

Ramsay Health Care UK Operations Limited Gender Pay Report 2021

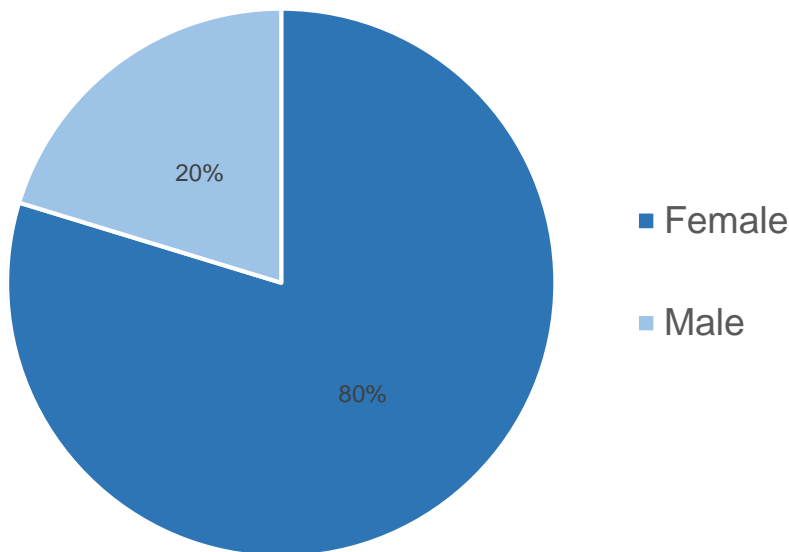
Ramsay's Commitment to Promoting Equality the Ramsay Way

Ramsay Health Care UK recognises the importance and benefits of promoting equality throughout the workforce, and is committed to raising the profile of equality in the business. Our core values, The Ramsay Way, established over 50 years ago by our founder Paul Ramsay, guide the way we behave and ensure we do the right thing. In 2021, we continued to have strong female representation across our business with females comprising 80% of our workforce.

Gender Pay Reporting

This report aims to share the Ramsay Health Care UK Operations Limited Gender Pay Report and provide further context to demonstrate our commitment to equality. On the snapshot date of 5 April 2021, Ramsay had approximately 6,000 staff, 80% female and 20% male. This gender profile reflects trends in the health care sector and impacts our overall gender pay gap.

Overall Headcount



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).



Our Numbers

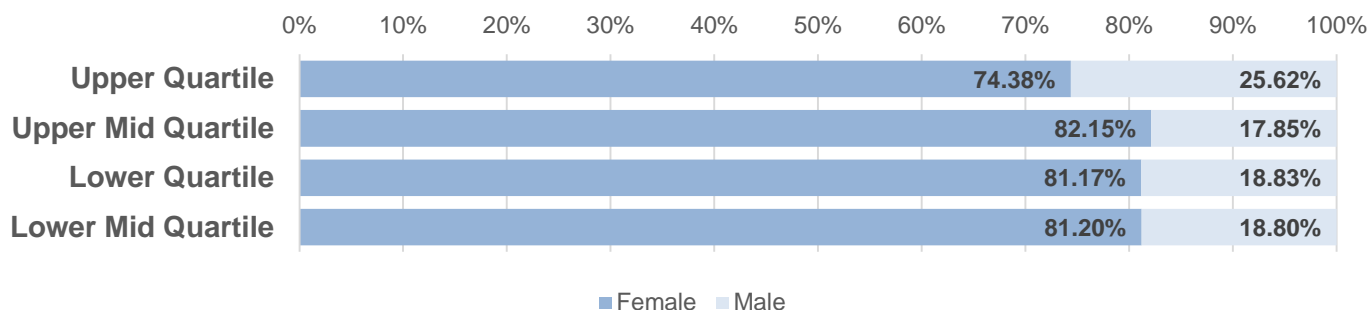
1. Gender Pay Gap

	Median	Mean
Pay Gap 2021	8.09%	14.13%
Pay Gap 2020	7.45%	13.57%
Pay Gap 2019	8.24%	16.97%
Pay Gap 2018	7.90%	16.90%

Our gender pay gap is lower than the national figures and lower than the reported industry data from the Office of National Statistics. We have seen a slight increase compared to our reported 2020 numbers. However, the 2021 results are still lower than our pre-pandemic figures of 2019; we are aware this may in part be due to continued external factors relating to the pandemic and the profile of Bank workers.

2. Pay Quartiles

We can place male and female employees into quartiles according to their pay. For example, the Upper Quartile reflects the top 25% of earners in the company.

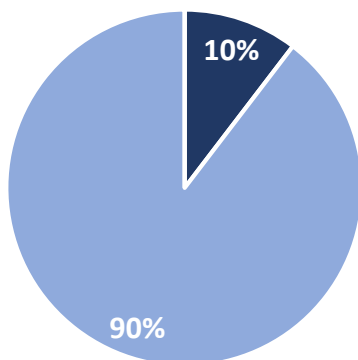


Our quartile figures have not changed substantially since our 2020 report. We have seen a slight increase in the number of males in the Upper Quartile, but any movement has not been significant.

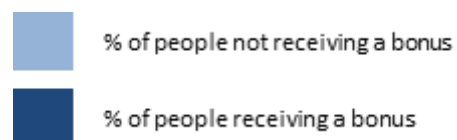
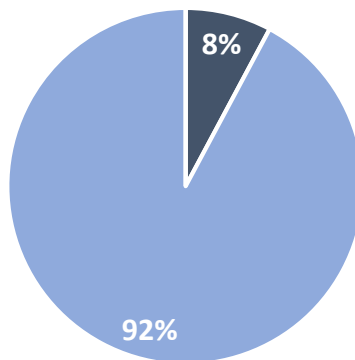
3. Proportion of males and females receiving a bonus

We paid far fewer bonus payments in this reporting year than in previous years, and this is reflected in the results below:

% women receiving bonus



% men receiving 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	Mean
Bonus Gap 2021	50.0%	4.23%
Bonus Gap 2020	51.5%	54.9%
Bonus Gap 2019	43.49%	65.30%

In this reporting year we made significantly fewer bonus payments across the business; the main bonus payment was long service awards which are substantially lower payments than our bonus payments and fairly comparable for male and female colleagues hence the lower mean.

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.

5. Our Response

Ramsay Health Care UK is absolutely committed to the promotion of Diversity and Inclusion, ensuring this is represented through its employees.

Throughout 2020 the newly established People Leadership Team continued to focus on the strategy to drive positive change in the areas of Recruitment, Reward, Talent, Leadership & Organisational Development, and People Operations.

Each area of the People Strategy outlines specific initiatives that will support our ambition to reduce the gender pay gap even further.

Recruitment: All hiring managers completed Equality, Diversity and Human Rights training to ensure they are aware of diversity and unconscious bias.

Reward: Phase one of the new pay framework was implemented in 2020 and introduced minimum salary points for Clinical roles. Work is almost complete to implement a Role Progression Framework in 2021 for a number of roles in our Clinical job families to ensure that we have increased consistency and rigor in pay across all our sites. This provides the foundations of a centralised pay policy that we will continue to develop over the coming two-to-three years.

Talent, Leadership and Organisational Development: The team has delivered career paths for key hospital roles that will signpost career journeys within the business regardless of gender. The strategy promises 'development for everyone' with multiple initiatives and training opportunities, and will be delivered over the next one-to-two years. The team have also established a UK cross-functional DE&I working group and had Exec sign-off for a 5 year DE&I strategy. This included a focus on enabling more women to reach senior positions in Finance and IT over the next 5 years.

People Operations: Work continues to review our policies to offer employees flexibility and ensure our organisation is accommodating to talented people regardless of gender.

We recognise there is work to do to achieve our goals and ensure equity across the business. We have started a journey and are committed to action that ensures Ramsay Health Care UK is a great place to work.