

Sustainable Healthcare Framework

“Delivering excellent healthcare means planning for the long term. This requires investment in people, innovation, infrastructure and responsible stewardship of resources. Through this framework, Mater Private Network sets out the principles that help guide those decisions and support the long-term sustainability of our organisation and the care we provide.”

John Hurley, Group Chief Executive Officer

1. Purpose | To Improve the health and lives of the people we are privileged to serve

At Mater Private Network (MPN), sustainability is not a separate initiative. It is part of how the organisation delivers high-quality care, supports clinical and non-clinical teams, manages scarce resources and prepares for a changing healthcare environment.

As an integrated healthcare network, MPN recognizes that long-term success depends on maintaining excellence in patient care, supporting its people, investing in innovation, strengthening resilience and using resources responsibly.

This framework brings together the key principles that guide MPN’s approach to sustainable healthcare. It explains how the organisation seeks to create long-term value through four connected priorities: delivering exceptional care and outcomes for patients; creating an environment where people can thrive; building a more sustainable healthcare system; and maintaining the trust, resilience and governance required to support care over the long term.

Together, these priorities reflect MPN’s commitment to improving health outcomes today while ensuring the organisation remains well positioned to meet the healthcare needs of future generations.

2. Patients | Delivering the best possible care

MPN’s purpose is to provide outstanding healthcare that improves outcomes, enhances quality of life and delivers a positive experience for every patient. To achieve this ambition, MPN combines clinical excellence, innovation, integrated care and continuous improvement across its network.

Clinical quality and patient safety remain the foundations of MPN’s approach. The organisation maintains high standards of clinical governance, invests in specialist expertise and seeks to improve the quality of care delivered across its hospitals, cancer centres, day hospitals and outpatient facilities. This is supported by MPN’s wider governance framework, including Board oversight of quality and patient safety, dedicated Quality of Care structures and leadership from the Chief Medical Officer.

MPN also believes that delivering excellent care requires making healthcare easier to access and navigate. Its integrated healthcare network brings together acute hospitals, day hospitals, cancer services, outpatient facilities and specialist clinics, helping provide coordinated, consultant-led care from diagnosis through treatment and follow-up. This integrated model supports continuity of care while allowing patients to access specialist expertise and multidisciplinary support within a single network.

Digital transformation is an important enabler of this model. MPN's network-wide Electronic Health Record platform supports more connected and coordinated care by enabling clinical and administrative teams to work from shared information and more standardised processes. The patient-facing digital services linked to this platform also make the care journey more practical: patients can access their information in one place, manage appointments, centralise health documents and complete administrative steps such as invoicing through the application. This improves convenience for patients while reducing administrative burden for employees.

Innovation remains another important component of MPN's approach to patient care. Through investment in medical technologies, clinical research and specialist capabilities, the organisation seeks to improve outcomes, enhance patient safety and expand access to advanced treatments. Innovation at MPN is not limited to adopting new technologies; it is also reflected in the way services are organised, pathways are improved and clinical teams contribute to research and continuous improvement.

MPN places particular emphasis on listening to patients. The Voice of the Patient programme, together with patient satisfaction monitoring, HCAHPS and Net Promoter Score methodologies, helps MPN understand patient needs, identify opportunities for improvement and keep patient experience at the centre of service development. This structured approach to feedback complements the organisation's clinical governance and continuous improvement culture.

Through these combined efforts, MPN seeks to deliver healthcare that is clinically excellent, innovative, connected and centred on patients, while continuing to strengthen its position as one of Ireland's leading healthcare networks.

3. People | Creating an environment where people can thrive

MPN recognises that exceptional patient care depends on attracting, developing and retaining exceptional people. In a highly competitive healthcare environment, MPN seeks to create a workplace where employees feel supported, connected, recognised and equipped to build long-term careers.

MPN invests in the capability of its people. Learning and development opportunities are available across the workforce, with particular emphasis on equipping managers to lead effectively. Programmes such as PACE are designed to strengthen leadership capability and provide managers with practical tools to support, engage and develop their teams.

As MPN has grown, strengthening connection across teams and locations has become increasingly important. MPN's Workvivo platform helps improve visibility across departments, share achievements and encourage communication across the organisation. It helps break down silos, reinforce collaboration and foster a stronger sense of belonging throughout the Network.

Recognition is another important driver of engagement and retention. The National Employee Recognition Awards form part of MPN's peer-to-peer recognition approach, encouraging employees to celebrate

colleagues and teams who make a positive contribution to patients, co-workers and the organisation. Beyond recognising achievement, the programme helps strengthen relationships, reinforce culture and encourage behaviours aligned with MPN's values.

MPN regularly seeks feedback from employees to better understand workplace experience and identify opportunities for improvement. Insights gathered through employee engagement surveys, including Great Place to Work, are translated into targeted action plans across teams and departments. Over time, improvements in systems, tools and data quality have also strengthened MPN's ability to monitor workforce trends, understand employee needs and support evidence-based decision-making.

This is complemented with wellbeing and inclusion. MPN supports employees through wellbeing initiatives, flexible working arrangements where appropriate, and structural initiatives designed to promote equal opportunity and inclusion across the organisation. These efforts reflect MPN's belief that a supportive workplace is fundamental to attracting and retaining talent in healthcare

4. Sustainable Healthcare System | Reducing the impact while maintaining quality of care

MPN recognises that delivering healthcare requires significant amounts of energy, equipment, medicines, consumables and other resources. The organisation therefore seeks to understand and manage its environmental impacts in a way that remains aligned with its primary responsibility: delivering safe, high-quality care.

MPN has progressively strengthened its understanding of environmental performance through the monitoring of resource consumption and annual greenhouse gas assessments aligned with the Greenhouse Gas Protocol, covering Scope 1, Scope 2 and Scope 3 emissions. These assessments help identify where impacts occur across operations and the wider value chain, providing a stronger basis for action and decision-making.

Building on this work, MPN launched a structured decarbonisation programme and established a Climate Task Force bringing together representatives from key clinical, operational and support functions. This approach reflects MPN's belief that meaningful progress requires operational expertise, cross-functional collaboration and ownership across departments.

MPN in practice — from measurement to action

The decarbonisation roadmap helps MPN translate carbon footprint insights into operational initiatives. It focuses on sector-specific levers such as clinical gases, waste streams, procurement, resource consumption and employee awareness, while maintaining patient safety and quality of care.

A key area of focus has been waste management. MPN recognises that clearly defined waste streams and effective segregation of clinical waste are important not only from an environmental perspective, but also from a risk management and cost management standpoint. Strengthening waste segregation helps ensure

that clinical waste is managed appropriately while reducing the volume of waste requiring high-emission treatment processes such as incineration.

MPN has also explored targeted opportunities to reduce environmental impacts across healthcare operations. A distinctive example is the discontinuation of nitrous oxide as an anaesthetic gas, which has materially reduced emissions linked to clinical activity. Other targeted initiatives include the assessment of reusable alternatives in clinical settings, reduction of single-use items, and clinical reviews designed to optimise the use of medicines and consumables where appropriate.

These initiatives are assessed through the lens of patient safety, clinical effectiveness and operational practicality. Training, awareness initiatives and cross-functional collaboration help ensure that sustainability considerations are increasingly incorporated into everyday decision-making across the organisation.

5. Resilience & Trust | Turning ambition into accountable action

MPN recognises that sustainable healthcare requires more than individual initiatives. It depends on strong leadership, clear accountability, responsible business practices and effective risk management.

Sustainability priorities are embedded within MPN's existing governance structures and supported by senior leadership, including the Chief Operating Officer and Chief Human Resources Officer. This matters because MPN's key sustainability priorities require coordination across clinical, operational, HR, finance, procurement and facilities teams. By involving senior decision-makers and operational leaders, MPN seeks to ensure that sustainability is part of how the organisation is managed rather than a separate workstream.

The sustainability roadmap is reviewed and validated at Board level on an annual basis, helping ensure that priorities are formally discussed, challenged and updated through existing governance channels. The Climate Task Force provides a further layer of accountability for the decarbonisation programme by bringing key departments together regularly to review progress and maintain ownership of actions.

Trust is central to MPN's role as a healthcare provider. The organisation supports this through established processes covering ethics, compliance, anti-bribery and corruption, whistleblowing, risk management reporting and responsible decision-making. These practices help ensure that sustainability, quality and operational priorities are pursued in a manner consistent with MPN's values and obligations.

As a healthcare organisation, MPN must also be prepared to respond to operational disruptions and emerging risks. Risk management, business continuity, major incident planning and disaster recovery processes help strengthen organisational resilience and support continuity of care. These arrangements continue to evolve to reflect changing operational risks, infrastructure requirements and emerging challenges, including those associated with climate change.

6. Looking Ahead | Continuing to adapt while staying true to MPN's purpose

Healthcare continues to evolve, bringing new expectations, new technologies, new workforce challenges and new environmental pressures. MPN will continue to adapt its approach to sustainable healthcare in response to these changes, while remaining guided by the same direction: delivering high-quality patient care, supporting its people, using resources responsibly and maintaining the trust required to serve patients and communities over the long term.