

Ramsay Health Care Operations UK

Gender Pay Report

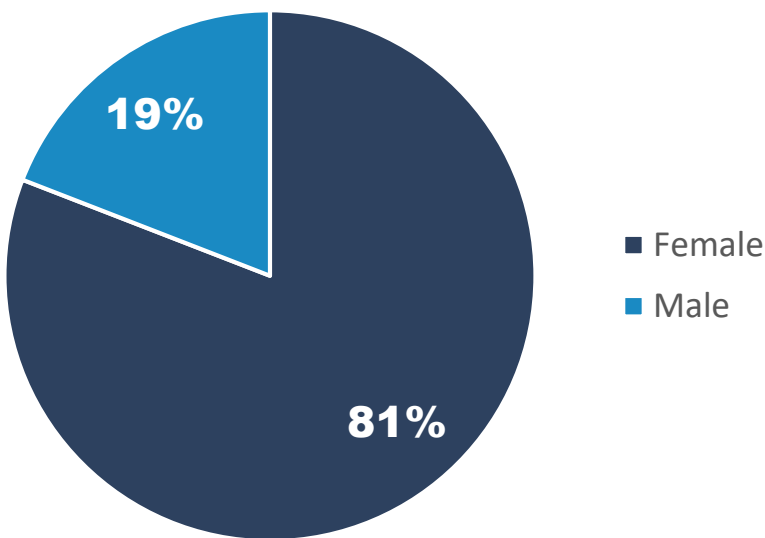
Ramsay's Commitment to Promoting Equality the Ramsay Way

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, guide the way we behave and ensure we do the right thing. In 2020, we had strong female representation with females comprising 81% of our workforce, 54% of senior management and 30% of our Executive Team.

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 5 April 2020 Ramsay had approximately 6,000 staff, 81% female and 19% male. This gender profile 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

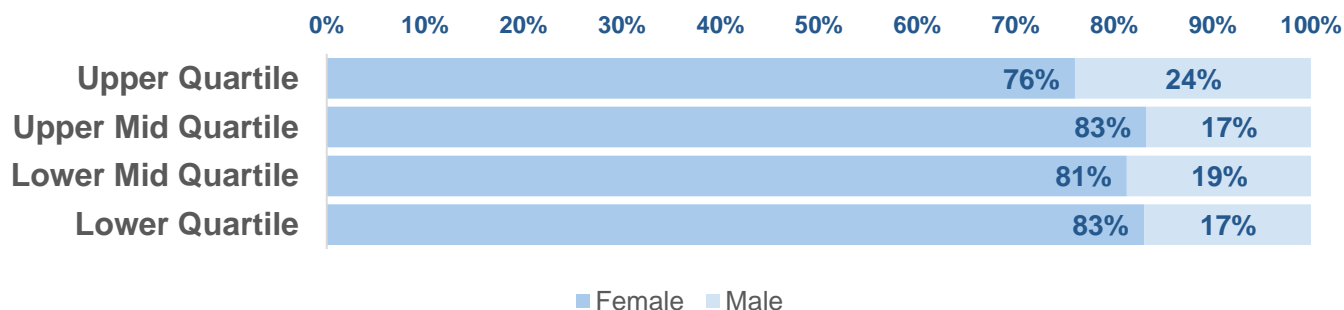
1. Gender Pay Gap

	Median	Mean
Pay Gap 2020	7.45%	13.57%
Pay Gap 2019	8.24%	16.97%
Pay Gap 2018	7.90%	16.90%

Our gender pay gap is lower than the national figures and also lower than the reported industry data from the Office of National Statistics. We have seen a favourable change year on year, however, we are aware this may in part be due to external factors relating to the pandemic and the profile of Bank workers.

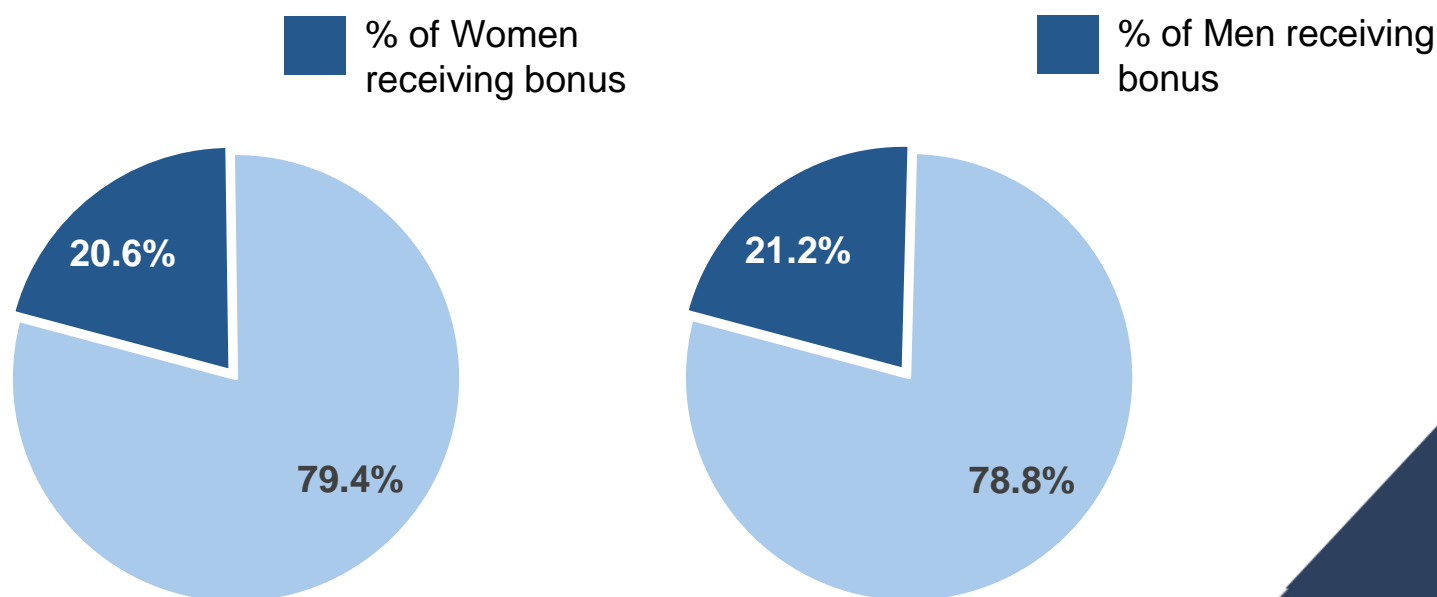
2. Pay Quartiles

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 not changed substantially since our last report. We have seen an increase in the number of males in the Upper Mid Quartile and an increase in women in the Upper Quartile. This has also, in part, supported the positive move of the median and mean numbers.

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
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, 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

Ramsay Health Care UK is absolutely committed to the promotion of Diversity and Inclusion, ensuring this is represented through its employees, with 2020 representing a landmark year as we made significant changes to begin the overhaul of our People strategy.

In January 2020 we appointed a new Chief People Officer with the remit to build and deliver a comprehensive People strategy. The foundations of the strategy were developed and approved, which included the appointment of a new senior People Leadership Team to drive positive change in the areas of Recruitment, Reward, Talent, Leadership & Organisational Development (TLOD), and People Operations.

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

Recruitment: We have developed a centralised Recruitment function with the expertise to implement appropriate end-to-end controls on the recruitment process that will result in diverse shortlists for new hires. We are training our hiring managers to be aware of diversity and unconscious bias, which will be completed by all hiring managers by the end of 2021.

Reward: Work is underway on a comprehensive review of our pay structure with the long-term aim to have a Pay Framework that increases consistency and rigor in pay across all our sites. Phase one of the framework was implemented in 2020 and introduced minimum salary points for Clinical roles. It provides the foundations of a centralised pay policy that will continue to develop over the coming two-to-three years.

TLOD: The priority deliverable for the team is the development of career paths that will signpost career journeys within the business regardless of gender. The strategy promises 'development for everyone' with multiple initiatives and training opportunities, and will be delivered over the next two-to-three years. The team have also established a UK cross-functional working group to support the diversity and inclusion agenda.

People Operations: The development of an agile working policy, including the potential to work from home where appropriate, is part of our strategy to make Ramsay an attractive place to work in offering flexible working. The ability to buy and sell annual leave is also part of our commitment to offer employees flexibility and ensure our organisation is accommodating to talented people regardless of gender.

We recognise there is work to do to achieve our goals and ensure equity across the business. We have started a journey and are committed to action that ensures Ramsay Health Care UK is a great place to work.