



# Ramsay Health Care Operations UK Gender Pay Report 2018



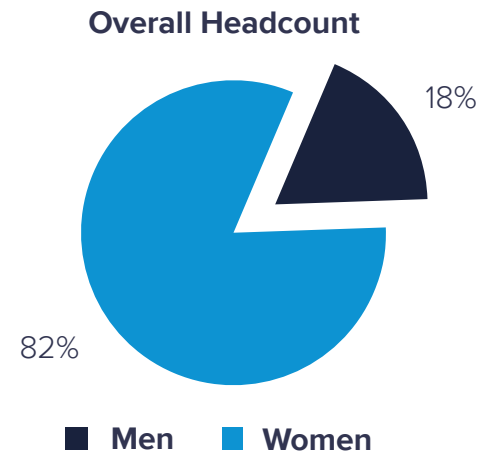
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# Ramsay's Commitment to Promoting Equality - the Ramsay Way

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

## Gender Pay Reporting

The purpose of this report is to share the Ramsay Health Care Operations Ltd UK Gender Pay Report and to provide further context to demonstrate our commitment to equality. On the snapshot date of 5th April 2018 Ramsay had approximately 4,700 staff with a gender profile as illustrated below. This gender profile is unchanged from 2017, 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

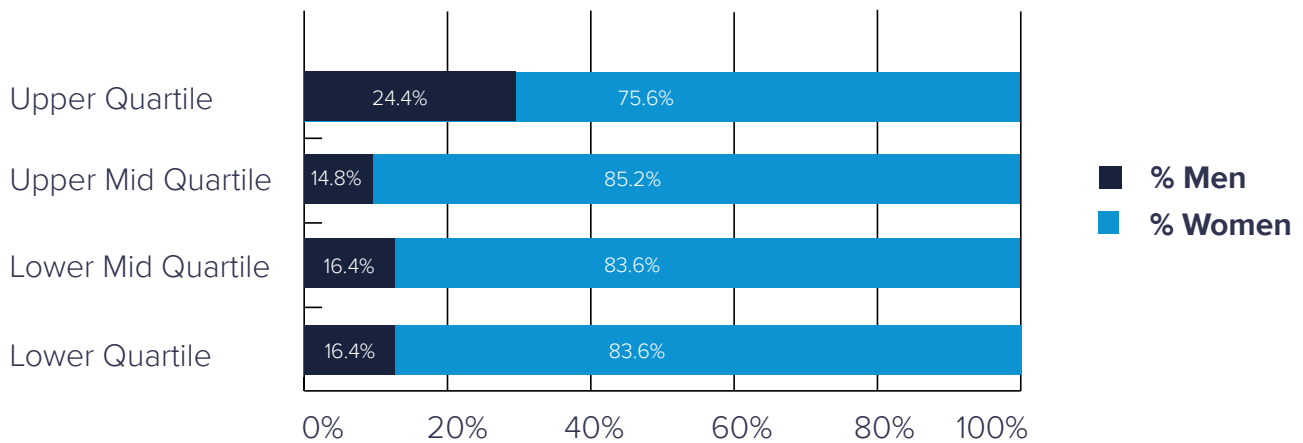
### 1. Gender Pay Gap - the difference between male and female pay

	Median	Mean
Pay Gap 2018	7.9%	16.9%

The means that our gender pay gap is significantly lower than the UK median national average of 17.9% as reported by the Office of National Statistics in October 2018.

## 2. Pay Quartiles

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



The proportion of female workers in each of the pay quartiles continues to be relatively consistent at all levels of the organisation with the exception of the upper quartile where the proportion of male workers increases.

## 3. Proportion of males and females receiving a bonus



## 4. Difference between male and female bonuses

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

	Median (Mid-Point)	Mean (average)
Bonus Gap 2018	22.1%	61.6%

The bonus calculation includes our monetary awards for long service. As these are significantly lower awards than our bonus payments this, in combination with our gender profile, has impacted on our bonus gap.

We have good levels of female representation in senior management and Executive roles within the organisation however male representation continues to be higher in some roles which attract a higher bonus. Despite this, we are pleased to report the median bonus gender gap has narrowed by over 5% since April 2017.

## Our response to the Gender Pay Gap


The Ramsay Way illustrates our passionate commitment to equality, diversity and inclusivity for all our staff at every level of our organisation.

Our analysis shows that our gender pay gap is mainly a combined product of the gender profile of our workforce at each level of our organisation and of greater male representation in positions attracting higher pay and bonuses.

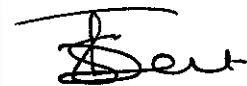
We continue to review the effectiveness of existing measures and implement new initiatives which, in time, will help to reduce our gender pay gap including:

- High strategic priority assigned at a global level, to our talent and diversity agenda which is integral to the people strategy within the United Kingdom.
- The design of a reward framework that includes one pay structure across all our facilities to increase consistency between facilities.
- A review of training across the organisation including our diversity and unconscious bias training to ensure staff understand their responsibilities under the Equality Act 2010.
- Enhanced opportunities across our organisational hierarchy from apprenticeships to leadership development programmes to promote our employees' development and career progression. This includes support and training to develop skills, experience and confidence to successfully apply for internal positions and achieve career progression. Current initiatives include the Global Leadership Development Programme and the UK Leaders Development Programme.
- Raised awareness and review approach to shared parental leave entitlements and flexible working opportunities through training and communication.
- Review of our benefits offering on working practices such as flexible working patterns and the ability to purchase annual leave, both of which support work life balance.

We confirm that our data is accurate and prepared in accordance with 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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