



Makeshift Sanctuary by artist Dana DePew, 2019

2020 Sustainability & Global Citizenship Report

We are proud to present our eleventh consecutive annual sustainability and global citizenship report detailing our work in the 2019 calendar year. Cleveland Clinic is committed to advancing practices that promote a just, thriving and green global economy. As such, we are a signatory of the United Nations (UN) Global Compact, a voluntary call to companies to align strategies and operations with universal principles on human rights, labor, the environment and anti-corruption, and take actions that advance societal goals. In this Communication on Progress, we include metrics, highlight stories and our approach for managing various environmental, social and governance topics most important to our organization and valued stakeholders.

In addition to addressing the Ten Principles of the UN Global Compact, we prepared this report in accordance with the Global Reporting Initiative's (GRI) core option standards. The first and most widely adopted global sustainability reporting standards, the GRI standards provide guidance on identifying, prioritizing and measuring progress on the management of an organization's most significant impacts, risks and opportunities. This document maps our report content to the GRI standards, U.N. Global Compact Principles and UN Sustainable Development Goals with accompanying links to report content. To view the full report, please visit clevelandclinic.org/ungc.

Dear Patients, Caregivers and Community Members,

Cleveland Clinic is a proud citizen of the world. Our international mission includes patient care, research and education. We were an early signer of the United Nations Global Compact, an agreement in which businesses pledge to take action to improve society. We share the Global Compact's principles of human rights, environmental responsibility and corporate integrity. We are pleased to offer this 11th annual Communication on Progress, using the Global Reporting Initiative's standards to measure our performance.



Although the COVID-19 pandemic emerged after the period covered by this 2019 progress report, this unprecedented challenge has further highlighted the urgent need to address disparities in treatment outcomes and access to medical care. Responding to the pandemic has reiterated all that is good and courageous in the healthcare workforce. More than ever, hospitals and medical centers are mobilizing to address the social conditions that affect the health of our communities.

Cleveland Clinic's pandemic response has been intensive, broad-based and community-focused. We converted an education building into a 1,000-bed surge hospital in record time to meet the potential needs of Northeast Ohio. Our medical teams traveled to hospitals in New York City, Detroit and abroad to support overburdened providers. We launched initiatives to improve data collection and to develop effective tests and treatments. Our expansive internet presence has enabled us to provide reliable, evidence-based educational material on COVID-19 to reach millions of people worldwide.

Racism also is an urgent public health crisis that demands action. Cleveland Clinic has partnered with civic leaders on a new task force to address issues such as life expectancy, infant mortality, chronic disease and timely care that disproportionately affect people of color. We are expanding the primary care services we provide in urban communities near our main campus. And we have launched internal initiatives to ensure diversity in our leadership and to foster increased discussion of racism and bias concerns.

We continue to improve environmental sustainability through strategic purchasing, construction and recycling. These efforts are mirrored at all locations in the Cleveland Clinic Health System.

Cleveland Clinic has again been honored by Ethisphere as one of the world's most ethical companies; recognized as No. 3 on DiversityInc's list of hospitals and health systems leading the way in diversity and inclusion; and ranked by Practice Greenhealth among the Top 25 hospitals demonstrating environmental excellence and sustainability leadership.

We are pleased to share the information in this year's Communication on Progress. Thank you for your interest.

Sincerely,

A handwritten signature in black ink that reads "Tomislav Mihaljevic". The signature is written in a cursive, flowing style.

[Tomislav Mihaljevic, MD](#)
Chief Executive Officer and President

Materiality and Stakeholder Engagement

As a community anchor and the largest employer in the state of Ohio, our decisions have the ability to impact many different stakeholders. Our stakeholders also have the ability to influence our operations as we work to address their evolving needs. By engaging with our stakeholders on a regular basis, we are better equipped to formulate solutions in partnership with them.

We communicate with our stakeholders on an annual basis or more frequently to help us identify and prioritize the sustainability topics that are most material to our operations. We engage our patients and caregivers through internal surveys; conduct ongoing in-person interviews with our executive team, board members and representatives from key external stakeholder groups; and invite many of our stakeholders to attend facility openings, addresses by Cleveland Clinic executives and other Clinic-hosted events open to the public and other officials. We also periodically provide briefings to representatives of federal, state and local governments on issues important to healthcare providers.

We use the results of these discussions, as well as research and trend data related to our material issues, to shift the prioritization of our material topics each year as necessary. Some of the external groups we engaged for this report include:

- American Heart Association
- American Lung Association
- City of Cleveland
- Cleveland Foundation
- Department of Energy
- Environmental Protection Agency
- Evergreen Cooperatives
- Health and Human Services
- Local, state and federal government stakeholders
- National Institute of Health
- North Union Farmers Market
- Ohio Hospitals Association
- Practice Greenhealth

We group our material topics into three distinct tiers, with Tier 1 topics having the greatest influence on our stakeholders and/or the greatest impact on the economy, environment and society.














- Tier 1: topics to set goals for, manage and provide robust discussion for in our reporting
- Tier 2: topics to set goals for and manage
- Tier 3: topics to manage and monitor

Both our internal and external stakeholders ranked several topics similarly high: indirect economic impacts of our operations, our engagement with the communities we serve, population health, research and innovation, access to care, quality of care and the inherent link between human health and the health of the environment. We weighed the responses of our patients and caregivers with additional consideration in alignment with our vision to become the best place for care anywhere and the best place to work in healthcare.












Due to disruptions from COVID-19, we have postponed the thorough update to our materiality assessment that we planned to conduct for this reporting cycle.

Cleveland Clinic Materiality Assessment









Tier 1






Topics	Boundary
 Indirect Economic Impacts	All wholly owned and operated health system operations in Ohio, Florida and Nevada
 Population Health	All health system operations in Ohio, Florida and Nevada
 Community Engagement	All health system operations in Ohio, Florida and Nevada
 Environmental and Human Health Link	All health system operations in Ohio and Florida
 Climate Mitigation and Resilience	All health system operations in Ohio and Florida
 Access to Care	All national and international Cleveland Clinic operations
 Quality of Care	All national and international Cleveland Clinic operations
 Research and Innovation	All national and international Cleveland Clinic operations
 Integrated Care	All national and international Cleveland Clinic operations
 Patient Experience	All national and international Cleveland Clinic operations
 Patient Safety	All national and international Cleveland Clinic operations
 Caregiver Engagement	All national and international Cleveland Clinic operations
 Transparency	All national and international Cleveland Clinic operations

Tier 2

Topics	Boundary
 Government Relations	Local and state in areas of operations, and federal government
 Supplier Diversity	All operations with a focus on North American operations
 Energy Conservation	All health system operations in Ohio and Florida
 Waste Reduction	All health system operations in Ohio and Florida
 Healthy Buildings	All national and international Cleveland Clinic operations
 Environmentally Preferred Purchasing	All health system operations in Ohio and Florida with plans to expand to additional operations
 Healthy Foods	All national operations with a focus on Ohio and Florida
 Diversity	All national and international Cleveland Clinic operations
 Talent Development	All national and international Cleveland Clinic operations
 Workplace Wellness	All national and international Cleveland Clinic operations
 Caregiver Safety	All national and international Cleveland Clinic operations

Tier 3

Topics	Boundary
 Healthy Chemicals	All health system operations in Ohio and Florida
 Water Stewardship	All health system operations in Ohio and Florida
 Sustainable Transport	All health system operations in Ohio
 Governance	All national and international Cleveland Clinic operations
 Conflict of Interest	All national and international Cleveland Clinic operations
 Anti-Corruption	All national and international Cleveland Clinic operations
 Human Rights and Labor Standards	All national and international Cleveland Clinic operations
 Market Presence	All health system operations in Ohio and Florida

 Patients
  Governance
  Environment
  Caregivers
  Community

GRI Index

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
ORGANIZATIONAL PROFILE, GRI 102: GENERAL DISCLOSURES 2016		
102-1	Cleveland Clinic	a. Name of the organization.
102-2	Organizational Profile	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.
102-3	Cleveland, Ohio, United States of America	a. Location of the organization's headquarters.
102-4	Organizational Profile	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.
102-5	The Cleveland Clinic Foundation is an Ohio nonprofit corporation. As such, it is not owned by any individuals or corporate entities. The Cleveland Clinic Foundation serves as a direct or indirect parent or as the "sole member" or "sole regular member" of each affiliate within the Cleveland Clinic Health System (CCHS).	a. Nature of ownership and legal form.
102-6	Who Are Our Patients?	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.
102-7	By The Numbers State of the Clinic 2019	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.
102-8	Enterprise Demographics	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.
102-9	Sustainable Procurement	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.

GRI Index

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
102-10	State of the Clinic 2019	a. Significant changes to the organization's size, structure, ownership, or supply chain, including: <ol style="list-style-type: none"> changes in the location of, or changes in, operations, including facility openings, closings, and expansions; changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.
102-11	We apply the precautionary approach in our operations through our green design and construction and purchasing standards. Healthy Buildings , Sustainable Procurement	a. Whether and how the organization applies the Precautionary Principle or approach.
102-12	Healthcare Anchor Network's Impact Purchasing Commitment, Practice Greenhealth's Environmentally Preferable Purchasing Pledge, United Nations Sustainable Development Goals, United Nations Global Compact, Greater University Circle Initiative, Department of Energy's Better Building Challenge, Cleveland Climate Action Plan and Healthcare Without Harm's Healthcare Climate Pledge	a. A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.
102-13	Memberships	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.
STRATEGY, GRI 102: GENERAL DISCLOSURES 2016		
102-14	Letter from Tomislav Mihaljevic, MD Chief Executive Officer and President	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.
102-15	Materiality & Boundary , Patients , Caregivers , Community , Environment , Governance	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.
ETHICS AND INTEGRITY, GRI 102: GENERAL DISCLOSURES 2016		
102-16	Mission, Vision, Values Governance	a. A description of the organization's values, principles, standards, and norms of behavior.
102-17	Governance	a. A description of internal and external mechanisms for: <ol style="list-style-type: none"> seeking advice about ethical and lawful behavior, and organizational integrity; reporting concerns about unethical or unlawful behavior, and organizational integrity.
GOVERNANCE, GRI 102: GENERAL DISCLOSURES 2016		
102-18	Governance	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.
STAKEHOLDER ENGAGEMENT, GRI 102: GENERAL DISCLOSURES 2016		
102-40	Stakeholder Engagement	a. A list of stakeholder groups engaged by the organization.

GRI Index

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
102-41	3.7% of our enterprise caregivers are covered by enterprise collective bargaining agreements. Cleveland Clinic has collective bargaining agreements with various groups of employees working at certain subsidiaries in a variety of roles. Cleveland Clinic believes that its relationships with the unions are positive and that any expiring collective bargaining agreements during the current or upcoming fiscal years will be renegotiated without any disruption in service or operations of the related facilities.	a. Percentage of total employees covered by collective bargaining agreements.
102-42	Stakeholder Engagement	a. The basis for identifying and selecting stakeholders with whom to engage.
102-43	We engage with all of the stakeholder groups involved in our materiality process on an annual basis or more frequently. Stakeholder Engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.
102-44	Confidentiality Constraints: In our materiality process, we respect the confidentiality of information individual stakeholders share with us and report the responses of all our external stakeholders in aggregate. We invited subject matter experts in environmental, social and governance issues to aid in the prioritization process and to provide additional context around key topics specific to their areas of expertise. Stakeholder Engagement , Materiality & Boundary	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.
REPORTING PRACTICE, GRI 102: GENERAL DISCLOSURES 2016		
102-45	Financial Statements	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.
102-46	Materiality & Boundary	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.
102-47	Materiality & Boundary	a. A list of the material topics identified in the process for defining report content.
102-48	There are no restatements of information given in previous reports.	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.
102-49	There are no significant changes from previous reporting periods in material topics and topic boundaries.	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.
102-50	Calendar year, January - December 2019	a. Reporting period for the information provided.
102-51	Dec-19	a. If applicable, the date of the most recent previous report.
102-52	Annual	a. Reporting cycle.
102-53	For more information regarding this report's content, contact Cleveland Clinic's Corporate Communications Department at +1.216.444.0141	a. The contact point for questions regarding the report or its contents.

GRI Index

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
102-54	This report has been prepared in accordance with the GRI Standards: Core option	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either: <ol style="list-style-type: none"> i. 'This report has been prepared in accordance with the GRI Standards: Core option'; ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.
102-55		The reporting organization shall report the following information: <ol style="list-style-type: none"> a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: <ol style="list-style-type: none"> i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.
102-56	The Cleveland Clinic Foundation ("Cleveland Clinic") is an Ohio nonprofit corporation that is tax-exempt under Section 501(c)(3) of the Internal Revenue Code. It operates an academic medical center and health system. Cleveland Clinic makes mandatory and voluntary disclosures to a variety of governmental and nongovernmental entities, including the Internal Revenue Services, the Centers for Medicare and Medical Services, the Environmental Protection Agency, Ohio Department of Health, Department of Energy, Ohio Hospital Association and Practice Greenhealth. Cleveland Clinic's financial statements are audited on an annual basis by Ernst & Young LLP, and it makes quarterly financial disclosures pursuant to requirements of its outstanding debt. The Cleveland Clinic's Executive Steering Committee has determined it will not seek third-party verification of this report at this time.	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. <ol style="list-style-type: none"> b. If the report has been externally assured: <ol style="list-style-type: none"> i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
ECONOMIC		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016		
103-1	Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. any specific limitation regarding the topic Boundary.
103-2	Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
201-3	Anchor Institution Initiatives , Public Health Programs , Our Stories	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements.
203-2	Anchor Institution Initiatives , Public Health Programs , Our Stories	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
SUPPLIER DIVERSITY (GRI 204: PROCUREMENT PRACTICES 2016)		
103-1	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
204-1	Sustainable Procurement , Economic Development	The reporting organization shall report the following information: a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.
ENVIRONMENTAL		
ENVIRONMENTAL HEALTH AND HUMAN HEALTH LINK		
103-1	Environment	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-2	Environment	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Environment	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
CLIMATE MITIGATION AND RESILIENCE (GRI 305: EMISSIONS 2016)		
103-1	Climate Resilience	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Climate Resilience	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Climate Resilience	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
305-1	<p>We use the GHG protocol methodologies and factors to calculate our carbon footprint. Gases in our Scope 1 emissions calculations include CO2 and anesthesia gas.</p> <p>Reducing Our Carbon Footprint</p>	<ul style="list-style-type: none"> a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO2 equivalent. d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.
305-2	<p>We use the GHG protocol methodologies and factors to calculate our carbon footprint. Gases in our Scope 2 emissions calculations include CO2.</p> <p>Reducing Our Carbon Footprint</p>	<ul style="list-style-type: none"> a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.
305-3	<p>Information Unavailable: We currently do not have data to track our Scope 3 emissions. We are in the process of gathering data to track scope 3 emissions, with an emphasis on emissions from supply chain and caregiver transportation.</p>	<ul style="list-style-type: none"> a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent. b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.
305-4	<p>Reducing Our Carbon Footprint</p>	<ul style="list-style-type: none"> a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
305-5	Reducing Our Carbon Footprint	<ul style="list-style-type: none"> a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.
305-6	Not applicable: CFC emissions comprise an immaterial proportion of our emissions (less than 1%).	<ul style="list-style-type: none"> a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.
305-7	Reducing Our Carbon Footprint	<ul style="list-style-type: none"> a. Significant air emissions, in kilograms or multiples, for each of the following: <ul style="list-style-type: none"> i. NOX ii. SOX iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.
ENERGY CONSERVATION (GRI 302: ENERGY 2016)		
103-1	Energy Conservation	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Energy Conservation	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-3	Energy Conservation	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
302-1	In 2019, we consumed 21522 gallons of fuel oil, 239,389 gallons of gasoline and 40,490 gallons of diesel fuel. We used 559,268,712 kWh of electricity, 20,646,474 therms of natural gas, and 165,916,303 kBtus of district steam. We generated 82,471 kWh of renewable energy from our solar array on main campus. Energy Conservation	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.
302-2	Information Unavailable: We do not currently track energy use outside our organization, but are in the process of gathering data to track scope 3 emissions, with an emphasis on emissions from supply chain and caregiver transportation.	a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.
302-3	Goal Progress	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.
302-4	Goal Progress	a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.
302-5	Products are not applicable as we are a service-based organization. Our largest consumption of energy related to our services is from our facilities. Energy Conservation , Healthy Buildings	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
WASTE REDUCTION (GRI 306: EFFLUENTS AND WASTE 2016)		
103-1	Waste Reduction	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Waste Reduction	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Waste Reduction	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
306-1	Information Unavailable: We do not currently have this data available and will explore obtaining it for the next reporting period.	<ul style="list-style-type: none"> a. Total volume of planned and unplanned water discharges by: <ul style="list-style-type: none"> i. destination; ii. quality of the water, including treatment method; iii. whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
306-2	Landfill Diversion	<ul style="list-style-type: none"> a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: <ul style="list-style-type: none"> i. Disposed of directly by the organization, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor
306-3	We did not have any significant spills during this reporting period.	<ul style="list-style-type: none"> a. Total number and total volume of recorded significant spills. b. The following additional information for each spill that was reported in the organization's financial statements: <ul style="list-style-type: none"> i. Location of spill; ii. Volume of spill; iii. Material of spill, categorized by: oil spills (soil or water surfaces), fuel spills (soil or water surfaces), spills of wastes (soil or water surfaces), spills of chemicals (mostly soil or water surfaces), and other (to be specified by the organization). c. Impacts of significant spills.
306-4	Hazardous and Regulated Medical Waste	<ul style="list-style-type: none"> a. Total weight for each of the following: <ul style="list-style-type: none"> i. Hazardous waste transported ii. Hazardous waste imported iii. Hazardous waste exported iv. Hazardous waste treated b. Percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used.
306-5	We do not significantly affect local bodies of water or habitats with water discharges and/or runoff associated with our operations.	<ul style="list-style-type: none"> a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: <ul style="list-style-type: none"> i. the size of the water body and related habitat; ii. whether the water body and related habitat is designated as a nationally or internationally protected area; iii. the biodiversity value, such as total number of protected species.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
ENVIRONMENTALLY PREFERRED PURCHASING (GRI 204: PROCUREMENT PRACTICES 2016, GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016)		
103-1	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Sustainable Procurement , Economic Development	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
204-1	Sustainable Procurement , Economic Development	The reporting organization shall report the following information: a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.
308-1	Information Unavailable: We are focusing on screening products and eliminating polyvinyl chloride (PVC) and Di-2-ethylhexyl phthalate (DEHP) from our supply chain, and will share additional information on screening our suppliers in the future. Sustainable Procurement	a. Percentage of new suppliers that were screened using environmental criteria.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
308-2	<p>Information Unavailable: We are focusing on screening products and eliminating polyvinyl chloride (PVC) and Di-2-ethylhexyl phthalate (DEHP) from our supply chain, and will share additional information on screening our suppliers in the future.</p> <p>Sustainable Procurement</p>	<ul style="list-style-type: none"> a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.
HEALTHY FOOD (GRI 204: PROCUREMENT PRACTICES 2016)		
103-1	<p>Local and Sustainable Food, Workplace Wellness</p>	<ul style="list-style-type: none"> a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.
103-2	<p>Local and Sustainable Food, Workplace Wellness</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	<p>Local and Sustainable Food, Workplace Wellness</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
204-1	<p>Local and Sustainable Food, Workplace Wellness</p>	<ul style="list-style-type: none"> a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
HEALTHY BUILDINGS		
103-1	Healthy Buildings	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Healthy Buildings	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Healthy Buildings	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
SOCIAL		
CAREGIVER ENGAGEMENT		
103-1	Caregiver Engagement	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-2	Caregiver Engagement	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Caregiver Engagement	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
TALENT DEVELOPMENT (GRI 404: TRAINING AND EDUCATION 2016)		
103-1	Caregivers	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Talent Development	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Talent Development	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
404-1	Information Unavailable: We do not currently have this data available and will explore obtaining it for the next reporting period. Talent Development	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.
404-2	Talent Development , Workplace Wellness	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.
404-3	Talent Development	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.
DIVERSITY (GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016)		
103-1	Diversity & Demographics	For each material topic, the reporting organization shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Diversity & Demographics	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Diversity & Demographics	For each material topic, the reporting organization shall report the following information: a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
405-1	<p>As of December 2020, there are 27 members of the Cleveland Clinic Board of Directors, which includes two senior members of the Cleveland Clinic Board of Governors, nine female directors (including the Board Chair), two African-American Directors, one Asian Director and one Hispanic Director. All members of the Cleveland Clinic Board of Directors are over the age of 50.</p> <p>Diversity & Demographics</p>	<p>a. Percentage of individuals within the organization’s governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).
405-2	<p>Information Unavailable: We do not currently have this data available and will explore obtaining it for the next reporting period.</p>	<p>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. The definition used for ‘significant locations of operation’.</p>
WORKPLACE WELLNESS		
103-1	<p>Workplace Wellness</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	<p>Workplace Wellness</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	<p>Workplace Wellness</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
CAREGIVER SAFETY (GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018)		
103-1	Caregiver Safety	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Caregiver Safety	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Caregiver Safety	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
403-1	Cleveland Clinic has not implemented an occupational health and safety management system.	<ul style="list-style-type: none"> a. A statement of whether an occupational health and safety management system has been implemented, including whether: <ul style="list-style-type: none"> i. the system has been implemented because of legal requirements and, if so, a list of the requirements; ii. the system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
403-2	<p>As part of the Compliance Program, employees are expected to report suspected noncompliant behavior to their manager, the Corporate Compliance Office, or the Chief Legal Officer. To promote reporting, Cleveland Clinic maintains anonymous reporting phone lines and email options. Non-Retaliation is included in our code of conduct: There will be no negative consequences or retaliation for good faith reporting of possible misconduct.</p> <p>Caregiver Safety, Compliance and Ethics</p>	<ul style="list-style-type: none"> a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: <ul style="list-style-type: none"> i. how the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.
403-3	<p>Caregiver Safety</p>	<ul style="list-style-type: none"> a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.
403-4	<p>Cleveland Clinic has not implemented an occupational health and safety management system. Through our daily tiered huddles, workers at all levels of the organization share information, including any health and safety concerns, which are reported to the executive level.</p> <p>Caregiver Safety</p>	<ul style="list-style-type: none"> a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.
403-5	<p>All new hires complete safety training and all caregivers complete safety training on an annual basis. We provide additional training for caregivers relating to any and all specific work-related safety issues pertaining to their work areas.</p> <p>Caregiver Safety</p>	<ul style="list-style-type: none"> a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.
403-6	<p>Workplace Wellness</p>	<ul style="list-style-type: none"> a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.
403-7	<p>Caregiver Safety</p>	<ul style="list-style-type: none"> a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
403-8	Not Applicable: Cleveland Clinic has not implemented an occupational health and safety management system.	<p>a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines:</p> <ul style="list-style-type: none"> i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. <p>b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>
403-9	Caregiver Safety	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. <p>c. The work-related hazards that pose a risk of high-consequence injury, including:</p> <ul style="list-style-type: none"> i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. <p>d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls.</p> <p>e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.</p> <p>f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
403-10	<p>Caregiver Safety Information Unavailable: We do not currently have all the information available for this disclosure and will explore obtaining it for the next reporting period.</p>	<p>a. For all employees:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. <p>c. The work-related hazards that pose a risk of ill health, including:</p> <ul style="list-style-type: none"> i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. <p>d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</p> <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>
COMMUNITY ENGAGEMENT (GRI 413: LOCAL COMMUNITIES 2016)		
103-1	<p>Community</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	<p>Community</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	<p>Community</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
413-1	<p>Community We have community advisory boards for every hospital comprised of local community members to discuss and address concerns.</p>	<p>a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:</p> <ul style="list-style-type: none"> i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.
413-2	<p>Not Applicable: Our stakeholders have not identified material potential or actual negative impacts on local communities from our operations.</p>	<p>a. Operations with significant actual and potential negative impacts on local communities, including:</p> <ul style="list-style-type: none"> i. the location of the operations; ii. the significant actual and potential negative impacts of operations.
POPULATION HEALTH		
103-1	<p>Community, Community Health</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	<p>Community, Community Health</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	<p>Community, Community Health</p>	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
GOVERNMENT RELATIONS		
103-1	Advocacy and Policy	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Advocacy and Policy	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Advocacy and Policy	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
TRANSPARENCY		
103-1	Reporting, Governance	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-2	Reporting, Governance	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Reporting, Governance	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
ACCESS TO CARE		
103-1	Integrated Care, Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Integrated Care, Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Integrated Care, Community	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
QUALITY OF CARE		
103-1	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
RESEARCH AND INNOVATION		
103-1	Integrated Care, State of the Clinic	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-2	Integrated Care , State of the Clinic	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Integrated Care , State of the Clinic	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
INTEGRITY CARE		
103-1	Integrated Care	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Integrated Care	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Integrated Care	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
PATIENT EXPERIENCE		
103-1	Patients	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.
103-2	Patients	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Patients	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.
PATIENT SAFETY		
103-1	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. where the impacts occur; ii. the organization’s involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.

Specific Standard Disclosures

Standard Disclosure	Standard Disclosure Title	Disclosure Requirements
103-2	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives
103-3	Patient Safety & Quality of Care Data	<p>For each material topic, the reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.

UN Global Compact Principles

Principle	Description	Report Link
CONTINUING SUPPORT		
	Statement of Continuing Support	Letter from Tomislav Mihaljevic, MD Chief Executive Officer and President
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Human Rights and Labor Standards
Principle 2	make sure that they are not complicit in human rights abuses.	Human Rights and Labor Standards
LABOR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of collective bargaining;	Governance , Caregivers
Principle 4	the elimination of all forms of forced and compulsory labor;	Governance , Caregivers
Principle 5	the effective abolition of child labor; and	Governance , Caregivers
Principle 6	the elimination of discrimination in respect of employment and occupation.	Governance , Caregivers
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Environment
Principle 8	undertake initiatives to promote greater environmental responsibility; and	Environment
Principle 9	encourage the development and diffusion of environmentally friendly technologies.	Environment
ANTI-CORRUPTION		
Principle 10		Transparency & Anti-Corruption

UN Sustainable Development Goals



Goal	Description	Report Link
No Poverty	End poverty in all its forms everywhere	Anchor Institution Initiatives
Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Local and Sustainable Food
Good Health and Well-Being	Ensure healthy lives and promote well-being for all at all ages	Patients , Public Health Programs
Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Public Health Programs , Talent Development , Anchor Institution Initiatives
Gender Equality	Achieve gender equality and empower all women and girls	Diversity and Demographics
Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	Water Stewardship
Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all	Energy Conservation , Climate Resilience
Decent Work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Caregivers
Industry, Innovation, and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Community , Healthy Buildings , Research and Innovation
Reduced Inequalities	Reduce inequality within and among countries	Diversity and Demographics
Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable	Public Health Programs , Anchor Institution Initiatives
Responsible Consumption and Production	Ensure sustainable consumption and production patterns	Sustainable Procurement
Climate Action	Take urgent action to combat climate change and its impacts	Climate Resilience
Life Below Water	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Water Stewardship
Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Environment
Peace and Justice, Strong Institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Advocacy and Policy
Partnerships for the Goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Community , Governance