



# Living Care Report Card 2024/25



# Acknowledgement of Country

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Southern Cross Care (NSW & ACT) acknowledges the Traditional Owners of the land and the waters upon which we work and live.

We pay our respects to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across Australia.

A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.



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# About us

Southern Cross Care (NSW & ACT) is dedicated to enriching the lives of older Australians through a comprehensive range of services, including Residential Aged Care, Home Care, and Retirement Living. With a presence in more than 40 locations across metropolitan, regional, and rural communities, we are committed to meeting the diverse needs of the people and places we serve.

At the heart of our organisation are the HEART values; honesty, empathy, acceptance, respect, and teamwork. These values guide every aspect of our work, shaping our relationships with residents, clients, families, staff, and partners. They define how we care, how we lead, and how we show up for our communities, ensuring that every individual feels seen, supported, and valued.

Our commitment to building inclusive and sustainable communities is reflected in every aspect of our work, from environmentally conscious building design to programs that support connection, wellbeing, and local partnerships. We recognise that caring for people and caring for the planet go hand in hand, and we are actively embedding this belief into our day-to-day operations and long-term decisions.

The Living Care Plan: People and Planet is our blueprint for doing just that. Grounded in Catholic social teaching and inspired by Laudato Si', the plan guides our efforts to create lasting impact across environmental stewardship, ethical leadership, and community wellbeing. This yearly statement shares our progress and learnings as we continue to build a future where people, place, and purpose thrive together.



# Message from CEO

At Southern Cross Care (NSW & ACT), we believe that care is most powerful when it is holistic, when it not only responds to the needs of individuals, but also protects and nurtures the world around them. As a Catholic-based organisation, our approach to aged care is rooted in deep respect for human dignity, the common good, and our responsibility to act as stewards of creation. Inspired by *Laudato Si'*, we recognise that aged care has a vital role to play in advancing environmental stewardship, social justice, and ethical leadership.

This inaugural Living Care Plan: People and Planet yearly statement reflects our commitment to embedding sustainability into the heart of our organisation. It marks the first report on our progress under the Living Care People and Planet Action Plan 2024–2027, and shares how we are honouring both our care responsibilities and our environmental footprint. It is a public statement of intent, demonstrating that our future must be one where aged care, sustainability, and purpose are inseparable.

The plan is structured around seven pillars that reflect a holistic and values-driven approach to sustainability: Response to the Cry of the Earth, Response to the Cry of the Poor, Ecological Economics, Sustainable Lifestyle, Ecological Education, Ecological Spirituality, and Community Engagement.

In our first year of implementation, we are proud of the progress made across all seven sustainability pillars. Highlights include:

- Achieved Silver Partner status in the NSW Government's Sustainability Advantage Program
- Enhanced person-centred care, reflected in our overall 4-star rating
- Development and implementation of supplier risk classification system
- Transition to hybrid fleet vehicles underway
- Continued the focus on emission reduction
- Developed our fifth modern slavery statement
- Delivered community ties and volunteer engagement

These achievements reflect the collective effort of people across our organisation who are embracing sustainability not as a task, but as a mindset. Whether working in frontline care teams, property, procurement, or support office, our people are driving change in practical, meaningful ways that align with our HEART values and our vision for the future. It is this shared ownership that gives us confidence in what is possible.

We also recognise that real transformation takes time. This report is not only about celebrating progress, it's about naming the work still ahead. Strengthening our data capability, building deeper sustainability literacy across our workforce, and embedding ecological responsibility into everyday decision-making remain critical priorities. In particular, we will continue to focus on the intersection between care quality and environmental wellbeing, recognising that healthy environments contribute to healthy lives.

As we continue this journey, we do so with humility, hope, and determination. Our vision is clear: to create environments where older Australians can live to the full. We are grateful to our residents, clients, staff, volunteers, and partners for walking this path with us. Together, we can shape a future where people and planet thrive, side by side.

*Monique Reynolds*

**Monique Reynolds**  
CEO



# Our Sustainability Governance and Approach

At Southern Cross Care (NSW & ACT), our sustainability commitments are underpinned by strong governance, cross-functional collaboration, and a shared understanding that ecological and social responsibility is central to our mission. Guided by Catholic social teaching and the message of *Laudato Si'*, we are embedding sustainability into how we lead, plan, and care, across every level of our organisation.

## Governance and Oversight

Sustainability is recognised as a strategic priority across Southern Cross Care (NSW & ACT). To drive implementation and cross-organisational alignment, a dedicated Living Care Working Group has been established. This group brings together representatives from property, procurement, care and clinical services, marketing and communication, risk, people and culture, change and strategic projects.

Meeting quarterly, the group is responsible for:

- Tracking progress across all seven sustainability pillars
- Reviewing RAG (Red-Amber-Green) status indicators for each initiative
- Escalating challenges to the executive for decision-making
- Sharing lessons and success stories from across our services
- Identifying opportunities for improvement and innovation

The working group plays a pivotal role in ensuring that sustainability is not a siloed function but is embedded across business areas and care settings.

## Staff Engagement and Training

Our people are at the heart of this transformation. In the first year of implementation, we began embedding sustainability practices into staff induction, training, and site-level operations. This includes:

- Our 2024 Leadership Conference brought together over 80 leaders to take part in a range of workshops, including a dedicated session on how to bring the Living Care Plan to life in their local communities.
- Information sessions on waste management and responsible consumption.
- Information sessions have been delivered to support site-level waste and energy reduction initiatives.
- A new learning module on our Living Care: Action Plan for People and Planet has been developed and will form part of our featured learning program for all staff.

In FY2026, we will continue to work with our strategic partners to build capability across the organisation. This includes supporting our Sustainability Working Group and exploring opportunities to expand awareness and understanding of the Living Care Plan among staff, residents, clients and suppliers.

## Data, Measurement and Transparency

A Power BI dashboard has been established to support our 40 communities in understanding how they're tracking against the Living Care: Action Plan for People and Planet, providing clear visibility across each pillar and initiative to guide local action.

We are also investing in improving the consistency and quality of our sustainability data. Future reporting will be enhanced through improved integration with facilities management systems, supplier dashboards, and carbon accounting frameworks.



## Sustainability and Enterprise Risk

We recognise that environmental and social risks can significantly impact our services and communities. Our proactive approach during Cyclone Alfred enabled us to activate our crisis management plan quickly, ensuring continuity of care and resident safety.

These risks are considered through our procurement policies, property strategies, and broader scenario planning. In FY26, we will continue to strengthen our risk indicators, escalation protocols, and board-level reporting.

## Partnerships and Collective Impact

We understand that meaningful sustainability outcomes are best achieved through collaboration. In our first year, we have built strategic partnerships with:

- 2XE, supporting our Net Zero Planning Grant and emissions modelling.
- Department of Climate Change, Energy, the Environment and Water through the Sustainability Advantage Program.
- The Green Guys Group, delivering LED lighting upgrades.
- Bunzl, working together on ethical sourcing and modern slavery risk.
- Landcare and local councils, engaging on biodiversity and community greening initiatives.

We are also deepening our connections with like-minded Catholic-based organisations and sector partners to share knowledge and advocate for just, inclusive, and values-based climate action.

## Our Commitment to Transparency

As a not-for-profit, we're not required to report on sustainability but we choose to. Being open about where we're heading, what we're learning, and how we're making progress is part of staying accountable to our people, our purpose, and the communities we serve.

We know the expectations around sustainability reporting are evolving, and we'll keep strengthening how we track and share our efforts so they remain clear, useful and grounded in what matters.



# Response to the Cry of the Earth

## Progress summary

Addressing environmental challenges through practical action. This pillar focuses on reducing our environmental footprint through data-informed, operationally practical strategies. Our actions aim to improve energy efficiency, reduce emissions, manage waste responsibly, and care for the natural environment across all SCC sites.

### Key achievements in FY2025:

- Secured a \$30,000 Net Zero Planning Grant from the NSW Department of Climate Change, Energy, the Environment and Water.
- Partnered with 2XE to complete carbon accounting and energy audits across multiple sites.
- Rolled out organics waste separation at 20 residential and retirement locations.
- Completed LED lighting upgrades across 14 sites.
- Continued commitment to emissions reduction, with solar installations committed at four sites beginning 1 June.
- Introduced biodiversity landscaping at our Bateau Bay site, integrating native species to support local ecosystems and resident wellbeing.

### Next steps:

- Conduct biodiversity assessments and develop enhancement plans across landholdings.
- Deliver lighting upgrades across additional residential and retirement sites.
- Expand organic waste initiatives to new locations, subject to local infrastructure.
- Prioritise additional solar and electrification projects using audit findings.
- Continue embedding environmental metrics into operations and governance.
- Commenced planning for a national design audit to guide future site enhancement and environmental integration.

## Spotlight on key projects

### Case study: Organics Waste Diversion

In late 2024, targeted training enabled staff at 20 locations to implement organic waste separation. By early 2025, landfill waste volumes decreased by an average of 10.5 tonnes per month, while organics capture rose to over 6.4 tonnes monthly. This places Southern Cross Care (NSW & ACT) ahead of the NSW Government's mandatory FOGO (Food Organics and Garden Organics) targets, effective from July 2026.



### Case study: LED Lighting Upgrade Program

Our multi-site lighting replacement project has begun. This program is expected to reduce energy consumption by up to 92% in some sites and abate over 592 tonnes of CO<sub>2</sub> annually. Through a government rebate totalling \$183,201 (ex GST), funds will be reinvested in further sustainability initiatives.



	SCC Goals	Target	Status	Update
1.a	Achieve measurable progress against publicly committed targets.	Identify and implement one key environmental project annually.	Green	<p><b>Progress:</b> In 2024, we partnered with 2XE to complete energy audits, which led to LED lighting upgrades at 14 sites. A \$30,000 Net Zero Grant in 2025 is now supporting our next steps, including solar installations at four sites from June.</p> <p><b>Next steps:</b> Partner with 2XE as part of the NSW Grant to prioritise the next environmental initiative for FY2026 and seek Executive endorsement for implementation.</p>
1.b	Endorse and adopt portfolio-wide strategy for improving biodiversity at all sites.	Develop biodiversity enhancement plans for each site.	Green	<p><b>Progress:</b> A site-level biodiversity planning tool, aligned with the NSW Biodiversity Assessment Method 2020, has been selected. Work is underway to integrate its use with SCC's operational priorities and future capital works programs.</p> <p><b>Next steps:</b> In FY2026, we will support sites to develop tailored enhancement plans, drawing on landscape data and practical templates.</p>
1.c	Evaluate existing land holdings to explore greening/biodiverse principles.	Complete a biodiversity assessment for all land holdings.	Amber	<p><b>Progress:</b> A consistent ecological assessment tool has been selected and is being integrated into Taskflo, ready for site rollout.</p> <p><b>Next steps:</b> Baseline ecological assessments will commence in Q1 FY2026 to map flora, habitat quality, and landscape challenges across the portfolio.</p>
1.d	Encourage sites to participate in clean-up Australia Day and local Landcare initiatives.	80% of sites participate in one local environmental initiative per year.	Amber	<p><b>Progress:</b> Planning is underway to engage local Landcare and environmental groups in alignment with Clean Up Australia Day and other events.</p> <p><b>Next steps:</b> We will launch an Expression of Interest process in mid-2025, inviting sites to nominate for participation and matched support.</p>
1.e	Maximise the recycling of appropriate garden and organic waste into mulch and compost.	Achieve 75% recycling rate for garden/organic waste.	Green	<p><b>Progress:</b> Organic waste separation has been successfully implemented at 20 sites, supported by targeted staff training in late 2024. Post-rollout data shows landfill waste reduced by 10.5 tonnes monthly and organics capture rising to 6.4 tonnes, positioning SCC ahead of the NSW Government's 2026 FOGO mandate.</p> <p><b>Next steps:</b> Recycling performance will be tracked site-by-site through an updated waste dashboard, with additional training and site support provided where needed.</p>

# Response to the Cry of the Poor

## Progress summary

Ensuring equity, inclusion, and dignity for all.

This pillar supports social justice by addressing disadvantage, promoting inclusion, and ensuring access to quality care. It focuses on wellbeing, workforce development, cultural safety, and financial equity.

### Key achievements in FY2025:

- Maintained concessional resident representation above 30%.
- Launched cross-functional diversity data collection.
- Advanced modern slavery governance and education.
- Enhanced person-centred care, reflected in our overall 4-star rating.
- Launched staff wellbeing program, supported by the launch of a new psychological safety-program.
- Launched our inaugural Reflect Reconciliation Action Plan.
- Expanded resident engagement by forming advocacy groups with residents to strengthen their voice in decision-making.

### Next steps:

- Focus on developing an Elevate RAP that strengthens accountability, deepens partnerships, and delivers measurable outcomes.
- Track career development and leadership outcomes.
- Deepen inclusive practice training and modern slavery awareness.
- Expand resident engagement and feedback mechanisms.

## Spotlight on key projects

### Case study: Modern Slavery Risk Management

Southern Cross Care (NSW & ACT) implemented supplier attestations, held quarterly steering committees, and embedded modern slavery risk into procurement governance. The organisation also finalised and submitted its fifth Modern Slavery Statement, reinforcing its ongoing commitment to ethical sourcing and transparency.

### Case study: Career Pathways and Inclusion

Developed a new capability framework to guide future leadership and clinical development pathways aligned to strategic workforce priorities. Introduced a Home Care Expression of Interest program to support Residential Aged Care staff in exploring roles across care settings.



	SCC Goals	Target	Status	Update
2.a	Measure the percentage of SCC aged care residents/clients who identify as having characteristics within the Dept of Health 'diversity framework'.	Increase diverse representation by 30%.	Green Bi-annually	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT) has launched cross-functional data collection to better understand the diversity of our resident and client population, aligned with the Department of Health's Diversity Framework. This program, which is expected to be completed in FY26, establishes a clear baseline that will inform culturally appropriate service delivery and support more inclusive engagement across all care settings.</p> <p><b>Next steps:</b> Analyse collected data and identify key priority groups to guide targeted inclusion strategies.</p>
2.b	All SCC Residential Aged Care Facilities have at least 30% of concessional residents.	Maintain a minimum of 30% concessional residency.	Green	<p><b>Progress:</b> As of FY2025, all Residential Aged Care sites maintained concessional representation above the 30% threshold. Continued access for concessional residents reflects SCC's commitment to care equity and supports broader system objectives for inclusive aged care.</p> <p><b>Next steps:</b> We will continue to monitor admissions data quarterly and ensure ongoing alignment with funding and access equity goals.</p>
2.c	Average star rating of SCC Residential Aged Care Facilities greater than 3 stars.	Maintain a minimum of 3-star rating across all services.	Green Bi-annually	<p><b>Progress:</b> We have exceeded this target, with an overall rating of 4 stars across our services.</p> <p><b>Next steps:</b> Continue to monitor service performance and invest in quality improvement initiatives in response to consumer feedback.</p>
2.d	Average of 8 Engagement Opportunities per month per resident across all SCC Residential Aged Care Facilities.	Measure participation across engagement programs.	Green Bi-annually	<p><b>Progress:</b> Lifestyle and engagement teams continue to coordinate an average of 8–10 tailored activities per month per resident across all Residential Aged Care sites.</p> <p><b>Next steps:</b> Future updates will refine how we measure quality and inclusivity of participation.</p>
2.e	SCC staff enjoy a safe and nurturing workplace.	Deliver at least 80% staff satisfaction score.  Less than 30% employee turnover*.	Green	<p><b>Progress:</b> Staff wellbeing and safety initiatives have been delivered across regions. The wellbeing program, launched in May 2025, focuses on the eight dimensions of wellbeing and is supported by a new psychological safety program.</p> <p><b>Next steps:</b> Embed WHS and psychological safety metrics into quarterly reporting.</p>



	SCC Goals	Target	Status	Update
2.f	Establish and measure a career support and development program for leaders and for staff across SCC.	Measure career progression and staff retention across SCC.	Green Bi-annually	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT) launched a new capability framework in FY2025, introducing structured leadership and clinical development pathways aligned to strategic workforce needs. A Home Care Expression of Interest program was also introduced to enable Residential Aged Care staff to explore cross-sector career opportunities.</p> <p><b>Next steps:</b> Monitor participation and progression via HRIS and the Learning Hub, and identify equity gaps in access across roles and regions.</p>
2.g	Develop, and begin implementing, Reconciliation Action Plan as a means of assisting First Nations people access employment, aged care services or business opportunities with SCC.	Initiate and implement Reconciliation Action Plan.	Green	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT)'s inaugural Reflect Reconciliation Action Plan was finalised and launched in 2024, following consultation with First Nations advisors and internal stakeholders.</p> <p><b>Next steps:</b> As we approach the one-year mark of the plan, and in consultation with Aboriginal Christian Leader Brooke Prentis, Southern Cross Care (NSW &amp; ACT) is preparing to move into the next phase, innovate, with formal registration to be completed in May 2025.</p>
2.h	Build on and expand on Modern Slavery information on the SCC intranet (MS 2023 objective 1).	Update and enhance Modern Slavery content on the intranet.	Green Bi-annually	<p><b>Progress:</b> A dedicated Modern Slavery information page has been launched on the Southern Cross Care (NSW &amp; ACT) intranet. It includes an overview of modern slavery, SCC's Modern Slavery Statements and relevant resources.</p> <p><b>Next steps:</b> Prepare and submit SCC's FY2024 Modern Slavery Statement.</p>
2.i	Attend monthly Modern Slavery ACAN webinars (MS 2023 objective 4).	Ensure consistent attendance and participation.	Green	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT)'s Modern Slavery Steering Committee maintains active engagement with national best practice by participating in monthly Australian Catholic Anti-Slavery Network (ACAN) webinars.</p> <p><b>Next steps:</b> We will continue our active membership in the ACAN, supporting sector-wide collaboration.</p>

	SCC Goals	Target	Status	Responsibility
2.j	Continue to educate and train SCC staff to understand and recognise the signs of Modern Slavery (MS 2023 objective 5).	Deliver ongoing training programs.	Green	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT) implemented modern slavery training across its workforce, achieving organisational average of 90%, with the Executive Team achieving 100% participation. A dedicated all staff webinar was held in December 2024 to reinforce awareness and obligations.</p> <p><b>Next steps:</b> Refresh and expand modern slavery training, with updated content and regular refresher sessions to maintain high engagement and awareness across all staff levels.</p>
2.k	Remind SCC staff about SCC's commitment and obligations under the Modern Slavery Act (MS 2023 objective 7).	Conduct regular awareness sessions.	Green Bi-annually	<p><b>Progress:</b> Internal communications have continued to highlight Southern Cross Care (NSW &amp; ACT)'s responsibilities under the Modern Slavery Act, including regular updates through staff newsletters and leadership communications.</p> <p><b>Next steps:</b> Publish annual intranet updates aligned with the Modern Slavery Statement release.</p>
2.l	Include a Modern Slavery segment in the annual SCC conference (MS 2023 objective 8).	Include Modern Slavery segment in the conference agenda.	Green	<p><b>Progress:</b> The 2024 Southern Cross Care (NSW &amp; ACT) Leadership Conference included a session focused on Modern Slavery risks and our Laudato Si' aligned ethical sourcing priorities. Materials were provided to all attendees.</p> <p><b>Next steps:</b> Modern Slavery will again feature in the 2025 Leadership Conference program, reinforcing our ongoing commitment to ethical practices and awareness.</p>
2.m	Attend quarterly Modern Slavery Steering Committee meetings (MS 2023 objective 9).	Ensure representation at all quarterly meetings.	Green	<p><b>Progress:</b> Quarterly Steering Committee meetings are held to oversee Modern Slavery strategy and monitor progress. Outcomes are formally documented and inform ongoing actions. ACAN has also been invited to attend and present at key meetings.</p> <p><b>Next steps:</b> Leverage Steering Committee insights to shape 2025 priorities.</p>
2.n	Encourage staff and resident participation in Australia's Biggest Morning Tea and other charity fundraising activities.	Increase participation in fundraising events by 20%.	Green	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT) hosted the Biggest Morning tea event in May 2024, and is scheduled to host the event again in May 2025. Staff are encouraged to participate in the events across Support Office, and across 40 locations in NSW &amp; ACT.</p> <p><b>Next steps:</b> Continue to educate staff about the importance of causes such as this, and encourage participation across other fundraising activities throughout the year.</p>

# Response to the call for Ecological Economics

## Progress summary

Making responsible choices in procurement and partnerships.

This pillar focuses on aligning procurement, investment, and development with environmental and ethical principles. It ensures our economic decisions reflect both care and conscience.

### Key achievements in FY2025:

- Completed rollout of Modern Slavery Attestation Statements to top 50 suppliers.
- Formalised strategic partnership with Bunzl to co-design a modern slavery initiative.
- Introduced environmental procurement standards across major spend categories.
- Integrated sustainability design principles into new developments.
- Complete environmental review of SCC's Investment Policy.
- Supply Nation membership activated in January 2025 to support First Nations supplier engagement and ethical sourcing efforts.

### Next steps:

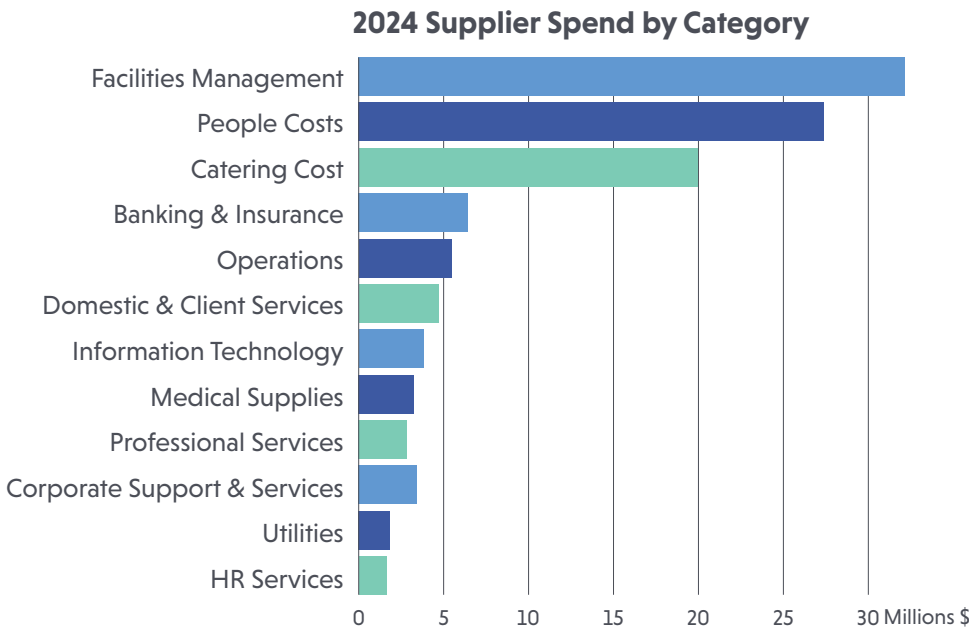
- Track procurement performance against sustainability standards.
- Extend supplier training and shared impact initiatives.
- Pursue environmental certifications for major projects.

## Spotlight on key projects

### Case study: Procurement spend

In 2024, we analysed \$111 million in spend across 1,895 suppliers and 45 procurement sub-categories using our spend management platform. This enabled targeted risk assessments by sector, geography and spend. The project required the top 50 suppliers to complete the self-attestation statement (100% completion), and engaging with Southern Cross Care (NSW & ACT) quarterly to ensure ongoing compliance.

We maintain a robust approved supplier management system, including audits and reviews to assess compliance with Southern Cross Care (NSW & ACT)'s Modern Slavery Policy, Supplier Code of Conduct and attestation requirements.








	SCC Goals	Target	Status	Responsibility
3.a	Create and communicate a Supplier Country Risk Classification (MS 2023 objective 2).	Develop a risk classification system for suppliers.	Green Bi-annually	<p><b>Progress:</b> A supplier risk classification system has been introduced, incorporating country of origin, spend, and sector risk indicators. Modern Slavery is now a standing agenda item in procurement-led vendor reviews.</p> <p><b>Next steps:</b> Review and refine the classification system based on 2024 data trends.</p>
3.b	Ask our top 50 suppliers by spend to review and sign SCC's Modern Slavery Attestation Statement (MS 2023 objective 2).	<p>Achieve 100% review completion from top 50 suppliers.</p> <p>Achieve 100% supplier agreement from top 50 suppliers.</p>	Green	<p><b>Progress:</b> Southern Cross Care (NSW &amp; ACT) achieved 100% attestation from its top 50 suppliers by spend, confirming their review and agreement to Southern Cross Care (NSW &amp; ACT)'s Modern Slavery Attestation Statement and ethical sourcing principles.</p> <p><b>Next steps:</b> Risk-based follow-up for suppliers with potential exposure.</p>
3.c	Provide SCC's Supplier Code of Conduct to our supplier base and require feedback (MS 2023 objective 5).	Distribute and collect feedback on Supplier Code of Conduct.	Green Bi-annually	<p><b>Progress:</b> Supplier Code of Conduct was distributed across the supplier base in 2024, with positive engagement and feedback received.</p> <p><b>Next steps:</b> Formalise a process for tracking and analysing supplier feedback and integrate findings into ongoing vendor performance reviews.</p>
3.d	Develop a strategic partnership with a current vendor for a joint initiative to help combat Modern Slavery (MS 2023 objective 9).	Form a strategic partnership and initiate a joint project.	Green Bi-annually	<p><b>Progress:</b> A strategic partnership was established with Bunzl to co-design a joint initiative aimed at reducing modern slavery risk in supply chains. The project scope and shared KPIs are being finalised for implementation in FY2026.</p> <p><b>Next steps:</b> Formalise project scope and shared KPIs, with implementation scheduled to commence in FY2026.</p>
3.e	Include relevant SCC stakeholders in vendor reviews and include Modern Slavery as an area of discussion (MS 2023 objective 10).	Incorporate Modern Slavery topics into vendor reviews.	Green	<p><b>Progress:</b> Modern slavery risk has been embedded into standard agenda items for procurement-led vendor reviews.</p> <p><b>Next steps:</b> Formalise outcome tracking.</p>

	SCC Goals	Target	Status	Responsibility
3.f	Sustainability performance standards for major procurement categories (ES Procurement target 1).	Establish performance standards for sustainability.	Amber Bi-annually	<p><b>Progress:</b> Category-level review commencing to identify environmental impact hotspots and develop minimum standards.</p> <p><b>Next steps:</b> In FY26, Southern Cross Care (NSW &amp; ACT) will finalise sustainability criteria and test implementation with two high-impact categories.</p>
3.g	The Finance Department will progress to paperless (ES Procurement target 2).	50% of customer statements are online.	Green Bi-annually	<p><b>Progress:</b> Planning for transition to digital statements is underway, with system capabilities reviewed and stakeholder mapping in progress.</p> <p><b>Next steps:</b> Finalise implementation roadmap and commence staged rollout in FY2026, targeting 50% digital uptake as a first milestone.</p>
3.h	Sustainability design guidelines incorporated into the development pipeline (ES Development target 3).	Integrate sustainability guidelines into all projects.	Green	<p><b>Progress:</b> Sustainability design principles have been formally embedded into the project scoping process for new builds and major refurbishments.</p> <p><b>Next steps:</b> Update design templates and work with external consultants to ensure alignment across upcoming developments.</p>
3.i	All new Residential Aged Care Facilities and Retirement Living Units designs to involve Sustainability Design consultants (ES Development target 1).	Consult with Sustainability Design experts for new projects.	Green Bi-annually	<p><b>Progress:</b> All new Residential Aged Care and Retirement Living Unit developments now include sustainability consultants in early-stage design, supporting integrated decision-making.</p> <p><b>Next steps:</b> Strengthen internal briefings and consultant scopes to prioritise energy, water, and material efficiencies.</p>



	SCC Goals	Target	Status	Responsibility
3.j	At least one new building developed or refurbished with a Green Star Rating (4 stars or higher) and/or NABERS rating (5 stars or higher) (ES Development target 2).	Obtain Green Star or NABERS rating for new building.	Green	<p><b>Progress:</b> Project shortlist identified for potential Green Star certification, with preliminary feasibility assessments underway.</p> <p><b>Next steps:</b> Confirm site selection, align design and construction teams to target rating criteria, and initiate formal certification process.</p>
3.k	Review environmental component of the Ethical Investment considerations for SCC investments (IP).	Review and update Ethical Investment criteria.	Green Bi-annually	<p><b>Progress:</b> Initial scoping completed to understand current alignment of investment portfolio with environmental criteria.</p> <p><b>Next steps:</b> Engage with SCC's investment advisors to embed climate risk and sustainability filters into decision frameworks.</p>



# Response to the call for Sustainable Lifestyle

## Progress summary

Reducing our environmental footprint through operational changes.

This pillar guides how we manage energy, waste, fleet, and utilities—embedding sustainability into everyday choices and building long-term resilience.

### Key achievements in FY2025:

- Commenced fleet transition to hybrid vehicles.
- Initiated solar feasibility studies and hot water system electrification trials.
- Continued waste optimisation and landfill diversion planning.
- Secured NSW Government grant funding to support the purchase of two electric vehicles and installation of on-site charging infrastructure.
- Completed supplier evaluation of three travel providers, focusing on carbon reporting, offsets, and alignment with SCC's carbon neutral goals.

### Next steps:

- Deliver phase one of LED lighting program.
- Progress business travel offset strategy.
- Conduct full waste system review and implement improvements.

## Spotlight on key projects

### Case study: Sustainable Utilities

Southern Cross Care (NSW & ACT) is actively progressing toward more sustainable operations through the electrification of key infrastructure. This year, we commenced trials of all-electric hot water systems at two of our Residential Aged Care homes. These trials are part of our broader commitment to reducing reliance on fossil fuels and transitioning to cleaner, energy-efficient solutions.

The new systems are designed to lower greenhouse gas emissions, reduce long-term energy costs, and support more consistent and reliable service delivery for residents. The trial sites have been selected based on their infrastructure readiness and will provide valuable insights to inform a future rollout across other homes.

Outcomes and data from these trials will guide our property and sustainability teams in making evidence-based decisions that align with our Living Care Plan: People and Planet, contributing to our long-term goal of net-zero emissions.

	SCC Goals	Target	Status	Update
4.a	Over 25% of our electricity consumption sourced from renewable energy (ES Energy target 1).	Contract 25% of energy from renewable sources  1. Large markets 2. Small markets.	Green	<b>Progress:</b> Tender finalised for the large-market electricity contract, securing 25% of energy from renewable sources.  <b>Next steps:</b> Finalise the large-market electricity contract and continue to monitor small-market options.
4.b	Transition Residential homes to full electric hot water systems.	Two Residential homes transitioned.	Green	<b>Progress:</b> Site assessments completed. Design briefs drafted for two pilot electrification projects.  <b>Next steps:</b> Issue tender for heat pump installation and confirm delivery partners.
4.c	Reduce grid electricity consumption.	25% reduction compared to FY19.	Green	<b>Progress:</b> Options to reduce grid electricity consumption have been identified, including additional on-site solar panel installation, battery storage systems, and Power Purchase Agreements (PPAs) with renewable energy providers.  <b>Next Steps:</b> SCC to conduct feasibility assessments for additional rooftop solar installations and battery storage across key sites, identifying high-potential locations for implementation.
4.d	Reduce utility energy consumption.	20% reduction compared to FY19.	Green	<b>Progress:</b> Site-level energy audits have informed LED lighting upgrades, with broader implementation planning now underway.  <b>Next steps:</b> Prioritise remaining high-usage sites and integrate further efficiency upgrades into capital works planning. Develop sustainability KPIs for facilities teams to strengthen accountability.

	SCC Goals	Target	Status	Responsibility
4.e	Where viable, transition ageing fleet to more fuel-efficient vehicles, and commence trial of electric vehicles (target 1).	15% reduction in fleet fuel consumption.	Green	<p><b>Progress:</b> All new vehicles purchased are now electric or hybrid, aligning with SCC's commitment to a lower-emissions fleet. This supports a projected 15% reduction in fuel use and positions SCC for continued progress towards a carbon-neutral transport model.</p> <p><b>Next steps:</b> Monitor fuel consumption trends and assess site readiness for broader EV rollout, including staff engagement and charging access.</p>
4.f	Conduct a portfolio wide waste system review.	Create sustainable measures	Green	<p><b>Progress:</b> Establishes the foundation for a Zero Waste Strategy, enabling landfill diversion, cost reduction, and improved compliance with emerging waste regulations. A preliminary waste review was completed by Waste Options, with early insights on clinical, organic, and e-waste streams now informing priorities.</p> <p><b>Next steps:</b> Finalise the full scope of the review and re-engage waste contractors to identify high-impact improvement opportunities across sites.</p>
4.g	100% of all flights incurred by staff are carbon neutral (ES Transport target 2).	All staff flights carbon neutral.	Green	<p><b>Progress:</b> Internal scoping is underway to develop a travel policy that embeds sustainability principles. We are also exploring engagement with a preferred travel agent to streamline bookings and ensure emissions tracking.</p> <p><b>Next steps:</b> Finalise travel policy and implement booking systems that support automated carbon offsetting for all staff flights.</p>







# Response to the call for Ecological Education

## Progress summary

Building sustainability knowledge and skills throughout our community.

This pillar focuses on equipping staff and residents with the knowledge to make informed decisions and contribute meaningfully to environmental outcomes.

### Key achievements in FY2025:

- Delivered energy and waste training to staff across 20 Residential Aged Care homes.
- Developed Living Care: Action Plan for People & Planet training module for staff.
- Embedded environmental awareness into local procurement and site operations.

### Next steps:

- Expand sustainability content in onboarding and capability programs.
- Launch quarterly sustainability communications (e.g. internal newsletter).
- Evaluate staff literacy in environmental areas to guide future training.
- Formalise sustainability as a learning stream in the SCC capability framework.
- Finalise driver education program for fleet users.
- Implement Living Care for People & Planet training module.

## Spotlight on key projects

### Case study: Staff training for waste separation

Training in late 2024 directly supported the successful rollout of organics waste programs and led to measurable improvements in landfill diversion. Staff across 20 Residential Aged Care homes were supported in understanding waste management, and encouraged to embed new practices within their individual homes.



	SCC Goals	Target	Status	Update
5.a	100% of all operational staff have been trained in energy-efficient practices (ES Energy target 3).	Complete staff training programs on energy efficiency.	Green	<p><b>Progress:</b> A tailored driver education program is being developed to support safe and sustainable practices across our fleet. Key areas of focus include defensive driving, fuel efficiency, and emissions reduction.</p> <p><b>Next steps:</b> Finalise program content with input from relevant stakeholders and prepare for full rollout.</p>
5.b	Establish driver education program.	100% of SCC fleet drivers completed the program.	Green	<p><b>Progress:</b> Internal scoping is underway to develop a travel policy that embeds sustainability principles. We are also exploring engagement with a preferred travel agent to streamline bookings and ensure emissions tracking.</p> <p><b>Next steps:</b> Finalise travel policy and implement booking systems that support automated carbon offsetting for all staff flights.</p>

# Response to the call for Ecological Spirituality

## Progress summary

Nurturing connection and meaning in our approach to care.

This pillar affirms the spiritual dimensions of environmental care—encouraging reflection, gratitude, and reverence for creation.

### Key achievements in FY2025:

- Coordinated a site-wide initiative for Laudato Si' Week, including reflection materials and digital communications.
- Introduced nature-based lifestyle and wellbeing activities at several sites.
- Finalised and expanded our volunteering program to strengthen community engagement.
- Confirmed partnership with the National Aboriginal and Torres Strait Islander Catholic Council (NATSICC) Assembly.
- Celebrated National Volunteer Week across the organisation, recognising the vital contributions of our volunteers.

### Next steps:

- Support the upcoming 2025 NATSICC National Assembly "Pilgrims of Hope".
- Enhance our pastoral and spiritual care offerings to better support holistic wellbeing.
- Strengthen partnerships with faith-based organisations.
- Increase volunteer and pastoral participation by 10% by 2026.
- Embed ecological reflection in site-based wellbeing programs.

## Spotlight on key projects

### Case study: Supporting spiritual wellbeing

Our volunteer program continued to grow throughout the year, with dedicated individuals, such as Sister Brenda at Daceyville, supporting residents' spiritual wellness. Her presence offers residents the opportunity to connect, reflect, and share in moments of song in preparation for weekly Mass.

In addition, residents of all faiths are supported with access to quiet spaces for prayer and reflection across all 27 of our Residential Aged Care homes and community centres.





	SCC Goals	Target	Status	Responsibility
6.a	Circulate appropriate prayer/reflection resources for use during: Laudato Si' Week (16-24 May), World Environment Day (05 June) 'Season of Creation' (01 Sept to 04 Oct).	Provide annual resources for Laudato Si' Week.	Green	<p><b>Progress:</b> Reflection materials and communication toolkits were developed and shared for 2024 Laudato Si' Week, World Environment Day, and the Season of Creation. These reinforces the spiritual dimension of sustainability, embedding Catholic identity and ecological values into daily life at Southern Cross Care (NSW &amp; ACT).</p> <p><b>Next steps:</b> In FY2025, we have expanded engagement through inter-site collaboration and deeper integration with pastoral care and lifestyle programs.</p>
6.b	Review pastoral and volunteering program.	Increase pastoral and volunteer base by 10%	Green	<p><b>Progress:</b> Volunteer engagement has been boosted through cross-generational initiatives, including partnerships with organisations such as Playgroup.</p> <p><b>Next steps:</b> Identify resourcing needs and extend community-based volunteer recruitment across all 40 locations in NSW &amp; ACT.</p>

# Response to the call for Community Engagement

## Progress summary

Collaborating with others to amplify our positive impact.

This pillar supports active dialogue, shared decision-making, and partnerships with residents, clients, families, and the broader sector.

### Key achievements in FY2025:

- Progressed partnerships with Catholic Health Australia and ACCPA for sector-wide advocacy.
- Initiated development of Consumer Advisory Bodies within regions across NSW & ACT.
- Strengthened community participation in fundraising and awareness events.

### Next steps:

- Formalise advocacy initiatives with peak bodies.
- Strengthen feedback loops between clients and executive leadership.
- Support resident involvement in local planning and policy consultations.
- Continue integrating lived experience into organisational improvement processes.

## Spotlight on key projects

### Case study: Consumer Advisory Bodies

Southern Cross Care (NSW & ACT) is committed to listening to and acting on the voices of our residents, clients, supported decision-makers, and broader community. Over the past year, we expanded our Consumer Advisory Bodies, establishing groups across our regions. This initiative goes beyond regulatory requirements and reinforces our commitment to delivering personalised care and services across all communities.

We now have four Consumer Advisory Bodies, each meeting quarterly to provide feedback and discuss key focus areas, including catering, strategic projects, community programs, and progress against key metrics.

Feedback and meeting minutes are shared with the Executive Team and tabled at Board meetings, ensuring transparency and creating clear pathways for action.



	SCC Goals	Target	Status	Update
7.a	Engage with Catholic Health Australia, Aged & Community Care Providers Association and other relevant organisation to advocate for better services and conditions for older people.	Establish a formal partnership and launch a joint initiative for senior care.	Green	<p><b>Progress:</b> Strategic partnerships have been established with Sustainability Advantage (NSW Government), 2XE, Cambridge University, The Retirement Living Property Council and The Green Guys Group - strengthening SCC's sustainability capability, infrastructure delivery, and sector influence.</p> <p><b>Next steps:</b> Define shared objectives with each partner and initiate joint advocacy, capability-building, or co-designed innovation projects.</p>
7.b	Develop the skills and confidence of older people within SCC Consumer Advisory Bodies (CAB).	Establish a develop program for CAB members.	Green	<p><b>Progress:</b> Regional CABs have been created to provide a voice to residents, clients, and supported decision makers. These CABs are run quarterly, with support provided to residents joining remotely.</p> <p><b>Next steps:</b> Co-design a sustainability CAB framework with residents, clients, and families to ensure meaningful representation. Provide guidance on structure, meeting schedules, and feedback loops. Pilot the model in key locations, then scale using lessons learned. Embed CABs in service planning and review processes to demonstrate consumer voice in action.</p>



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about  
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