers to reduce their environmental and social impacts		
54 Adopt a responsible procurement charter and engage the HUG's suppliers	The responsible procurement charter will have been updated in 2023. <i>Reference 2021: Existing sustainable procurement policy, to be revised</i>	<ul style="list-style-type: none"> ▶ Existing and updated responsible purchasing charter (updated: yes/no)
55 Adapt and include sustainability criteria in calls for tender	A platform for sustainability assessment and monitoring of suppliers will be selected and implemented in 2023. 80% of HUG strategic suppliers will be referenced by 2025. Based on an initial inventory of the number of HUG suppliers referenced in the platform, a 2025 target for the number of referenced suppliers will be set and achieved. <i>Reference 2021: no evaluation platform</i>	<ul style="list-style-type: none"> ▶ Selection of a platform for evaluating and monitoring suppliers from a sustainability perspective (exists: yes/no) ▶ Share of HUG suppliers referenced in the platform (in %)
Strengthen sustainable procurement skills		
56 Train buyers on the challenges of sustainability in procurement	90% of the CAIB's purchasers will have attended at least 8 hours of training. <i>Reference 2021: Design of the training system</i>	<ul style="list-style-type: none"> ▶ Number of hours of training provided ▶ Number of people trained
57 Raise awareness of the CAIB's internal clients (HUG staff) of sustainable procurement	At least one awareness-raising action per year will be carried out on the theme of sustainable procurement. <i>Reference 2021: no awareness-raising action</i>	<ul style="list-style-type: none"> ▶ Number of awareness-raising actions ▶ Number of participants
Improve the range of everyday products and encourage sustainable choices		
58 Evaluate the products and services purchased as regards sustainability and select sustainable products	<p>100% of tenders for which criteria exist in the Swiss Sustainable Procurement Toolbox* will include these requirements.</p> <p>The technical specifications and award criteria of the Swiss Sustainable Procurement Toolbox by product category, as they are published, will be integrated into the tenders.</p> <p><small>* Swiss Sustainable Procurement Toolbox: www.pap.swiss/paquet-de-documents/toolbox-achats-responsables-suisse-3</small></p>	<ul style="list-style-type: none"> ▶ Number of products that have been assessed for sustainability or for which selection criteria exist in the Swiss Sustainable Procurement Toolbox*. ▶ Share of tenders that include the criteria of the Swiss Sustainable Procurement Toolbox* (in %)
Reduce the number of items of equipment and encourage their second life		
59 Identify possible second lives for goods and equipment to avoid their destruction (circular economy and reuse)	<p>50 goods per year will be offered on the Re-Resources platform (SIG) or donated for humanitarian actions.</p> <p>The internal supply of second-hand furniture will be known and used. <i>Reference 2021: Re-Resources platform not operational.</i> <i>Number of second-hand furniture items returned to circulation not quantified</i></p>	<ul style="list-style-type: none"> ▶ Number of goods or equipment offered on the cantonal Re-Resources platform ▶ Number of goods donated as humanitarian donations ▶ Number of second-hand furniture items returned into circulation
60 Promote the shared use of certain bio-medical equipment	The bio-medical equipment pool will have been stabilized. <i>Reference 2021: 36,500 items of equipment</i>	<ul style="list-style-type: none"> ▶ Number of bio-medical equipment items

Action	Key Results 2025 (unless otherwise stated)	Indicators
Reduce the impact of internal logistics		
61 Optimize internal logistics to reduce the environmental impact of inter-site transport and transport from the common logistics platform of the French-speaking university hospitals (Plexus-Santé)	<p>100% of inter-site journeys will have been analyzed and optimized.</p> <p>The HUG will be equipped with four electric trucks.</p> <p>100% of the transport between the Plexus-Santé common logistics platform and the HUG will be carried out with vehicles that meet at least the Euro 6 standard.</p> <p><i>NB: The purchase of electric trucks is a joint action between Action No. 18 and Action No.61.</i></p>	<ul style="list-style-type: none"> ▶ Share of inter-site journeys analyzed and/or optimized ▶ Number of electric or hydrogen powered trucks ▶ Motorization of the fleet used for transport between the HUG and Plexus- Santé.
Reduce the carbon footprint of food and promote local and seasonal food		
62 Promote the consumption of local and seasonal products in particular labelled as GRTA (Genève Région Terre Avenir)	<p>The percentage of Geneva Region - Terre Avenir (GRTA) vegetables in the overall supply will have increased to 43% in 2023 and to 45% in 2025.</p> <p><i>Reference 2021: 40%.</i></p> <p>The percentage of Swiss meat (and free zone) of the total meat purchased will have reached 80% by 2023 and 85% by 2025.</p> <p><i>Reference 2021: 72%.</i></p> <p>The GRTA label for all staff restaurants will be maintained.</p>	<ul style="list-style-type: none"> ▶ Share of Geneva Region - Terre Avenir (GRTA) vegetables (in %) ▶ Share of Swiss and free zone meat in total meat purchases (in %) ▶ Percentage of labelled Geneva Region - Terre Avenir (GRTA) staff restaurants (in %)
63 Increase the diversity of vegetarian meal offerings	<p>The total number of vegetarian meals consumed (including daily specials) will have been quantified and an increased target based on the indicator will have been set for 2025 and achieved.</p> <p>The number of recipes in the catering repository will have increased by 40% in 2023 and by 80% in 2025.</p> <p><i>Reference 2021: 22 recipes in the Vegetarian Dishes category</i></p>	<ul style="list-style-type: none"> ▶ Total number of vegetarian dishes consumed per month (daily specials and other dishes such as salads, etc.) ▶ Number of vegetarian recipes in the central kitchen's recipe repository
64 Reduce the total amount of meat consumed at the HUG (all types of meals), in particular red meat	<p>The total amount of meat will have been reduced by 10% in 2023 and by 20% in 2025.</p> <p><i>Reference 2021: 286.4 tonnes*.</i></p> <p>The amount of red meat* will have been reduced by 5% in 2023 and by 10% in 2025.</p> <p><i>Reference 2021: 155.4 tonnes</i></p>	<ul style="list-style-type: none"> ▶ Total quantity of meat* (in tonnes) ▶ Total quantity of red meat* (in tonnes) <p><small>* Reference data for the HUG Carbon Footprint (beef, lamb, horse, pork, veal, poultry and sausages) Red meat: beef, veal, lamb, horse, pork</small></p>
65 Reduce the amount of bottled drinks consumed at the HUG	<p>The quantity of bottled drinks consumed at the HUG will have been reduced by 50%.</p> <p><i>Reference 2021: 1,583,625 liters</i></p>	<ul style="list-style-type: none"> ▶ Total quantity of bottled drinks** (in liters) <p><small>** Reference data for the HUG Carbon Footprint (water and soft drinks, fruit juices, alcoholic drinks)</small></p>

Action	Key Results 2025 (unless otherwise stated)	Indicators
Reduce food-related waste		
66 Improve the management of meal orders for patients in order to reduce the number of unused trays	The number of unused trays will have been reduced by 80%. The amount of food waste will have been reduced by 30% (overall indicator). <i>Reference 2021: 421 tonnes</i>	<ul style="list-style-type: none"> ▶ Number of uneaten meals (tray intact) returned to the catering service ▶ Amount of food waste (in tonnes)
67 Reduce food waste from returns from patients' meals	The number of small portions ordered will have increased by 80%. <i>Reference 2021: 17% small portions of total portions served</i> The amount of food waste will have been reduced by 30% (overall indicator). <i>Reference 2021: 421 tonnes</i>	<ul style="list-style-type: none"> ▶ Share of small portions ordered ▶ Quantity of food waste (in tonnes)
68 Increase the use of reusable tableware	Single-use plastics and containers for sale on-site will have been removed. The number of reusable containers will have increased by 50%. <i>*Reference 2021: 3 containers</i>	<ul style="list-style-type: none"> ▶ Total number of reusable containers
69 Further expand partnerships for food surplus donations to Geneva-based associations	The existing partnerships with Partage and Too Good to Go will have been extended to all sites (restaurants, centralized kitchens). The amount of food waste will have been reduced by 30% (overall indicator). <i>*Reference 2021: 421 tonnes</i>	<ul style="list-style-type: none"> ▶ Number of sites included in the partnerships ▶ Number of partnerships ▶ Quantity of food waste (in tonnes)
Reduce waste and improve recycling		
70 Identify areas for improvement and major options for reducing waste and increasing sorting; implement them	A waste management plan will have been established by 2023 and will be implemented.	<ul style="list-style-type: none"> ▶ Waste management plan (exists: yes/no)
71 Raise awareness of waste sorting and recycling among staff	An awareness-raising campaign or event on the theme of waste reduction or separation will be carried out annually.	<ul style="list-style-type: none"> ▶ Number of awareness campaigns ▶ Number of people with heightened awareness

Action	Key Results 2025 (unless otherwise stated)	Indicators
Engage in responsible digital transformation		
72 Assess and quantify the digital environmental footprint of the HUG	<p>The HUG will have a management dashboard allowing:</p> <ul style="list-style-type: none"> ▶ The visualization of the HUG's digital carbon footprint by department and by service. ▶ The prediction of greenhouse gas emission trajectories according to the options taken on the information systems 	<ul style="list-style-type: none"> ▶ Overall greenhouse-gas emissions from the HUG information systems
73 Design and use sustainable digital goods and services	<p>Tenders for IT equipment and services will include sustainability criteria.</p> <p>Responsible digital indicators will be available for the governance of information systems (IS) projects in order to identify environmental and societal impacts before projects are launched.</p> <p>The HUG-ISD eco-design reference system will have been created. It will integrate all the aspects of sustainable development.</p>	<ul style="list-style-type: none"> ▶ Share of calls for tender that include sustainability criteria ▶ Eco-design framework for digital solutions HUG-ISD (exists: yes/no) ▶ Share of internal development projects that respect the HUG-ISD eco-design framework
74 Promote reuse, repair, circular economy and recycle e-waste	<p>The life span of all IT equipment will have been increased. *Reference 2021 k: 5 years for PCs</p> <p>The annual growth in the number of IT equipment items will have been stabilized. *Reference 2021: +8% per year</p> <p>Removed equipment still in good condition will have found a second life within the HUG or via the local circular economy.</p>	<ul style="list-style-type: none"> ▶ Number of years equipment has been in use (per equipment) ▶ Annual growth rate of IT equipment (in %) ▶ Number of appliances donated to third parties that are refurbished
75 Inform and train hospital staff on environmental and social issues related to digitalization	<p>Digital responsibility will be a familiar subject for HUG employees and the three major actions carried out on the subject will be identified.</p> <p>Responsible digital referrers will have been appointed within the departments and they will participate in the responsible digital approach.</p>	<ul style="list-style-type: none"> ▶ Number of HUG employees made aware of the issue (excluding the ISD) ▶ Number of project managers made aware of the issue and trained ▶ Number of responsible digital referrers ▶ Number of internal HUG awareness-raising events held
76 Offer innovative digital services enabling the carbon footprint to be reduced	<p>The ISD will have identified, with the HUG's professionals, those issues where a digital service would provide significant added value in terms of reducing the carbon footprint.</p> <p>The digital solutions with the greatest added value in terms of reducing the carbon footprint will have been implemented.</p>	<ul style="list-style-type: none"> ▶ Number of issues identified with the HUG professionals where a digital solution would help to reduce the carbon footprint ▶ Number of solutions implemented to share and/or limit resources
77 Place Hospital Information System data at the service of the ecological and inclusive transition	<p>Data from the information systems will have been consolidated and will be used to steer the activities of the HUG from a sustainable development perspective.</p>	<ul style="list-style-type: none"> ▶ Number of indicators monitored on a scoreboard for the achievement of sustainable development goals (SDGs)
78 To be a reference player for responsible digitalization	<p>The HUG will have obtained the responsible digital label from the Institut du Numérique Responsable (INR).</p> <p>The HUG will collaborate actively with the INR to promote digital responsibility in Switzerland.</p> <p>The HUG will be recognized as a reference for digital responsibility in Switzerland.</p>	<ul style="list-style-type: none"> ▶ Number of communications and experience-sharing on the subject of digital responsibility outside the HUG

COMMON TOPICS

Action	Key Results 2025 (unless otherwise stated)	Indicators
Sustainability in projects		
79 Integrate the issues of sustainability in the HUG project methodology	The HUG project methodology will have been adapted to integrate sustainability into project assessment and prioritization.	▶ A sustainability evaluation is included in the project prioritization matrix (exists: yes/no)
80 Train regular and occasional project leaders to evaluate the sustainability in projects	Training on the use of the sustainability evaluation tool in HUG projects and on the evaluation of sustainability in projects more broadly will be available and the project leaders will have been trained.	▶ Number of people trained
Reporting		
81 Establish a reference for reporting and publishing sustainability indicators	Indicators will be included in the sustainability report: ▶ These data will be published annually to for monitoring over time. ▶ The data published in the sustainability report will cover the reporting period and the previous two years (year n, n-1 and n-2).	▶ Indicators included in the sustainability report (exists: yes/no)
82 Developing a report on sustainability	A sustainability report will be published annually.	▶ Annual sustainability report (exists: yes/no)
Awareness raising, training and information		
83 Raise awareness and provide information on sustainability issues in the hospital	A sustainability report will be published annually. At least one awareness-raising or information event on sustainability will be organized each year. Specific awareness-raising, information and training actions are included in the action plans of the different strategic areas.	▶ Number of events ▶ Number of people participating

