



Ramsay Health Care UK Operations Ltd Gender Pay Report 2017



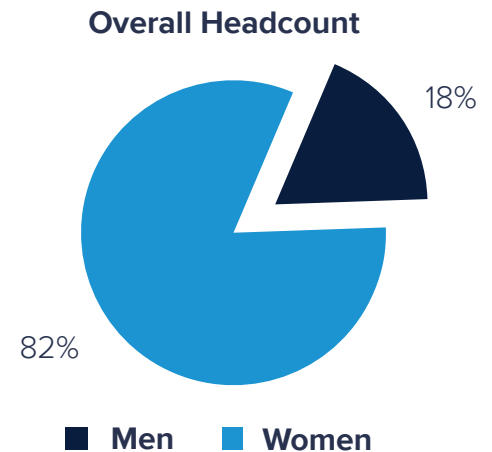
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Ramsay’s Commitment to Promoting Equality - the Ramsay Way

Ramsay Health Care recognises the importance and benefits of promoting equality issues throughout all of our activities relating to our workforce. We are committed to raising the profile of equality issues through our core values (The Ramsay Way) established over 50 years ago by our founder Paul Ramsay. We have strong female representation with females comprising 82% of our workforce, 65% of senior management and 38% of our Executive Director Team.

Gender Pay Reporting

The purpose of this report is to share the Ramsay Health Care UK Operations Ltd Gender Pay Report and to provide further context to demonstrate our commitment to equality. On the snapshot date of 5th April 2017 Ramsay had approximately 4,500 employees with a gender profile as illustrated on the right. This gender profile reflects trends in the health care sector and has an impact on our overall gender pay gap.



What is Gender Pay?

The gender pay report shows the differences between female and male earnings in an organisation. The median shows the mid-point figure and is calculated by sorting hourly rates from lowest to highest and identifying the middle value. The median indicates a more “typical” value as it is not distorted by high or low salaries. The mean is an average calculated by adding the sum of all salaries and dividing it by the total number of employees.

Gender Pay is different to Equal Pay; Equal Pay legislation addresses pay differences between men and women doing the same or a similar job or work that is of equal value (e.g. in terms of skills or responsibility). In contrast, gender pay is about representation and a gender pay gap commonly reflects a number of factors including a concentration of women in lower paid roles or fewer women holding the more senior roles that attract a higher salary and/or bonus. It is therefore possible to have genuine pay equality but still have a gender pay gap.

Our numbers

1. Gender Pay Gap - the difference between male and female pay

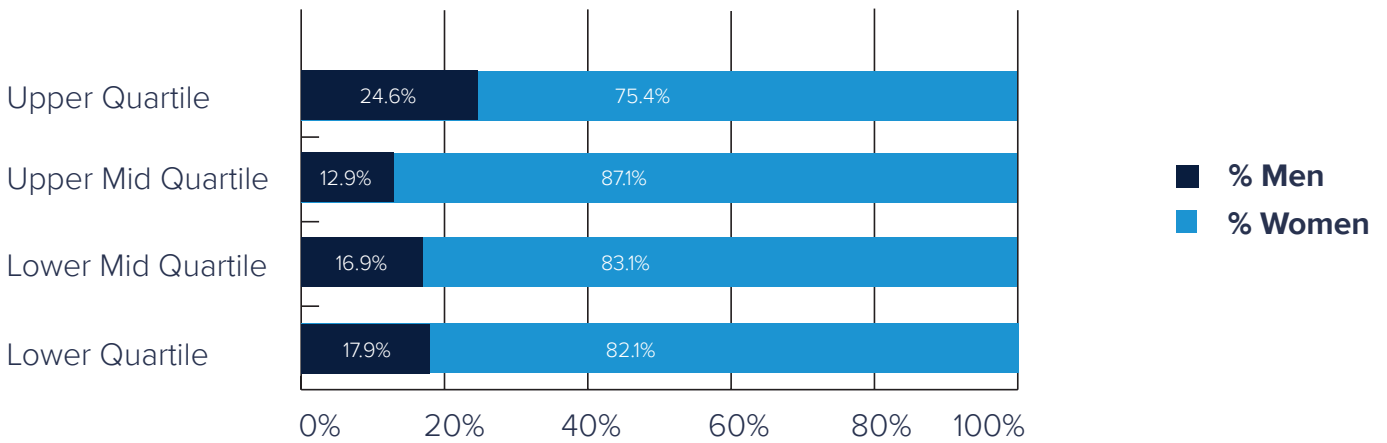
	Median	Mean
Pay Gap	6.1%	15.9%

We are pleased to report that Ramsay’s gender pay gap is below the UK National median average of 18.1%*

*based on annual information from the Office of National Statistics.

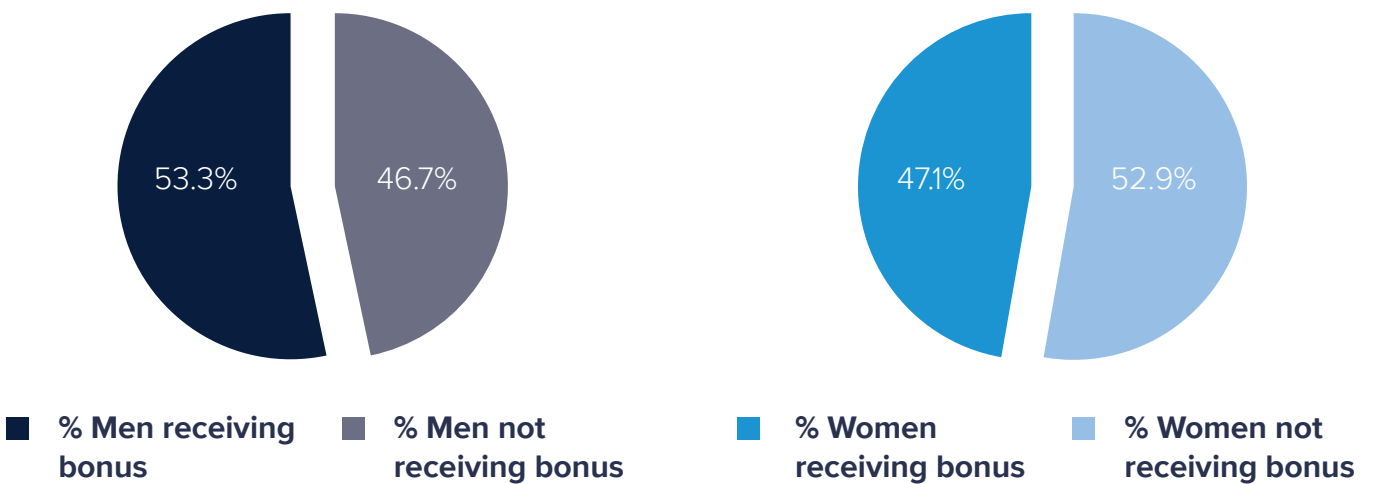
2. Pay Quartiles

Here, male and female employees are placed into quartiles according to their pay:



The proportion of females in each of the pay quartiles is relatively consistent at all levels of the organisation with the exception of the upper quartile where the proportion of males increases.

3. Proportion of males and females receiving a bonus



4. Difference between male and female bonuses

A broadly similar proportion of males and females received a bonus payment. Initial analysis shows that whilst we have good levels of female representation in senior management and Executive roles within the organisation, male representation is slightly higher in some roles which attract a higher bonus, thus presenting us with a bonus gap (median and mean).

The information below indicates the median and mean bonus pay gap between men and women receiving a bonus in the relevant period.

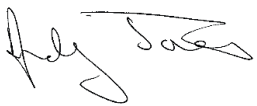
	Median (Mid-Point)	Mean (average)
Bonus Gap	27.8%	57.3%

Summary

Ramsay welcomes the transparency that this report provides and we will respond positively to address the identified gaps. Our initial analysis shows that our gender pay gap is mainly a combined product of the gender profile of our workforce and of greater male representation in positions attracting higher pay and bonuses. As a first step to closing the gender pay gap, Ramsay will further analyse the reasons and, where appropriate, take action towards making positive changes. Measures already in place include:

- High strategic priority assigned at a global level, to our talent and diversity agenda.
- Enhanced opportunities across our organisational hierarchy from apprenticeships to leadership development programmes to promote our employees' development and career progression.
- Continual refinement of our robust recruitment process and equality of opportunity to ensure that we always recruit and promote on merit and are seen as an employer of choice.
- Raised awareness of shared parental leave entitlements and flexible working opportunities through training and communication.
- Review of our benefits offering and working practices such as flexible working patterns and the ability to purchase annual leave, both of which support work life balance.

We confirm that, to the best of our knowledge, our data is accurate and has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Dr Andrew Jones
Chief Executive Officer



Sarah Dent
Human Resources Director



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