Introduction

Ramsay Health Care’s long-term commitment to sustainability is driven through the Ramsay Cares Sustainability Strategy. This strategy was developed with global input and endorsed by the Ramsay Board in early 2021.

Ramsay Cares focuses on a broad range of meaningful goals to foster healthier people, stronger communities and a thriving planet. It reaffirms that we intend to have a positive impact for current and future generations.

This report provides an overview of how Ramsay endeavoured to advance those goals in our Australian, European, United Kingdom and Asian operations during the financial year ending 30 June 2021. It covers material sustainability issues that could influence the value that Ramsay Health Care creates for stakeholders over the short, medium and long-term.

Ramsay is committed to progressing the United Nations Sustainable Development Goals (SDGs) and, where possible in this report, we have mapped our activities to priority goals.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and has been informed by the Sustainability Accounting Standards Board (SASB) health care sector guidance.

Further information can be found at ramsayhealth.com/Sustainability/Overview.

Ramsay Health Care Limited
ACN 001 228 768

Important notices and disclaimer

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About Ramsay Health Care

Ramsay Health Care (Ramsay) was founded in 1964 by businessman and philanthropist Paul Ramsay AO (1936–2014) and listed on the Australian Stock Exchange in 1997.

Now a global health care network with operations in Australia, the United Kingdom, Europe and Asia, Ramsay aims to provide outstanding health care to millions of people each year. Our vision of being a leading health care provider of the future is driven by an enduring culture of ‘people caring for people’ – we call it The Ramsay Way.

Australia
Ramsay Australia is the country’s largest private hospital operator with 72 private hospitals and day surgery units, as well as mental health facilities and a retail pharmacy network. Ramsay Australia admits more than one million patients annually and employs more than 31,000 people.

Europe
Ramsay Santé is the second largest private health care provider in Europe, operating hospitals, specialist clinics and primary care units in approximately 350 locations.

Ramsay Santé employs about 36,000 people and treats approximately seven million patients each year. Ramsay Health Care owns 52.5% of Ramsay Santé, which is listed on the European financial markets’ platform Euronext.

United Kingdom
Ramsay UK has a network of 34 acute hospitals and day procedure centres providing a range of clinical specialities to private and self-insured patients, as well as patients referred by the National Health Service (NHS). Ramsay UK also operates a diagnostic imaging service and three neuro-rehabilitation facilities. Ramsay UK cares for more than 200,000 patients per year and employs more than 7,000 people.

Asia
Ramsay Sime Darby Health Care Sdn Bhd operates three hospitals in Indonesia, four hospitals in Malaysia and a day surgery in Hong Kong. The business employs more than 4,000 people. Ramsay Sime Darby is a 50:50 joint venture arrangement with Malaysian multinational Sime Darby Berhad.
The foundation of Ramsay Health Care by Australian businessman and philanthropist Paul Ramsay AO is a source of pride and inspiration.

It has been more than fifty years since Paul opened Ramsay’s first private psychiatric clinic and still we are driven by his belief that ‘if you look after the people, success will follow’. To this day, our decision-making is underpinned by the enduring principle of putting people first.

This year, we wanted to define the modern essence of Ramsay’s culture by better understanding how the company’s purpose is perceived and portrayed. A business-wide review heard from senior leaders, employees, doctors and partners about how The Ramsay Way challenges and motivates them to find new and better ways of working.

By listening to our people, we sought to refine the advantages of being a global organisation focused on quality outcomes, with a truly purposeful origin and strong relationships. The result is a distillation of our values – we call them The Ramsay Way.

Our Values
People are at the heart of our success. As ‘people caring for people’ there are three key ways we approach our work every day:

1. **We value strong relationships**
   Healthy working relationships lead to positive outcomes for all. We look out for the people we work with and we respect and recognise them. Strong healthy relationships are the foundation of our stakeholder loyalty.

2. **We aim to constantly improve**
   We do things the right way. We enjoy our work and take pride in our achievements. We are not afraid to challenge the status quo to find better ways.

3. **We seek to grow sustainably**
   Maintaining sustainable levels of profitability are only part of our success. We prioritise long-term success over short-term financial gains because we care about our people, our community and our planet.
Our commitment to being a sustainable, responsible business came into sharp focus this year - the International Year of Health and Care Workers.

As our people, patients, doctors and partners across the world grappled with the effects of COVID-19 on their personal and professional lives, we were determined to make sure their health and wellbeing formed a central pillar in our sustainability strategy.

That strategy came together in 2020-21, with input from Ramsay people across Australia, the United Kingdom Europe and Asia. Their ideas and aspirations helped inform Ramsay’s Global Sustainability Policy and new Ramsay Cares strategy.

The Ramsay Cares strategy is intended to unite our global company and community in a shared vision for sustainability. Underpinned by our enduring purpose of ‘people caring for people’, the strategy drives us to achieve a range of sustainability goals and targets.

As well as important environmental initiatives, Ramsay Cares aims to support social and corporate change in pursuit of health and wellbeing, equity and inclusivity, research and innovation, responsible sourcing and ethical supply chains.

It also reaffirms our pledge to meet ten fundamental responsibilities around human rights, labour, the environment and anti-corruption, as part of our commitment to the United Nations Global Compact and driving action on the UN’s Sustainable Development Goals.

This Impact Report shows our commitment in action. It brings to life how Ramsay is working to make a positive difference for current and future generations. We are excited about helping to raise the sustainability bar, for our people and the health care sector at large.

Craig McNally
Managing Director & CEO
How we make a difference

Driving value

People and culture
80,000 employees worldwide focused on delivering high-quality care

Health care network
Extensive network of doctors and partners

Patients & communities
Our patients and the broader community

Clinical knowledge
Commitment to medical research and training to ensure clinical excellence

Quality infrastructure
High-quality facilities in 10 countries and global supply chain

Natural resources
Relying on natural resources and materials

Financial
A robust balance sheet Strong cash flow

Creating value

Caring for more than eight million patients

Innovative care models including digitisation; focused on preventative care and doctor wellbeing

Supporting the community during COVID-19

Delivering education and training to maintain high standards and important medical R&D outcomes

NPS
Industry leading patient experience

Adding new facilities, hospital beds and theatres

Diverting waste to recycling and avoiding single-use plastic items

Strong dividend Investment in people, infrastructure and facilities

Taxes paid

We provide quality health care through a global network of clinical practice, teaching and research.
Our sustainability approach
Our sustainability approach

The challenges of 2020 and 2021 highlighted the importance of being a sustainable and responsible business. Ramsay Health Care sought to drive a renewed focus on sustainability across the business through the Ramsay Cares Sustainability Strategy. Ramsay Cares aims to deliver healthier people, stronger communities and a thriving planet.

Ramsay Cares
The Ramsay Cares strategy was developed through the prism of The Ramsay Way.
Ramsay Cares is made up of three sustainability pillars:
- Caring for our people
- Caring for our planet
- Caring for our community.
Collaborating on sustainability has been led by a new Global Sustainability Committee. Its key tasks were to develop a Global Sustainability Policy and to develop and oversee the Ramsay Cares Sustainability Strategy. Sharing knowledge across our regions is also a primary role of the Global Sustainability Committee.

In February 2021, the Ramsay Health Care Board approved the Ramsay Cares objectives and goals, which will be reviewed annually.
In the coming year, there will be a focus on engaging our people, patients and partners to help us progress the goals.

A regional focus on sustainability
The Ramsay teams in each region are leading action on delivering the Ramsay Cares Strategy. Each region is establishing steering committees responsible for oversight of their approach, including senior leadership representation across key disciplines in each organisation.

The committees’ objectives are to identify risks and improvement opportunities, monitor progress against targets, provide opportunities to collaboration and share knowledge.
The regional committees are to play a key role in engaging our people and partners on sustainability and providing support at a facility level.

Shared outcomes in sustainable financing
Demonstrating Ramsay’s commitment to sustainability, we have undertaken new approaches to refinancing activities in order to embed sustainability targets in our debt facilities.

Ramsay’s sustainable financing approach aimed to drive a more intense focus through the business on sustainability and deliver improvements on margins.

In April 2021, the Ramsay Santé Group refinanced its €1,650m syndicated debt facility with a sustainability linked loan.
In June 2021, Ramsay Australia and Ramsay UK refinanced their existing facilities with a $1,500m multi-currency syndicated sustainability linked loan facility, which represented the first and largest sustainability linked loan facility by a health care provider in the Asia-Pacific region.

The United Nations Global Compact is a special initiative of the UN Secretary-General which calls on companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.
Ramsay Health Care is committed to driving action on the relevant UN Sustainable Development Goals, a global blueprint to achieve a better and more sustainable future.
Ramsay Health Care recognises people are at the heart of our business including our employees, our doctors and partners, our patients and the community. We are committed to ensuring the legacy of ‘people caring for people’ remains at the centre of everything we do. In line with The Ramsay Way, we are focused on fostering a caring and inclusive culture, a high level of engagement and support in key areas such as patient outcomes and experience, development and training, safety, wellbeing and mental health.

Ramsay Health Care recognises that conserving and protecting the environment for future generations is a critical issue. We are committed to working toward the delivery of environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, reducing energy and water use, reducing resource use such as single-use plastics where it is safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.

Ramsay Health Care recognises that we have an important role to play in the local communities we serve and society at large. Our focus on health care provides us the opportunity to commit significant resources to medical research, clinical teaching and training. We are focused on a global approach towards health care prevention and supporting local communities.
Materiality assessment

In sustainability terms, the most pressing issues affecting an organisation are known as material issues.

Ramsay’s materiality assessment identified nine material issues:
1. Clinical quality and excellence
2. People and culture
3. Digital transformation, cyber security, data and privacy
4. Integrated quality assets and infrastructure
5. Good governance
6. Climate action and environment
7. Supporting communities
8. Responsible sourcing
9. Robust and responsive business model.

This year, we reviewed our material issues with the Global Sustainability Committee and feedback from stakeholders representing investor, funding partner and not-for-profit sectors.

In addition to drawing on the views of our stakeholders, our materiality assessment was informed by the Sustainability Accounting Standards Board (SASB) Materiality Map, which identifies important sustainability issues in the health care sector.

Ramsay Cares (see diagram below) includes objectives and targets, included in this report, which focus on:
- Clinical quality and excellence
- People and culture
- Climate action and environment
- Supporting communities
- Responsible sourcing.

The Sustainability Disclosures (see Appendix) provide information on how we manage our nine material issues and why they are important.

Details on our activities and performance are also contained throughout this report.

Ramsay Way
People caring for people.

The Ramsay Way refers to ‘people caring for people’ and this is a fundamental part of delivering our world-class services to millions of people every year.

People
Our patients, doctors and clinicians and our team all contribute to the Ramsay community. The Ramsay Way refers to ‘people caring for people’ and this is a fundamental part of delivering our world-class services to millions of people every year.

Caring for our people

Caring for our community

Community
In order to benefit our patients and the broader community, we are focused on medical research and clinical teaching and training. Our hospitals and clinics play an important role in their local communities, from providing important social infrastructure to creating employment opportunities.

Planet
We know that a thriving planet is important to our health and wellbeing. Our services rely on a significant amount of resources, such as energy, surgical equipment and consumables. Without thoughtful practices, these resources can cost our planet. We are focused on climate action and environmental performance across our value chain.

Caring for our planet

Reducing the impact from our operations and supply chain

The Ramsay Way
People caring for people.

Energy and water use
Climate action
Waste and recycling

Stakeholders

Healthy working relationships lead to positive outcomes for all.

We look out for the people we work with, respect and recognise them.

Strong healthy relationships are the foundation of our stakeholder loyalty.
Why Ramsay Cares is important

“Ramsay Cares will contribute to making our group different and better in the eyes of all.”
Pascal Roché
Chief Executive Officer
Ramsay Santé Group

“A great company is one that makes the world a better place.”
Carmel Monaghan
Chief Executive Officer
Ramsay Health Care Australia

“The opportunity to make a positive impact for people, the environment and our communities is a passion shared by the entire Ramsay UK team.”
Dr Andrew Jones
Chief Executive Officer
Ramsay Health Care UK

“We are as much part of our patient’s life as the community we exist in.”
Peter Hong
Acting Group Chief Executive Officer
Ramsay Sime Darby Health Care Group
Our patients and partners

Our patients are our purpose. Across our global operations are world-leading doctors and clinicians who share our philosophy of being ‘people caring for people’.

Quality
We deliver high-quality patient care, maintain excellence in standards, safety and accreditation and invest in leading facilities and technologies.

Trusted partner
We aim to be a trusted partner to our doctors and clinicians by supporting their wellbeing and professional practice.

Experience
We are committed to ensuring our patients not only receive high-quality clinical care but also have a positive patient experience, through the entire care pathway.

Our targets
- 100% accreditation
- Better than national quality benchmarks
- Maintain patient experience outcomes

UN Sustainable Development Goals

The level of resilience of my patients, particularly the elderly, and their wisdom inspires me daily to assist them in the best way possible.

Carolyn Rheinberger
Rehabilitation support, Hunters Hill Private Hospital
Delivering excellent care

We take a multi-faceted approach to delivering high-quality care. We focus on patient safety and quality accreditation standards across our facilities. Clinical outcomes are a priority, along with ensuring our patients have a good experience.
Caring in the time of COVID-19

An unprecedented call to arms

Ramsay people across the world have responded generously to the waves of COVID outbreaks in our communities.

Since March 2020, Ramsay UK has been working with the National Health Service (NHS) to deliver urgent care to more than half a million patients needing outpatient appointments, diagnostics and surgery.

From cancer treatment for 11,000 NHS patients to PPE training and care home swabbing; in every community, our people and doctors have stepped up to make a difference.

Our Australian team has taken an ‘all-hands-on-deck’ approach to recurring COVID outbreaks, largely in Victoria, Queensland and New South Wales.

As well as looking after aged care residents and public patients, our nurses have been redeployed to facilities where need is greatest.

Throughout 2020, Ramsay Australia made available to the public system more than 30,000 additional staff and 9,000 hospital beds across the country, as well as performing 28,000 procedures on public patients across a range of specialties.

Ramsay Santé treated the majority of COVID patients admitted to private hospitals in France, while Capio in Sweden treated approximately 20% of all COVID-19 infected inpatients in Stockholm.

The teamwork has extended across our operational, administrative and clinical staff – everyone at Ramsay has shown great determination and dedication to patient care during difficult times.

In a COVID-19 service, we work as a team from morning to night. We are there to support each other and there is a real dynamism that emerges, despite our busy days.

Sophie Amadegnato
Nurse, Maussins Nollet Clinic

Supporting the vaccination roll-out

Ramsay has provided extensive capacity and expertise to support the global COVID-19 vaccination roll-out. Thousands of our people have answered the call to help, with many working in mass vaccination hubs or drive-through operations.

As at June 2021, more than 330,000 vaccination doses had been provided in Capio facilities and hubs in Sweden. “As Sweden’s largest private health care provider, we have a responsibility and we obviously want to participate in mass vaccination of COVID-19,” explained Capio Sweden CEO Britta Wallgren.

Ramsay Santé had delivered more than 160,000 vaccine doses, with eight facilities in France hosting vaccination centres. Ramsay Sime Darby had overseen more than 75,000 vaccinations at its hospitals in Malaysia and Indonesia.

Mt Wilga Private Hospital nurse Ann-Maree Lines explained what it was like to be involved in Australia’s vaccination effort: “The best thing is watching people positively run up the ramp for their jab, smiling from ear to ear under their masks, with a sparkle in their eyes as they say ‘I am here for my vaccination’.”
The collective effort of Ramsay Santé’s team was praised by Prime Minister Jean Castex during a visit to the Hôpital privé de l’Est Parisien in March 2021.

Ramsay Australia joined the national COVID-19 vaccination effort, with hundreds of our staff deployed to administer jabs in metro and regional areas.

Ramsay Sime Darby staff took the initiative in Malaysia, raising awareness for Hand Hygiene Day.

Malaysia’s Health Minister Dr Adham Baba visited the COVID-19 vaccination centre at Subang Jaya Medical Centre.

Ramsay UK was shortlisted for four categories in the 2021 LaingBuisson Awards for excellence. The nominations are testament to the hard work and dedication on show across our hospitals and facilities.

Ramsay UK’s mobile CT and MRI diagnostic teams responded to unprecedented demand, delivering more than 34,000 CT and MRI scans from April-November 2020.
Caring for our patients

The Ramsay Way of ‘people caring for people’ is exemplified in our dedication to our patients, partners and people. This focus is critical to our daily work and our success as a leading health care network.

In a dynamic health care sector, demand for modern, responsive services continues to rise.

Despite the many challenges brought by COVID-19, we continue to grow specialist services needed in each region, with a global focus on four therapeutic areas – mental health, cardiology, orthopaedics and oncology.

In addition, we have been expanding more accessible models of care, with new out-of-hospital services through proximity care, at home services, allied health and telehealth.

Ramsay UK has continued to support the NHS with critically required cancer surgeries, including breast and colorectal surgery, and maintaining vital services such as chemotherapy treatment as part of the patient pathway.

Growing the proximity care network
Capio Proximity Care services in the Nordic region are medical centres with primary health care services and a multidisciplinary team, comprising medical, paramedical and administrative staff.

Their mission is to guide patients through coordinated support and to accompany them in developing an appropriate prevention care approach.

This aims to strengthen the link between the local medicine infrastructure and the hospital to ensure continuity of care.

Investing in mental health
Expansions in Australia and France include numerous new mental health services and wards; importantly, these expansions have included regional areas such as the Dudley Hospital in New South Wales.

In France, our growth included the acquisition of a new clinic near Toulouse, which specialises in addictology. Five new day unit authorisations also make it possible to tailor our care.

Outpatient pathways are evolving with the implementation of initiatives such as light therapy equipment. Ramsay Sime Darby has also extended its mental health offerings.

Growing oncology
A key focus has been expanding comprehensive cancer programs in France and Australia.

New programs, such as the Cancer Care Navigation service, involve personalised accompaniment through the course of a patient’s care.

Capio has also expanded its range of telemedicine services delivered through the proximity care network.

New Chief Nurse
Ramsay Australia has appointed a Chief Nurse and Clinical Services Director to oversee nursing leadership, clinical governance, safety and quality, and patient experience.

Dr Bernadette Eather has played a pivotal role in Ramsay’s response to COVID-19. In April, she was named a frontline hero at the Women’s Agenda Leadership Awards.

“I believe that health care is the greatest demonstration of teamwork and it took an amazing team to respond to this pandemic,” Dr Eather said. “I am immeasurably proud of the work Ramsay does to keep our staff, doctors and patients safe.”
Developing services in the home
In Europe, nearly 10% of people with COVID-19 have difficulty recovering and returning to their usual activities, even after several weeks of rest. Ramsay Santé clinics IRIS Saint Priest and Marcy l’Etoile have developed a tele-rehabilitation program for adult patients with persistent symptoms, including an individualised exercise program.

A global focus on care
Being entrusted with the care of more than eight million patients each year reflects Ramsay’s exemplary standards. Those standards are achieved through a continuous focus on patient safety and maintaining quality accreditation levels across all our facilities.

Ramsay Health Care’s Group and regional Chief Medical Officers oversee and advise on clinical quality and strategic issues. After the retirement of Professor John Horvath AO as Group Chief Medical Officer in January, Ramsay welcomed to the role Professor Sir Edward Byrne AC.

In May 2021, Ramsay Australia welcomed Dr Robert Herkes as Chief Medical Officer. He began his career as a clinician and researcher at Royal Adelaide Hospital and has worked between Australia and England over the past four decades. Professor Byrne has made major contributions to research in the field of mitochondrial medicine and neuromuscular disorders. He was a founding director of the Melbourne Neuromuscular Research Unit and the Centre for Neuroscience in 1993.

In recognition of his service to neurology as a clinician and academic and to advances in medical research, Professor Byrne was admitted as an Officer of the Order of Australia in 2006 and a Companion of the Order of Australia in 2014. This year, he received the prestigious Symons Award from the Association of Commonwealth Universities.

New Group Chief Medical Officer
Professor Sir Edward Byrne AC FTSE FRACP FRCP FRCP is a neuroscientist and joined Ramsay Health Care from King’s College London, where he was Principal from 2014-2021. Prior to that, Professor Byrne was Vice Chancellor at Monash University in Victoria and served as Head of the Medical School and Vice Provost of University College London.

He began his career as a clinician and researcher at Royal Adelaide Hospital and has worked between Australia and England over the past four decades. Professor Byrne has made major contributions to research in the field of mitochondrial medicine and neuromuscular disorders. He was a founding director of the Melbourne Neuromuscular Research Unit and the Centre for Neuroscience in 1993.

He is a fellow of the Royal Australasian College of Physicians, the Royal Colleges of Physicians in London and Edinburgh, The American Academy of Neurology and The American Neurological Association. He is also a fellow of The Academy of Medical Sciences in the UK and an honorary fellow of the Australian Academy of Health and Medical Sciences.

“I was interested in working for Ramsay because of the strength of Ramsay’s culture and global nature of the company’s operations which, taken together, put Ramsay in a very strong position to be at the cutting edge of transformation in health care.”

In May 2021, Ramsay Australia welcomed Dr Robert Herkes as Chief Medical Officer. Dr Herkes is a respected senior clinician who has served as Chief Medical Officer for the Australian Commission on Safety and Quality in Health Care.

Ramsay Santé clinics have continued to grow.
Ramsay Sime Darby hospitals offer pharmacy drive-thru and medication delivery, and a new ambulatory service has been rolled out in Malaysia.

Ramsay Sime Darby’s Telehealth Plus program in Indonesia has been used by more than 15,000 patients since it began last year. Users range from parents of infants to elderly people.

Ramsay Connect in-home rehabilitation and hospital care services are available Australia-wide. More than 400 medical specialists now refer patients to Ramsay Connect to help them transition from hospital to home.

Broadening allied health
Ramsay Pharmacy and our allied health service in Australia, Ramsay Health Plus, have continued to grow.

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All our hospitals and facilities are accredited. To achieve accreditation, each facility must regularly meet quality and safety standards and pass stringent audit processes set by the relevant jurisdiction authority.

Ramsay facilities always strive to deliver the best quality care - above and beyond what is required.

An important part of high-quality standards in care is ensuring our doctors and visiting medical officers have appropriate credentials and are operating within their allowed scope of work.

Our credentialling approach includes a thorough review of qualifications and experience and is assessed by advisory committees at each hospital. That approach was independently reviewed in Australia during 2021.

Safety is a priority

Speaking up is fundamental to a culture of safety; when everyone is looking out for each other, safety thrives.

Our ‘Speak Up for Patient Safety’ program is a key quality initiative across facilities in Australia, the UK and Asia.

The program is based on the Vanderbilt University Promoting Professional Accountability (PPA) program and provides Ramsay with a sustainable, organisation-wide framework to support and maintain outstanding levels of safety and reliability.

By holding informal feedback sessions with hundreds of peer messengers across the business, we gain new insights, understand risks, regulate behaviour and make improvements across the entire safety management system.

Ramsay UK sites have more than 85% of employees trained to Speak Up for Patient Safety. We continue to evaluate and improve the program, including collaborating across continents, as a central element of our core business.
Patient experience and wellbeing

Making sure our patients have a positive experience at Ramsay is extremely important to us.

We are focused on our patient’s journey and understand there are many touchpoints that contribute to their overall experience, such as staff interactions and comfort.

Feedback from patients is routinely gathered in most of our regions using the patient experience measure Net Promoter Score (NPS).

We are pleased that, despite a challenging environment, Ramsay has maintained a high level of positive patient experience with high scores across our operations in the UK, Australia, France and the Nordics.

Ramsay Sime Darby is transitioning to the NPS and shows solid results.

Since July 2020, Ramsay Australia has also been using the Australian Hospital Patient Experience Question Set (AHPEQS) by the Australian Commission on Safety and Quality in Health Care (ACSQHC). An impressive 96% of Ramsay Australia patients rated their care as very good or good in the fourth quarter of 2021.

In France, Ramsay Santé Medicine/Surgery/Obstetrics (MSO) operations received very positive scores in an annual national satisfaction survey for in-patients (74%) and outpatients (75%).

A furry comfort

The Iris Clinic in Marcy l’Etoile has recruited a four-legged volunteer to bring comfort and joy to patients and staff.

Pierce the Golden Retriever accompanies psychologist Nadine Fossier Varney on her rounds.

“When I welcome a patient with a dog by my side, amazing things can happen,” Ms Fossier Varney said. “It can allow those who have difficult expressing themselves to open up.”

Pierce has a strict grooming regimen and regular veterinary checks. She is also a comforting companion for staff.

“The presence of a dog can be a real support,” Ms Fossier Varney said. “Staff can take time with Pierce to relax or create a bubble of privacy.”

1The Net Promoter Score (NPS) is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company’s products or services to others.
Caring and connected

Digital innovation is transforming health care around the world. Digital information is becoming the bedrock of high-quality health care. Ramsay is adopting modern infrastructures and data systems to improve how, where and when we deliver patient-centric care.

A Ramsay app designed to streamline the COVID-19 screening process checked in 2.6 million patients, staff and visitors in the first eight months of operation.

Ramsay Santé clinics have developed a tele-rehabilitation program for COVID-19 patients suffering from persistent symptoms.

Ramsay Sime Darby launched two telehealth services, Tele-Emergency and Tele-Stroke, to give patients quick online access to specialists without leaving home.

Privacy
We recognise the significance of information privacy and cyber security to our business, particularly in an increasingly regulated yet simultaneously hostile cyber environment.

This an important issue for each regional business and our Global Executive and Board.

The number of notifiable privacy breaches has remained steady (see Quality Scorecard on page 23).

Stretcher bearers at Ramsay Santé are using tablets to optimise the movement of patients in hospital.

Ramsay Australia introduced the MyPatient+ app to provide doctors with real-time patient information via their smart phone.

Ramsay Mental Health offers free online psychology programs and interventions via smartphone apps—MyRecovery and MyStayWell.
Quality scorecard

Delivering excellent care is always our focus despite the challenges and complexities of clinical environments.

Ramsay Health Care’s businesses operate in a mix of localised business environments, which have been differently impacted by COVID-19.

The variations in regional conditions and our response to the pandemic are reflected in the range of quality indicator results below.

Ramsay Health Care is focused on maintaining high-quality care and many facilities report quality and experience to a site level.

We are committed to transparency around clinical outcomes and clinical quality is best measured in both key patient outcomes and patient experience.

Our record on clinical quality is demonstrated by improvements across most indicators and all results within safe and acceptable standards.

Movement in measures from year-to-year does not necessarily reflect a lack of improvement or a decline in care.

For example, an increase in the rate of return to theatre may reflect timely management of predominantly cardiac patients, where outcomes are improved by early intervention.

### Table: Quality Scorecard

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ramsay Santé</th>
<th>Ramsay Sime Darby</th>
<th>Ramsay UK</th>
<th>Ramsay Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital accreditation (%)</td>
<td>100, 100</td>
<td>100, 100</td>
<td>100, 100</td>
<td>100, 100</td>
</tr>
<tr>
<td>Never events (wholly preventable)</td>
<td>0, 0</td>
<td>0, 0</td>
<td>0, 0</td>
<td>0, 0</td>
</tr>
<tr>
<td>Rate of unplanned readmission within 28 days (%)</td>
<td>8.0, 8.0</td>
<td>N/A, N/A</td>
<td>0.43, 0.37</td>
<td>0.57, 0.30</td>
</tr>
<tr>
<td>Rate of unplanned return to theatre during same admission (%)</td>
<td>0.84, 0.83</td>
<td>N/A, N/A</td>
<td>0.05, 0.03</td>
<td>0.09, 0.19</td>
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<tr>
<td>Rate of hospital acquired staphylococcus aureus bacteraemia per 10,000 bed days</td>
<td>1.49, 1.56</td>
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<td>77, 71</td>
<td>41, 36</td>
<td>79, 84</td>
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<td>Notifiable breaches of patient privacy</td>
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<td>10, 9</td>
<td>1, 0</td>
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1. Never events include: wrong implant/prosthesis; iron infusion where there is evidence that policy and procedure was not followed; infant breastfed by wrong mother or breast milk given to wrong infant; suspected suicide of a mental health inpatient (where inpatient is on leave or absconded) and where there is evidence that policy and procedure was not followed. In the Nordic region, these are called sentinel events, which are events that have caused or could have caused patient injury which are reported to the authorities in line with local legislation and results in root cause investigation to achieve relevant learning and take necessary corrective action.

NOTE: Ramsay Australia rates for unplanned readmissions and returns to theatre as H1 and H2 figures are not available from ACHS at the time of reporting. While efforts have been made to compile data across regions on a consistent basis, there may be differences. The table does not include data relating to facilities in Italy or Hong Kong. The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK and Ramsay Sime Darby are subject to limited assurance, please see page 65 for details. Ramsay Santé data has been assured as part of annual reporting processes.
Across our global operations are world-leading doctors and clinicians who share our philosophy of being ‘people caring for people’. We aim to be a trusted partner by supporting them to deliver quality care with leading-edge facilities and technology, and supporting their wellbeing and professional development.
Partnering with our doctors

Ramsay seeks to develop and maintain productive, trusting relationships with our doctors and surgeons.

We appreciate that supportive workplaces and innovative technology are required to meet the expectations of our medical experts and the needs of their patients.

We respect the independence of the doctor-patient relationship and are strongly committed to the wellbeing and advancement of all our doctors and consultants.

Ramsay also supports the broader practice of medicine and the long-term health of our communities by offering ongoing education, training and professional development opportunities, as well as clinical research, trials and academic partnerships.

We know that sustainability is important to our doctors and intend to work with them to reduce our environmental footprint by moving towards low-carbon, low waste systems in our hospitals and clinics.

Partners in care

Our doctors are involved in decision-making across our facilities, participating in our committees and providing input and insight around governance, product review, credentialing, infection control and many other issues.

In France, specialty committees in orthopaedics and obstetrics were set up in 2021. Made up of physicians and medical referents, the committees support the implementation of new processes to improve patient experience.

A medical orientation committee, composed of 20 practitioners and key opinion leaders, has also been implemented at Ramsay Santé to facilitate strategic discussions around health care challenges of the future.

COVID response

Ramsay's GP Liaison Officers (GPOs) from around Australia pivoted to support Ramsay's network of medical specialists during the COVID-19 pandemic.

The GPOs have hosted hundreds of RACGP-accredited education webinars, attended by thousands of doctors across the country.

The Chair of Ramsay's GP Education Committee, Dr Sue Gray, said the virtual sessions meant doctors could learn when and where they wanted.

"In a post-COVID world, we would anticipate offering a combination of both virtual and face-to-face education events for GPs," Dr Gray explained.

In Asia, our doctors are involved in facility-level COVID-19 management teams to develop hospital protocols and also acting as the reference point for any matters pertaining to COVID-19.

During the year, Ramsay Australia also rolled out free on-site PPE training and risk assessments for aged care providers to help minimise the risk of COVID-19 outbreaks in residential care.

I am hugely impressed by everyone who works at ICU and has now managed to work 12-hour shifts for over a year. It's amazing that they're keeping their nerve and energy up.

Across health care we have shown that we have the competence and strength to care for all COVID patients.

Jenny Bäcklund
Chief physician, Capio Specialist Clinics
Ramsay has always supported new innovations that I’ve wanted to bring to the hospital. They have outstanding facilities and the skill set of the staff allows us to provide the highest level of care to patients.

Bobby Anand
Orthopaedic Surgeon

Surgical training
Nepalese ENT surgeon Dr Shankar Shah is heading towards becoming his country’s third cochlear implant specialist, thanks to in-depth training he has received at Sydney’s Westmead Private Hospital. Dr Shah won the prestigious Rowan Nicks Scholarship to study in Australia and has been learning specialist techniques from Associate Professor Melville da Cruz.

“Westmead Private Hospital has been very helpful with this program,” A/Prof. da Cruz said. “It provides a rich learning environment for Dr Shah and we have the best imaging and monitoring equipment.”

Ramsay does do things the right way. They take on very challenging cases, which often involve a lot of investment into the patient’s health care.

Prof. Ashish Gupta
Orthopaedic Surgeon
Innovations in care

Ramsay invests in advanced health technology to provide our doctors with access to the latest equipment and techniques. From AI and virtual reality to robotics and 3D printing, technology is transforming patient care.

Robots for urology and orthopaedics at St Andrew’s Ipswich Private Hospital.

The Union Clinic uses Augmented Reality for knee surgery.

First robotic liver surgery at Peninsula Private Hospital.

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The Union Clinic uses Augmented Reality for knee surgery.

First robotic liver surgery at Peninsula Private Hospital.

North Shore Private Hospital’s multidisciplinary team for endometriosis performed a live procedure, viewed around the world by participants in the AAGL 2020 4th Global Congress on Minimally Invasive Gynaecologic Surgery. “Our aim is to support our doctors with the technology they need to embrace these professional development opportunities to both educate others and learn to enhance outcomes for our patients,” hospital CEO Richard Ryan said.

The Yorkshire Clinic opened a suite of the latest MRI and CT scanning services.

Ramsay Australia hosted more than 500 telehealth meetings to support over 2,500 people who could not attend hospital due to public health restrictions.

A robotic arm used for knee replacement surgery at Armidale Private Hospital.

At Clairval Private Hospital, a miniature cardiac pacemaker has been implanted intravenously.

New MRI and CT scanners for the latest imaging at Capio centres in Denmark.

North Shore Private Hospital’s multidisciplinary team for endometriosis performed a live procedure, viewed around the world by participants in the AAGL 2020 4th Global Congress on Minimally Invasive Gynaecologic Surgery. “Our aim is to support our doctors with the technology they need to embrace these professional development opportunities to both educate others and learn to enhance outcomes for our patients,” hospital CEO Richard Ryan said.
Our people are what makes Ramsay Health Care a success. As is The Ramsay Way, we want to foster a caring and inclusive culture, along with a high level of engagement and support in areas such as leadership development, training, safety, wellbeing and mental health.
Culture and engagement
We are fostering a caring, empowered and productive culture to deliver high-quality patient outcomes and experience.

Reward and recognition
We recognise the value of our people. We are committed to paying our employees fairly and competitively, having a supportive and rewarding workplace, celebrating our people and the positive impact they make in health care.

Safety
We put the safety of our people at the fore and are committed to a high performing safety culture.

Diversity and inclusion
We are committed to an inclusive culture. We celebrate the diverse backgrounds and experiences our people bring to the team and encourage them to be their ‘real self’ at work.

Development and training
We are focused on delivering career development, professional training and experience that supports the career and progression of all of our people.

Mental health and wellness
We are committed to supporting our people’s mental health and wellbeing to create a positive, safe and resilient culture and workplace.

“...We are committed to adopting best practices that support the mental health, wellbeing and care of our people.”

Our targets
- Strong progress towards top quartile employee engagement
- Increase the development of our people through the Global Leadership Academy
- Maintain focus on patient safety training
- Maintain workplace safety performance
- Establish Group Mental Health, Wellness and Resilience Framework
- Train 3% of the workforce in mental health first aid by 2026*

* Targets relate to 100% owned entities

UN Sustainable Development Goals
Investing in our people

A global pandemic has brought rapid change and unprecedented challenges to the health care sector.

The direct and indirect impacts on our employees, patients and partners around the world cannot be underestimated.

Through it all, Ramsay remains focused on ‘people caring for people’.

The Ramsay Way

We know that everyone at Ramsay is integral to our success.

By working together and supporting each other, we can create a caring, safe and inclusive culture, where everyone has an opportunity to contribute and make a difference.

This year, guided by feedback from across the business, we distilled Ramsay’s enduring values into three simple yet powerful principles:

1. We value strong relationships
2. We aim to constantly improve
3. We seek to grow sustainably.

In essence, these tenets underpin Ramsay’s conviction that people are at the heart of our ongoing success.

They also affirm that Ramsay is working to making a positive, long-term difference in the world by caring for our people, our communities and our planet.

Industry leading talent

Ramsay is proud to attract many of the brightest, most dedicated employees in the world.

In these extraordinary times, we continue to do so by offering a supportive culture, flexible conditions and enviable career opportunities.

This year, our health workforce grew by four per cent, reflecting the demands of COVID-19, particularly in Asia and Europe. Most of this growth was in our permanent full-time and part-time headcount, which grew by three per cent.

Despite the growth in our workforce, staff turnover rates have increased. Staff retention is a key focus due to increased pressures faced by the health sector from the ongoing pandemic.

Our workplace initiatives include:

- Ramsay Santé successfully moved to digital training to continue developing its teams. Employees were also incentivised to support recruitment.
- Ramsay Australia established a Professional Pathways Program to support nurses in other sectors looking to transition to Acute Care.
- Ramsay UK boosted furlough payments for clinically vulnerable staff, provided extra transport and meals and permanently increased overtime payments.
- Preceptorships in the UK allow the business to recruit newly qualified nurses and help them to take their first steps in a career with Ramsay.
- Developing leaders in the UK is supported by a rigorous talent management process every six months, which focuses on developing them within their role and preparing them effectively for future roles.
- A Malaysian Nursing Taskforce was set up to advance nursing conditions and career paths.

Keeping our people informed and engaged is also a priority for Ramsay.

Ramsay Santé undertook a collaborative workshop which led to 781 propositions for supporting engagement around three main levers: manager training, quality of life at work and middle management role models.

In the UK, Ramsay is now using Workplace by Facebook – an online communication tool that simply and securely links all employees across departments, functions and locations. It uses instant messaging, group chats and videos to ensure everyone is connected – no matter where or when they work.

Ramsay UK’s outstanding support for the NHS during the COVID-19 pandemic is featured in a report by the Independent Healthcare Providers Network.
Globally, Ramsay Health Care is a significant employer of women and has long been committed to having strong female representation at all levels of the organisation.

We respect and celebrate the diverse backgrounds, experiences and perspectives of our people and encourage them to be their ‘real self’ at work.

As proud supporters of 40:40 Vision, Ramsay is intent on achieving gender balance in our executive leadership by 2030. We hope our example encourages other leading companies to follow suit.

Colleen Harris
Group Chief People Officer

40:40 Vision is an investor-led initiative to achieve gender balance in the executive leadership across Australia’s largest listed companies. 40:40 Vision seeks to achieve gender balance – 40 per cent women, 40 per cent men and 20 per cent any gender – across the senior leadership of all ASX200 companies by 2030. Ramsay Health Care has joined to reflect our commitment to gender equality as significant employer of women.
That is why Ramsay offers a wide range of training and professional development opportunities across our businesses.

From self-paced online courses to intensive, tailored on-the-job learning and executive group programs; our training and development offering encourages Ramsay people to be lifelong learners, to embrace challenges and realise their potential.

For example, Ramsay Santé and Ramsay Australia each deliver more than 200,000 hours of compliance training on average per year.

**Career boosting programs**

This year, Ramsay Australia launched four new training pathways tailored to nurses and midwives. Starting in July 2021, the Nursing Leaders of Tomorrow, Nursing Fellowship, Back to the Bedside and DCS Induction and Mentorship programs will help to identify future nursing leaders.

Ramsay UK has celebrated the qualification of its first apprentice nurse cohort. 185 apprentices have been studying clinical and non-clinical subjects and another 93 are enrolled to start.

In Malaysia, Ramsay Sime Darby is piloting a 12-month Nursing Leaders of Tomorrow program to support the growth of 20 nursing and midwifery managers.

Nurses working in operating theatres are getting support from Ramsay Santé to obtain their IBODE diploma. The state-registered certification recognises their experience and expertise.

**Partnership & Scholarships**

Hundreds of Ramsay Australia employees have enrolled in a University of Tasmania (UTAS) postgraduate course in 2020, thanks to a $600,000 Ramsay staff scholarship program.

Julie Jackson (pictured below) has been a registered nurse for 32 years and this year completed a Bachelor of Nursing with Professional Honours in Clinical Education.

“I've loved it. I'm really grateful to work for a company that supports its staff to take on further education,” she said.

Ramsay Australia also offers scholarships ranging from $1000–$5000 for career development across the business.

**Global Leadership**

Ramsay’s Executive Leadership program, coordinated through the Global Leadership Academy, connects Ramsay’s global leaders of the future and equips them with the skills to navigate a dynamic health care sector.

Despite pandemic-related disruptions, more than 100 Ramsay managers have taken part from across our global operations.

The aim is to provide clarity on ‘what good looks like’ and accelerate development of our Head of Department and Senior Leadership Teams.

Ramsay UK has also created a new Leadership Framework, with behaviour descriptors for all leaders and a suite of new courses.

Since 2019, more than 900 Ramsay Santé people have completed an intensive 18-month management course, co-designed by Ramsay Santé experts and ESCP Business School. The latest graduates qualified in May 2021.

Ramsay Australia has launched a Frontline Leadership Development Program for hospital, pharmacy and corporate leaders to help build a culture of engagement, innovation, improvement and accountability. More than 300 people took part in 2020–21.
Future focus
Our new Global Graduate Programme welcomed its inaugural cohort this year.
The first ten corporate graduates were chosen from hundreds of applicants from Australia, the UK, Malaysia and Indonesia.

As well as being mentored by Ramsay’s leaders, the graduates are immersed in a two-year program tailored to develop their individual interests and inspire their contribution across the business.
They also get an opportunity to work and learn overseas, with an eight-month placement at one of Ramsay’s global locations.

Excellence Awards
Ramsay Australia’s annual employee awards introduced a new category in recognition of those who went above and beyond during the challenges of 2019/20.
The winners of the ‘People Caring for People’ Award received a cash prize for their terrific work.

In February, Christine Tipping from Oaks Hospital and Neyza Mapag from Neuro East (pictured) became Ramsay UK’s first graduates of the apprenticeship scheme, receiving First Class Honours in their Registered Nurse degree.

Ramsay National Library
Ramsay Australia’s National Library is a vital resource for employees seeking information about best practice.
The library’s suite of helpful information was accessed more than 1.3 million times during the year.

Partners in training
The Ramsay Sime Darby Healthcare College in Kuala Lumpur is set to become part of the University of Wollongong (UOW) global network of higher education campuses.
The transfer will see UOW Malaysia deliver nursing and health services programs to the current 360-strong student cohort.
Ramsay Sime Darby Health Care will continue to provide eligible students with enrolment sponsorships and internship placements at its four hospitals in Malaysia for the next five years.

“By combining a world-class, top 200 university with an exceptional, pioneering health care provider in South-east Asia, we will be able to offer world-class health education that produces the well-trained nurses and health service professionals Malaysia needs,” UOW Global Enterprises Managing Director and Group CEO Marisa Mastroianni said at the partnership announcement in March 2021.
Diversity and inclusion

Ramsay Health Care is a significant employer of women and is committed to gender equality.

Women comprise:
- 38% of Board members (43% of Non-Executive Directors)
- 45% of senior leadership (global executive and direct reports)
- 70% of managers across the business.

In January 2021, Ramsay pledged to achieve 40% women in executive leadership by 2030 as one of the first signatories to the 40:40 Vision, an investor-led initiative to achieve gender balance in the leadership of Australia’s largest listed companies.

With a strong pipeline of talented women leaders - including Carmel Monaghan, our first female CEO of Ramsay Australia - we want to show the way for equity and inclusion in health care.

Across our businesses, we see great diversity of people spanning numerous cultures and backgrounds. The diversity seen across Ramsay’s workforce provides fresh insights, new perspectives and good ideas.

We do not see age as an impediment and we appreciate the experience our people bring to the team. This year, 38% of new Ramsay employees were aged under 30 and the number of new employees aged over 50 saw a solid increase to 14%.

Safety

COVID-19 continues to have an operational impact and take a deeply personal toll at Ramsay Health Care.

The loss of colleagues, relatives and friends is felt across Ramsay and our sincere condolences go to all those who are grieving a loved one.

In such a challenging environment, Ramsay’s safety indicators have differed from region to region, reflecting the volatility of the coronavirus outbreak.

Similar to last year, many Ramsay employees have been required to isolate at home under public health orders, which has caused a notable uptick in lost time and absenteeism. This was particularly apparent in Indonesia and Malaysia. However, we saw significant reductions in absenteeism rates in the UK as conditions improved and levels were steady in the Nordics.

In Australia, where operations have been less impacted by COVID-19, safety performance remains steady and well below industry rates.

A highlight of the year was Ramsay Australia’s acceptance into the Australian Government’s national self-insurance scheme, Comcare. This came after a rigorous assessment process and reflected an excellent safety record.

Be纳入 into Comcare allows Ramsay Australia to offer all staff equal workers compensation benefits, regardless of their location, and delivers a generous benefit structure for injured employees.

Safety first

COVID-19 has added a layer of complexity in organising essential patient safety training. Our priority is to protect the training participants, while maintaining high quality educational standards.

Ramsay UK teams at Oaks Hospital and Springfield Hospital came together in November to carry out their patient safety training program in a safe and secure environment.

Twelve clinical practitioners undertook a two day Advanced Life Support (ALS) course comprising lectures, workshops, skill stations and cardiac arrest simulations, delivered by our clinical experts.

Assessment was based on clinical scenarios including airway management, high quality CPR and defibrillation and cardiac arrest management. Successful candidates receive a Resuscitation Council UK ALS provider certificate, valid for four years.

Course Director Matt Ibrahim said, “It is imperative that patient safety critical education continued during the challenging times of the COVID-19 pandemic. We have been able to equip 12 clinical members of staff with the knowledge and skills required to deal with acutely unwell patients, in a supportive and secure manner.”
A focus on mental health and wellbeing

Ramsay people are dealing with extraordinary and unpredictable demands at work and at home. As they rise to the challenge, again and again, many have been stretched to their limits.

The demands brought by the pandemic will linger, possibly for years to come. That is why protecting and bolstering our employees’ psychological wellbeing is an ongoing priority.

As well as empowering our people to care for themselves and their colleagues, Ramsay has introduced practical programs to lift morale and resilience across our businesses. Taking care of our employees enables them to take care of our patients. Ramsay Australia and Ramsay UK have set a target of training three per cent of their workforces as recognised mental health first aiders by 2026.

Our FY21 target was achieved, with more than 100 mental health first aiders approved in Australia and the UK. At the same time, more than 160 Ramsay Santé managers were trained to provide extra support to staff around mental health.

Also in France, a preventative health program to support the physical and mental wellbeing of employees and their families was extended to include consulting and retired doctors, who have been instrumental in Ramsay Santé’s COVID response.

During the year, Ramsay Australia held live webinars on resilience team-building and created leadership-in-crisis tools and resources. In the UK, dedicated wellbeing areas have been set up for hospital employees to access support and take a break. Staff are also provided with cheap, nutritious meals to keep them on the go.

Ramsay Santé’s employee childcare program now has 33 creches caring for more than 300 children, as well as an emergency childcare scheme helping employees manage their variable schedules and family demands.

Ramsay Australia has pledged to provide employees who experience stillbirth with paid parental leave. Ramsay joined the Stillbirth Foundation’s corporate registry, which covers one million employees with paid leave if they experience stillbirth (the loss of a baby from 20 weeks gestation).

Group Chief People Officer Colleen Harris said it was important to formalise a long-standing policy.

“Our employees are also supported through access to free and confidential counselling,” Ms Harris said.

Light therapy
This year, Ramsay Santé became the first private group to introduce cutting-edge light therapy at 24 mental health clinics. The devices are available to Ramsay employees, as well as caregivers and paramedics wanting to manage stress, pain and sleep issues.

“After a session of up to 40 minutes, people describe feelings of ‘letting go’, ‘relaxation’ and ‘escape’,” psychologist Isabelle Hautcoeur explained.

“In the long term, this technology also helps to improve the level of concentration and the quality of sleep.”

New uniforms
International Nurses Day had extra significance in 2021, which was designated by the World Health Organisation as the International Year of Health and Care Workers.

Ramsay Sime Darby celebrated International Nurses Day in May with stylish new uniforms for dedicated teams at the Klang tertiary care hospital.
RUOK Day

We are proud to be one of the founding partners of RUOK Day, encouraging our people to take time to check in with their families, friends and colleagues.
### People data and scorecard*

<table>
<thead>
<tr>
<th>Ramsay Santé</th>
<th>Ramsay Sime Darby</th>
<th>Ramsay UK</th>
<th>Ramsay Australia</th>
<th>Ramsay Health Care</th>
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<tr>
<td><strong>Number of employees</strong></td>
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Our planet

We recognise that protecting the environment for future generations is critical.

Energy and water
We are focused on energy and water efficiency measures and identifying opportunities to introduce more renewable energy in our operations and new developments.

Waste and recycling
We are seeking to improve recycling and to identify more opportunities to reduce single-use plastics where it is safe to.

Climate change action and reducing greenhouse gas emissions
We are undertaking a comprehensive review of climate risk to enable effective action on climate change and to take advantage of opportunities to support a transition to the low carbon economy.

Our targets
- Maintain recycling rates and identify single-use plastic and waste reduction opportunities
- Identify new water saving opportunities
- Achieve a 10% reduction in energy intensity by 2026*
- Achieve a 12% reduction in greenhouse gas emission intensity by 2026*
- Install 6.3MW renewable energy projects by 2026*
- Undertake a comprehensive review of climate risk across our regions

* Target relate to 100% owned entities only

Working in health care can sometimes be challenging but, without a doubt, it is one of the most rewarding careers where you can make a difference every day.

Natalie Burke
St Andrew’s Ipswich Private Hospital
Environmental performance

We know that a thriving planet is important to our health and wellbeing. Ramsay is focused on climate action and environmental performance across our value chain.

**Carbon footprint**

Pandemic-related fluctuations in activity and changing public health regulations saw a general rise in energy use this year. Our regional businesses are focusing on improving energy efficiency and reducing greenhouse gas emissions.

Activities include:

- installing energy efficient lighting throughout refurbished areas of outpatients, main receptions, wards and theatres
- adding high efficiency lighting controls and switching
- upgrading heating and cooling equipment to save energy.

In Australia, a focus on energy efficiency, including an LED retrofit program, has helped deliver savings in both absolute and intensity measures, helping to achieve our FY21 targets.

A large renewable energy program is being rolled out at our hospitals.

This commenced with large solar systems installed at the new Stourside Hospital in the UK and at Nowra Hospital in Australia.

**Reduce, reuse, recycle**

All regions are moving to divert waste to recycling and ensure that medical waste is appropriately managed and disposed.

The pandemic has led to significant increases in waste generated, with additional flows in the clinical waste stream. Despite the challenges, our regional teams have begun a range of initiatives to reduce single-use plastics and improve recycling.

Among its sustainability programs, Ramsay Australia has replaced more than 20 million pieces of single-use plastic, as well as substituting single-use plastic water bottles for reusable jugs.

In May, the Ramsay Australia team’s environmental sustainability work won the Outstanding Organisation category in the 2021 HESTA Australia Nursing and Midwifery Awards.

Ramsay Sime Darby’s Subang Jaya Medical Centre has introduced reusable ceramic cups for patients attending Haematology and Oncology Day Care.

More than 8,600 patients took part from October to June and the initial trial saved over 36,000 single-use plastic cups.

Capio in Sweden has partnered with a vendor to recycle or reuse IT products. Over the year, the program has saved approximately 50 tonnes of carbon dioxide (the equivalent of heating nearly 200 apartments per year).

Across the board, we are continuing to improve our data reporting mechanisms to increase the consistency and coverage of environmental measures.

Plastic-free, planet-friendly

Plastic cutlery and bottles are out and reusable crockery is in at the new environmentally friendly café at Subang Jaya Medical Centre (SJMC).

Café 35 is a ‘plastic-free zone’, with employees focusing on the small things that can be done to create a more sustainable planet.

SJMC CEO Trish Hogan said switching to reusable crockery made sense.

“We will save about 160,000 Ringgit Malaysia every year on the purchase of plastics,” Ms Hogan said.

“We are taking little steps to do what we can to protect the earth from plastics and only drinks that are not in plastic may be consumed in Cafe 35.”

Pictured above, SJMC CEO Trish Hogan with Ramsay Sime Darby Health Care chairman Dato Dr Jacob Thomas at the opening of Cafe 35 in April 2021.
**Greening theatres**

Ramsay has commenced a concerted sustainability push in our operating theatres.

For example, Ramsay Santé has launched an awareness and information campaign to encourage anaesthesiologists to reduce their carbon footprint.

“The anaesthesia gases used in the operating room are in fact greenhouse gases,” explained Dr Jean-Claude Pauchard, an anaesthesiologist-intensive care physician at the Aguilera Clinic in Biarritz.

“Once inhaled, very little is metabolised by the patient. Therefore, 95% of the gases are released into the atmosphere.”

Anaesthesiologists are being encouraged to select gases with lower greenhouse warming potential, optimise the flow of fresh gas and use modern respirators with automated gas functions.

“The objective of this initiative is to make the operation of the operating room sustainable, while integrating a reflection on its economic, social and environmental impact,” Dr Pauchard said.

Other theatre initiatives include recycling intravenous plastic tubing and using reusable containers in sterilisation processes.

The Sunshine Coast Hub has been using rigid sterilisation containers as a sustainable, safe alternative to polypropylene ‘blue wrap’ for sterile operating room equipment.

The transition has long-term cost-saving benefits by reducing the amount of blue wrap and other single-use sterilisation materials, like sterile indicator tape, which may require special disposal. It has also reduced the workload of the Central Sterile Services Department (CSSD) and the need for flash sterilisation if any sterile wrap is torn or damaged.

**Water**

Ramsay recognises that sustainable water use is important, particularly in water-stressed regions such as parts of Australia.

We know that climate change will lead to increased variability in rainfall and increased demand for water, particularly where temperatures rise, so access to water will be a long-term issue.

Over the past year, water usage reduced across our businesses, except in Australia. We are adopting more water efficient fittings and sensors and are working to benchmark our facilities to identify water-wise opportunities and priorities.

Responding to a changing climate

Ramsay is committed to taking action on climate change. This includes measures to help reduce impacts arising from our operations, in an effort to contribute to global mitigation measures aligned with the international Paris Agreement.

We are aiming to build a resilient business that adapts to climate-related risks and takes advantage of opportunities from the transition to a low carbon economy.

We have started on the journey to apply Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.

As at 30 June 2021, we have undertaken the first stage of risk assessment for Australia, France, Nordics, UK and Asia to build understanding and capability across the group. The aim has been to identify, at a high level, how climate related risks may impact our business and understand regional differences and short- and long-term implications.

The following section outlines our approach per the TCFD recommendations.
GOVERNANCE

FY21 Progress
- In October 2020, a Global Sustainability Policy and sustainability governance approach was approved by the Ramsay Health Care Board. This confirmed that any material social and environmental risks (including climate-related risks) are overseen by the Board’s Global Risk Management Committee.
- The Group Sustainability Officer and a Global Sustainability Committee, comprised of regional sustainability leads, provide support and guidance to the Global Executive and Global Risk Management Committee.
- In February 2021, the Board approved the Ramsay Cares objectives, which include greenhouse gas and energy intensity reduction targets.

FY22 Focus areas
- Develop a Climate Change Commitment Statement to articulate Ramsay Health Care’s approach in the various regions in which it operates.

RISK MANAGEMENT

FY21 Progress
Risk management approach
- Climate change risks are managed within the Group’s risk management framework.
- As a global business, it is important to ensure consistency of knowledge, understanding and approaches across multiple operations and regions.
Risk and opportunity identification
- A high-level risk and opportunity assessment was undertaken to identify a range of physical and transition climate-related risks and opportunities which may impact the worldwide health industry under the globally recognised scenarios: 1.5-degree, Paris Aligned Scenario (aligned to IPCC RCP-2.6 and SSP1) and 4-degree, business as usual scenario (IPCC RCP-8.5 and SSP5). Assessments were undertaken with senior leaders in Asia, Australia, France, the Nordics and UK to build awareness and capability across the Ramsay Group and test the completeness of risks/opportunities identified. The aims were to understand common global and regionally specific risks/opportunities and create a preliminary ranking of risks with possible mitigations.

FY22 Focus areas
- Undertaking analysis on the identified key common risk areas and the potential implications for strategic and operational areas, such as buildings and supply chain, to grow our understanding and identify actions (short- to medium-term risk focus).
- Monitoring longer-term implications of climate change on our people, patients (long-term focus).

STRATEGY

FY21 Progress
- Ramsay’s vision is to leverage our global platform to be a leading health care provider of the future. The strategy balances the needs of all stakeholders, considering a rapidly changing environment and the pressures on health care systems around the world.
- We know opportunities exist to build-in resilience to climate change as we deliver our strategic focus areas:
  1. Growth - growing, modernising and leveraging our world class hospital network and moving into new and adjacent services
  2. Efficiency - delivering operational excellence through optimisation and strategic sourcing
  3. Sustainability - investing in strong organisational foundations.

FY22 Focus areas
- Continue to build internal understanding and capability regarding climate risks in order to assess the impact on strategic focus areas.
- Embedding climate risk considerations into global strategy working groups and into key decision-making processes.

METRICS AND TARGETS

FY21 Progress
- We currently disclose Scope 1 and Scope 2 greenhouse gas (GHG) emissions from our electricity and fuel use and Scope 3 emissions arising from major waste streams.
- We are committed to improving our reporting. Key data included in the FY21 Impact Report is externally assured (see page 65).
Targets
- Ramsay Cares includes targets to reduce GHG emissions and energy intensity and drive a roll-out of renewable energy installations at key hospitals.
- GHG emission reductions targets have been embedded in sustainability linked loans for the wholly-owned funding group (comprising wholly-owned entities in Ramsay Australia and Ramsay UK) and Ramsay Santé.
- GHG emission reduction targets have been included in the FY22 Scorecards for our Executives.

FY22 Focus areas
- Working with regions to build capacity and understanding on climate risk and monitoring key risk areas.
- Working with suppliers to better understand Scope 3 emissions and abatement opportunities.
- Improving and reporting our performance and metrics annually.

1. Intergovernmental Panel on Climate Change’s (IPCC) Climate Change 2021, The Physical Science Basis, Summary for Policymakers Report
Black is the new green
As part of its commitment to creating a cleaner, greener planet, the green team at Nowra Private Hospital has come up with a range of sustainability measures. They include a 100-kilowatt solar panel project, PVC and aluminium recycling and eliminating single-use plastic water bottles.
Hospital CEO Prue Buist said they were keen to cut waste, energy and water use and minimise greenhouse gas emissions.
“From recycling medical waste to using recyclable cups and coffee bags, the whole team is pitching in and I’m very proud of what we’re achieving,” Ms Buist said.
“Our green team is looking at ways our recycling could help other community organisations and we hope to be able to donate any out-of-date bandages, fluids or medical equipment to local animal shelters.”

Lifelong care
Four Ramsay Santé maternity hospitals are piloting being certified under the quality label of the Very High Quality Social and Environmental Health (THQSE).
The certification makes it possible to assess the economic, environmental, social and societal commitments deployed by maternity hospitals.
Marion Comastri, Unit Manager of Obstetrics and Maternity at the Pays de Savoie Private Hospital, said the teams there had a long-standing commitment to social and environmental health.
“For example, our MyNea workshops, delivered by a team of midwives, obstetricians, anesthesiologists and pediatricians, help future parents at each stage of their journey,” she said.
“Every day, sensitivity to sustainable development is reflected in multiple ways such as recycling, rational use of consumables and cost control.”

Green team
Green initiatives at Pinehill Hospital started with four members of the physiotherapy department coming together over concerns about recycling, waste disposal and reducing single-use plastic.
The team is now 15-strong, with representatives across the hospital meeting regularly to discuss ways to reduce their environmental footprint.
Green team founding member and physiotherapist Jessica King said they were concerned about the increase in waste caused by the pandemic.
“It’s been very positive to work together on these projects around the site and play our part in sustainable health care,” she said.
The team has set up designated bins to collect writing instruments and crisp packets and plans to eliminate single-use items, such as plastic cups and coffee capsules.
Hospitals of the future

Ramsay has a significant pipeline of developments to ensure we can continue providing quality facilities that enhance patient, employee and visitor experience.

This includes brownfield and greenfield developments and potential acquisitions of hospitals and medical facilities.

Our investment into new developments and quality facilities helps meet growing community demand for accessible health care infrastructure, while creating local career and training opportunities.

Increasingly, environmentally friendly products, materials, technology and practices are becoming standard practice in the health care sector.

It is important that sustainable design features are considered early in the design stage of new developments.

We understand that, as the climate changes, ensuring our assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.

Greenfield development

Ramsay’s $133 million private hospital development in Victoria will service one of the fastest growing populations in Australia.

The Northern Private Hospital will be a 126-bed facility, with four operating theatres, a cardiac catheter lab, three inpatient wards and a day oncology centre.

A Climate Change Adaptation Plan was developed to identify the impacts and associated risks of climate change on this project over the lifetime of the asset (50 years).

Risks considered included increased temperatures and number of hot days, changes to rainfall, humidity and wind speeds, and fire weather.

The objective was to bring together the design teams to identify any gaps or omissions in the design process and respond to any high to extreme risks.

New build sustainability considerations

• Building management systems with automatic monitoring systems
• Operational waste management plans and facility recycling and collection systems
• Technologies for enhanced thermal comfort with individual room temperature control
• Acoustic and visual comfort between patient rooms with openable windows
• Peak electricity demand reductions including solar power and battery backup provisions
• Water efficient sanitary fixtures, fittings and appliances.
• Use of recycled materials for construction
• Energy efficient lighting and controls

Stourside Hospital opening

Lord David Prior, Chairman of NHS England (pictured right), opened Ramsay UK’s £7.5 million state-of-the-art day surgery hospital at Stourbridge in October 2020.

Stourside Hospital offers care across a range of specialties including breast, gynaecology, general surgery, orthopaedic and urology.

“We hope the local community is as proud as we are of this superb facility and the high-quality care it will provide,” said Ramsay UK CEO Dr Andy Jones (pictured left).
### Environment data and scorecard*

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Units</th>
<th>France</th>
<th>Nordics</th>
<th>Malaysia</th>
<th>Indonesia</th>
<th>UK</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy consumed in facilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity kWh</td>
<td>230,012,303</td>
<td>215,938,571</td>
<td>12,807,942</td>
<td>14,142,723</td>
<td>41,190,785</td>
<td>40,854,660</td>
<td>12,235,026</td>
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<tr>
<td>District heating kWh</td>
<td>25,723,883</td>
<td>35,169,907</td>
<td>3,709,321</td>
<td>3,516,629</td>
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<tr>
<td>Gas GJ</td>
<td>551,809</td>
<td>610,743</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other fuels consumed in facilities GJ</td>
<td>16,375</td>
<td>17,499</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Energy consumed in vehicles GJ</td>
<td>22,285</td>
<td>19,868</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td><strong>Total energy consumed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Energy consumed GJ</td>
<td>1,508,119</td>
<td>1,552,101</td>
<td>59,481</td>
<td>66,638</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Energy per IPDA GJ/IPDA</td>
<td>0.535</td>
<td>0.544</td>
<td>0.0014</td>
<td>0.0015</td>
<td>0.0844</td>
<td>0.0967</td>
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<td><strong>Greenhouse gas (GHG) emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Scope 1 Direct GHG emissions (Gas &amp; fuel) tCO2-e</td>
<td>31,859</td>
<td>31,100</td>
<td>307</td>
<td>266</td>
<td>175</td>
<td>133</td>
<td>269</td>
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<tr>
<td>Scope 2 Indirect GHG emissions (Electricity) tCO2-e</td>
<td>16,602</td>
<td>15,400</td>
<td>800</td>
<td>1,716</td>
<td>28,405</td>
<td>28,896</td>
<td>8,437</td>
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<tr>
<td>Scope 3 Indirect GHG emissions (Waste) tCO2-e</td>
<td>-</td>
<td>4,446</td>
<td>108</td>
<td>88</td>
<td>977</td>
<td>797</td>
<td>336</td>
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<td><strong>Total GHG emissions</strong></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total GHG emissions tCO2-e</td>
<td>48,461</td>
<td>56,221</td>
<td>1,107</td>
<td>1,981</td>
<td>29,561</td>
<td>29,826</td>
<td>8,706</td>
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<tr>
<td>Total GHG emissions per IPDA tCO2-e/IPDA</td>
<td>0.017</td>
<td>0.020</td>
<td>0.0002</td>
<td>0.0005</td>
<td>0.165</td>
<td>0.189</td>
<td>0.067</td>
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<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Water consumed in facilities kL</td>
<td>-</td>
<td>1,876,910</td>
<td>42,661</td>
<td>32,661</td>
<td>322,754</td>
<td>315,047</td>
<td>162,665</td>
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<tr>
<td>Water per IPDA kL/IPDA</td>
<td>-</td>
<td>0.66</td>
<td>0.01</td>
<td>0.01</td>
<td>1.80</td>
<td>1.99</td>
<td>1.26</td>
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<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Clinical waste (controlled/hazardous) t</td>
<td>5,649</td>
<td>5,026</td>
<td>33</td>
<td>83</td>
<td>291</td>
<td>386</td>
<td>133</td>
</tr>
<tr>
<td>Waste diverted to recycling t</td>
<td>-</td>
<td>4,090</td>
<td>607</td>
<td>590</td>
<td>83</td>
<td>52</td>
<td>137</td>
</tr>
<tr>
<td>Waste disposed by landfill/incinerated t</td>
<td>-</td>
<td>24,217</td>
<td>203</td>
<td>147</td>
<td>2,032</td>
<td>1,718</td>
<td>708</td>
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<tr>
<td>Total waste generated t</td>
<td>-</td>
<td>33,333</td>
<td>844</td>
<td>820</td>
<td>2,116</td>
<td>2,155</td>
<td>978</td>
</tr>
<tr>
<td>Waste per IPDA t/IPDA</td>
<td>-</td>
<td>0.012</td>
<td>0.0002</td>
<td>0.0002</td>
<td>0.012</td>
<td>0.014</td>
<td>0.008</td>
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<tr>
<td>Percentage diverted to recycling %</td>
<td>-</td>
<td>12</td>
<td>72</td>
<td>72</td>
<td>4</td>
<td>2</td>
<td>14</td>
</tr>
</tbody>
</table>

*Please note: Ramsay Health Care’s businesses operate in a diverse mix of local business environments. As such, the scorecard results reflect a wide range of region-specific, internal and external influences.

1 Excluding Italy.
2 Selected indicators have been subject to limited assurance (see page 65). Selected Ramsay Santé data has been assured as part of its annual reporting process. Efforts have been made to compile consistent data across regions but there may be differences. Ramsay makes no representation or warranty, express or implied, as to the appropriateness, accuracy or completeness of the information contained in this table. Some of the FY20 data has been restated due to data improvements or change in reported metric. For example, the Australian waste data has been restated to reflect changes in data capture by waste contractors.
3 FY21 Nordic data includes Sweden and Norway. No environment data is available for Denmark.
4 Excludes Hong Kong.
5 Inpatient and day patient admissions (IPDA).
6 Figures for period April 2020 to March 2021.
caring for our community
Our Community

Our responsibility goes beyond connecting patients to skilled practitioners. We have an important role in our communities and in serving society-at-large.

A community approach to health care innovation
We are investing in leading medical research and supporting clinical trials to advance patient and community outcomes.

Focusing on cause and prevention
We are partnering with a focus on preventative health care and mental health.

Supporting local communities
We are supporting local communities and promoting awareness of the importance of health and wellbeing.

Responsible sourcing
We are working with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain.

"We are committed to a global approach to preventative health care and supporting the local communities in which we operate."

Our targets
- Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community outcomes
- Partner with a focus on preventative health care and mental health
- Support local communities and promoting awareness of the importance of health and wellbeing
- Achieve sustainability assessments covering 80% of external supplier spend by 2026*

* Targets relate to 100% owned entities only

UN Sustainable Development Goals
Saving lives through medical research

Ramsay Health Care’s values motivate us to constantly improve and find new and better ways of caring.

That is why we support a wide range of clinical trials and health research aimed at improving the wellbeing of our patients and society as a whole.

Investing in preventative health care and life-changing research, teaching and training is part of our commitment to supporting stronger, healthier communities.

We also encourage a culture of research that can explore ideas, share good practice and contribute to high-quality health care around the world.

Ramsay Hospital Research Foundation
Founded in 2017, the Ramsay Hospital Research Foundation (RHRF) is on a mission to “provide better outcomes for patients, to investigate the diseases and illnesses which affect them and to progress the learning and development of those who care for them.”

This year, RHRF awarded $1.85m funding for research in key clinical areas such as rehabilitation, mental health, cancer and maternity care.

RHRF oversees more than 200 clinical trials in 14 hospitals across Australia, studying the treatment of conditions such as cancer, musculoskeletal disorders and Parkinson’s disease. It has another 800-plus research projects investigating illnesses such as treatment-resistant depression, aphasia and endometriosis.

Advancing cancer care
A new research project funded by the Ramsay Hospital Research Foundation could transform mental health support for Australian cancer patients.

Lead researcher Joanne Shaw said the Ramsay Adapt project would examine the best way to assess and manage anxiety and depression in cancer patients in private hospitals, as well as the effectiveness of training community-based psychologists to work alongside hospital cancer teams.

“The outcomes will pave the way for a sustainable model of treatment across Ramsay hospitals, as well as community-based care,” A/Prof Shaw said.

“The word for us is ‘hope’. It gives hope to our patients that we can, through clinical trials, find cures for their cancers. For our clinicians, it gives hope that they can strive for better outcomes and deliver care that’s going to make a real difference.”

Chris Went
CEO, Greenslopes Private Hospital
Ramsay Santé research
The Ramsay Santé Research and Teaching Department is dedicated to the discovery of new diagnostic tools, treatments and therapies.

Ramsay Santé is a leading private group in medical and scientific research in France, producing more than 3,260 scientific publications in the past four years. In 2020, more than 4,300 patients were involved in 679 clinical studies.

By partnering with health experts, scientists, start-ups and charities, the Foundation is finding new ways to encourage healthy behaviours.

In 2018, the Foundation opened a free nine-month incubator program to support start-ups and associations working in health prevention and e-health.

Since then, the Prevent2Care Lab, based in Paris and Lyon, has worked with 47 start-ups to advance and scale their projects.

The Foundation also hosted a series of forums on health prevention issues, including the pressing topic of school bullying.

A report by the French Hospital Federation and National Research Coordination Committee put the Urology Medical Team of Clinique La Croix du Sud (pictured) in the top 20% of prostate cancer publications worldwide from 2010-2019.

The prestigious ranking reflects the remarkable work of Dr Guillaume Ploussard, co-author of more than 240 referenced scientific publications.

Ramsay Santé Foundation
Fuelled by the adage that ‘prevention is better than a cure’, the Ramsay Santé Foundation promotes preventative health care and focuses on innovation.

The Foundation supports original programs and projects that promote good health and wellbeing across France.

This year, the Prevent2Care Tour, another initiative of the Foundation in partnership with INCO and the Pfizer Innovation France endowment fund, granted €5,000 each to five regional associations promoting healthy lifestyles in Lille, Lyon, Toulouse, Marseille and Paris.

In January, the Foundation worked with the University of Western Brittany to launch a University Diploma for Health Prevention Officers.

Habits for a healthy future
Capio has enlisted about 500 Swedish families to trial a smart phone app designed to encourage better eating and exercise habits in pre-school children.

Developed by senior researcher Marie Löf at the Karolinska Institute in Stockholm, the app called MINISTOP tracks the development of six lifestyle factors and provides tips and tools for new behaviour around eating, activity and screen time.

MINISTOP is offered in numerous languages to parents of 2.5-year-olds attending Capio’s paediatric clinics. The aim is to reduce their risk of lifestyle and chronic diseases later in life.

Yes, it is possible to do clinical research while working in the private sector. At Ramsay Santé, doctors in private practice do not have to give up teaching, publishing or clinical trials. Our role is to provide all the necessary support for the practice of research.

Dr. Stéphane Locret
Director of Research and Education, Ramsay Santé Group
Caring for our local communities

Ramsay is proud to provide accessible health care in many regional cities and towns. Our facilities support local job opportunities, economic growth and regional stability, as well as contributing to scientific and medical research capacity. We help our communities to develop and thrive. Our people care about their communities and enjoy supporting important causes and activities. Whether raising funds or awareness, we know that every effort makes a difference.

Nourishing our communities

Ramsay Sime Darby Health Care employees, doctors and managers have generously supported community food bank programs set up at Manipal Hospitals Klang, Ara Damansara Medical Centre and Parkcity Medical Centre. Donations of non-perishable food were given to vulnerable residents across Kuala Lumpur during Malaysia’s long COVID lockdowns.

Ramsay Australia is a long-term supporter of the mental health initiative R U OK?

Hollywood Private Hospital staff fundraising for Lymphoma Care Nurses across Australia.

Employees supporting a blood donation drive in Malaysia.

Raising awareness of clinicians’ wellbeing with the Crazy Socks for Docs campaign in Australia.

Woodthorpe Hospital proudly sponsors the Nott’s County Women’s Football Club.

Mobilising for cancer awareness during Movember.
Responsible sourcing and supply chain

Working with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain has significant benefits for society and our planet.

A major review of Ramsay’s approach has identified several opportunities to update policies and procedures. As a result, Ramsay has adopted a new supplier sustainability assessment approach and outlined a three-year improvement plan.

Ramsay also released a modern slavery statement addressing the reporting requirements under the UK Modern Slavery Act 2015 (UK) and the Australian Modern Slavery Act 2018 (Cth).
Sustainability disclosures

Ramsay Health Care’s material issues were identified and prioritised in the materiality assessment outlined in Section 2. The following section outlines for our identified material issues:

- why they are important
- how we manage each issue
- our impact boundary and key stakeholders
- our measures
- how each issue maps against the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) topic issues for health care and the relevant UN Sustainable Development Goals (SDGs).
Clinical quality and excellence

Why it is important: Delivering high-quality, safe and effective clinical care is at our core. In addition to clinical quality, we are focused on the patient experience and working with our doctors to support their wellbeing and effectiveness. We invest in identifying the best patient outcomes through research and development.

Our management approach
Ramsay Health Care strives to deliver high-quality, safe and effective clinical care in an environment where risks and issues are anticipated, identified early and responded to rapidly. We work to do this through reviewing and improving our patient safety and quality system performance. Safety is everyone’s business and the cornerstone of quality. For this reason, we endorse accountability in this area at all levels of our organisation. The Ramsay Health Care Board and the Global Risk Management Committee embed strong leadership in safety and quality. This supports Ramsay Health Care employees and accredited medical practitioners in their efforts to provide safe, high-quality care and monitor and respond to the performance of Ramsay’s patient care systems.

This year, Ramsay Health Care focused on a number of key quality and safety initiatives:
- Speaking up for Patient Safety (page 20)
- Promoting professional accountability
- Improving the patient experience
- Data integrity and transparency for improvement
- Investment in medical research
- Safety huddles and clinical rounding.

For more information, please see our Clinical Governance Framework ramsayhealth.com/Sustainability/Patient-Safety-and-Quality

Impact boundary and stakeholders
Internally and externally for our stakeholders.

Patients
Doctors
Employees
Funding partners
Government and regulators
Investors
Community

Measures
Our measures are provided in the Quality Scorecard (page 23) and include:
- Hospital accreditations
- Clinical incidents
- Patient experience

Alignment GRI / SASB / SDGs
GRI disclosure
- 416-2 Customer health and safety
SASB topic area
- Quality of care and patient satisfaction
SDGs
People and culture

Why it is important: Our people are our most important asset. Accordingly, we strive for excellence and continuous improvement in workplace practices and culture to promote a positive, harmonious and productive environment for all.

Our management approach
Ramsay Health Care is recognised for its commitment to staff through professional development and fostering of a special culture known as The Ramsay Way. The Ramsay Way focuses on ‘people caring for people’ and recognises that our people are the key to our success.

The Ramsay Way means that, through our operations and through our policies and practices, Ramsay Health Care can make a genuine attempt to improve the quality of life of our employees, their families, the local community and society at large.

Ramsay teams should work in an environment that is receptive and flexible. We want our facilities to be led by competent and experienced managers, with an ‘open door’ policy for doctors and staff.

Ramsay Health Care empowers our local facility managers to develop productive working relationships with our people, doctors and other stakeholders. We pride ourselves on the relationships we have built with these groups across the organisation.

Our internal policies and processes aim to provide our people at all levels with career expansion, training and development opportunities.

We invest in engagement and recognition and are keen to develop a global pipeline of talent, such as through our global Ramsay Leadership Academy.

Impact boundary and stakeholders

Internal stakeholders

 Patients
 Doctors
 Employees

Measures
Our measures are provided in the People Data and Scorecard (page 37) and include:

• Workforce gender diversity
• Retention (turnover)
• Safety
• Absenteeism

Alignment GRI / SASB / SDGs

GRI disclosure

• 102-8 Employee information
• 401-1 Employee hires and turnover
• 403-9 Workplace injuries
• 405-1 Diversity

SASB topic area

• Employee health and safety
• Employee recruitment development and retention

SDGs

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Robust and responsive business model

Why it is important: Being able to deliver growth and clinical excellence and respond to disruption while generating strong shareholder returns.

Our management approach
Ramsay Health Care strives for a robust and responsive business model to enable us to deliver growth, clinical excellence and shareholder returns.

The Board has oversight of Ramsay Health Care’s business and affairs and, as such, is responsible for overall strategy, governance and performance.

The Annual Report outlines our strategy and performance as well as our material business risks. Ramsay Health Care is finalising a new strategy to help position Ramsay for growth, with a focus on delivering high-quality clinical outcomes, investing in data and digital and growing and developing our people.

A key to Ramsay’s success is having quality relationships with our stakeholders such as private health insurers, governments and regulators and our network of doctors.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

Employees

Funding partners

Investors

Measures
Our measures are provided in the Annual Report (page 12) and include:

• Revenue
• Profit
• Shareholder return

Alignment GRI / SASB / SDGs

GRI disclosure
• 201-1 Direct economic value

SASB topic area
• Product design and lifecycle management

SDGs
Good governance

Why it is important: Ramsay Health Care recognises the importance of good governance in achieving our corporate objectives, in discharging our responsibilities and endeavouring to meet the expectations of all stakeholders.

Our management approach
Ramsay Health Care’s governance framework is designed to ensure that the company is effectively managed, that statutory obligations are met and that the culture of personal and corporate integrity – The Ramsay Way – is reinforced.
Ramsay Health Care is steadfast in its commitment to maintaining the culture and principles of The Ramsay Way across all aspects of its business, honouring the architect of The Ramsay Way, the late Mr Paul Ramsay AO.
The Board continually reviews our governance policies and practices to ensure they remain appropriate in light of changes in corporate governance expectations and developments.

For further information on Ramsay’s governance approach, please see the annual Corporate Governance Statement which outlines our governance framework, policies and procedures in line with the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (4th Edition). This includes information on our risk management and Board oversight.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

Measures
Our measures are provided in the People data and scorecard (page 37) and include:
• Director independence (page 9)
• Board gender diversity
• Executive gender diversity

Alignment GRI / SASB / SDGs
GRI disclosure
• 102 Governance
• 102 Ethics and integrity
• 207-1 Tax
• 405-1 Diversity
SASB topic area
• Business ethics
SDGs

Patients
Doctors
Employees
Government and regulators
Investors
Community
Digital, cyber security, data and privacy

Why it is important: Expanding privacy and security regulations, and an increasingly hostile online environment, have made information privacy and cyber security an increasing concern. The digitisation of services and increasing use of data for decision-making are key drivers in the health care industry’s transformation.

Our management approach
Ramsay Health Care recognises the significant importance of information privacy and cyber security to our business, particularly in an environment of expanding information privacy and security regulations, and an increasingly hostile online landscape.

Ramsay relies on its own and third-party vendor information systems to perform key functions essential to our ability to operate, provide care and manage patient admissions and patient data, inventory and administration.

Each Ramsay regional business monitors cyber risks and data and privacy concerns. Each region has its own accountability framework to reduce risk, protect all data held and meet the regulatory requirements. As part of this, each region has dedicated data protection and privacy officers (or equivalent).

Each region is responsible for delivering comprehensive training to staff as part of our continual improvement.

Our approach is overseen by the Global Executive and the Board’s Global Risk Management Committee.

Ramsay Health Care is also eager to leverage technology opportunities, such as improving efficiency and performance and new models of care through digitisation.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

Patients
Doctors
Employees
Government and regulators

Measures
Our measure is provided in the Quality Scorecard (page 23):

• Notifiable breaches of patient privacy

Alignment GRI / SASB / SDGs

GRI disclosure
• 418-1 Customer privacy

SASB topic area
• Patient privacy and electronic health care records

SDGs

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Integrated quality assets and infrastructure

Why it is important: A key part of Ramsay’s business strategy is driving stronger growth from the core and developing new growth platforms. This includes a pipeline of developments and potential acquisitions of additional hospitals, health services or businesses with relevant adjacencies. Ensuring these assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.

Our management approach
Regional Development Committees are responsible for the development pipeline in our regional businesses. The Chief Business Development Officer sits on the regional committees. Significant projects are overseen and approved by the Group Development Committee at a global level. Major acquisitions and developments are provided to the Board for approval.

We have also continued with investment in brownfield developments. In FY21 in Australia, we completed $140 million in developments which delivered 93 gross beds (25 net), three operating theatres and 17 consulting suites.

We have a significant pipeline approved for FY22 and beyond. In the UK, capital expenditure over the 12 month period was $58 million, of which $23 million was invested in brownfield developments, digital and growth projects.

UK projects included two new day hospitals - Beacon Park Hospital and Stourside Hospital - with a third, Buckshaw Hospital in Preston, due to open in 2021.

In Europe, Ramsay Santé invested $356 million into expanding its existing sites, consultation practices and the St Goran hospital in Sweden. A pipeline of over $400 million is planned in FY22.

Ecologically sustainable development (ESD) requirements are considered on a case-by-case basis; we see this as a growing opportunity and a focus going forward. Innovation and new models of care are also important considerations in the development pipeline.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

- Patients
- Doctors
- Employees
- Government and regulators
- Investors

Alignment GRI / SASB / SDGs
GRI disclosure
- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

SASB topic area
- Climate Change Impacts on Human Health and Infrastructure

SDGs

Ramsay Health Care
Impact Report 2021 | 58
Why it is important: Ramsay Health Care recognises that conserving and protecting the environment is a critical issue. We are committed to working toward environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, saving energy and water, reducing resource use where it safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.

Our management approach
In 2020, Ramsay Health Care refreshed our approach to sustainability and developed the new Ramsay Cares strategy. This includes the key pillar of Caring for our Planet. Each regional business is responsible for implementing the approach and improving our environmental performance.

Our approach to sustainability and any material environmental risks is overseen by the Global Risk Management Committee. The Group Sustainability Officer and Global Sustainability Committee, comprised of the Regional Sustainability Leads, provide support and guidance to the Global Executive and Global Risk Management Committee.

In February 2021, the Ramsay Health Care Board approved the Ramsay Cares objectives and goals, which will be reviewed annually.

In the coming year, there will be a focus on engaging our people, patients and partners to help work towards the goals.

This year, we have commenced reporting in line with TCFD recommendations as we grow our understanding of the risks and opportunities arising from a changing climate.

The COVID-19 pandemic saw a significant increase in the use of personal protective equipment (PPE) to safeguard our people, patients and visitors. PPE is chosen based on risk and is determined by the modes of infection transmission and the priority during this period has been to secure suitable PPE stock. The volume of waste grew during this period. PPE continues to be disposed of in accordance with our clinical waste management guidelines. General waste is sorted and either diverted or sent to landfill; clinical waste is either sterilised and sent to landfill or incinerated.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

Employees

Government and regulators

Investors

Measures
Our measures are provided in the Environment Scorecard (page 45) and include:
- Energy
- GHG emissions
- Water
- Waste

Alignment GRI / SASB / SDGs

GRI disclosure
- 302-1 Energy use
- 303-5 Water consumption
- 305-1 Emissions (Scope 1)
- 305-2 Emissions (Scope 2)
- 306-3 Waste generation
- 306-4 Waste diversion

SASB topic area
- Energy Management
- Waste Management
- Climate Change Impacts on Human Health and Infrastructure

SDGs
Caring for communities

Why it is important: Ramsay Health Care has an important role to play in the communities we serve and society at large. Our focus on health care allows us to commit significant resources to medical research, clinical teaching and training. We take a global approach to health care prevention and supporting local communities.

Our management approach
Ramsay Health Care makes meaningful contributions to local communities in a range of ways, including:

- **Employment** - our people often live nearby the patients they care for.
- **Regional and rural health care** - we are often one of the largest employers in a locality.
- **Social infrastructure** - through our investment in new hospitals and clinics (see Quality integrated assets and infrastructure). We are committed to investing in large-scale causes and local projects near our facilities.
- **Clinical outcomes** - supporting medical research through the Ramsay Santé Foundation and the Ramsay Hospital Research Foundation.

Impact boundary and stakeholders
Internally and externally for our stakeholders.

- **Patients**
- **Doctors**
- **Employees**
- **Community**

Alignment GRI / SASB / SDGs

**GRI disclosure**
- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

**SASB topic area**
- N/A

**SDGs**
Responsible sourcing

Why it is important: Ramsay Health Care recognises the importance of improving social and environmental outcomes in our global supply chain.

Our management approach

Ramsay’s regional businesses are responsible for procurement. Our direct supply chain consists primarily of medical consumables and associated capital equipment, pharmaceuticals, labour, food, linen services, energy and utilities.

We undertook a Modern Slavery Maturity Assessment Internal Audit (Group and Australia) and identified some policy improvement areas, including to review existing grievance and remediation mechanisms. As a result we have developed a Modern Slavery Improvement Plan: a three-year plan with a focus on accountability, monitoring and training.

Ramsay has a Supplier Due Diligence Program that is used to ‘on-board’ new suppliers which includes obtaining copies of the supplier’s codes of conduct.

In addition, we have refined the process of mapping our supply chains through the EcoVadis supplier assessment platform across Australia, the United Kingdom and Europe, and commenced the rating of the global suppliers.

Linear, which primarily sources products in China and Taiwan, undertakes appropriate due diligence on proposed manufacturers prior to engaging them. This includes site visits in order to gain an understanding of the conditions in which Linear’s products are manufactured and routine inspection by Linear representatives as part of its Manufacturer Audit Program.

For more information about our supply chain, please see our Modern Slavery Statement.

Impact boundary and stakeholders

Internally and externally for our stakeholders.

Employees

Suppliers and partners

Alignment GRI / SASB / SDGs

GRI disclosure
• 102-9 Supply chain
• 102-10 Significant changes to the organisation and its supply chain

SASB topic area
• Product design and lifecycle management

SDGs

Responsible sourcing

Employees

Suppliers and partners

8
Ramsay Health Care is pleased to affirm continuing support for the Ten Principles of the United Nations Global Compact, which focuses on human rights, labour, environment and anti-corruption (message from our MD and CEO, page 5). Ramsay signed on to the UN Global Compact in January 2021 to deliver our commitment to the world’s largest corporate sustainability initiative.

This annual Communication on Progress provides an outline of how Ramsay supports these principles through policy commitments and where to find information on our actions, progress and outcome measures.

### Human Rights Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Policy</th>
<th>Progress</th>
</tr>
</thead>
</table>
| Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and | • Human Rights and Labour Policy  
• Code of Conduct  
• Code of Conduct for Agents, Manufacturers and Suppliers  
• Work Health and Safety Policy | Caring for our patients and partners (pages 14-27)  
Caring for our people (pages 28-36)  
Material issue - People and culture (page 54)  
Measures - People scorecard (page 37)  
Targets - Ramsay Cares (page 29)  
Modern Slavery Statement 2021 (pages 2, 8-12) |
| Principle 2: Make sure that they are not complicit in human rights abuses. | • Human Rights and Labour Policy  
• Code of Conduct  
• Code of Conduct for Agents, Manufacturers and Suppliers  
• Work Health and Safety Policy | Caring for our patients and partners (pages 14-27)  
Caring for our people (pages 28-36)  
Material issue - People and culture (page 54)  
Measures - People scorecard (page 37)  
Targets - Ramsay Cares (page 29)  
Modern Slavery Statement 2021 (pages 2, 8-12) |

### Labour Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Policy</th>
<th>Progress</th>
</tr>
</thead>
</table>
| Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining. | • Human Rights and Labour Policy  
• Code of Conduct  
• Code of Conduct for Agents, Manufacturers and Suppliers  
• Diversity and Inclusion Policy  
• Work Health and Safety Policy | Modern Slavery Statement 2021 (pages 2, 8-12)  
Corporate Governance Statement 2021 (pages 16-18)  
Caring for our patients and partners (pages 14-27)  
Caring for our people (pages 28-36)  
Material issue - People and culture (page 54)  
Measures - People scorecard (page 37)  
Targets - Ramsay Cares (page 29) |
| Principle 4: The elimination of all forms of forced and compulsory behaviour. | | |
| Principle 5: The effective abolition of child labour. | | |
| Principle 6: The elimination of discrimination in respect of employment and occupation. | | |

### Environmental Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Policy</th>
<th>Progress</th>
</tr>
</thead>
</table>
| Principle 7: Businesses should support a precautionary approach to environmental challenges. | • Global Sustainability Policy  
• Code of Conduct  
• Code of Conduct for Agents, Manufacturers and Suppliers | Caring for our planet (pages 39-44)  
Measures - Environment scorecard (page 45)  
Targets - Ramsay Cares (page 39) |
| Principle 8: Undertake initiatives to promote greater environmental responsibility. | | |
| Principle 9: Encourage the development and diffusion of environmentally friendly technologies. | | |

### Anti-Corruption Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Policy</th>
<th>Progress</th>
</tr>
</thead>
</table>
| Principle 10: Business should work against corruption in all its forms, including extortion and bribery. | • Global Anti Bribery and Corruption Policy  
• Code of Conduct  
• Code of Conduct for Agents, Manufacturers and Suppliers  
• Whistle-blower Policy | Corporate Governance Statement 2020 (page 13)  
Corporate Governance Statement 2021 (page 3) |
## GRI Content Index

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<td>Location of headquarters</td>
<td>L18, 126 Phillip Street, Sydney, Australia</td>
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<td>Ownership and legal form</td>
<td>Publicly listed company limited by shares under the Australian Corporations Act 2001 (Cth)</td>
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<td>Sustainability disclosures (p60)</td>
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<td>Global Sustainability Policy</td>
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<td>Memberships are managed at a regional business level.</td>
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<td>2021 Corporate Governance Statement – Governance Framework (p5), Our sustainability approach (p8)</td>
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<td>Indicator</td>
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<td>Stakeholders (p11)</td>
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<td>Stakeholders (p11)</td>
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**Reporting practice**

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<td>Reporting cycle</td>
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<td>Group Head of Investor Relations Group Sustainability Officer</td>
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<td>102-54</td>
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<td>About this report (p2)</td>
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<td>External assurance</td>
<td>Information on indicators subject to limited assurance for Ramsay Australia, Ramsay UK and Ramsay Sime Darby can be found on p65-66. Information on Ramsay Santé assurance processes can be found in the 2021 Universal Registration Document (ramsaySanté.fr).</td>
</tr>
</tbody>
</table>

**Material topics specific disclosures**

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<th>Description</th>
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**Economic**

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<td>Infrastructure investments and services supported</td>
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<td>Significant indirect economic impacts</td>
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**Environment**

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<td>Energy consumption within the organization</td>
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<td>Direct (Scope 1) GHG emissions</td>
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<td>Waste generated</td>
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**Social**

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<td>People data and scorecard (p37)</td>
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<td>People data and scorecard (p37)</td>
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<td>Incidents of non-compliance concerning the health and safety impacts of products and services</td>
<td>People data and scorecard (p37)</td>
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<td>418-1</td>
<td>Substantiated complaints concerning breaches of customer privacy and losses of customer data</td>
<td>Quality scorecard (p23)</td>
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</table>
Independent Limited Assurance Report to the directors and management of Ramsay Health Care Limited

Conclusion

We have undertaken a limited assurance engagement on Ramsay Health Care Limited’s (‘RHCL’) ‘Subject Matter Information’ disclosed in RHCL’s 2021 Impact Report for the year ended 30 June 2021.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the ‘Subject Matter Information’ is not prepared in all material respects, in accordance with RHCL’s Basis of Preparation (the ‘Reporting Criteria’) detailed below for the year ended 30 June 2021.

Subject Matter Information and Reporting Criteria

The ‘Subject Matter Information’ for our limited assurance engagement for the year ended 30 June 2021 is as follows:

<table>
<thead>
<tr>
<th>Selected Sustainability Performance Indicators (‘Subject Matter Information’)</th>
<th>Regions included in scope</th>
<th>Page number in Impact Report</th>
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<td>Hospital accreditation (%)</td>
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<tr>
<td>Rate of unplanned readmissions within 28 days (%)</td>
<td>Ramsay Australia, Ramsay UK and Ramsay Sime Darby</td>
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<td>Rate of unplanned return to theatre (during same admission) (%)</td>
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<td>Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)</td>
<td>Ramsay Australia, Ramsay UK and Ramsay Sime Darby</td>
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<tr>
<td>Customer</td>
<td></td>
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<tr>
<td>Net Promotor Score</td>
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<td>Notifiable breaches of patient privacy</td>
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## People and Culture

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<th>Topic</th>
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<tr>
<td>Numbers of male and female employees split by full time, part time and casual</td>
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<tr>
<td>Employees covered by collective bargaining agreements (%)</td>
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<td>New employees hired by age group</td>
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<tr>
<td>Employee turnover (%)</td>
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## Diversity

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<tr>
<th>Topic</th>
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<tr>
<td>Number of males and females in:</td>
<td>Ramsay Australia, Ramsay UK and Ramsay Sime Darby</td>
<td>p.37</td>
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<tr>
<td>• Board (non-executive)</td>
<td></td>
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</tr>
<tr>
<td>• Group executive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Senior Management (Group and regional executive)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Regional executive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Facility CEOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• All other employees (excluding Indonesia)</td>
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</table>

## Environment

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<td>Energy consumed in facilities:</td>
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<td></td>
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<tr>
<td>• Electricity (kWh)</td>
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<tr>
<td>• District heating (kWh)</td>
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<tr>
<td>• Scope 1 direct GHG emissions (tCO2e)</td>
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<td>Emissions intensity (tCO2-e / patient days) - total scope 1, 2 and 3 (defined waste) emissions</td>
<td>Ramsay Australia, Ramsay UK and Ramsay Sime Darby</td>
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</tr>
<tr>
<td>Waste:</td>
<td>Ramsay Australia and Ramsay UK</td>
<td>p.45</td>
</tr>
<tr>
<td>• Clinical/medical (tonnes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Waste diverted to recycling ( tonnes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Total waste generated ( tonnes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Percentage diverted to recycling (%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information (“ASAE 3000”), issued by the Australian Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Management’s Responsibilities

Management is responsible for:

a) ensuring that the ‘Subject Matter Information’ is prepared in accordance with the ‘Reporting Criteria’;

b) confirming the measurement or evaluation of the underlying subject matter against the ‘Reporting Criteria’, including that all relevant matters are reflected in the ‘Subject Matter Information’;

c) designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations; and

d) the electronic presentation of the ‘Subject Matter Information’ and our limited assurance report on their website.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements in undertaking this assurance engagement.

Assurance Practitioner’s Responsibilities

Our responsibility is to express a limited assurance conclusion on RHCL’s ‘Subject Matter Information’ as evaluated against the ‘Reporting Criteria’ based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the ‘Subject Matter Information’ is not properly prepared, in all material respects, in accordance with the ‘Reporting Criteria’.

A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the ‘Subject Matter Information’ is likely to arise, addressing the areas identified and considering the process used to prepare the ‘Subject Matter Information’. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the ‘Subject Matter Information’ has been properly prepared, in all material respects, in accordance with the ‘Reporting Criteria’.

Our procedures included:

• Inquiries with Subject Matter data owners and sustainability report responsible management to understand and assess the approach for collating, calculating and reporting the respective ‘Subject Matter Information’ across the reporting period ended 30 June 2021
• Inspections of documents as part of the walk-throughs of key systems and processes for collating, calculating, and reporting the respective ‘Subject Matter Information’ for RHCL’s 2021 Impact Report.

• Selection on a sample basis of items to test from the selected sustainability performance indicators and agree to relevant supporting documentation.

• Analytical reviews over material data streams to identify any material anomalies for the ‘Subject Matter Information’ and investigate further where required.

• Agreeing overall data sets for the ‘Subject Matter Information’ to the final data contained in RHCL’s 2021 Impact Report.

**Inherent Limitations**

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control, there is an unavoidable risk that it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery, and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

**Restricted use**

The applicable criteria used for this engagement was designed for a specific purpose of assisting the directors and management report on the ‘Subject Matter Information’ presented in RHCL’s 2021 Impact Report, as a result, the ‘Subject Matter Information’ may not be suitable for another purpose.

This report has been prepared for use by the directors and management for the purpose of reporting on the ‘Subject Matter Information’ presented in RHCL’s 2021 Impact Report. We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management or for any purpose other than that for which it was prepared.

It is our understanding that the RHCL may publish a copy of this report on their website. We do not accept responsibility for the electronic presentation of our report on the RHCL’s website. The security and controls over information on the website are not evaluated or addressed by the independent auditor. The examination of the controls over the electronic presentation of this Report on RHCL’s website is beyond the scope of this engagement.

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**Deloitte Touche Tohmatsu**

DELOITTE TOUCHE TOHMATSU

PR Dobson
Partner
Sydney, 28 October 2021