

Ramsay Health Care Operations UK Gender Pay Report 2025

Ramsay's Commitment to Promoting Equality the Ramsay Way

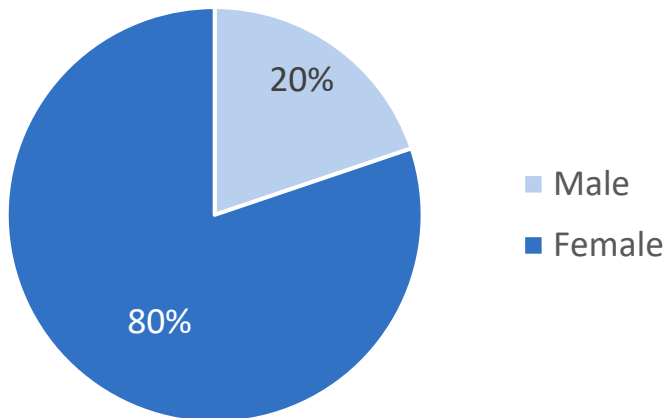
Ramsay Health Care UK recognises the importance and benefits of promoting equality throughout the workforce, and is committed to raising the profile of equality in the business. Our core values, The Ramsay Way, established 60 years ago by our founder Paul Ramsay, guide the way we behave and ensure we do the right thing. In 2025, we continued to have strong female representation across our business with females comprising 80% of our workforce.

Gender Pay Reporting

This report aims to share the Ramsay Health Care Operations Ltd UK Gender Pay Report and provide further context to demonstrate our commitment to equality. On the snapshot date of 5th April 2025, Ramsay had approximately 7374 staff, 80% female and 20% male.

This gender profile reflects trends in the healthcare sector and impacts our overall gender pay gap.

Overall Headcount



What is Gender Pay?

The gender pay report shows the differences between female and male earnings in an organisation. The median shows the mid-point figure and is calculated by sorting hourly rates from lowest to highest and identifying the middle value. The median indicates a more typical value as high or low salaries do not distort it. The mean is an average calculated by adding the sum of all salaries and dividing it by the total number of employees. Gender pay differs from equal pay; equal pay legislation addresses pay differences between men and women doing the same or a similar job or work of equal value (e.g., in terms of skills or responsibility).

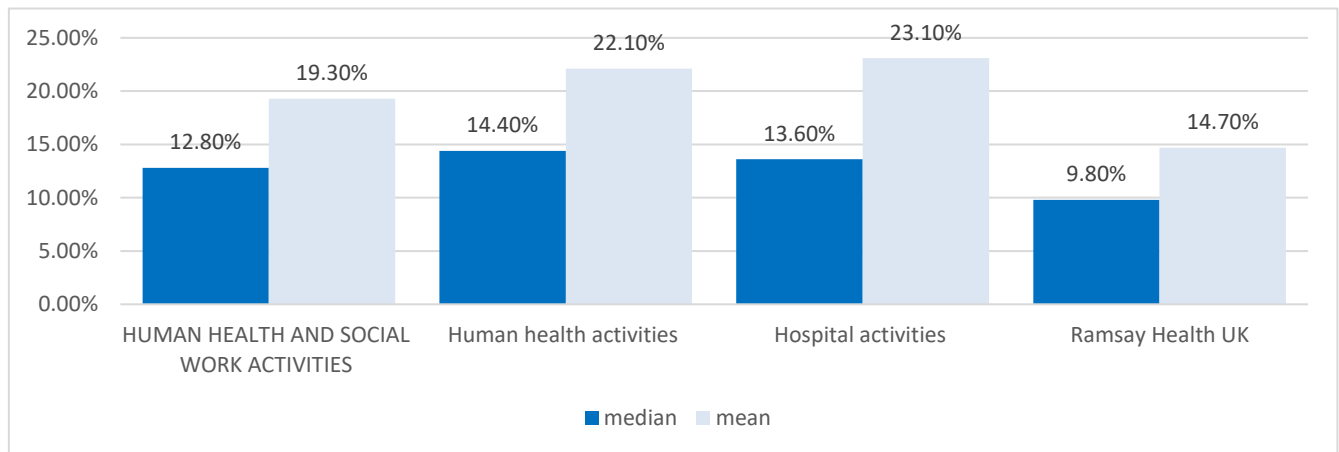
Our Numbers

1. Gender Pay Gap

	Median	Mean
Pay Gap 2025	9.80%	14.70%
Pay Gap 2024	13.38%	15.16%
Pay Gap 2023	12.80%	16.20%
Pay Gap 2022	13.22%	17.03%
Pay Gap 2021	8.09%	14.13%
Pay Gap 2020	7.45%	13.57%
Pay Gap 2019	8.24%	16.97%

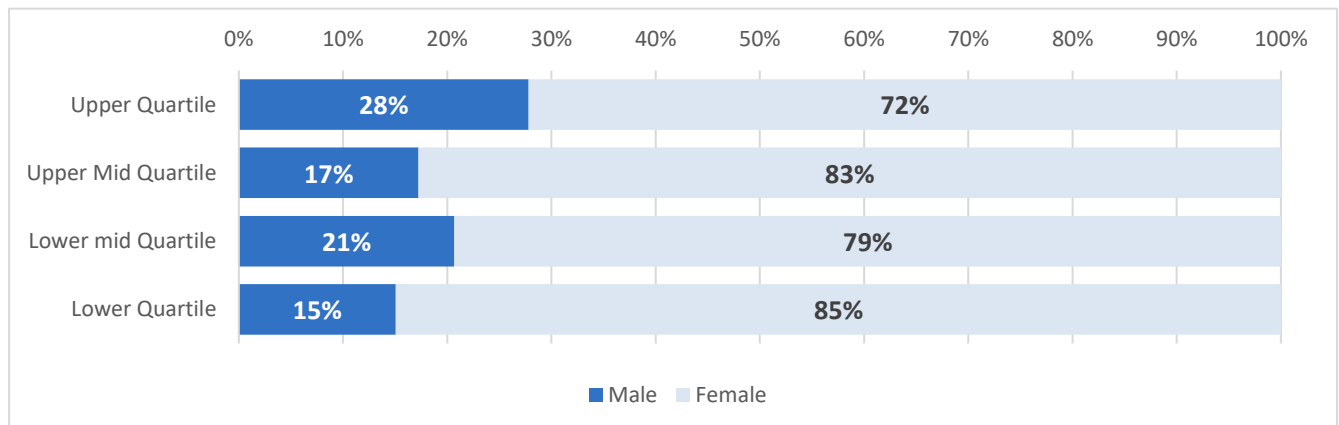
Our gender pay gap, has improved in 2025 from our 2024 figures, and is closer to our 2019 to 2021 reporting periods. It is not unusual to see this change over time. Our results are still lower than the reported industry data from the Office of National Statistics for Human Health Activities. Our Mean gender pay gap has reduced this year, which is reflected in changes in female representation in the Upper Quartile pay banding.

Compared to ONS's available data, we are performing well against our industry comparators.



2. Pay Quartiles

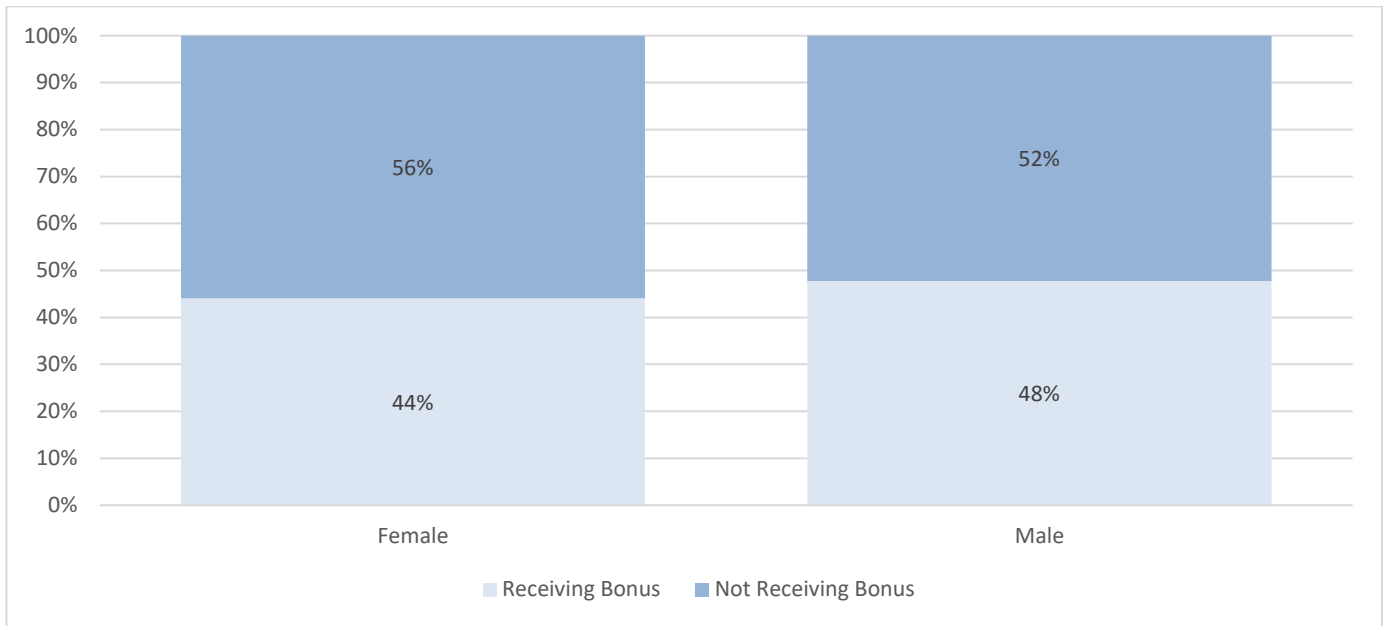
We can place male and female employees into quartiles according to their pay. For example, the Upper Quartile reflects the company's top 25% of earners.



We have seen in the 2025 reporting period that our Upper Quartile distribution reflects the same ratio of Males and Females as our 2024 reporting period, with a 1pp increase in Females in the Upper Mid Quartile. The Lower Mid Quartile has seen Females reduce from 81% to 79% and the Lower Quartile increasing from 84% to 85%. All of these are marginal changes.

3. Proportion of males and females receiving a bonus

The chart below shows that we have parity on the % of Males and Females receiving a bonus payment in the reporting year.



4. Difference between male and female bonuses

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

	Median	Mean
Bonus Gap 2025	18.78%	47.36%
Bonus Gap 2024	0.00%	54.35%
Bonus Gap 2023	0.00%	48.90%
Bonus Gap 2022	23.00%	55.00%
Bonus Gap 2021	50.00%	4.23%
Bonus Gap 2020	51.50%	54.90%
Bonus Gap 2019	43.49%	65.30%

The bonus calculation includes our monetary awards for long service, joiner bonuses, extraordinary payments and recognition vouchers;

The Median has increased this year to 18.78% and this is primarily been driven by an increase in recognition awards (typically lower amounts than bonuses) being made in the reporting period, with a large proportion of Female employees this pushed the midpoint (median) to a lower number overall.

We have good levels of female representation in senior management and executive roles within the organisation; however, our mean gap is driven by a small group of male employees who are in roles that receive a higher bonus.

Our Response

Ramsay Health Care UK is committed to promoting Diversity and Inclusion, ensuring this is represented through its employees.

The People Leadership Team continue to focus on the strategy to drive positive change in the areas of Recruitment, Academy, Culture, People Operations and Reward.

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

Recruitment

We actively work to ensure that our recruitment processes are fair and unbiased, striving to eliminate any gender pay gaps with Ramsay Healthcare UK.

Our Recruitment processes are designed to be transparent and free from bias, ensuring all candidates have equal opportunity to succeed. All hiring managers completed Equality, Diversity and Human Rights training to ensure they are aware of diversity and unconscious bias.

Ramsay Academy

Following the launch of our “Development for Everyone” campaign in 2023, we have continued to see increased numbers of employees accessing non mandatory training. We have also focused on developing a “self service” for a host of bite sized programmes to support all colleagues in upskilling themselves in areas such as having challenging conversations; managing expectations; timekeeping and many more.

During 2023 and 2024, the Academy developed a new internal SharePoint site where all development opportunities are promoted and information on what is available and how to access is clearly captured. In 2025 this was enhanced further to include the opportunity for colleagues to make requests and suggestions for development and to give feedback on their experiences of development and access to development within the organisation.

We have continued to gather feedback from all learning interventions and our leadership programmes to better understand the experience of our colleagues and ensure that we make adaptations based on this feedback.

During 2024, based on internal feedback, we made significant updates to our “Managing our People” programme and also our “Leading with Influence” programme. In 2025, we recognised the need for an additional offering, aimed at colleagues who were aspiring to roles with line management responsibilities and therefore launched our new “Stepping into Leadership” programme.

The Ramsay Coaching Academy has been very well attended since launch in late 2023 and so increased cohorts were offered during 2024. In 2025 we ran our first “refresher” session for those early adopters who undertook the coaching programme at its inception to continue to invest in their ongoing development.

2025 also saw the launch of our new Leadership Behaviours. These behaviours were aimed at all colleagues, not just those who line management responsibilities; and have been bedded into all our development programmes and PDR process.

Culture

Over the past year, our People Resource Groups (PRGs) have continued to mature and embed as a core part of our inclusive culture. This includes the Armed Forces and Social Impact (Social Mobility) PRGs, which provide structured opportunities for colleagues to share insight, ideas and feedback on their experience of working at Ramsay, and to help shape how we remain an inclusive employer.

The **Social Impact PRG** has a clear purpose: *‘Contributing to social impact within Ramsay by opening up doors for people of all backgrounds’*. The group focuses on how we create fair access to opportunity for colleagues regardless of socio-economic background or educational pathway, recognising that reliance on traditional entry routes can unintentionally exclude talent and disproportionately impact women and under-represented groups.

As this work has developed over the past year, the PRG has contributed to broader thinking around attraction, development and progression, supporting a more inclusive and sustainable talent pipeline. While this activity is part of a longer-term approach, it underpins our commitment to fairness, progression and reward.

We are encouraged by the reduction in our gender pay gap this year, which reflects sustained focus on inclusive culture, colleague voice and equitable opportunity.

We recognise that closing the gender pay gap requires ongoing commitment and action. Our PRGs will continue to play a key role in listening to colleagues, challenging assumptions and supporting meaningful, long-term change across the organisation.

People Operations

We continue to review our policies to offer employees flexibility and ensure our organisation is accommodating to talented people, regardless of gender.

Reward

We continue to update our Pay Governance policy to further strengthen the consistency, fairness and transparency of pay-related decisions across the organisation. As part of this approach regular benchmarking activities are conducted, drawing on both internal comparisons and external market data. This information is used to develop and maintain structured salary ranges, which support decision-making during recruitment and the annual pay review process. Our aim is to ensure that all employees are paid fairly and appropriately for their role, with no differences based on gender or any other unrelated factor. These updates reflect our continued commitment to maintaining equitable and evidence-based pay practices.

Our statement

I confirm that the information contained within this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Nick Costa, Chief Executive Officer