

Ramsay Health Care Operations UK Gender Pay Report 2022

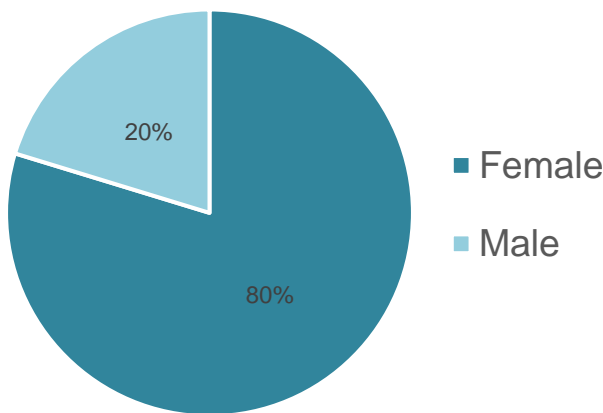
Ramsay's Commitment to Promoting Equality the Ramsay Way

Ramsay Health Care UK recognises the importance and benefits of promoting equality throughout the workforce, and is committed to raising the profile of equality in the business. Our core values, The Ramsay Way, established over 50 years ago by our founder Paul Ramsay, guide the way we behave and ensure we do the right thing. In 2022, 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 5 April 2022, Ramsay had approximately 6,600 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 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).

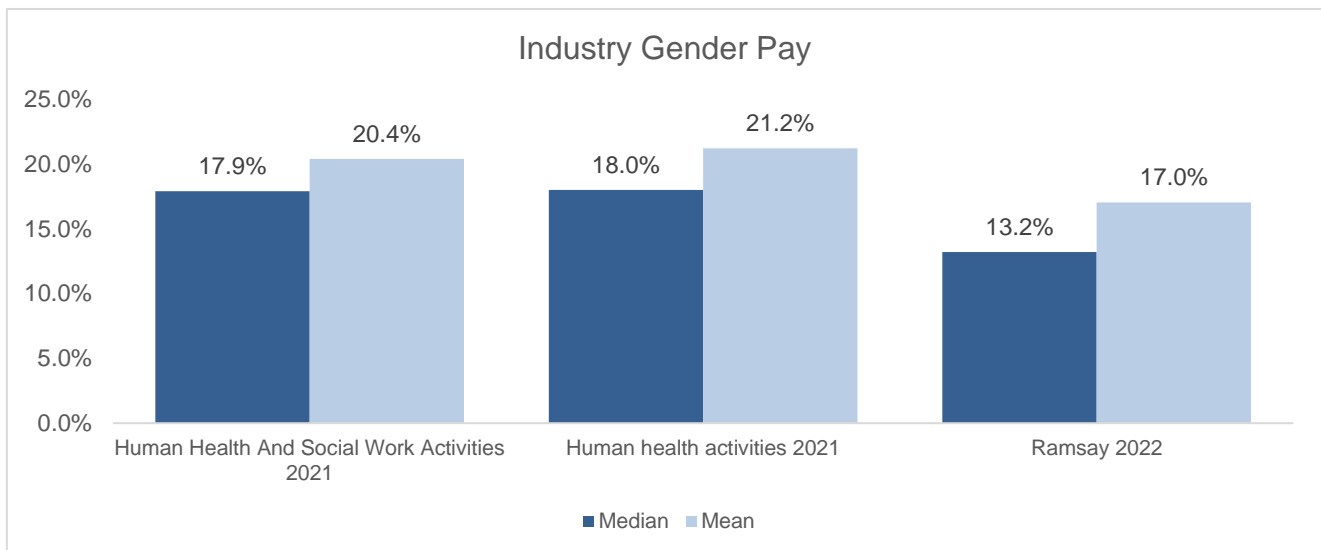
Our Numbers

1. Gender Pay Gap

	Median	Mean
Pay Gap 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%

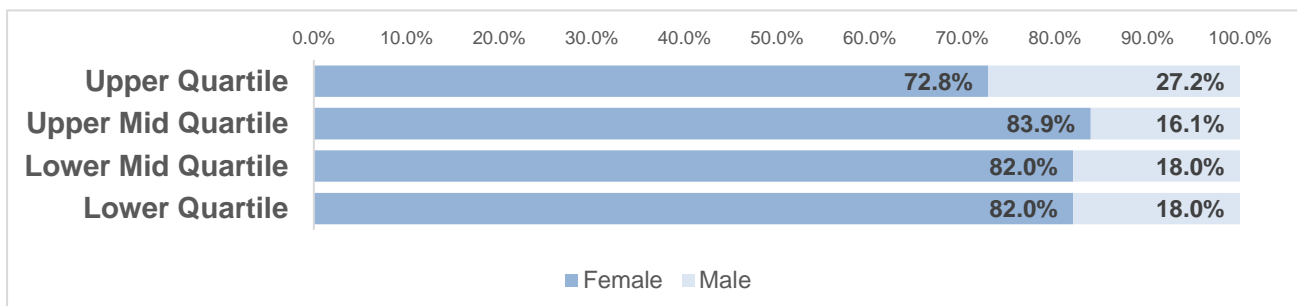
Our gender pay gap is still lower than the reported industry data from the Office of National Statistics. We have seen our Mean pay fall back in line with the pre-pandemic figures (C.17%), and we have seen our Median pay gap increase from 8.09% to 13.22%

Median male pay has stayed relatively stable, and we saw a small increase of £0.04 per hour; however, the female median pay has decreased since 2021 by £0.67p per hour.



2. Pay Quartiles

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



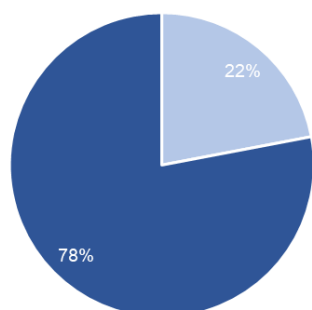
Our quartile figures have changed since our 2021 report. We have seen an increase in the number of males in the Upper Quartile (**1.55 Percentage Points**), and we have seen an increase in the number of females in the other three quartiles, with the largest being a **1.73 Percentage Points** increase in the Upper Mid Quartile. (In both the lower mid and lower quartiles, female headcounts increased by **0.8 percentage points**)

This movement is the main cause of the higher median pay gap this year.

3. Proportion of males and females receiving a bonus

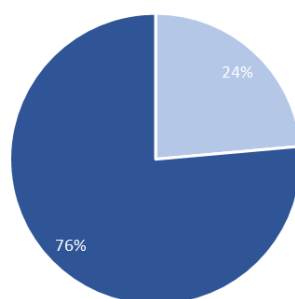
The proportion of bonuses paid to male and female employees is larger in 2022 and reflective of our 2020 results. This is to be expected as we move away from the impact of the pandemic.

% women receiving bonus



■ Receiving a Bonus ■ No Bonus

% men receiving bonus



■ Receiving a Bonus ■ No Bonus

4. Difference between male and female bonuses

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

	Median	Mean
Bonus Gap 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 our monetary awards for long service; these are significantly lower awards than our bonus payments and impact our bonus gap in combination with our gender profile.

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

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

The People Leadership Team continue to focus on the strategy to drive positive change in the areas of Reward, Recruitment, Talent, Leadership and Organisational Development, 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 project to introduce a new pay strategy commenced in 2021 to ensure alignment with strategic goals, to promote consistency and transparency in the delivery of pay, and to ensure robust governance. A comprehensive Role Progression Framework was implemented in July 2021 for 23 of our Clinical roles which details how to progress from Entry to Mid to Highly Experienced in terms of qualifications, experience, skills, competencies, values and behaviours, with associated salary points. The Framework and salary points have been published on our intranet so employees can understand how they can progress. Minimum salary points were introduced for all other Clinical roles. This provides the foundations of a centralised pay policy that we will continue to develop over the coming years.

Recruitment

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

People Operations

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

Talent, Leadership and Organisational Development

We continue to focus on our “Development for Everyone” campaign and we are committed to better understanding barriers to people progressing within the company and improving access to development opportunity for all employees by running internal assessment centres for key management/leadership roles. We have also established a course called Becoming a Trusted Advisor which teaches leadership/influencing skills to support business support functions with typically a high proportion of female employees.

We recognise there is work to do to achieve our diversity and inclusion goals. Reducing our gender pay gap remains a priority for us as we commit to providing a diverse, equal and inclusive working environment for all our employees.

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