

# Ramsay Health Care Operations UK

## Gender Pay Report

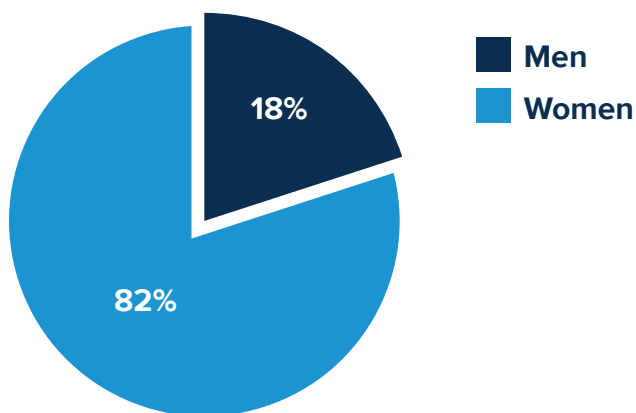
### Ramsay's Commitment to Promoting Equality the Ramsay Way

Ramsay Health Care UK recognises the importance and benefits of promoting equality throughout the workforce, and is committed to raising the profile of equality in the business. Our core values (The Ramsay Way) established over 50 years ago by our founder Paul Ramsay guides the way we behave and ensure we do the right thing. We have strong female representation with females comprising 82% of our workforce, 63% of senior management and 38% of our Executive Team in 2019.

### Gender Pay Reporting

The purpose of this report is to share the Ramsay Health Care Operations Ltd UK Gender Pay Report and to provide further context to demonstrate our commitment to equality. On the snapshot date of 5th April 2019 Ramsay had approximately 5,000 staff with a gender profile as illustrated below. This gender profile is unchanged from 2017, reflects trends in the health care sector and has an impact on our overall gender pay gap.

### Overall Headcount



### What is Gender Pay?

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

Gender Pay is different to Equal Pay; Equal Pay legislation addresses pay differences between men and women doing the same or a similar job or work that is of equal value (e.g. in terms of skills or responsibility).



## Our numbers

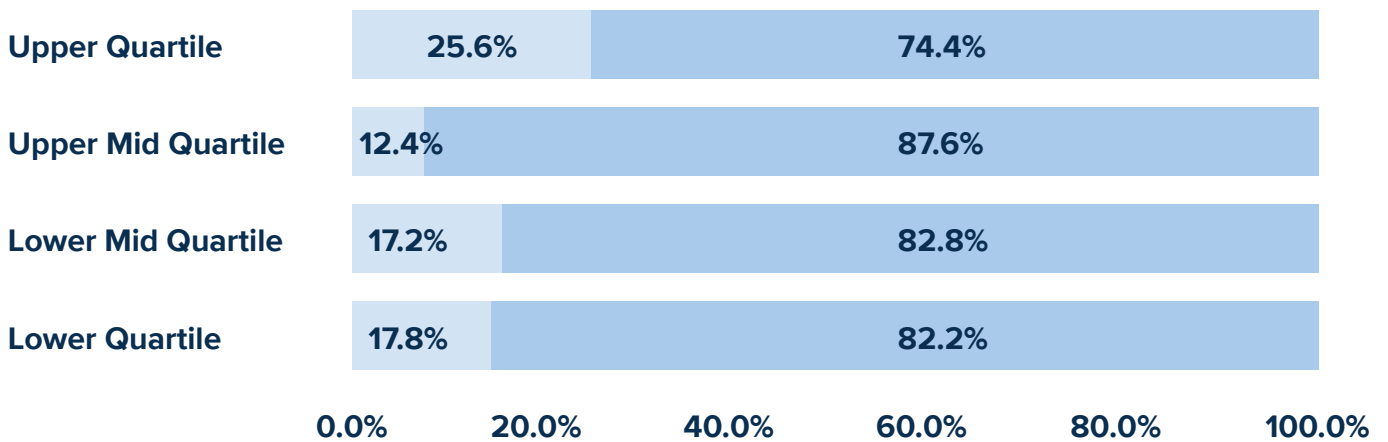
### 1. Gender Pay Gap

	Median	Mean
Pay Gap 2019	8.24%	16.97%
Pay Gap 2018	7.9%	16.9%

Our gender pay gap is less than the UK median national average of 8.9% as reported by the Office of National Statistics in October 2019.

### 2. Pay Quartiles

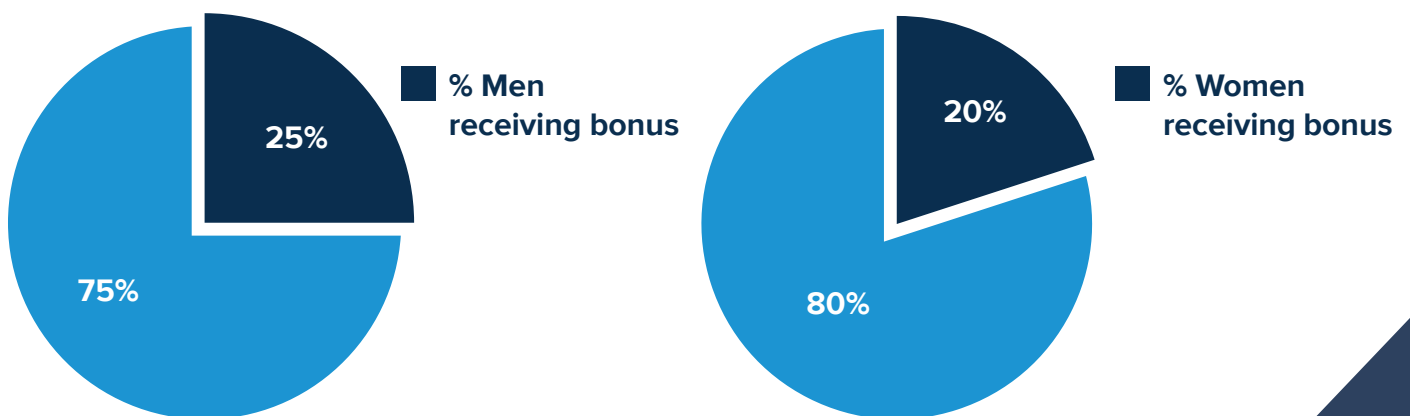
Here, male and female employees are placed into quartiles according to their pay:



The proportion of female workers in each of the pay quartiles continues to be relatively consistent at all levels of the organisation with the exception of the upper quartile where the proportion of male workers increases. There has been an increase in the percentage of women at the upper mid quartile to reflect a focus on career and management development.

Our mean gender pay gap between the lower and upper mid quartile is less than 0.2%. Indeed within the upper mid quartile the gender pay mean and median is in favour of females. Therefore it is our upper quartile that adversely impacts on our gender pay gap.

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



There has been a drop in the number of staff receiving a bonus payment. However, a broadly similar proportion of males and females received a bonus payment.



#### 4. Difference between male and female bonuses

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

	Median	Mean
<b>Bonus Gap 2019</b>	43.49%	65.30%

The bonus calculation includes our monetary awards for long service; these are significantly lower awards than our bonus payments and, in combination with our gender profile, impacts our bonus gap.

We have good levels of female representation in senior management and Executive roles within the organisation however male representation continues to be higher in some roles which attract a higher bonus.


#### Our response

Our analysis shows we have made progress. We have almost no gender pay differentials within the Lower Quartile and the Lower Mid Quartile. Within our Upper Mid Quartile gender pay is actually in favour of females. We can also see progress within staff groups/professions. This impacts positively on many of our key frontline staff.

We have a new Chief of People Officer, a demanding People Strategy and have recruited dedicated expertise within the HR department to identify, develop and retain our talent regardless of their background. A key part of the People Strategy is to increase the effectiveness of existing measures and implement new initiatives which will help to reduce our gender pay gap including:

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

We confirm that our data is accurate and prepared in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Dr Andrew Jones**  
Chief Executive Officer



**Richard Baggaley**  
Chief of People Officer

