

Ramsay Health Care Operations UK Gender Pay Report 2023

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 2023, we continued to have strong female representation across our business with females comprising 82% of our workforce.

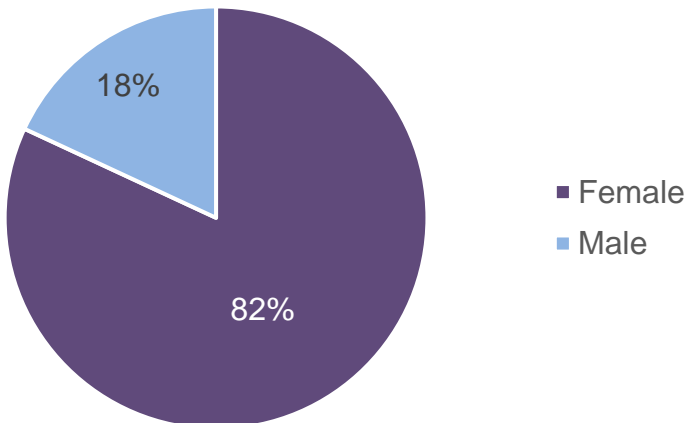
Across our senior roles, including the Executive Committee, we have 53% female representation.

Gender Pay Reporting

This report shares the Ramsay Health Care Operations Ltd UK Gender Pay Report and provides context to demonstrate our commitment to equality. As of 5 April 2023, Ramsay had approximately 7,115 staff, 82% female and 18% 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 median and mean differences between female and male earnings in an organisation. The median shows the mid-point figure between the lowest and highest hourly rates. The mean is the average of the sum of all salaries divided by the total number of employees. The median is more typical of the average Ramsay salary as it is not distorted by high or low salary outliers. 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).

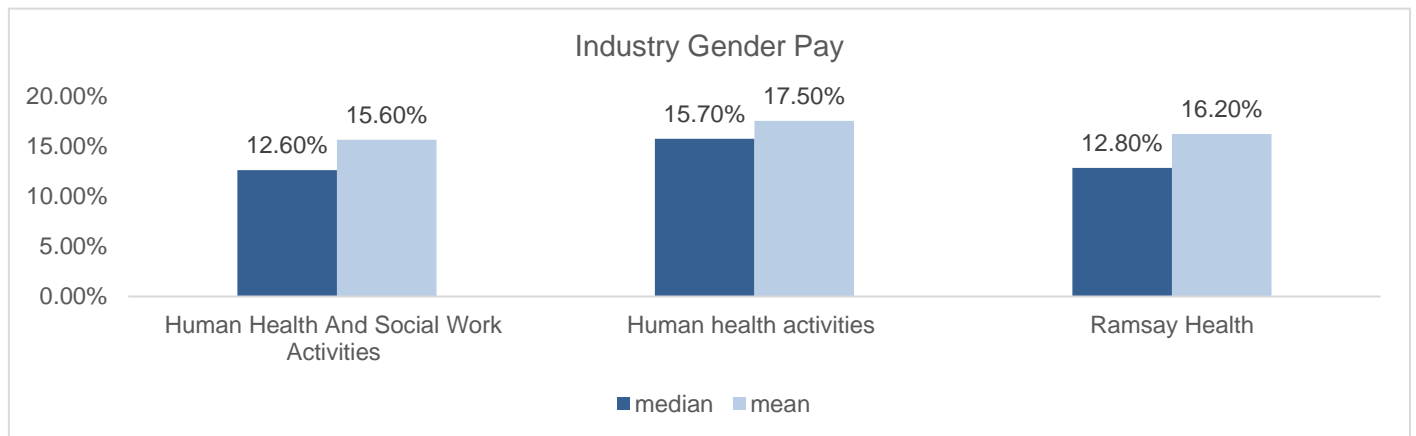
Our Numbers

1. Gender Pay Gap

	Median	Mean
Pay Gap 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%
Pay Gap 2018	7.90%	16.90%

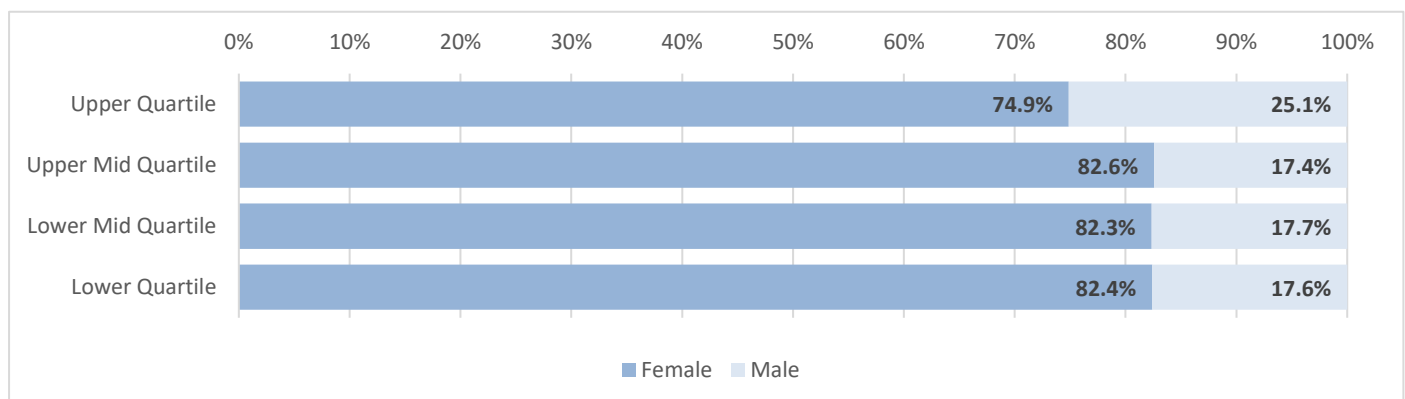
Our gender pay gap remains lower than the reported industry data from the Office of National Statistics for Human Health Activities. Both our mean and median pay gap has reduced compared to 2022 and mean pay is now more aligned with our position pre-pandemic (2019).

Compared to data made available by ONS, we are performing well against our industry comparators.



2. Pay Quartiles

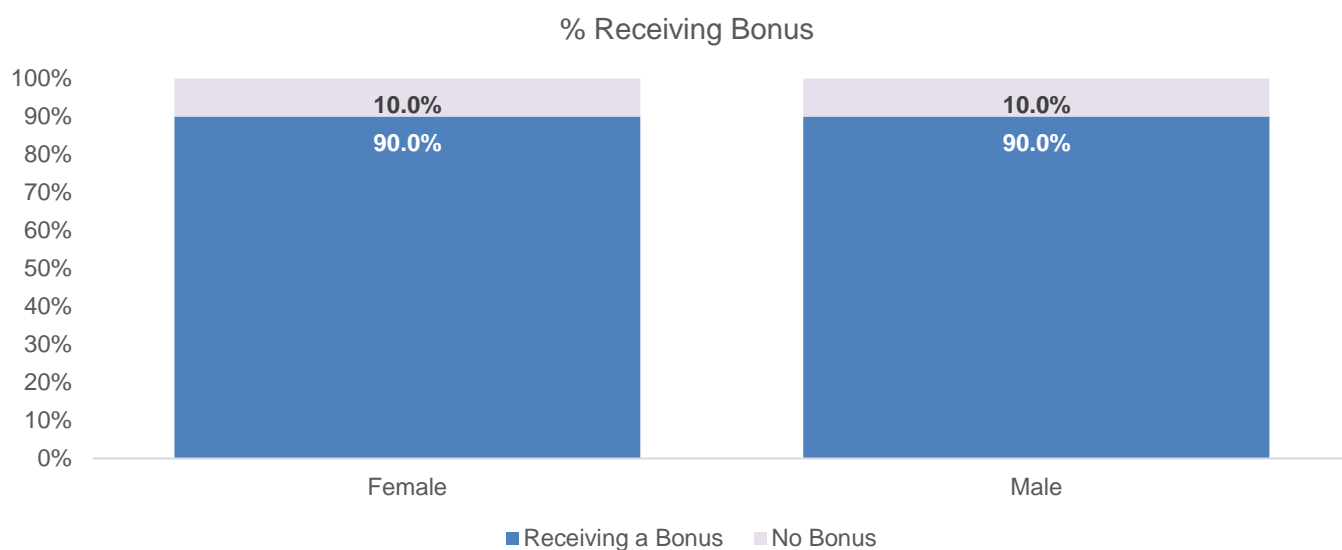
We can place male and female employees into quartiles according to their pay. For example, the Upper Quartile reflects the company's top 25% of earners.



Since our 2022 report, we have seen an increase in the number of females in the upper quartile (**+2.1 percentage points**), and a reduction in the number of females in the upper mid quartile (**-1.3 percentage points**). We saw little to no change in the percentage of females in the lower quartiles. Our improved pay gap scores this year reflect movement in the upper quartiles.

3. Proportion of males and females receiving a bonus

The proportion of bonuses paid to male and female employees is higher than in previous years due to exceptional payments made to the majority of staff during the 12-month reporting window.



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 2023	0%	48.9%
Bonus Gap 2022	23%	55%
Bonus Gap 2021	50.0%	4.23%
Bonus Gap 2020	51.5%	54.9%
Bonus Gap 2019	43.49%	65.30%

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

Both the median and mean bonus gap have reduced since 2022. Monetary recognition has been given to more employees in the 12 months to the 2023 reporting date which has led to a 0% median bonus gap; the median for both females and males is £250.

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, equity 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 Reward, Recruitment, Academy, and People Operations.

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

Reward

A new pay strategy commenced in 2021 to ensure alignment with wider Ramsay strategic goals, promote consistency and transparency in the delivery of pay, and ensure robust governance. Our comprehensive Role Progression Framework was updated in July 2022 with new roles added in Pharmacy and Decontamination. Clear grading criteria with associated salary points was introduced for all other roles to assess if an employee is entry / mid or highly experienced in terms of qualifications, skills, competencies, values and behaviours.. This provides the foundations of a centralised pay policy that we will continue to develop over the coming years. In September 2022 we ran an additional pay review for our lowest paid employees, and paid a one-off sum of £250 to all employees in October 2022.

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

Our Development for Everyone campaign through 2022 and 2023 led to a significant increase in access to non mandatory development opportunities for our workforce.

We have gathered feedback from all our learning interventions to understand how useful the learning was, how easy it was to access the training, and any barriers experienced.

We used our annual engagement survey to also ask specific questions around diversity and inclusion and our wider culture, and we have been able to view the results by demographic including gender to inform action planning.

We are proud to have launched our Ramsay Coaching Academy where employees can become Ramsay coaches and coach other employees across the business,

We have also introduced People Resource Groups, linked to our People and Culture Forum, that enables us to hear directly from colleagues across the workforce on steps we can take to provide a diverse, equitable and inclusive working environment for all employees.

People Operations

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

The revised family leave policy was launched in 2022, which included enhanced pay for maternity, paternity and adoption leave and introduced up to four weeks neonatal leave and paid leave in the event of miscarriage/baby loss for both parents.

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.

A handwritten signature in black ink, appearing to read 'Nick Costa', located below the confirmation text.

Nick Costa, Chief Executive Officer