Caring for our People, Planet and Communities

Ramsay Health Care
Impact Report 2023

Ramsay cares

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Important notices and disclaimer

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Introduction

Ramsay Health Care's long-term commitment to sustainability is driven through the **Ramsay Cares** strategy.

Ramsay Cares outlines our sustainability goals and targets which focus on supporting three pillars:

1. **Healthier people**
2. **A thriving planet**
3. **Stronger communities.**

The strategy operationalises Ramsay's intention to have a positive impact now and into the future.

This report provides an overview of how we progressed the Ramsay Cares goals in our Australian, United Kingdom, European and Asian joint venture operations during the financial year ending 30 June 2023.

It covers material sustainability issues that could influence the value that Ramsay Health Care creates for stakeholders over the short, medium and long-term.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and has been informed by the Sustainability Accounting Standards Board (SASB) healthcare sector guidance and the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). The assurance statement can be found on page 56.

"I am proud to see the Ramsay Cares strategy continues to drive strong progress towards our vision of being a sustainable, resilient and responsible global business.

Over the past 12 months, our people have worked with our doctors, suppliers and other important partners to help make a tangible difference by improving Ramsay's impact on the planet and supporting the wellbeing of our communities.

Pleasingly, Ramsay's global net zero emissions ambition is on track for 2040 and, as you will see in this report, we are continuing to invest in a wide range of programs that reduce consumption and waste in our hospitals and services.

The impacts of climate change are an increasing challenge for our communities and our business but we believe that, with the right strategy and a group-wide commitment to supporting the UN Global Compact, we can help create a sustainable future that benefits everyone."

Craig McNally
Managing Director & Global CEO

The United Nations Global Compact calls on companies to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Ramsay Health Care is also committed to driving action on the relevant UN Sustainable Development Goals, a global blueprint to achieve a better and more sustainable future.

About Ramsay

Ramsay Health Care is trusted by millions of patients every year to provide modern, safe, high-quality healthcare at hundreds of hospitals, clinics and community services across ten countries.

Ramsay was founded in 1964 by successful Australian businessman and philanthropist Paul Ramsay AO (1936–2014), who instilled our enduring purpose of 'people caring for people'.

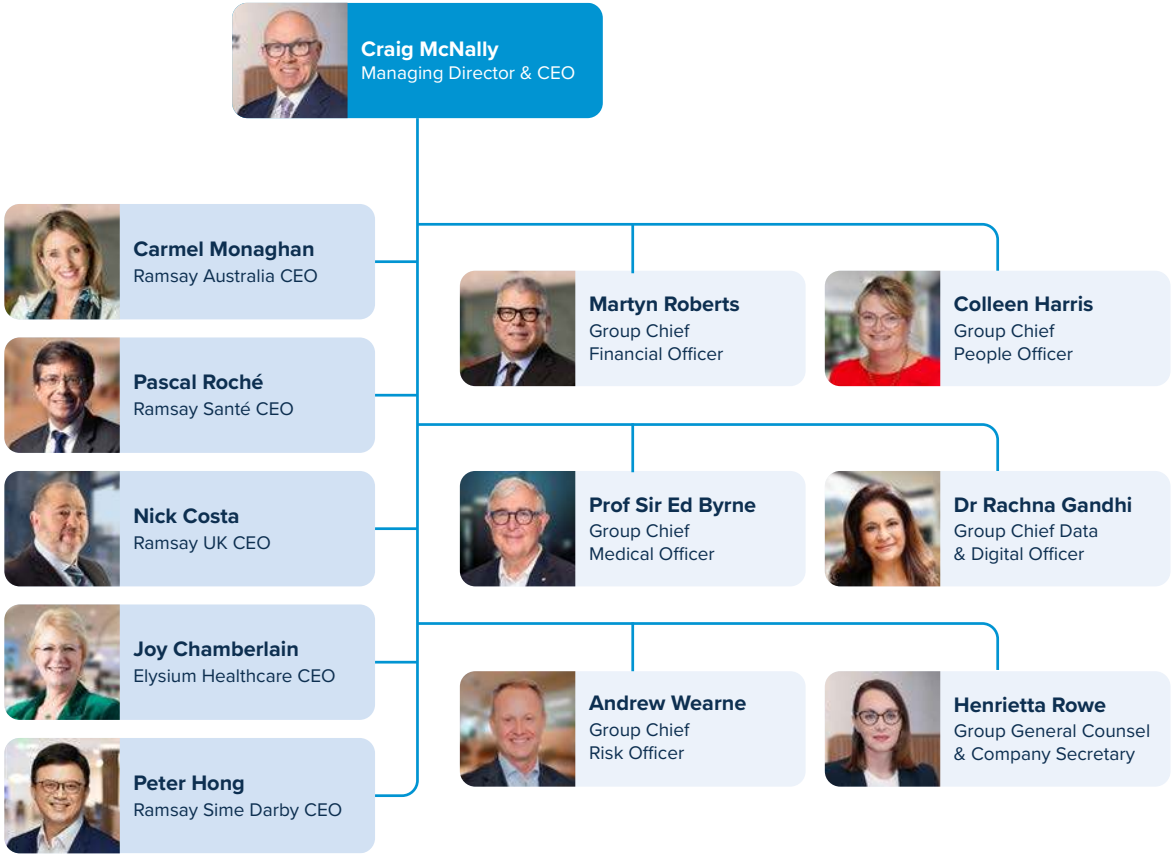
The business is now one of the largest and most diverse private healthcare companies in the world, with operations in Australia, the United Kingdom, Europe and Asia.

Ramsay's world class hospital network is complemented by a growing range of day surgery and emergency centres, primary care clinics, mental health and rehabilitation services, pharmacies, diagnostics and imaging centres.

To provide more choice and convenience for more patients, we are also investing in a growing range of multidisciplinary in-home, in-community and virtual healthcare services.

Ramsay's unique caring culture and commitment to clinical excellence mean we attract and support more than 90,000 of the best people working in healthcare.

In partnership with thousands of specialist doctors and clinicians, our globally-connected network of facilities and services is focused on providing the best possible care, when and where our patients need it.



Australia
ramsayhealth.com.au

United Kingdom
ramsayhealth.co.uk
elysiumhealthcare.co.uk

Europe
ramsaysante.eu

Asia
ramsaysimedarby.com

Our values

Ramsay Health Care is synonymous with the phrase '**people caring for people**'.

Our success is underpinned by strong, collaborative relationships with our employees and doctors and a focus on providing modern, sustainable healthcare services.

We are committed to:

- listening and responding to the needs of our people, patients and doctors
- being an employer of choice through modern workplace practices
- maintaining the highest standards of quality and safety across all our operations.

New Code of Conduct

Ramsay released a new global Code of Conduct this year.

Just as The Ramsay Way steers our daily approach to work, the Code sets out very clear expectations and understandings to ensure all our people know the right way to behave, take action and do our work.

Everyone at Ramsay is required to learn and comply with the Code of Conduct. It explains our responsibilities, sets standards, provides guidance and promotes safe behaviour.

"People. It's all about people, especially in the healthcare business."

Paul Ramsay AO
(1936-2014)
Founder, Ramsay Health Care

The Ramsay Way

People are at the heart of our success. As 'people caring for people' there are three key ways we approach our work every day.

We value strong relationships
Healthy working relationships lead to positive outcomes for all.
We look out for the people we work with and we respect and recognise them.
Strong, healthy relationships are the foundation of our stakeholder loyalty.

We aim to constantly improve
We do things the right way.
We enjoy our work and take pride in our achievements.
We are not afraid to challenge the status quo to find better ways.

We seek to grow sustainably
Maintaining sustainable levels of profitability is only part of our success.
We prioritise long-term success over short-term financial gains because we care about our people, our community and our planet.

Read more about our purpose and values

How we make a difference

We create value for our stakeholders by investing in and leveraging our key drivers to create an integrated, efficient and sustainable healthcare services platform delivering:

- safe, high-quality patient experiences and outcomes
- an industry-leading environment for our employees and clinicians
- a supportive and effective service for our payors.

Value Drivers

- Strong culture, industry leading talent
- Clinical excellence, research and innovation
- Clinical and stakeholder networks
- Leading physical and digital infrastructure
- Responsible use of natural resources
- Access to financial capital

How we create value

Strategic Vision

To be a leading healthcare provider of the future

Material issues	Outcomes	Measuring our value
People and culture Clinical quality and excellence	• Employing over 90,000 people globally • Deep and experienced global leadership team and continued development of Ramsay leaders • Strong embedded culture	• Gender balance – 47% of senior leadership and 43% of non-executive directors are women • Hundreds of participants in new leadership, nursing and allied health advancement programs • 170 participants in global Ramsay Leadership Academy to date • Recruited hundreds of new clinical and corporate graduates • Renewed focus on diversity and inclusion
Clinical quality and excellence Robust and resilient business model	• Innovative care models, quality clinical outcomes, attracting best in class clinical specialists and partners	• Maintained strong NPS results (70+ in Europe, Australia and UK) • 5 global Communities of Practice supporting clinical capability and learning • Inaugural Clinical Excellence Summit • Continued investment in over 1,000 clinical and research projects
People and culture Clinical quality and excellence Caring for community	• Integrated patient centred care, delivering more services along the patient pathway • Supporting public health system	• Strategic growth in four key therapeutic areas of cardiology, oncology, orthopaedics and mental health • Network growth with the acquisition of Elysium and GHP Speciality Care
Integrated quality assets and infrastructure Data & digital	• Scale to invest • Diversified portfolio by geography, payor & service mix • Expanding, upgrading and investing in our physical and digital footprint	• Total investment in brownfield, greenfield and growth projects $380m • Total investment in digital and data projects $108m
Climate action and environment Responsible sourcing	• Recycling and reducing emissions, and single use plastics	• Ontrack for Net Zero near term 2030 target • Significantly reduced the use of desflurane in theatres • Avoided or replaced more than 60 million single-use plastics • Maintained 100% renewable electricity in the UK • Installed over 3,900 kW of solar panels in Australia
Robust and resilient business model Good governance	• Competitive cost of capital, consistent dividend payments and full rate of taxes paid	• $236.8m in dividends determined in FY23 • $234m in taxes paid in FY23 • Supportive banking relationships

Risk and Governance

Our Sustainability Approach

caring for our people, planet and communities

Sustainability strategy

Ramsay Cares

Ramsay believes a great company is one that makes the world a better place.

We know sustainability is important to our people, our patients, our doctors and our success. We are committed to making a meaningful, positive difference in the world.

The Ramsay Cares sustainability strategy is our shared approach to being a sustainable, resilient, responsible global business.

Ramsay Cares focuses on three important pillars:

Along with strong, transparent corporate governance practices, our sustainability goals support delivery of our corporate plan and Ramsay's broader business strategy.

Sustainable finance

Sustainability-focused approaches were incorporated into a number of our financing activities from 2021, including refinanced syndicated debt facilities for both the Funding Group ($1.5 billion multi-currency syndicated sustainability linked loan facility in May) and Ramsay Santé (€1,650m syndicated debt facility in April 2021).

The debt facilities have embedded sustainability targets that are aligned with the Ramsay Cares strategy and designed to drive a strong focus on sustainability across the business, including on the mental health and wellbeing of our people, reducing energy intensity and greenhouse emissions, and responsible sourcing within our supply chains.

Learn more about our strategy at ramsayhealth.com/ramsaycares

Sustainability roadmap

2020

Launch of Ramsay Cares strategy and global approach

Improved reporting:
- First GRI aligned report
- First joint Modern Slavery Statement

2021

Launch of Ramsay Cares targets

Sustainability-linked financing

Shared commitments:
- UN Global Compact
- Climate Leaders Coalition
- 40:40 Vision

Expanded reporting:
- Commenced aligning reporting to TCFD recommendations

2022

Updated human rights and modern slavery approaches

Developed Global Responsible Sourcing Framework

Committed to aligning with science-based net zero targets

Founding member of Asia-Pacific chapter of Accounting for Sustainability (A4S)

2023

New Global Responsible Sourcing approach

Updated Code of Conduct and diversity and inclusion approaches

Ramsay Santé becomes a mission-driven company

On-track with near-term emission reduction target

2027

Engage with 80% of suppliers by spend to encourage reduction of emissions in line with science-based targets

2030

Reduce greenhouse gas emissions by 42%

Scope 1+2, baseline 2020

2040

Become a net zero business across our value chain

Scope 1+2+3

Tracking our goals

How we are progressing our sustainability priorities

Clinical quality and excellence	Status	Progress
100% accreditation for our facilities.	●	Ongoing, see p16
Better than national quality benchmarks.	●	Achieved, see p21
Maintain patient experience outcomes.	●	Achieved, see p20

People and culture	Status	Progress
Achieve gender balance with Board composition of 40:40:20 by 2025 and maintain senior management gender composition of 40:40:20.	●	Achieved, see p28
Strong progress towards top quartile employee engagement.	●	Partially met, see p27
Increase the development of our people through the Global Leadership Academy.	●	Ongoing, see p25
Maintain focus on patient safety training.	●	Ongoing, see p30
Maintain workplace safety performance.	●	Ongoing, see p32
Establish Group Mental Health, Wellness and Resilience Framework.	●	Ongoing
Train 3% of the workforce in mental health first aid by 2026*.	●	On track, see p30

*Applies to wholly-owned entities

Climate action and environment	Status	Progress
Maintain recycling rates and identify single-use plastic and waste reduction opportunities.	●	Met, see p42
Identify new water saving opportunities.	●	Partially met, see p39
Achieve a 10% reduction in energy intensity by 2026*.	●	Partially met, see p36
Achieve a 12% reduction in greenhouse gas emission intensity by 2026*.	●	On track, see p34
Install 6.3MW renewable energy projects by 2026*.	●	On track, see p36
Undertake a comprehensive review of climate risk across our regions.	●	On track

Supporting communities	Status	Progress
Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community health outcomes.	●	Ongoing, see p47
Partner with a focus on preventative healthcare and mental health.	●	Ongoing, see p46
Supporting local communities and promoting awareness of the importance of health and wellbeing.	●	Ongoing, see p45

Responsible sourcing	Status	Progress
Achieve sustainability assessments covering 80% of external supplier spend by 2026*.	●	On track, see p50

Material issues

In sustainability terms, the most pressing issues affecting an organisation are known as material issues.

Ramsay's materiality assessment is informed by engaging our stakeholders to understand shared and emerging issues, our key business risks and the Sustainability Accounting Standards Board (now part of the IFRS Foundation) Materiality Map for healthcare delivery.

The issues are reviewed annually by our Global Sustainability Committee. This year's review focused on ensuring the issues were consistent with feedback from more than 20 stakeholder interviews which included employees, doctors, government, funding partners, community groups and suppliers.

The issues were also found to be consistent with themes arising from the extensive stakeholder consultation (2,600 people) which is informing Ramsay Santé's approach to being a mission-driven company. There has been no change to the material issues in FY23.

Read our Sustainability Disclosures at ramsayhealth.com/ramsaycares to learn more about how we manage our material issues.

Clinical Quality and Excellence

- Quality, safety and patient experience
- Clinical outcomes
- Doctor and clinician wellbeing
- Research and development

People and culture

- Culture and engagement
- Global workforce challenges
- Safety, mental and physical wellbeing
- Diversity and inclusion
- Labour relations

Data and digital

- Digital transformation
- Cyber security
- Protecting data and privacy
- Transform/adapt systems and processes to support workforce and patient outcomes

Robust and resilient business model

Being able to deliver growth, clinical excellence and shareholder returns and effectively respond to disruption and changing models of care.

Integrated quality assets and infrastructure

- Growth and development pipelines and renewal
- Strategic investments
- Physical and digital infrastructure

Good governance

Governance, transparency, risk management, business ethics, diversity, independence and tax transparency.

Climate action and environment

- Net zero emissions and climate risk
- Energy, water and resource use (including single-use)
- Waste and biodiversity

Caring for communities

Delivering for the local and global community through R&D, teaching hospitals, partnerships and the work of the foundations.

Responsible sourcing

Responsible sourcing to improve social and environmental outcomes and supply chain transparency and traceability.

Sustainability governance

Role of the Board and Board Committees	FY23 Highlights
Ramsay Health Care Board Oversees our approach, including considering the social and environmental impact of Ramsay's activities, approving the Ramsay Cares sustainability strategy and key policies and disclosures.	• **Monitored safety, patient experience and clinical quality outcomes.** • **Focused on our people and organisational culture, and oversight of strategic responses to workforce challenges.** • **Received updates on progress against sustainability linked loan targets.** • **Oversaw ongoing digital and data transformation to enhance patient experience**, particularly in Australia. • **Approved new or updated governance policies** including Ramsay's: - Code of Conduct, which sets out clear expectations to ensure we all know the right way to behave, respond, take action and do our work - Global Responsible Sourcing Policy, which sets out the behaviour and standards expected of suppliers - Global Diversity & Inclusion Policy, which outlines our vision for diversity and related commitments.
Global Risk Management Committee (GRMC) Oversees sustainability and any material social and environmental risks, including climate risks and opportunities.	• **Monitored key ESG risks** (including climate change, modern slavery and other sustainability risks) and frameworks. • **Received deep dive updates on approach to clinical governance across the Group.** • **Endorsed for Board approval**: - updates to the Global Sustainability Policy - a new Global Responsible Sourcing Policy. • **Oversaw the ongoing implementation of our global responsible sourcing framework and key issues**, including sourcing of solar panels.
People and Remuneration Committee Oversees non-financial performance (including patient, people, customer and environmental) in-so-far as it relates to the Committee's people and remuneration responsibilities.	• **Focused on people, engagement and culture, and supported the Board in overseeing strategic responses to workforce challenges.** • **Endorsed for Board approval our new Code of Conduct and updated Diversity & Inclusion Policy.** • **Received updates on non-financial performance** (including patient, people, customer and environmental) for FY23, including in relation to the greenhouse intensity reduction target including in the short-term incentive (STI) scorecard of the MD & CEO and other members of the Executive team.
Audit Committee Oversees sustainability issues as they relate to financial matters e.g. financial reporting and financing activities, opportunities and risks.	• **Reviewed updates on progress against our sustainability linked loan targets.** • **Reviewed approach to sustainability reporting** having regard to evolving requirements, including hearing from external subject matter experts. • **Oversight of Internal Audit** including approval of an Internal Audit Plan for FY24 that includes assurance activities related to the net zero plan – Scope 1 and 2.
Nomination & Governance Committee Oversees Committee roles and responsibilities including as they relate to ESG matters, reviews Board and Committee composition and Director skills and experience, and monitors processes in relation to ongoing education.	• **Considered the skills and experience represented on the Board**, including ability to assess ESG issues and the effectiveness of organisational policies. • **Monitored processes in place in relation to ongoing education**, including considering sustainability and evolving sustainability reporting requirements.

Sustainability governance

Role of Management	FY23 Highlights
Global Executive Oversees the rollout of Ramsay Cares globally and in each region, as well as integration with strategy and Ramsay's corporate plan; advises the Board on material sustainability risks and opportunities including social, environmental and climate risks.	Relevant focus areas included: • **progress on the Ramsay Cares Strategy** generally, including an ongoing focus on people and culture, clinical outcomes and safety • **rollout of the global responsible sourcing program** • **a focus on the acceleration of data and digital transformation** • **CAPEX and OPEX to support key programs and initiatives** (e.g. solar and energy efficiency upgrades) • **embedding the Net Zero Roadmap approach into Corporate Plan** out to 2030.
Global Sustainability Committee, Group Sustainability Officer and Regional Sustainability Leads Provide support to the Group Executive, focusing on the delivery of the Ramsay Cares strategy. The Committee consists of the Group Chief People Officer, the Group Sustainability Officer, Regional Sustainability Leads and Group Finance, Risk and Procurement representatives. Subject matter experts, legal and strategy-level leads are invited to attend as required.	Relevant focus areas included: • **rollout of Ramsay Cares and Net Zero Emissions Roadmap** in each region through regional Ramsay Cares commitments/teams • **identifying and delivering on key emission reduction initiatives** such as energy efficiency and greener theatre approaches • **working with suppliers and other stakeholders to deliver key initiatives**.

Find out more on page 24 of our 2023 Annual Report

Stakeholder engagement

Ramsay's ongoing success and ability to grow is based on being a trusted partner for our doctors, patients and people. We identify our key stakeholders as groups we need to have regular and meaningful engagement with to ensure we are working towards shared outcomes. Engagement can be via formal or informal channels and engagement processes may vary from region to region.

	PATIENTS	DOCTORS	EMPLOYEES	COMMUNITY
Purpose	We respect and welcome patients without distinction; we provide transparency in terms of quality of care, providing a safe and inclusive environment and protecting the privacy of our patients. We are focused on safeguarding safety and clinical outcomes and maintaining excellent patient experience.	We are a trusted partner for our doctors who help shape, develop and inform our healthcare services.	We respect and recognise our large and diverse workforce, ensuring their voices, experience and expertise are reflected across Ramsay's decision-making.	We recognise the important role we play in local communities and society at large. Investing in research and development helps improve healthcare outcomes for our patients and the broader community.
Engagement Approach	Each region supports a charter of commitment to patients which covers areas such as access, patient safety, respect, partnership, patient privacy and information and continuous improvement. We seek comment via feedback forms or patient experience surveys (e.g. Net Promoter Score) or via patient safety channels (e.g. The Ramsay Rule, Speak up for Patient Safety). Consumer representation may be directly sought via facility level consumer advisory committees, where relevant.	We support and regularly engage with our doctors and clinicians through medical advisory groups, GP liaison roles, education and awareness activities, one on one dialogue, and surveys from time to time.	We undertake engagement and culture surveys and pulse checks. We hold a range of meetings including In-person and virtual town hall style meetings, team meetings (e.g. safety huddles). Internal communication channels including intranet, newsletters and closed social media.	We belong to community and industry led communities of practice to grow our knowledge and work together on common goals. Key memberships associations are listed in GRI Content Index (see page 55) and include UN Global Compact, private hospital associations and other healthcare related groups. We reviewed each of the key associations in terms of alignment with our climate and sustainability goals. Predominantly most of the key associations were aligned and a small number were neutral.

Stakeholder engagement

	SUPPLIERS	INVESTORS	FUNDING PARTNERS	GOVERNMENTS AND REGULATORS
Purpose	Our complex global supply chain is supported by strong relationships at each regional level. We are broadening our supplier engagement to increase our focus on sustainability.	Engaging with investors is facilitated to ensure transparent communication on our approach, strategy and performance from both a financial and non-financial perspective.	We are committed to fostering strong, productive relationships with our partners.	Our regional businesses work closely with their respective governments to ensure cohesive public-private operation.
Engagement Approach	Our procurement programs include a high level of engagement with key suppliers via meetings, business reviews and briefings. Our Global Responsible Sourcing Program requires key suppliers to actively engage in our third party supplier assessments.	Our Investor Relations team leads our engagement activities including our Annual General Meetings, briefings, meetings, dialogues and investor days. Our Corporate Reporting suite is available for investors and other stakeholders.	Our regional payor relations teams support and maintain strong working relations through regular meetings, briefings and consultation around health sector issues	Our regional teams support regular meetings, briefings and consultation around health sector issues.

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

Caring for our patients

"All Australian hospitals and day surgeries are transitioning to short-notice assessment as part of the accreditation process. This will further embed the importance of accreditation and compliance with the national standards as core everyday business in our hospitals."

Dr Bernadette Eather
Ramsay Australia Chief Nurse

Every patient matters

Ramsay's enduring purpose of 'people caring for people' is fundamental to how we operate.

Caring is not simply a value statement; it underpins the way we approach work to meet the expectations of our patients and partners.

We know that each patient's journey is not just about achieving the best possible health outcomes - we want every patient to feel safe and have a positive experience with our facilities and services.

We welcome and respect all our patients and promote trust by providing an inclusive environment, transparency around quality of care and protecting privacy.

Premier Jatinegara Hospital in Jakarta received the World Stroke Organisation's Diamond Award in recognition of its dedicated stroke services and high quality patient outcomes.

Our regional businesses and Global Executive closely monitor quality and experience performance and report to the Board or relevant Board Committee on these areas:

Clinical quality outcomes

Clinical excellence is fundamental to our business and demands constant focus.

Across all regions we have clinical governance frameworks and programs designed to foster continual improvement. We continue to demonstrate high quality outcomes (see page 21).

Patient privacy

Protecting privacy is a key commitment to our patients. Each region has dedicated data protection and privacy officers (or equivalent) and is responsible for delivering privacy training to our people.

This year, Ramsay UK and Elysium achieved the UK Government-backed Cyber Essentials Assurance Standard and more than 1,000 Ramsay Sime Darby employees were trained to uphold privacy and personal data protection.

The number of notifiable privacy breaches has remained low across our regions (see page 21).

Accreditation

Hospital accreditation is an important and serious process in all our facilities. We must maintain high quality and safety standards to pass stringent audit processes set by relevant jurisdictional authorities.

We also undertake thorough review processes to ensure our doctors and visiting medical officers have appropriate credentials and are operating within their allowed scope of work.

FY23 accreditation highlights include:

- 100% accreditation maintained
- 99% of Ramsay Santé clinics certified A or B (V2014) or high quality care and confirmed quality care
- 97% of Ramsay UK achieved a 'Good' rating by Care Quality Commission
- 12% of Elysium's rated sites achieved 'Outstanding' and 65% achieved 'Good' under the Care Quality Commission
- Gold standard accreditation awarded to six Ramsay Sime Darby hospitals from the Joint Commission International (JCI).

Centre of excellence

This year, Subang Jaya Medical Centre in Malaysia became the first hospital in the Asia Pacific region to be accredited by the Australian Council on Healthcare Standards International (ACHSI) as a Centre of Excellence for Oncology (Cancer) services. The three-year certification recognises the hospital's outstanding performance against the Evaluation & Quality Improvement Program (EQuIP7), Core and Ambulatory Standards with Person Centred Systems and its commitment to continuous improvement.

Patient safety and clinical excellence

Expertise you can trust

Safety is everyone's business and the cornerstone of quality. Which is why we endorse accountability at all levels of Ramsay's businesses.

The Board and the Global Risk Management Committee embed strong leadership in safety and quality. This supports our people and accredited medical practitioners to provide safe, high-quality care and monitor and respond to the performance of our patient care systems.

Ramsay's Clinical Excellence Agenda is driven by our global and regional Chief Medical Officers. It focuses on:

- **clinical leadership and engagement**
- **exceptional patient experience**
- **ongoing research**
- **innovation and education**
- **a commitment to quality and safety.**

To support this agenda, Ramsay is developing a formal framework designed to nurture our culture of continuous learning and improvement.

We have established five global Communities of Practice who actively promote the exchange of clinical capability, learnings and best practice in the key therapeutic areas of cancer, orthopaedics, cardiology, mental health and research.

We also continue to identify opportunities for collaborative research and joint clinical trials across the Ramsay Group.

Safe hands

The value of communication cannot be underestimated when it comes to patient safety.

Since 2016, Ramsay Australia has partnered with the Cognitive Institute to implement the Vanderbilt University program for promoting professional accountability, which we call Speak Up For Patient Safety (SUFPS).

The program provides training and tools to help our people self-regulate and report behaviour that does not align with Ramsay values.

Thousands of our people and doctors have been trained to use the feedback and reporting system, which has also been introduced at Ramsay UK and Ramsay Sime Darby.

"Speak Up For Patient Safety has been instrumental in empowering and teaching our people to speak up in the moment if they have concerns about safety or care quality."

Chanelle McEnallay
Ramsay Australia Chief Risk Officer

Consultant orthopaedic surgeon Charles Ayekoloye hosted a series of SUFPS sessions at Ramsay's Mount Stuart Hospital in Devon, UK.

Top hospitals

This year, ten Ramsay Santé facilities were included in Newsweek magazine's list of the best hospitals in France.

The ranking compared patient experience and hospital quality indicators of more than 2,800 public and private hospitals worldwide.

Expert collaboration

Ramsay UK's annual National Medical Advisory Committee (MAC) meeting brings together MAC Chairs from across 34 hospitals to discuss key issues, including safety systems, inclusion and the rollout of digital systems to enhance patient and Consultant experience.

This year marked the final NMAC meeting for Ramsay UK's retiring Responsible Officer Ron Hoile, pictured (left) with Ramsay UK Chief Executive Officer Nick Costa.

Better choices, more convenience

Greater access to quality care

We are meeting community demand for better access to high-quality healthcare by expanding more services into more locations.

Across the Ramsay Group, more than $300 million was invested in greenfield and brownfield developments this year.

This included a state-of-the-art day surgery and diagnostics facility in Glendon, England (pictured above). Opened in August 2023, the new facility is an extension of services delivered by nearby Woodland Hospital. It includes two theatres and a radiology department.

In Australia, construction of a sustainably-designed Ramsay hospital outside Melbourne, Victoria is on track for opening in early 2024. The 126-bed Northern Private Hospital is co-located with a busy public facility and includes seven operating theatres and treatment rooms.

In July this year, Ramsay Australia acquired a small private hospital in regional New South Wales and converted it to a day surgery centre to complement the nearby Dudley Private Hospital.

In April, Ramsay Santé opened a new maternity ward at St Göran's Hospital in Stockholm, offering midwifery services in 23 languages.

More for mental health

Ramsay is adding and expanding mental health services to meet growing demand in Australia, the UK and France.

In March this year, Ramsay Santé reopened the Ange Gardien mental health clinic (pictured right) following an extensive redevelopment and merger with the neighbouring Perreuse clinic into a single modern site. The 232 bed and 15 day place facility significantly enhances the mental health services available in Ile-de-France.

In the UK, Elysium added two new facilities focused on child and adolescent mental health, including Emerald Place, a 12-bed unit being built in partnership with the Surrey and Borders Partnership NHS Foundation Trust.

In May, Ramsay Australia opened a dedicated in-patient service for men with Post-Traumatic Stress Disorder. The service is modelled on Ramsay's successful female-only trauma-informed mental health facility.

Ramsay Australia's network of stand-alone psychology clinics grew from 11 to 19 this year. Most clinics are in or near Ramsay hospitals to aid continuity of care and better long-term outcomes.

Approximately 30% of Ramsay Psychology sessions are via telehealth, providing more access for people in regional and remote areas.

Integrated care

Ramsay's commitment to better care accessibility through out-of-hospital and at-home services includes providing more primary care options in underserved and regional communities.

In late 2022, Ramsay Santé opened two new primary care centres in France and added the Haussmann medical centre in central Paris in January, to operate a total 167 primary care centres in Europe. This builds on the success of Ramsay Santé proximity care centres in Scandinavia.

Ramsay Australia employs about 5,000 allied health professionals and dedicated clinicians to support more than 2.5 million patients with out-of-hospital care, including cancer and cardiac care and rehabilitation services through Ramsay Connect and Ramsay Health Plus.

Healthcare of the future

A healthcare provider of the future

Ramsay's ambitious, long-term investment in a major digital and data transformation strategy has made strong progress in the past year.

Our aim is to use technology to create a modern, streamlined, integrated and convenient system for our patients and doctors, which we believe ultimately supports better health outcomes and lifelong care.

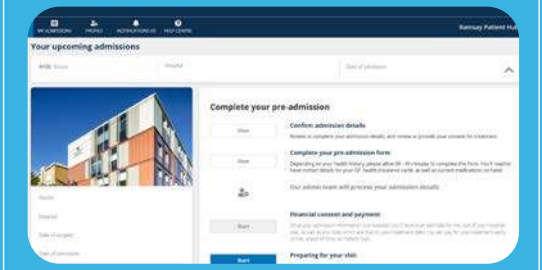
In its first year, the digital and data transformation program in Australia has focused on building foundational capabilities, delivering top priority quick wins, and initiating several large, multi-year projects that underpin the transformation.

"The goal is to modernise and grow our world-class healthcare network but this transformation is also about helping our people take advantage of the digital world."

Dr Rachna Gandhi
Group Chief Digital & Data Officer

Digital and data evolution

The Ramsay Australia Health Hub is a multi-year project to establish a single entry into Ramsay's digital ecosystem.



Built using cloud-based technology, the platform is designed to securely and seamlessly connect our patients and their specialist with Ramsay sites and services at any time of day.

The first iteration of the Health Hub, released this year, makes it easier and faster for patients to complete their hospital pre-admission. Future iterations will cover the end-to-end patient journey in and out of hospitals.

Also this year, dozens of digital automations have been installed at Ramsay Australia facilities to replace many time-consuming manual and administrative processes.

A key part of the digital transformation is Ramsay Australia's Data Hub which will provide a central repository for data sharing and analysis in support of better workflows and patient outcomes.

Celebrating innovation

Ramsay Santé's second annual Innovation Awards were announced in February.

From 91 entries across Europe, the winner was Capio's transformation team in Denmark (pictured below), which has introduced software that saves time and cost and frees up our teams by automating invoicing and other repetitive administrative tasks.

"The jury selected an innovation that is improving quality and efficiency, can be implemented quickly, is scalable and helps decrease the administrative burden on our staff."

Jamel Ouanda
Ramsay Santé Chief Transformation Officer

The awards are coordinated by Ramsay Santé's Innovation & Partnership Hub, a cross-functional team located in Sweden and France that helps build new concepts and supports the group's digital transformation.

Patient wellbeing

Listening to our patients

Listening and learning directly from our patients and service users is vital for continuous improvement.

We do this numerous ways and it remains an area of focus.

More of our hospitals are including patients in consumer advisory committees, where patient representatives sit alongside hospital employees and other community delegates to consider quality measures and consumer feedback (including complaints).

In 2022, patients participated for the first time in the Capio Quality Council which is a monthly review of medical quality and patient safety.

'Patient as a co-creator' has been added as new item on the agenda.

One patient representative said "as a chronic patient, you have a lot of experience in healthcare that I think can bring something to the healthcare system."

Service users at Elysium can be in residence for longer periods, so it is important to involve them in shaping the care we provide.

Elysium's Service User Advisory Group meets quarterly and aims to review policies and guidelines and new corporate strategies.

Service users are also involved in Quality Improvement projects at both a local and national level.

Sharing the lived experience

Field House in Derbyshire is an 8-bed specialist rehabilitation service operated by Elysium for women with mental illness or personality disorder.

People who stay at Field House are integral to the monthly patient audit on quality walk-arounds of the service and report their findings to the Registered Manager for action.

Service users are also involved in the recruitment and interview processes for new staff and are encouraged to deliver walk around tours of the site for quality authorities, families and other visitors.

Elysium also provides meaningful work opportunities as part of the broader rehabilitation experience.

"Having the individuals we support with us at recruitment open days is really great. It helps us to engage with people thinking about working at Field House and helps build the social skills people need to move on to community living."

Vicky Gibson
Field House Registered Manager

Patient satisfaction

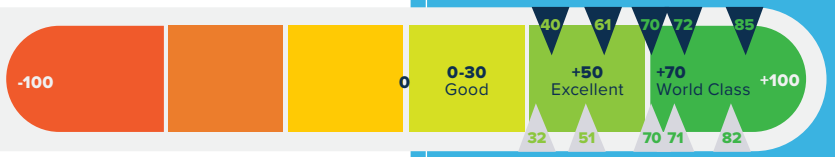
We hold ourselves to high standards and regard patient experience as a critical measure of Ramsay's success.

One of the ways we quantify patient experience is through a Net Promoter Score (NPS), a grade from -100 to +100 that gauges the willingness of customers to recommend a company's products or services to others.

This year, each region maintained or increased their 'Excellent' positive experience scores (above +50) and the Ramsay Clinical Trials Network in Australia achieved an NPS of +89 in its first year.

At Elysium, 81% of respondents to a Friends and Family Survey rated their experience as good or very good.

Net Promoter Scores:



Quality scorecard

We believe that clinical quality is best measured in key patient outcomes and patient experience, which is why we include both in our Quality Scorecard. We continue to demonstrate high quality outcomes across both these aspects, showing our commitment to patient care.

Our businesses operate in different local environments and have a varying patient mix in each region, which is reflected in the range of quality indicator results. We monitor clinical indicators closely and can demonstrate improvements across most indicators and all results within safe and acceptable standards.

It is important to note that year-to-year movement in some measures does not necessarily reflect a lack of improvement or a decline in care. For example, an increase in the rate of return to theatre may reflect timely management of predominantly cardiac patients, where outcomes are improved by early intervention.

Transparency around patient care is important and many facilities report quality and experience at a site level.

Clinical quality indicators

Hospital accreditation (%)		FY21	FY22	FY23
Ramsay Australia	Australia	100	100	100
Ramsay UK	UK-Acute	100	100	100
	Elysium	-	100	100
Ramsay Santé	France	100	100	100
	Nordics	100	100	100
Ramsay Sime Darby	Malaysia	100	100	100
	Indonesia	100	100	100

Never events (wholly preventable)[1]		FY21	FY22	FY23
Ramsay Australia	Australia	22	13	13
Ramsay UK	UK-Acute	10	5	4
	Elysium	-	0	0
Ramsay Santé	France	29	35	44
	Nordics	55	32	55
Ramsay Sime Darby	Malaysia	0	0	0
	Indonesia	0	0	1

Rate of unplanned readmission within 28 days (%)[2]		FY21	FY22	FY23
Ramsay Australia	Australia	0.47	0.39	0.32
Ramsay UK	UK-Acute	0.12	0.14	0.14
	Elysium	-	N/A	N/A
Ramsay Santé	France	8.04	8.01	8.13
	Nordics	N/A	N/A	N/A
Ramsay Sime Darby	Malaysia	0.37	0.21	0.21
	Indonesia	0.30	0.32	0.22

Rate of unplanned return to theatre during same admission (%)[2]		FY21	FY22	FY23
Ramsay Australia	Australia	0.19	0.20	0.18
Ramsay UK	UK-Acute	0.11	0.15	0.13
	Elysium	-	N/A	N/A
Ramsay Santé	France	0.81	0.74	0.69
	Nordics	N/A	N/A	N/A
Ramsay Sime Darby	Malaysia	0.03	0.02	0.06
	Indonesia	0.19	0.15	0.13

Rate of hospital acquired Staphylococcus aureus bacteraemia per 10,000 bed days		FY21	FY22	FY23
Ramsay Australia	Australia	0.37	0.26	0.33
Ramsay UK	UK-Acute	0.15	0.22	0.04
	Elysium	-	N/A	N/A
Ramsay Santé	France	1.60	0.93	0.82
	Nordics	N/A	0	0
Ramsay Sime Darby	Malaysia	0	0.05	0
	Indonesia	0	0.30	0.10

Patient indicators

Net Promoter Score (NPS)		FY21	FY22	FY23
Ramsay Australia	Australia	73	71	72
Ramsay UK	UK-Acute	84	82	85
	Elysium[3]	-	88	81
Ramsay Santé	France	70	70	70
	Nordics	71	70	70
Ramsay Sime Darby	Malaysia	35	51	61
	Indonesia	26	32	40

Notifiable breaches of patient privacy		FY21	FY22	FY23
Ramsay Australia	Australia	1	0	1
Ramsay UK	UK-Acute	2	1	1
	Elysium	-	0	1
Ramsay Santé	France	13	8	2
	Nordics	9	11	21
Ramsay Sime Darby	Malaysia	0	0	1
	Indonesia	0	0	0

1 Never events for our acute facilities include: wrong implant/ prosthesis; iron infusion where there is evidence that policy and procedure was not followed; infant breastfed by wrong mother or breast milk given to wrong infant; suspected suicide of a mental health inpatient (where inpatient is on leave or absconded) and where there is evidence that policy and procedure was not followed. Never events for Elysium mental healthcare facilities include: misselection of a strong potassium solution, administration of medication by the wrong route, overdose of insulin due to abbreviations or incorrect device, overdose of methotrexate for non-cancer treatment, misselection of high strength midazolam during conscious sedation, failure to install functional collapsible shower or curtain rails, falls from poorly restricted windows, misplacement of naso- or oro-gastric tubes. In the Nordic region, these are called sentinel events, which are events that have caused or could have caused patient injury which are reported to the authorities in line with local legislation and results in root cause investigation to achieve relevant learning and take necessary corrective action.

2 France rates include planned and unplanned readmissions and are based in a fiscal year. Australian rates for unplanned readmissions and returns to theatre are calculated from the first six months of data, as H1 and H2 figures are not available for the second six months from ACHS at the time of reporting. Mental health excluded (including Elysium) due to the episodic nature of readmissions.

3 Elysium Healthcare Friends and Family Satisfaction Survey.

NOTE

While efforts have been made to compile data across regions on a consistent basis, there may be differences. Elysium FY22 data covers Feb-Jun 2022.

The table does not include data relating to facilities in Italy.

The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby are subject to limited assurance, see page 56 for details.

Caring for our partners

A trusted partner to doctors

Across our global operations are world-leading doctors and clinicians who share our purpose of 'people caring for people'.

We aim to be a trusted partner by supporting them to deliver quality care through leading-edge facilities and modern technology.

We appreciate that cooperative workplaces and innovative technology are required to meet the expectations of our medical experts and the needs of their patients.

We also respect the independence of the doctor-patient relationship and are strongly committed to the wellbeing and advancement of all our doctors and consultants.

Ramsay supports the broader practice of medicine and the long-term health of our communities by offering ongoing education, training and professional development opportunities, as well as clinical research, trials and academic partnerships.

"We pride ourselves on being a trusted partner for the many specialists who work with us. Our overriding aim is to ensure the best possible health outcomes for all our patients."

Professor Sir Ed Byrne
Group Chief Medical Officer

Professional development

Ramsay provides Continuing Professional Development in a range of topics in medicine, surgery, obstetrics and gynaecology, paediatrics and mental health. In-person and virtual sessions are offered in partnership with our specialists and other health professions.

This year, Ramsay Australia held more than 450 RACGP-accredited education events for more than 9,300 General Practitioner attendees.

Ramsay also provides professional support for specialists moving into private practice.

The Chairs of Ramsay Australia's Medical Advisory Committees met in May to discuss digital strategy, the role of Artificial Intelligence (AI) in healthcare and the future of medicine in Australia.

Approximately 400 doctors attended Ramsay Sime Darby's first GP symposium in Malaysia, which brought together a passionate community of healthcare professionals all driven by a shared commitment to excellence.

Innovations in care

Technology is transforming healthcare

As well as supporting new diagnostics, devices and treatments, technology is improving how we collect and use medical data for better patient experiences and outcomes.

From robotics and automation to AI and machine learning, Ramsay is investing in new ways of supporting our expert teams and specialists to continue delivering world class care.

AI improves cancer screening

Ramsay Sime Darby's flagship hospital, Subang Jaya Medical Centre (SJMC), has partnered with the Lung Cancer Network Malaysia to provide free lung cancer screening with cutting-edge Artificial Intelligence (AI) screening technology.

The AI x-ray interpretation tool uses deep learning algorithms to detect abnormalities in chest radiographs, so that suspected cases can be detected earlier through primary care and then more quickly referred to hospital for further scans and treatment.

Speaking at the launch, SJMC cardiothoracic surgeon Dr Anand Sachithanandan said "AI chest x-rays will enhance diagnostic accuracy and expedite referral of suspected cases to a specialist.

With more swift investigation and intervention, better survival rates can be expected."

High tech treatment

Wearing a futuristic headset that allowed him to see both a 3D hologram and his patient's body, Dr Travis Falconer made surgical history in Western Australia.

The Hollywood Private Hospital specialist shoulder and elbow surgeon became the first in the state to perform a procedure using the HoloLens mixed-reality system.

Ramsay's specialist women's healthcare facility, Frances Perry House, introduced the first Versius® Surgical Robotic System in Melbourne, Victoria as part of a gynaecology and urogynaecology surgical robotics program. The robot supports minimally invasive surgery, faster recovery times and a lower risk of infection.

Local eye care

The Cherwell Hospital in Oxfordshire, UK went live in May with a new ophthalmic pathway, including the installation of Surgicube, which provides an ultra-clean airflow across the operating surface.

The ophthalmology suite was opened by the Attorney-General for England & Wales, Victoria Prentice, who said "This new bespoke unit is a significant boost to Banbury's health infrastructure and will help meet the needs of our community for many years to come".

Robot helper

The chemotherapy unit at Ramsay Santé's Clinique Belharra in Bayonne, France has enlisted a robotic helper for moving medical equipment.

Named Kompaï, the robot transports up to 25 bins of chemotherapy bags around the hospital each day, allowing our nurses to spend more time with our patients.

Caring for our people

Our people are our strength

The safety, satisfaction, wellbeing and inclusion of our people is essential to delivering high-quality patient outcomes and experiences.

That is why our people are at the heart of delivering Ramsay's purpose and values.

We invest in our people and want them to have fulfilling careers, with opportunities for learning and advancement throughout their working life.

We make safety a top priority and integrate safety and risk management into our daily operations.

We reward and recognise our people for their important contribution to our success through initiatives such as our employee share program for eligible permanent employees in Australia.

Though the sector remains challenged by systemic workforce shortages and pandemic-related absenteeism, we are proud to employ many of the brightest, most dedicated people in healthcare.

"Our vision is to be a destination for leaders at every stage of their career. We are committed to growing the capability and understanding needed to courageously lead and achieve our long-term organisational strategy."

Colleen Harris
Group Chief People Officer

Engaging top talent

Our group-wide People strategy revolves around developing capability, fostering a positive culture and supporting the best people in healthcare.

Our focus on our People strategy is delivering more favourable outcomes and helping to address some of the persistent, long-standing skills shortages experienced across the global health sector.

In accordance with feedback from across our business, we are concentrating on:

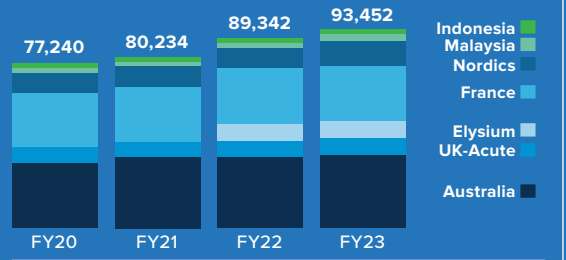
- Providing flexible working conditions
- More accessible learning and development opportunities
- Expanding our leadership programs
- Investing in technology to simplify processes and allow our people to focus on providing high quality care.

Growth of our business (e.g. through acquisitions) and new retention and recruitment initiatives have delivered an overall 5% growth in headcount.

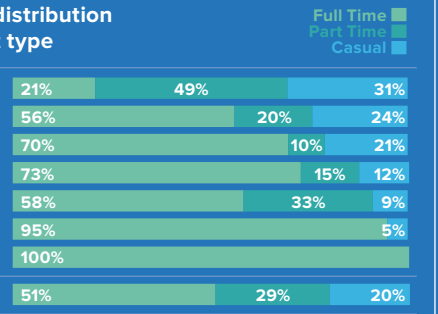
As at 30 June 2023, Ramsay employed more than 90,000 people across 10 countries.

We have seen significant improvements in staff turnover across most regions. A small increase was seen in the Nordic regions and, while challenges remain for Elysium in the UK, we saw notable reductions in the last quarter.

Number of employees by headcount and region



Employee distribution by contract type



Employee turnover by regions FY23 vs FY22

The best people in healthcare

Investing in our people

Professional development and job satisfaction are important to the performance and wellbeing of our people and Ramsay has launched a range of training, upskilling and advancement programs to promote learning across the business.

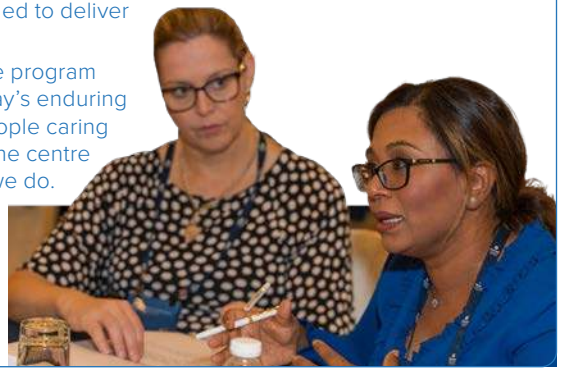
From self-paced online courses to intensive, tailored on-the-job learning and executive group programs; our training and development offering encourages Ramsay people to be lifelong learners, to embrace challenges and realise their potential.

Leadership development

Ramsay's successful Executive Leadership Program, run through the global Ramsay Leadership Academy, has been completed by 170 executive and future leaders as at 30 June 2023.

The cross-sectional program is designed to reinforce the value of Group collaboration and accelerate the key leadership attributes needed to deliver our strategy.

Importantly, the program embeds Ramsay's enduring purpose of 'people caring for people' at the centre of everything we do.



Supporting new nurses

The Elysium Preceptorship Academy develops newly qualified nurses into confident, competent practitioners. It provides 11 days of protected training, progression through competency levels, expert support and practice placement experiences within the wards, and supervision from a dedicated senior nurse.

In November, Elysium won the prestigious Nursing Times award for Preceptorship Programme of the Year.

Levelling up

Ramsay Australia's Nurse Leaders of Tomorrow Program has grown from strength to strength. The year-long course supports the capability and aspirations of our nursing and midwifery leaders through formal upskilling.

Each cohort of up to 24 leaders take part in a comprehensive development program, delivered online and face to face, with a strong experiential focus and drawing on their lived experiences.

Designed by Chief Nurse Dr Bernadette Eather, the program has had an overwhelming response from nurses who are keen to develop their leadership skills with Ramsay.

Training and development

"The Ramsay UK Academy is pivotal to our workforce plans and 'grow our own' strategy. It contributes to our engaging and exciting culture."

Lisa Jefferies
Ramsay UK Chief People Officer

Top with grads

Ramsay was named number one graduate employer in the healthcare sector in Grad Australia's annual ranking in February, also making the Top 100 list nationally.

Learning Manager Rebecca Rundle said she was extremely pleased with the recognition in a field of more than 3,500 organisations.

"It's the first time a healthcare organisation has made the list," she said.

"We've worked hard to develop our two-year graduate program. Our graduates get comprehensive training, coaching and support to help them build a career with Ramsay and provide opportunities to specialise in their chosen area of nursing."

This year, Ramsay welcomed more than 800 graduate recruits to metro and regional hospitals.

Hybrid learning

The Capio Academy in Sweden offer three channels of professional development: on-the job development, learning from peers and traditional training such as clinical classrooms and e-learning.

A new group-wide academy is being developed to provide a complete training and digital program across Ramsay Santé.

Fresh approach

Ramsay UK has refreshed their approach to development through a new Ramsay Academy.

The Academy offers professional development, apprenticeships and has a focus on leadership.

A new course Leading with Empathy was launched designed to explore key elements of leading with empathy and practice the skills needed to be a consistent, empathetic leader.

Scholarship program

Ramsay Australia's National Scholarship Program, launched in 2016, has supported nearly 300 employees/teams with almost $800,000 in financial support. The program offers five categories covering a range of professional development and tertiary study and research opportunities. Roisin Dunne, Director of Clinical Services at Caboolture Private Hospital is on the scholarship review committee and said applicants put a lot of thought into what will benefit themselves and their hospitals. "A really good example is Cassandra Forsyth at St Andrew's Ipswich Private Hospital who clearly linked her application to The Ramsay Way and how the postgraduate training in diabetes management would make lives better for her hospital and the wider community."

Culture and engagement

Positive culture and balance

We are focused on engaging and enabling our people and supporting them to have fulfilling careers, with opportunities for learning and advancement throughout their working life.

Thousands of our people shared their ideas and feedback in our 2021 global employee survey. The responses have been used to develop regional action plans, focusing on local needs.

Since then, four employee pulse surveys have been conducted, with two regions showing improved engagement scores and two regional outcomes slightly lower than prior survey outcomes.

The feedback showed our culture of 'people caring for people' is alive and well across the organisation and that our people feel

- **they can make good use of their skills and abilities**,
- **they feel their work is challenging and interesting**
- **they feel proud to work for Ramsay**.

The surveys also illustrated opportunities for Ramsay to address workforce challenges and to remove any potential barriers to people doing their job well.

Another global Employee Engagement Survey will be conducted during the last quarter of 2023 to help us understand what we do well and what could be improved.

Quality of life at work

Ramsay Santé became the first European healthcare provider to sign a landmark Quality of Life & Working Conditions Agreement in 2022.

As part of this commitment, more than 2,500 Ramsay Santé managers have been trained to promote and implement a range of tools and measures that support our people, improve the work environment and boost employee engagement.

This year, Ramsay Santé received the Business Parentalité Trophy, awarded by the Observatoire de la Qualité de Vie au Travail in recognition of our child care program, which offers around-the-clock professional child care at 30 creches near Ramsay facilities across France.

The program supports more than 300 children of Ramsay Santé employees and promotes a better family, personal and professional balance.

Employer of choice

This year, Ramsay was included in a list of Australia's top 10 most attractive employers by recruitment firm Randstad.

Based on a survey of more than 6,000 people, the ranking placed Ramsay among the nation's top 4 most desirable private sector employers.

"I'm really proud of this acknowledgement that we have been working hard to foster an enjoyable and flexible work environment and create professional development opportunities. Our caring culture is what has and continues to make Ramsay successful."

Carmel Monaghan

Ramsay Australia CEO

Nurse favourite

Capio claimed top spot in Universum's survey of nurses ranking their ideal employer, with the most important attributes nominated as secure employment and respect for the employees. A separate student survey of more than 16,000 health and medical students ranked Capio as the second most attractive employer in Sweden.

Celebrating success

Ramsay Australia launched a new awards program this year to recognise our people who live and breathe The Ramsay Way values. The Ramsay Way Awards are designed to recognise the outstanding commitment, dedication and achievements of our people through innovation, collaboration, sustainability and excellence.

Fostering diversity

Finding strength in difference

Through a 90,000+ strong workforce, Ramsay enjoys great diversity of people spanning a wide variety of cultures, backgrounds and socio-demographics.

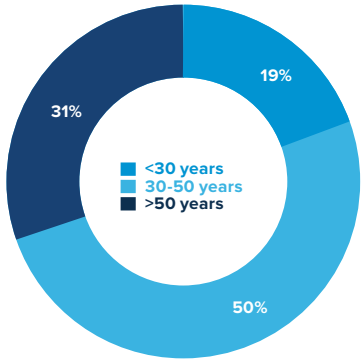
This variety promotes diversity of thought, new perspectives and a competitive advantage in innovation, understanding our patients, problem-solving and decision-making.

We are a significant employer of women and maintain strong representation of women across all levels of management.

FY23 Workforce gender and roles

	Male	Female
Board (non-executive)	57%	43%
Executive	60%	40%
Senior Leadership	53%	47%
Facility CEO	42%	58%
Manager	30%	70%
All Other	20%	80%

Age distribution of our workforce



Empowering inclusion

It is important that we provide safe, open, diverse and inclusive workplaces where our people are energised by what we can achieve together.

To support inclusion at work, Ramsay UK this year established five employee-led People Resource Groups to unite employees from similar backgrounds and give them a coordinated voice within the business.

Led by volunteers, the groups focus on building social support and a sense of community for employees who share a common identity under the banners of Disability, Ethnicity, Generations, Pride and Wellbeing.

The groups help to engage and develop diverse talent within Ramsay UK and offer a safe place to learn from each other and share experiences.

Diversity at work

Elysium is committed to providing services that are accessible, inclusive and non-discriminatory through promoting equity and using the skills, experience and knowledge of a diverse workforce.

Elysium has launched a three-year diversity, equity and inclusion (DEI) strategy which focuses on training and involves service users.

"DEI is important to Elysium because, in order for us to provide the very best care, our workforce needs to feel supported and included while ensuring equity in all that we do for the people we care for."

Nicky Lintott

Elysium Head of DEI

40:40 VISION

We are pleased to have maintained gender balance across our senior leadership, in line with our 40:40 Vision commitments.

Inclusion and equity

First Nations focus

Ramsay Australia's Diversity, Equity, Inclusion and Belonging (DEIB) strategy centres on developing six important pillars: Carers, Disability, Ethnicity, First Nations, Pride and Wellbeing.

The strategy guides our efforts to promote an inclusive environment where we embrace the unique contributions of all our people.

As part of our commitment to the First Nations pillar, Ramsay Australia has launched an Aboriginal and Torres Strait Islander Undergraduate Cadetship Program to support Indigenous student nurses at our hospitals in Western Australia.

The program is part of the Ramsay Nursing and Midwifery Academy and provides student nurses with hands-on clinical experience, dedicated support and supervision.

"A diverse workplace improves productivity, innovation and customer service. This aligns with our goal to provide the best possible health outcomes for our patients."

Dr Amanda Ling
Joondalup Health Campus CEO

Stylish scrubs

Emergency department employees at Peninsula Private Hospital in Victoria celebrated NAIDOC Week wearing scrubs featuring a special Aboriginal artwork. NAIDOC Week is held annually across Australia to celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

Walking to close the gap

A cultural walk for employees at Joondalup Health Campus in Western Australia was organised to raise awareness of closing the gap in health outcomes between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Welcoming people with disability

Ramsay values the unique skills and perspectives of every individual. In May, Ramsay Santé recommitted to advancing the employment of people with disabilities.

At the end of 2022, Ramsay Santé employed more than 1,300 people with disabilities in France (5.2% of employees) and more than 160 employees (100% of requests) benefited from workplace adjustments.

Safety at work

"As a psychologist with Ramsay and a Mental Health First Aid trainer, I understand the importance of increasing people's confidence to have open and non-judgemental discussions about mental health. Improving people's awareness of mental health issues and importantly how to support people to seek help benefits not only our workplaces, but the people we love and care about in our personal lives too."

Cas Mastrone
Psychologist, The Southport Private Hospital

Think safe, be safe

The health and safety of our employees and visitors to our workplaces is taken seriously across Ramsay.

Our diverse and complex sites require a robust and innovative safety management system to ensure the safe working environment of our people while delivering high quality care to our patients.

We believe that all injuries and industry-related diseases are preventable and we continuously strive to make improvements in this area.

We are focused on having a strong reporting culture and our dedication to safety is articulated in our Work Health and Safety Policy.

This year, we saw good improvements across most regions in absenteeism.

Absenteeism rate % by regions

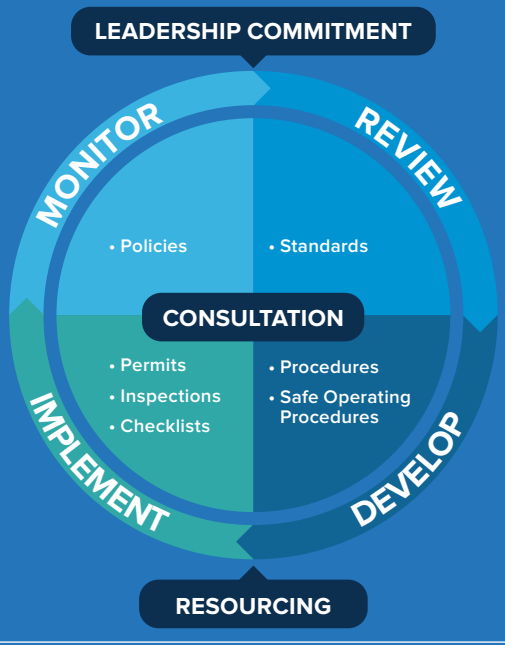
		FY23	FY23 vs FY22
Ramsay Australia	Australia	5.9%	-8%
Ramsay UK	UK Acute	5%	-16%
	Elysium	4.8%	-3%
Ramsay Santé	France	12.8%	-8%
	Nordics (excluding Norway)	6.8%	+6%
Ramsay Sime Darby	Malaysia	2.8%	-10%
	Indonesia	1.5%	-49%

Safety first

Ramsay Australia's clinically-informed Safety Management System (framework pictured below) is shaped by a continuous improvement mindset.

The system and our internal audit program were reviewed and refreshed this year, and an extensive training program rolled out to support the update.

The system's effectiveness is reflected in low severity rates despite high reporting rates, which indicate a strong safety culture.



Mental Health First Aid

Taking care of our employees enables them to take better care of our patients, colleagues and communities. That is why we promote better physical and mental wellbeing for all our people.

In Australia and the UK, we have trained more than 500 people in Mental Health First Aid.

The skills-based, early intervention training program equips participants with the knowledge and confidence to recognise, connect and respond to someone experiencing a mental health problem or mental health crisis.

Feedback from participants has been positive.

Ramsay Australia supports R U OK Day, a national event encouraging our people to check on the mental wellbeing of colleagues, friends and family.

People data and scorecard

Workforce

FY23 Employees (headcount)[1]		Total	Male	Female	Full time	Part time	Casual	<30 years	30-50 years	>50 years
Ramsay Australia	Australia	34,712	6,698	28,002	7,117	16,975	10,620	6,899	17,362	10,451
Ramsay UK	UK-Acute	7,255	1,401	5,838	4,056	1,455	1,744	1,001	3,180	3,074
	Elysium	8,697	3,046	5,651	6,059	831	1,807	1,854	4,720	2,123
Ramsay Santé	France	26,242	4,871	21,371	19,101	3,983	3,161	6,077	13,048	7,120
	Nordics	11,749	2,377	9,372	6,853	3,844	1,052	1,311	6,413	4,025
Ramsay Sime Darby	Malaysia	2,985	613	2,372	2,837	0	148	1,037	1,651	297
	Indonesia	1,812	440	1,372	1,809	3	0	359	1,229	224
Group		**93,452**	**19,446**	**73,978**	**47,831**	**27,089**	**18,532**	**18,535**	**47,603**	**27,314**

FY23 New employees		Total	Male	Female	<30 years	30-50 years	>50 years
Ramsay Australia	Australia	7,900	1,808	6,085	3,006	3,764	1,130
Ramsay UK	UK-Acute	1,632	338	1,290	370	807	455
	Elysium	4,144	1,489	2,655	1,272	2,232	640
Ramsay Santé	France	4,220	718	3,502	2,017	1,842	361
	Nordics	2,784	492	2,290	484	1,615	685
Ramsay Sime Darby	Malaysia	948	204	744	529	386	33
	Indonesia	146	39	107	113	33	0
Group		**21,774**	**5,088**	**16,673**	**7,791**	**10,679**	**3,304**

Collective bargaining agreements (%)		FY21	FY22	FY23
Ramsay Australia	Australia	89.0	89.1	91.1
Ramsay UK	UK-Acute	N/A	N/A	N/A
	Elysium	-	1.0	0.4
Ramsay Santé	France	100.0	100.0	100.0
	Nordics	96.0	93.0	96.0
Ramsay Sime Darby	Malaysia	N/A	N/A	N/A
	Indonesia	100.0	100.0	100.0

Employee turnover[2] (%)	FY21	FY22	FY23
Ramsay Australia	10.3	14.0	13.0
Ramsay UK	15.8	22.7	18.2
	-	34.6[3]	32.6
Ramsay Santé	15.1	17.8	16.9
	7.8	10.5	10.9
Ramsay Sime Darby	18.0	27.9	22.8
	10.7	6.6	5.7

1 Full time and part time employees are permanent. Casual employees are temporary or bank. Excludes agency labour. Totals may differ where individuals have not identified as male/female.
2 Percentage turnover is calculated to include all permanent employees who left during FY23 divided by the average of permanent head count from the start to end of the period.
3 Elysium data covers full year FY23.

NOTE

Nordic data includes Sweden, Norway and Denmark.

Elysium FY22 data covers Feb-Jun 2022.

The figures in the People Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby are subject to limited assurance, see page 56 for details.

People data and scorecard

Diversity

FY23 Employees (headcount)[1]

		Regional executive[2]		Facility CEO		Manager		All other	
		Male	Female	Male	Female	Male	Female	Male	Female
Ramsay Australia	Australia[4]	4	4	17	25	348	963	6,323	27,003
Ramsay UK	UK-Acute	4	4	11	22	209	522	1,176	5,290
	Elysium	4	3	30	54	254	508	2,758	5,085
Ramsay Santé	France	5	3	51	57	813	1,752	4,000	19,562
	Nordics	3	1	18	14	42	71	2,315	9,286
Ramsay Sime Darby	Malaysia	3	7	2	2	32	53	575	2,310
	Indonesia	3	1	0	2	10	16	427	1,353
Group		**26**	**23**	**129**	**176**	**1,708**	**3,885**	**17,574**	**69,886**
		53%	47%	42%	58%	31%	69%	20%	80%

FY23 Employees (headcount)

	Group		
	Male	Female	
Board (non-executive)	**4**	**3**	57% / 43%
Global executive[2]	**6**	**4**	60% / 40%
Senior leadership[3]	**39**	**34**	53% / 47%

Workforce safety[5]

Workplace fatalities

		FY21	FY22	FY23
Ramsay Australia	Australia	0	0	0
Ramsay UK	UK-Acute	0	0	0
	Elysium	-	0	0
Ramsay Santé	France	0	0	0
	Nordics	0	0	0
Ramsay Sime Darby	Malaysia	0	0	0
	Indonesia	0	0	0

Absenteeism rate (%)

		FY21	FY22	FY23
Ramsay Australia	Australia	5.1	6.4	5.9
Ramsay UK	UK-Acute	9.8	6.0	5.0
	Elysium	-	5.7	4.8
Ramsay Santé	France	15.2	13.9	12.8
	Nordics	6.3	6.4	6.8[6]
Ramsay Sime Darby	Malaysia	2.4	3.2	2.9
	Indonesia	7.3	2.9	1.5

Workplace injuries that result in lost time - LTI[7]

		FY21	FY22	FY23
Ramsay Australia	Australia	68	69	75
Ramsay UK	UK-Acute	35	17	14
	Elysium	-	-	-
Ramsay Santé	France	501	856	N/A[9]
	Nordics	-	-	-
Ramsay Sime Darby	Malaysia	3	7	9
	Indonesia	6	6	3

Rate of lost time due to workplace injury - LTIFR (per 1 million hours worked)[8]

		FY21	FY22	FY23
Ramsay Australia	Australia[8]	1.89	1.95	2.09
Ramsay UK	UK-Acute	4.53	2.05	1.67
	Elysium	-	-	-
Ramsay Santé	France	18.74	23.28	N/A[7]
	Nordics	-	-	-
Ramsay Sime Darby	Malaysia	2.20	2.42	1.91
	Indonesia	1.55	1.47	0.25

1 Totals may differ where individuals have not identified as male/female.
2 Global executive includes the MD & CEO, Group Chief People Officer, Group Chief Financial Officer, Group Chief Medical Officer, Group Chief Digital & Data Officer and the regional CEOs.
3 Senior leadership is the direct reports of the Group executive and regional CEOs.
4 Australian figures based on the 2023 WGEA Report (using 2022 data).
5 Safety figures generally include casual and outsourced staff.
6 Excludes Norway, Sweden (6.9%) and Denmark (3.4%).
7 Accidents at work have not been consolidated for FY23 due to a change of service provider and system which results in a delay in the transfer of historical data.
8 LTIFR figures have been restated due to definitional change.
9 LTIFR hours worked only include RSDH staff, however LTI figures include outsourced.

NOTE

Nordic data includes Sweden, Norway and Denmark, unless otherwise noted.

Elysium FY22 data covers Feb-Jun 2022.

The figures in the People Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby are subject to limited assurance, see page 56 for details.

Mt Wilga Private Hospital in New South Wales installed a purpose-built, accessible outdoor mobility garden for patients participating in therapeutic rehabilitation.

Reducing our emissions

Progress to net zero

In June 2022, we set our commitment to achieve net zero greenhouse gas emissions by 2040. Since then we have made good progress and the Group is on track to achieve the near-term target to reduce Scope 1 and 2 emissions by 42% by 2030 (from a 2020 baseline).

As at 30 June 2023 as a group, greenhouse gas emissions reduced by 9% compared to last year, despite growth in activity and acquisitions.

In addition to implementing a range of energy efficiency and emission reduction projects, we are focused on embedding net zero roadmaps into Ramsay's 2030 Corporate Plan. See page 36 for updates on our key strategies.

We are now developing transition plans at a regional level.

Ramsay Australia was the first and the transition plan outlines how the business will deliver on our net zero goals. The plan has been structured using the draft Transition Plan Taskforce (TPT) Disclosure Framework (UK), which is considered a leading framework for organisations to develop their transition plans. A key part of the work was assessing the underlying assumptions of the emission reduction initiatives and evaluating effectiveness of actions taken to date.

2027

Engage with 80% of suppliers by spend to encourage reduction of emissions in line with science-based targets.

2030

Reduce greenhouse gas emissions by 42% across our global operations.

Scope 1 + 2, baseline 2020*

2040

Become a net zero business across our value chain.

Scope 1 + 2 + 3*

*95% coverage for Scope 1 and 2 emissions, 90% for Scope 3.

Emissions across the value chain

Scope 3 emissions were first estimated based on spend, as part of developing our net zero emissions goals.

Since then, we have been working on our data and estimated emissions for FY23. We continue to work on our data approaches and have started engaging key suppliers around opportunities to reduce emissions and improve data.

To support this, the new Global Responsible Sourcing Policy sets out expectations of suppliers in relation to environmental and resource sustainability, including encouraging suppliers to:

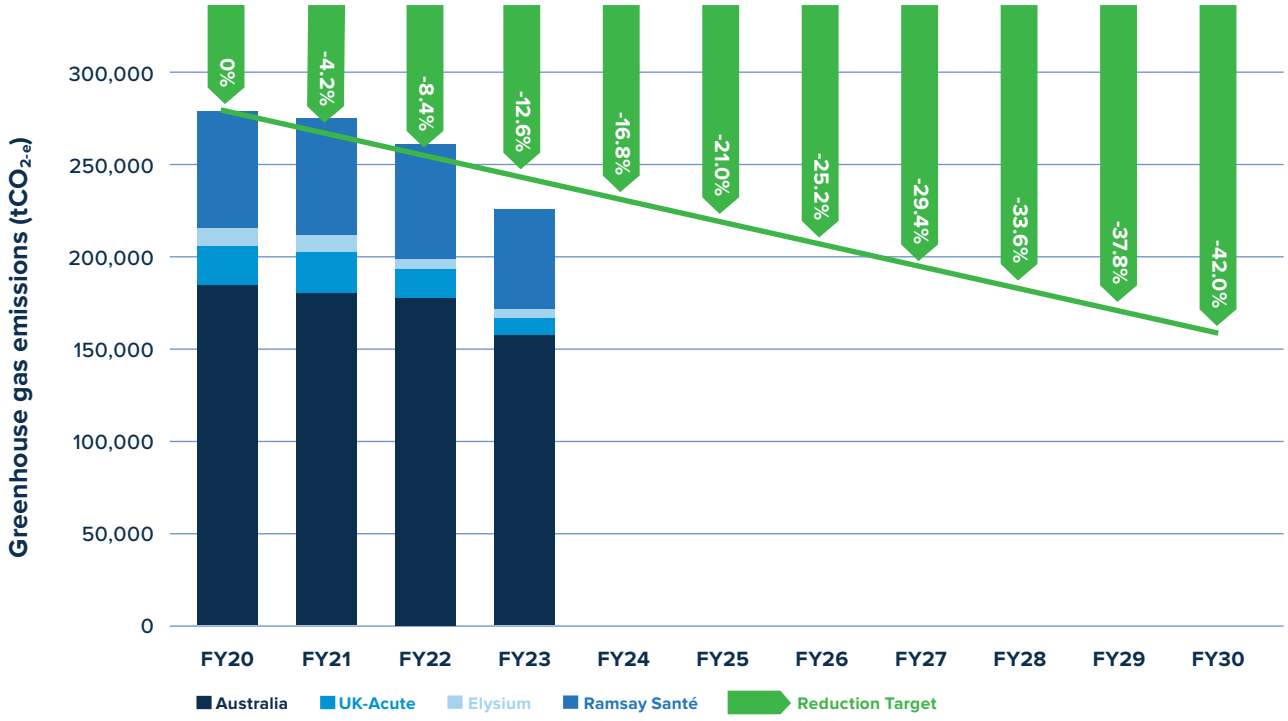
- measure their greenhouse gas emissions and establish a baseline
- adopt science-based emissions targets using Science Based Target Initiative (SBTi) guidance and tools and submit them to the SBTi for validation.

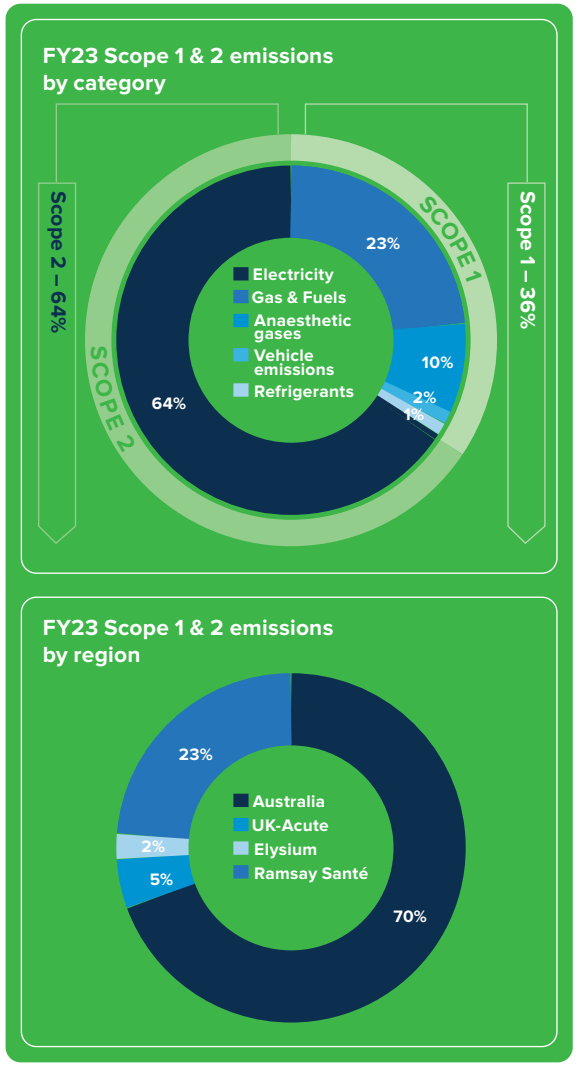
On track

We have started mapping our key suppliers' climate actions as part of our 2027 goal to engage with 80% of suppliers (by spend) to understand whether they are undertaking action and whether these goals are aligned with science-based approaches.

Road to net zero

Progress against near-term target (Scope 1 & 2 emissions)





Baseline Adjustments

- Baseline adjusted to account for the acquisition of Elysium in FY22. Elysium's emission reporting in SECR in 2020 is used.
- Baseline adjusted to account for Ramsay Santé's acquisition of GHP Specialty Care and PR Vard by using 2022 data for Nordics. 2021 data used for France.
- Anaesthetic gas emissions data based on FY22 emissions (first time calculated group-wide). Ramsay Santé data does not include nitrous oxide.
- Refrigerant leakage emissions data has been estimated for Ramsay Australia, Elysium and the Nordics.
- Ramsay Sime Darby Healthcare has not been included due to the announced sale process underway.

Net zero strategies

Key strategies		Progress to date
Reduce	**Maximise energy efficiency** Continue to invest in energy efficiency projects such as lower energy lighting and heating and cooling upgrades. This includes working with landlords to achieve efficiency in leased assets. **Greener theatres** Reduce anaesthetic gas emissions by using low flow and choosing more environmentally friendly options. **Increase recycling and reduce single-use and waste** Reduce unnecessary use of single-use items, where safe to do so; improve recycling and reduce waste in facilities.	• Energy efficiency measures being rolled out in each region (including LEDs, replacing gas equipment with electric) • Installed over 34,000 LED lights in Australia saving an estimate 28,185 GJ of energy • Switching away from desflurane delivering 17% reduction in anaesthetic gas emissions since last year • 60 million single-use items in Australia avoided or swapped
Switch	**Optimise onsite renewable energy and storage** Continue to invest in onsite renewable electricity generation. Focus on reducing fossil fuel use in facilities (i.e. moving away from gas), as new technologies come online (e.g. greener hydrogen, batteries). **Switch to renewable and cleaner energy sources** Increase sourcing of renewable and less carbon-intensive electricity supply.	• 3,970 kW solar installed since 2021 in Australia and UK across more than 30 sites • Generated more than 3-million kWh of renewable electricity in Australia • Ramsay Santé switching gas to urban heating • Ramsay Santé (Sweden) committing to be fossil fuel free • 100% renewable electricity procured by Ramsay UK and Elysium • Ramsay Sime Darby switching to renewable electricity (7% in FY23)
Engage	**Understand Scope emissions** Understanding our Scope 3 emissions is a challenging and evolving area. We will work with our partners and suppliers to improve our data. **Supplier engagement** We will engage and request our suppliers to take a science-based approach to setting targets. This will help reduce our emissions and help transform the healthcare sector.	• Scope 3 emissions estimated based on spend for 2020 baseline and updated for FY23 spend • New Global Responsible Sourcing Policy sets out expectations of suppliers in relation to environmental and resource sustainability, including encouraging suppliers to: - measure their greenhouse gas emissions and establish a baseline and - adopt science-based emissions targets using Science Based Target Initiative (SBTi) guidance and tools and submit them to the SBTi for validation
Grow	**Embed Environmentally Sustainable Design (ESD) in developments** Continuously improve and maintain performance standards for developments (minor through to major). Develop a Net Zero and Climate Adaptation Plan to ensure our developments are future fit. **Transform** Grow and transform our business sustainably and adapt and be resilient to a changing climate.	• Energy efficiency measures included in major new developments such as the Glendon Wood Hospital in Kettering, UK and the Northern Private Hospital in Melbourne, Australia • Transforming the business by embedding net zero in the 2030 Corporate Plan and developing first regional Transition Plan • GHG emission reduction targets are included in short-term incentive scorecards for our Executives since FY22

More sustainable theatres

"Our consultant partners and in particular our anaesthetist colleagues have embraced our focus on providing sustainable healthcare. We look forward to where else we can effect change without compromising on the delivery of high quality healthcare."

Charles Ranaboldo
Ramsay UK Medical Director

Reducing anaesthetic gas emissions

Our efforts to reduce emissions include a 'greener theatres' campaign which is centred on anaesthetic gases which contribute around 10% of our Scope 1 and 2 emissions globally.

Most of our hospitals are in the process of reducing the use of the anaesthetic gas desflurane in favour of gases with lower global warming potential.

As a result, most regions demonstrated significant reductions in greenhouse gas emissions from desflurane use.

In addition, we saw good reductions in emissions from anaesthetic gas use overall despite increased activity compared to last year. The exceptions were Malaysia, which saw an increase in desflurane and nitrous use namely due to increased surgical activity, and the Nordics, was due to greater data coverage.

"We use a lens of sustainability in every decision we make. Being a desflurane-free hospital aligns with our commitment to net zero carbon emissions in our own operations."

Miranda Harumal
Ara Damansara Medical Centre CEO

Working together

Right from the start, collaboration has been key in our approach with doctors sharing their experience across different hospitals and across regions.

In 2021, Ramsay Santé anaesthesiologist Dr Jean-Claude Pauchard shared with the Global Sustainability Committee the newly launched awareness and information campaign to encourage anaesthesiologists to reduce their carbon footprint. Building on this, France saw a 37% reduction in anaesthetic gas emissions this year alone and have reduced desflurane use by 55% since 2021.

Ramsay UK was the first in the group to commit to completely phasing out desflurane across all hospitals in September 2022. This halved UK desflurane emissions in the first instance and helped deliver a 9% reduction in anaesthetic gas emissions overall.

This year, Ramsay Sime Darby held a virtual sharing session with anaesthesia experts from Ramsay Australia, RS Premier Bintaro and Ara Damansara Medical Centre, which was the first Ramsay Sime Darby hospital to go desflurane-free.

Collaboration between doctors and theatre nurses has also been key in the rapid reductions in desflurane use in Ramsay Australia with 52% of Australian sites using <5% desflurane (anaesthetic gases excluding nitrous).

Ramsay Australia is now focusing on reducing unnecessary nitrous oxide use, which often has extensive delivery networks and, despite routine testing, leaks can be difficult to detect. Ramsay Australia facility managers are coming together to benchmark usage across sites and share their experience finding solutions.

Reduction of emissions in theatres by region FY23 vs FY22

		% change anaesthetic gas emissions	% change desflurane emissions	
Ramsay Australia	Australia	-10%	-38%	-38%
Ramsay UK	UK Acute	-9%	-49%	-49%
	Elysium	N/A	N/A	
Ramsay Santé	France	-37%	-44%	-44%
	Nordics	287%*	N/A	
Ramsay Sime Darby	Malaysia	24%	35%	+35%
	Indonesia	-35%	-32%	-32%

*Increase due to a better coverage and acquisition of GHP.

Taking action

Reducing waste

Generating large amounts of waste and use of consumables is an issue in healthcare that was exacerbated during the COVID-19 pandemic.

Reducing waste and increasing recycling has been a focus for Ramsay, with improved recycling and diversion rates in most regions.

In the UK, France and the Nordic countries, a large portion of waste is sent to waste-to-energy recovery, rather than landfill.

In Australia and Asia, landfill is predominantly the disposal option which is reflective of the different markets.

Rooftop solar rollout

Ramsay Australia's ambitious hospital rooftop solar program continues to see more systems installed across our facilities. Since the first solar panels came online in May 2021, the program has generated more than 3 million kilowatt hours of electricity. Shepparton Private Hospital in Victoria (below) is one of dozens of sites now enjoying the benefits of renewable energy and a reduced carbon footprint.

Think twice

To encourage our people, doctors, patients and guests to cut down on single-use plastics, ParkCity Medical Centre and Bukit Tinggi Medical Centre organised a year-long Bring Your Own bottle and container campaign.

The Ramsay Sime Darby sites also redesigned their recycling bins and shared information about recycling to promote more environmentally conscious behaviour.

Cutting plastics

In the past year, Ramsay has saved 24 million single-use plastic items such as cutlery, medicine cups and kidney dishes from going to landfill by sourcing more environmentally friendly alternatives. Since 2020, Ramsay Australia has removed 60 million single-use plastic items from our supply chain and aims to reach 75 million items by the end of 2023.

Reuse and recycle

Frances Perry House in Melbourne has boosted its plastic, foil, glass and aluminium recycling programs and also donates expired equipment to a local animal welfare organisation.

The team's latest project is to collect old uniforms for recycling to help raise funds for a community charity shop.

Green spaces

At Elysium, a renewed focus on sustainability has brought staff and service users together to work on waste reduction. For example, the specialist rehabilitation service Victoria Gardens in Liverpool has made a concerted effort to improve green spaces and help clean up litter in local parks.

Healthy planet, healthy people

Water

Ramsay recognises that sustainable water use is important, particularly in regions that can become water stressed, and we acknowledge that climate change will exacerbate this.

This year, water use increased across most of our businesses, reflecting hotter and drier conditions. A major focus on improving water data collection and acquisitions, particularly in Ramsay Santé, also contributed to significant increases in water use reported in France and the Nordics.

We continue to include water efficiency measures in our developments and upgrades. Ramsay Australia has commenced a program of audits with a key provider to identify further opportunities to conserve water.

Nature and biodiversity

Accessing green and blue spaces, such as parks, countryside, rivers and the sea, has a positive affect on both physical and psychological wellbeing.

Which is why, in addition to improving our environmental performance, we are looking at more ways to incorporate nature and biodiversity into Ramsay services.

This includes incorporating more sustainable landscaping and areas that service users can get directly involved in, such as gardening activities and animal therapy.

We are continuing to learn more about nature-related risks and opportunities across our value chain.

Fresh food, less water

Ramsay Santé's Clinique de l'Union is the first healthcare operator in Occitanie, France to set up an urban farm on its site. It has installed 30 fruit and vegetable columns, which use 90% less water than traditional garden beds. The hospital also harvests honey from its own bee hives.

Jubilee trees

To mark Her Majesty The Queen's Platinum Jubilee, many of Elysium's services took part in the 2022 Queen's Green Canopy initiative.

People supported by services across Elysium and colleagues throughout the organisation planted trees in their gardens or grounds, with a commemorative plaque.

Food for thought

Ramsay Santé's Clinique Jean le Bon in France has been trialling the Wastiti food recycling system.

The bin transforms leftovers into a substrate that can be used as compost in 24 hours.

Environmental approach

The Nordic approach

Ramsay Santé – Capio works with environmental management systems across the group.

Each Swedish business area is ISO 14001 certified and has an environmental manager, in addition to environmental responsible employees across the group. We also have a Nordic environmentally responsible procurer.

Capio's environmental work is regularly discussed and progressed in an Environmental Committee in which all Swedish business areas are represented by their environmental managers.

Representatives across the group are regularly invited to present and share updates on key questions, such as the procurement team.

The ISO 14001 management systems are core to this work. The systems include ongoing work to evaluate, understand, measure and minimize our environmental impact through the value chain and is conducted through regular efforts from employees across the group.

The ISO 14001 program includes a structured approach to understanding environmental impact throughout the value chain and to regularly improve the environmental footprint.

Examples of activities throughout Capio:

- conducting an annual environmental assessment of where emissions are generated
- identifying and minimising environmental risks
- regularly mapping and complying with legislation
- educating employees
- having environmental criteria in supplier selection
- registering procurement and generation of chemicals and hazardous waste
- working towards annual environmental goals.

"The certification implies taking measures to reduce our impact on the environment, as well as making our staff aware of the issues. Some activities are aimed at limiting use of antibiotics, for example, while others are aimed at reducing CO_2 emissions during business trips. We have measured at 26% reduction in antibiotic consumption in all our units since 2019. In three years we have reduced our CO_2 emissions by 65% by switching to rail."

Eva Westerman

Quality and Environmental Manager – Primary Care Sweden

Green and healthy

Ramsay Australia and Ramsay Sime Darby have joined the Global Green and Healthy Hospital Network, an international group of hospitals, healthcare facilities, systems and organisations which are dedicated to reducing their environmental footprint and promoting public and environmental health.

The Global Green and Healthy Hospitals network has over 1,850 members in more than 80 countries who are using innovation, ingenuity, and investment to transform the health sector and foster a healthy, sustainable future.

A public pledge

Ramsay Sime Darby signed a sustainability pledge at the Indonesia Sustainability Forum 2023. The event was organised in collaboration with Indonesian Government to encourage the transition to a sustainable future in the healthcare industry.

Sustainable foundations

Better building design

Notable progress has been made this year in incorporating more sustainable design considerations into Ramsay developments.

Two examples include the Glendon Wood Hospital in Kettering, UK and the Northern Private Hospital in Victoria, Australia which is nearing completion.

State-of-the-art day surgery and diagnostic centre

Ramsay UK's latest development, a day hospital at Glendon Wood, Kettering is built to the latest standards and has high levels of insulation and air tightness, reducing the building's energy footprint. Building materials were chosen for their sustainability in terms of embodied carbon in manufacture and in use.

Where possible, materials were selected from the BRE Green Guide. Equipment and fixtures have lower energy use and electric car charging points have been installed. Glendon Wood has the latest rooftop solar panel technology and has a draft EPC rating of A.

Going greenfield

Ramsay Australia is building a private hospital just outside Melbourne, Victoria.

The Northern Private Hospital is on track to open in early 2024.

A Climate Change Adaptation Plan was developed to identify the impacts and associated risks of climate change on this project over the lifetime of the asset (50 years).

Risks considered included increased temperatures and number of hot days, changes to rainfall, humidity and wind speeds, and fire weather. The objective was to bring together the design teams to identify any gaps or omissions in the design process and respond to any high to extreme risks.

The structure of the hospital will include recycled materials and chilled beams for enhanced thermal comfort. It incorporates solar power, energy efficient lighting and fixtures, fittings and appliances designed for water conservation and energy efficiency.

Key inclusions

- Chilled beams for better energy efficiency and solar panels targeting up to 10% of day time electricity use.
- Highly water efficient taps, toilets, showers and landscape irrigation systems.
- Focus on indoor environment quality with low VOC mattresses, paints, carpets and low formaldehyde engineered wood products.
- Focus on thermal comfort in patient rooms which include chilled beams and double glazed window which also assisting in energy efficiency.
- Green plant wall which enhances the indoor environment quality.

Environment data and scorecard

Energy

Energy consumed in facilities and vehicles

		Total energy (GJ)			Energy intensity (GJ/IPDA)		
		FY21	FY22	FY23	FY21	FY22	FY23
Ramsay Australia	Australia	987,187	978,514	961,040	0.36	0.37	0.35
Ramsay UK	UK-Acute	242,910	229,172	230,577	1.2	0.99	0.97
	Elysium	-	65,262	145,831	N/A	0.12	0.20
Ramsay Santé	France	1,552,101	1,634,359	1,547,125	0.28	0.29	0.27
	Nordics	66,636	109,031	165,196	0.19	0.31	0.44
Ramsay Sime Darby	Malaysia	153,039	180,931	192,653	0.97	0.89	0.80
	Indonesia	63,110	62,953	65,946	0.57	0.62	0.64
Group		**3,064,983**	**3,260,222**	**3,308,368**	**0.34**	**0.33**	**0.32**

FY23 Energy composition

	Renewable electricity (GJ)[1]	Electricity (GJ)	District heating (GJ)	Gas (GJ)	Vehicles (GJ)	Other fuels (GJ)	Renewable energy (%)
Australia	-	664,084	-	281,965	4,077	10,914	0%
UK-Acute	103,851	-	-	123,496	2,538	693	45%
Elysium	42,752	-	-	86,789	8,691	7,599	29%
France	-	850,135	111,865	551,136	20,790	13,199	0%
Nordics	59,093	53,944	42,169	-	9,990	-	36%
Malaysia	-	189,527	-	-	599	2,527	0%
Indonesia	4,572	57,215	-	574	999	2,586	7%
Group	**210,268**	**1,814,905**	**154,034**	**1,043,959**	**47,683**	**37,519**	**6%**

Greenhouse gas emissions (GHG)

		Scope 1-2					
		Total scope 1-2 emissions (tCO2-e)			GHG emissions intensity (tCO2-e /IPDA)		
		FY21	FY22	FY23	FY21	FY22	FY23
Ramsay Australia	Australia	168,361	178,317	156,441	0.062	0.068	0.058
Ramsay UK[3]	UK-Acute	13,895	9,986	9,614	0.069	0.043	0.04
	Elysium	-	2,501	5,481	-	0.005	0.008
Ramsay Santé	France	46,479	58,831	48,584	0.008	0.01	0.008
	Nordics	1,981	1,799	3,106	0.006	0.005	0.008
Ramsay Sime Darby	Malaysia	29,029	36,939	39,723	0.184	0.181	0.165
	Indonesia	12,795	13,408	12,788	0.116	0.132	0.123
Group		**272,540**	**301,781**	**275,746**	**0.03**	**0.031**	**0.027**

FY23 Emissions composition

	Scope 1	Scope 1	Scope 2	Scope 3
	Gas and fuel (tCO2-e)	Anaesthetic gases (tCO2-e)[2]	Electricity (tCO2-e)	Total waste (tCO2-e)
Australia	15,502	11,332	129,607[4]	4,901
UK-Acute	6,527	3,087	-	367
Elysium	5,481	-	-	82
France	28,186	6,701	13,697	3,209
Nordics	814	89	2,203	N/A
Malaysia	195	3,232	36,305	913
Indonesia	258	481	12,048	297
Group	**56,963**	**24,922**	**193,860**	**9,769**

1 The source of energy is procured only, no on-site generation included.
2 Anaesthetic gases include isoflurane, desflurane, sevoflurane, nitrous oxide and entonox (50% nitrous oxide and oxygen). Ramsay Santé data excludes nitrous oxide and entonox.
3 All electricity in Ramsay UK (Acute and Elysium) is 100% renewable, meaning there are no emissions associated with usage.
4 The emission loss factor for electricity usage is included for some sites in Australia.

NOTE
Figures for France are for the period April 2022 - March 2023. Data excludes Italy.
Elysium FY22 data covers Feb-Jun 2022.
FY22 for the Nordics has been restated due to improved data.
IPDA is In-patient days and day-only patient admissions.
Ramsay Santé intensity figures have been restated due to change in IPDA definition.
The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby are subject to limited assurance, see page 56 for details.

Environment data and scorecard

Waste

Waste generated in facilities

		Total waste generated (tonnes)			Waste intensity (kg/IPDA)		
		FY21	FY22	FY23	FY21	FY22	FY23
Ramsay Australia	Australia	15,260	13,814	14,186	5.6	5.2	5.2
Ramsay UK	UK-Acute	3,462	3,143	3,097	17.1	13.6	13
	Elysium	-	619	1,376	N/A	1.1	1.9
Ramsay Santé	France	33,333	30,335	27,180	6	5.3	4.7
	Nordics	820	855	N/A	2.4	2.4	N/A
Ramsay Sime Darby	Malaysia	2,156	2,996	2,006	13.6	14.7	8.3
	Indonesia	909	915	755	8.2	9	7.3
Group		**55,940**	**52,677**	**47,770**	**6.1**	**5.4**	**4.8**

2023 Waste composition

	Clinical /medical (tonnes)	Waste sent to disposal (tonnes)	Waste diverted to recycling (tonnes)	Waste diverted to recycling (%)
Australia	1,106	9,243	3,838	27
UK-Acute	1,315	677	1,105	36
Elysium	301	863[2]	211	15
France	4,377	19,625	3,177	12
Nordics	170	N/A	N/A	N/A
Malaysia	427	1,525	52	3
Indonesia	136	494	125	17
Group	**7,832**	**32,427**	**8,508**	**17**

Water

Water consumed in facilities

		Water - municipal/potable (kL)			Water intensity (L/IPDA)		
		FY21	FY22	FY23	FY21	FY22	FY23
Ramsay Australia	Australia	1,329,304	1,264,415	1,436,004	488	480	530
Ramsay UK	UK-Acute	185,519	190,632	193,723	916	822	813
	Elysium	0	103,128	231,519	N/A	189	318
Ramsay Santé	France	1,876,910	2,594,962[1]	3,044,834	336	455	525
	Nordics	32,661	41,660	62,512	94	119	165
Ramsay Sime Darby	Malaysia	315,047	372,331	422,750	1,992	1,827	1,752
	Indonesia	158,465	151,952	160,902	1,433	1,492	1,553
Group		**3,897,906**	**4,719,079**	**5,552,244**	**427**	**483**	**545**

1 FY22 figures have been restated due to improved water data.

2 Waste to energy

NOTE

Figures for France are for the period April 2022 - March 2023. Data excludes Italy.

Elysium FY22 data covers Feb-Jun 2022.

FY22 for the Nordics has been restated due to improved data.

IPDA is In-patient days and day-only patient admissions.

Ramsay Santé intensity figures have been restated due to change in IPDA definition.

The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby (excluding water) are subject to limited assurance, see page 56 for details.

Paediatric specialist Professor Desiree Silva (pictured right) was appointed in August 2022 as the inaugural Director of Research at Ramsay's Joondalup Health Campus in Western Australia.

Improving health through innovation

Ramsay Santé on a mission

Ramsay Santé has become the first listed healthcare group to become a Mission-driven Company under the French PACTE law.

The law allows companies to adopt a purpose (raison d'etre) with social and environmental objectives written into the company bylaws and monitored by a Mission Committee that reports to the Board of Directors.

The mission is a pact between the business, its employees, the medical profession, shareholders and patients.

It serves as a compass in pursuit of environmentally and socially sustainable growth.

Ramsay Santé's mission was developed in consultation with thousands of doctors and nursing staff, patient and health authority representatives, administrative staff and management.

Learn more:

ramsaysante.eu/group-group/ramsay-sante-mission-driven-company

"Our mission is what makes our purpose into our driving force. Without a mission, performance is meaningless. Unless it benefits society, performance is nothing.

Pascal Roché
Ramsay Santé CEO

The objectives

Ramsay Santé's four mission objectives are in line with the broader objectives of the United Nations Global Compact:

MISSION 1

Promote access to care for all - we welcome all patients and all pathologies, we guarantee quality of life at work for our teams, we provide increasingly accessible care.

MISSION 2

Develop medical innovation to deliver the best care - we actively support clinical research, we foster the professional development of our employees, we boost our innovation strategy through Living Labs.

MISSION 3

Systematise the dialogue with our stakeholders - we promote a harmonious dialogue with our stakeholders as a key condition of progress.

MISSION 4

Protect the planet to improve health - we reduce our impact on climate change, we improve waste management and combat waste, we involve our suppliers in our environmental approach.

A mission committee, made up of respected independent experts, oversees Ramsay Santé's progress towards achieving its 21 commitments.

The first mission audit is due in 2025.

"I was without a GP for 3 years. Now I'm registered with a Ramsay Santé medical centre near my home."

"Telemonitoring improves my day-to-day quality of life during my cancer treatment."

"Looking after everyone's health also means sorting and recycling what I use every day."

"This conference provided information about the issues and complexity of the disease."

Partnering for prevention

Highlights 2017-2023

FONDATION Ramsay Santé

The Ramsay Santé Foundation promotes preventative healthcare, with a focus on innovation.

Its objective is to raise awareness and inspire action through the development of novel health prevention programs. Since launching in 2017, the Foundation's free incubator program, Prevent2Care Lab, has supported 90 start-ups and associations to trial novel healthcare solutions that have reached approximately five million people. The Foundation also coordinates high-profile health prevention 'roundtables' for health experts to share their knowledge and ideas with the community. In 2023, the Foundation is launching a new strategic plan centred on health prevention education globally.

Support innovation

1st
health Prevention incubator Prevent2Care Lab

Alliance of three partners, major players in the healthcare system: the Ramsay Santé Foundation, the Pfizer Innovation France endowment fund and the Elior Solidarity endowment fund. Incubator operated by Inco.

Objective: identify and support innovation in preventive healthcare for 9 months

70 M€
in fundraising

5 million
people reached thanks to Prevent2CareSupport Innovation

90 startups and associations supported over 5 years

Acting locally

770 K€
for 22 non-profit organisations and their prevention programs

3-year support: **Agir pour le cœur des femmes, Cité Internationale Universitaire de Paris, Secours populaire, Sport dans la Ville, VoisinMalin**

One-off support: **Banlieue Santé, DitesJeSuisLà, Educat, Fédération pour la recherche sur le cerveau, Vivons en Forme, Institut des Rencontres de la Forme...**

125 K€
in donations to non-profit organisations

As part of the Prevent2Care Tour, 20 non-profit organisations rewarded for their prevention work on territories in Bordeaux, Marseille, Toulouse, Lyon, Lille and Paris

Contribute to public debate

6
Preventive healthcare meetings
to accelerate knowledge sharing, by mobilizing experts on major preventive health topics, particularly among young people: school harassment, suicide, screen exposure, sexual health

19,500*
people reached
* Number of participants and replay viewings

5
white papers to expand the debate

Training professionals in prevention

3
promotion of the university diploma of health prevention professionals

Partnership with the University of Western Brittany to train health professionals in specific health prevention methods

Engage Employees

More than 5,000
employees involved during the 4 solidarity challenges organized by the Foundation

Objective: raise funds for associations or health prevention programs

500
employees and doctors involved in the associations and startups supported by the Foundation

Inform and raise awareness

1
website My preventive health questions to answer French people's questions

8
prevention topics

Nutrition, stop smoking, sleep management, physical inactivity, stress management, screen exposure, sexually transmitted diseases & infestations, sex addiction

400
questions & answers

Investing in better health for all

Health and medical research

Ramsay's values motivate us to constantly improve and find new and better ways of caring.

That is why we support a wide range of health and medical research aimed at elevating the health and happiness of our patients and society as a whole.

Investing in preventative healthcare and life-changing research, teaching and training is part of our commitment to supporting stronger, healthier communities.

Across Ramsay, we encourage a positive culture of research that can explore ideas, communicate best practice and contribute to outstanding healthcare around the world.

"Ramsay has a strong commitment to providing direct benefits and improved outcomes for patients, and research is driving a transformative shift in the healthcare landscape."

Nicola Ware
Ramsay Hospital Research Foundation CEO

Research at Ramsay

The Ramsay Hospital Research Foundation (RHRF) in Australia, supported by an annual $5 million grant from the Paul Ramsay Foundation, funded six new research grants this year with more than 50 expressions of interest, demonstrating Ramsay's capability to support a broad range of investigations.

RHRF also increased the number of clinical trials being conducted within the Ramsay Clinical Trials Network by 11%, with five new sites (20 in total) and over 250 trials across Australia.

In September, Ramsay Australia promotes Research Month to highlight a range of trials and projects involving more than 20,000 volunteer patients.

Since inception in 2017, RHRF has allocated over $22 million to support more than 40 research grants.

Advancing medical care

The Wollongong Private Hospital Clinical Trials and Research Unit (CTRU) was established in 2019 with its beginnings in Medical Oncology. This year marks a significant expansion in its program of trials to include:

Urology - conducted the first-in-human ADAM study focused on researching a long-lasting, non-permanent male contraceptive implant.

Neurosurgery - some of Australia's leading neurosurgeons are researching the SUcceSS Trial to finding the most effective surgical intervention for spinal stenosis.

Gastroenterology - investigating an effective treatment for the chronically debilitating disease Ulcerative Colitis.

Haematology - a cutting-edge Phase I trial offering hope to individuals with relapsed or resistant acute leukaemias.

"We are passionate about increasing and enabling access to innovative clinical research for everyone," said Megan Miller, Clinical Trials and Research Manager (pictured centre).

Stronger communities

People caring for people

Our responsibility goes beyond connecting patients to skilled practitioners.

At our hundreds of sites and with the support of our people, Ramsay has a valuable role in serving society-at-large.

Ramsay supports local and global communities in a wide range of ways, including:

- Making high quality healthcare more accessible through facilities in a growing number of regional cities and towns
- Providing local job opportunities, promoting economic growth and regional stability
- Contributing to scientific and medical research capacity, building knowledge and partnerships
- Supporting important community causes, charities, awareness and education campaigns.

This year, our community support has ranged from donating tonnes of surplus medical equipment to emergency relief in developing nations and providing free health checks to vulnerable communities, to supporting local charities and sports teams.

Our people also invested time and energy to raise public awareness of important health issues such as mental health and cancer.

Access to education

Ramsay Australia has become a gold partner of Australia's leading LGBTQIA+ education charity, The Pinnacle Foundation.

The three-year partnership will see *The Ramsay Health Care Scholarship* awarded annually to young LGBTQIA+ Australians studying in medical or healthcare related fields to undertake full-time tertiary studies.

Working together for good

Over the past 13 years, Ramsay Australia has partnered with Rotary to provide surplus hospital equipment to disadvantaged communities overseas.

This year, Cambodians in the remote province of Battambang received a shipment of hospital beds, computers, orthopaedic chairs and other goods.

Caring for a cause

Thousands of employees and doctors across Ramsay Santé joined together to raise funds for emergency relief following the devastating earthquake in Morocco.

Organised by the Ramsay Santé Foundation, our people united to walk as much as possible over 15 days, with every step raising €50,000 for charity.

The challenge also reinforced Ramsay Santé's commitment to promoting regular physical activity.

Big hearts

Our people at Glengarry Private Hospital in Western Australia donated enough food to fill a kitchen during 2022 Homelessness Week.

Caring for a cause

Shining lights

In September 2022, Ramsay UK's National Enquiry Centre lit up the streets of London in support of Cancer Research UK.

Our team took part in the SHINE night walk from the House of Parliament to the Natural History Museum in London to raise funds for cancer research. Four of our people completed the half marathon and four went the full 26 miles!

There were a few tears, a lot of laughter and singing and sore feet but the team raised over £3,700.

Active together

This year, Ramsay UK and Elysium teams united to walk the equivalent of London to Sydney and back, clocking up 27,220 miles while raising funds for three charities - Cancer Research UK, Mind and the Great Western Air Ambulance Charity.

Community spirit

A donation from Elysium's specialist neurological care centre, Adderley Green, is helping a local charity to reopen its doors.

City Farm in Stoke-on-Trent once welcomed more than 90,00 visitors a year but had to close more than a decade ago.

Elysium's £5,000 donation will go towards rebuilding the urban farm for the community.

Giving back

Ramsay UK employees enjoy a 'Giving Back' day as part of our Ramsay Cares strategy. They are able to volunteer for any worthwhile cause

Ramsay UK's Customer Team chose to spend a day at Sale Water Park, helping to clear a wild meadow to sustain the biodiversity of the area for wildlife and plants.

Dancing and joy

Capio St Göran's hospital nurse Kristina Flemming is one of hundreds of medicos who volunteer to work on the world's largest hospital ship, Global Mercy.

Earlier this year, Kristina spent two months off the coast of Senegal, West Africa.

"We have six operating theatres as well as pre-op and post-op departments. A total of 500 people live on the boat," she explained. "I worked in a children's ward with orthopaedic patients. Everyone is very happy and loving, I've got a sore face from smiling so much!"

Responsible sourcing

Sustainable procurement

We are committed to ensuring our purchasing decisions have a positive impact on our people, the planet and the communities in which we operate.

We continue to build our resilient and responsible global supply chain, and we recognising the importance of working our supply partners and industry to address a broad range of challenging and interconnected issues including human rights, modern slavery, decarbonisation, waste and recycling.

In operating our hospitals, clinics and pharmacies, we rely on our global supply chain to source products and services from over 15,000 suppliers operating in more that 30 countries. We rely on suppliers to provide a broad range of goods and services such as:

- medical equipment and devices
- medical consumables
- personal protective equipment
- laboratory and radiology services
- vaccines and pharmaceuticals
- food and nutrition
- linen services, uniforms and textiles
- utilities and facility management
- travel and consultancy services.

As our Responsible Sourcing Program continues to evolve, we remain focused on ensuring we view our global supply chain through the prism of the company's guiding philosophy of 'people caring for people' – The Ramsay Way. We are committed to respecting and supporting the human rights of the people in our global supplier chain and more information on our work to address modern slavery is available in our 2023 Modern Slavery Statement.

Working with our suppliers

In FY23 we launched our new Global Responsible Sourcing Policy which is aligned with the United Nations' Guiding Principles on Business and Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and the United Nations' Global Compact.

The Global Responsible Sourcing Policy clearly sets out the minimum expectation of suppliers in doing business with Ramsay in the key areas of:

- business ethics
- human rights and labour standards
- the environment
- society and the communities we operate within.

We have been working to ensure our suppliers understand and respect our Global Responsible Sourcing Policy and make a positive impact on the societies in which they operate. The policy is being incorporated into all our new supplier agreements and has become part of our standard conditions.

Our Global Responsible Sourcing Policy is available on the supplier page of our global website.

We monitor and track compliance on these key areas and work in partnership with EcoVadis an independent third-party that conduct assessments and provide ratings on our supplier's performance against 21 Corporate Social Responsibility (CSR) criteria under the four key pillars of environment, labour & human rights, ethics and sustainable procurement. More information can be found on our EcoVadis supplier registration page.

Achieved in FY23

40%

of suppliers (by share of spend) assessed by the independent sustainability ratings service EcoVadis.

On track for FY26

80%

of suppliers assessed.

UN Global Compact – Communication on Progress (CoP) 2023

Ramsay is pleased to affirm continuing support for the Ten Principles of the United Nations Global Compact, which focuses on human rights, labour, environment and anti-corruption. Ramsay signed the UN Global Compact in January 2021 to deliver our commitment to the world's largest corporate sustainability initiative. This annual Communication on Progress provides an outline of how Ramsay supports these important principles through policy and where to find information on our actions, progress and outcomes.

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Human Rights Principles	Policy	Progress
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and **Principle 2:** Make sure that they are not complicit in human rights abuses.	• Global Human Rights and Labour Policy • Code of Conduct • Global Responsible Sourcing Policy • Work Health and Safety Policy • Diversity and Inclusion Policy	Sustainability Governance (page 11) and Material Issues (page 10) Caring for our patients and partners (pages 15-23) Caring for our people (pages 24-32) Measures - People scorecard (page 31) Modern Slavery Statement 2023
Labour Principles	**Policy**	**Progress**
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining. **Principle 4:** The elimination of all forms of forced and compulsory behaviour. **Principle 5:** The effective abolition of child labour. **Principle 6:** The elimination of discrimination in respect of employment and occupation.	• Global Human Rights and Labour Policy • Code of Conduct • Global Responsible Sourcing Policy • Diversity and Inclusion Policy • Work Health and Safety Policy	Sustainability Governance (page 11) and Material Issues (page 10) Caring for our patients and partners (pages 15-23) Caring for our people (pages 22-32) Measures - People scorecard (page 31-32) Modern Slavery Statement 2023
Environmental Principles	**Policy**	**Progress**
Principle 7: Businesses should support a precautionary approach to environmental challenges. **Principle 8:** Undertake initiatives to promote greater environmental responsibility. **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.	• Global Sustainability Policy • Code of Conduct • Global Responsible Sourcing Policy • Ramsay Cares Sustainability Strategy	Targets - Ramsay Cares (page 9) Caring for our planet (pages 33-43) Measures - Environment scorecard (page 42-43)
Anti-corruption Principles	**Policy**	**Progress**
Principle 10: Business should work against corruption in all its forms, including extortion and bribery.	• Global Anti Bribery and Corruption Policy • Code of Conduct • Global Responsible Sourcing Policy • Whistleblower Policy	2023 Corporate Governance Statement

GRI Content Index

Our reporting as been undertaken with reference to the Global Reporting Index (GRI) Standards and outlined in our GRI Content Index below.

Our material issues were identified and prioritised in the materiality assessment outlined on page 10. To learn more about how we manage our material issues please see our Sustainability Disclosures at ramsayhealth.com/en/sustainability/material-issues.

Statement of use	Ramsay Health Care has reported the information cited in this GRI content index for the period 1 July 2022 to 30 June 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
The organisation and reporting practices	
2-1 Organizational details	Ramsay Health Care Limited Publicly listed company limited by shares under the Australian Corporations Act 2001 (Cth) Level 18, 126 Phillip Street, Sydney, 2000, Australia About Ramsay Health Care (p3) 2023 Annual Report (p8)
2-2 Entities included in the organization's sustainability reporting	Introduction (p2)
2-3 Reporting period, frequency and contact point	Reporting period is 1 July 2022 to 30 June 2023, reporting is undertaken annually. Financial reporting period is 1 July 2022 to 30 June 2023, and sustainability reporting is aligned unless otherwise stated. Publication date is October 2023. Contact points regarding the report are Group Head of Investor Relations and Group Sustainability Officer.
2-4 Restatements of information	Noted in Scorecards
2-5 External assurance	Information on indicators subject to limited assurance for Ramsay Australia, Ramsay UK, Elysium and Ramsay Sime Darby can be found on pages 54. Information on Ramsay Santé assurance processes can be found in the 2023 Universal Registration Document (ramsaysante.fr)
Activities and workers	
2-6 Activities, value chain and other business relationships	2023 Annual Report (p8) Responsible Sourcing (p50) Modern Slavery Statement 2023
2-7 Employees	People scorecard (p31-32)
2-8 Workers who are not employees	Not reported

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
Governance	
2-9 Governance structure and composition	2023 Corporate Governance Statement (p7-8, 13), 2023 Annual Report (p67-70)
2-10 Nomination and selection of the highest governance body	2023 Corporate Governance Statement (p8-13)
2-11 Chair of the highest governance body	Chair of Ramsay Health Care Board is a non-executive director.
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance (p11 & 12), 2023 Corporate Governance Statement, Our Governance Framework (p7), Role of the Board (p9), Senior Executive (p14).
2-13 Delegation of responsibility for managing impacts	Sustainability Governance (p11 & 12), 2023 Corporate Governance Statement, Our Governance Framework (p7), Role of the Board (p9), Senior Executive (p14).
2-14 Role of the highest governance body in sustainability reporting	The 2023 Impact Report is approved by the RHC Board.
2-15 Conflicts of interest	2023 Corporate Governance Statement, Appointment, Induction and Training (p12); RHC Nomination and Governance Committee Charter, Selection and Appointment of New Directors (p3)'
2-16 Communication of critical concerns	2023 Corporate Governance Statement, Risk Management (p16), RHC Whistleblower Policy.
2-17 Collective knowledge of the highest governance body	2023 Corporate Governance Statement, Board composition and skills matrix (p9-11)
2-18 Evaluation of the performance of the highest governance body	2023 Corporate Governance Statement, Performance reviews and evaluation (p12)
2-19 Remuneration policies	2023 Corporate Governance Statement, Remuneration (p17), 2023 Annual Report, Remuneration Report (p43-65).

GRI Standards

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
Governance	
2-20 Process to determine remuneration	2023 Corporate Governance Statement, Remuneration (p17), 2023 Annual Report, Remuneration Report (p43-65).
2-21 Annual total compensation ratio	Not reported.
Strategies, policies and practices	
2-22 Statement on sustainable development strategy	Global Sustainability Policy
2-23 Policy commitments	Policy commitments are outlined in publicly available policies including: - Global Sustainability Policy - Global Human Rights and Labour Policy - Global Diversity and Inclusion Policy - Global Responsible Sourcing Policy - Code of Conduct
2-24 Embedding policy commitments	The approach to embed policy commitments are outlined in each policy (see p2-23).
2-25 Processes to remediate negative impacts	Global Human Rights and Labour Policy Whistleblower Policy Modern Slavery Statement 2023
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy
2-27 Compliance with laws and regulations	Director's Report, 2023 Annual Report (p66-76)
2-28 Membership associations	See Table A (p55).
Stakeholder engagement	
2-29 Approach to stakeholder engagement	Stakeholder engagement (p13-14)
2-30 Collective bargaining agreements	People scorecard (p31) Global Human Rights and Labour Policy

DISCLOSURE	LOCATION
GRI 3 Material topics	
3-1 Process to determine material topics	Material issues (p10)
3-2 List of material topics	Material issues (p10)
3-3 Management of material topics	ramsayhealth.com/en/sustainability/material-issues/
Economic	
201-1 Direct economic value generated and distributed	2023 Annual Report (p29-32)
203-1 Infrastructure investments and services supported	2023 Annual Report (p8-9)
203-2 Significant indirect economic impacts	2023 Annual Report (p10-11)
207-1 Approach to tax	Australian Tax Governance Report
Environment	
302-1 Energy consumption within the organization	Environment Scorecard, p42
303-5 Water consumption	Environment Scorecard, p42
305-1 Direct (Scope 1) GHG emissions	Environment Scorecard, p42
305-2 Energy indirect (Scope 2) GHG emissions	Environment Scorecard, p42
306-3 Waste generated	Environment Scorecard, p42
306-4 Waste diverted from disposal	Environment Scorecard, p42
306-5 Waste directed to disposal	Environment Scorecard, p42
Social	
401-1 New employee hires and employee turnover	People scorecard (p31)
403-9 Work-related injuries	People scorecard (p32)
405-1 Diversity of governance bodies and employees	People scorecard (p31-32)
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Quality Scorecard (p21)
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality Scorecard (p21)

Table A

Key membership associations

REGION	ORGANISATION
Global	Accounting for Sustainability Advisory Board Australian Institute of Company Directors Chief Executive Women Governance Institute of Australia Group of 100 HESTA 40:40 Vision UN Global Compact
Ramsay Australia	Australian Climate Leaders Coalition Australian Private Hospital Association B Well Coalition Business Council of Australia Clinical Trials: Impact & Quality (CT:IQ) Gallipoli Medical Research Foundation Global Green and Healthy Hospitals
Ramsay UK	Independent Healthcare Providers Network The Purpose Coalition
Ramsay Santé	Association française des entreprises privées (L'Afep) (French Association of Large Companies) Fédération de l'Hospitalisation privée (Private Hospital Federation) Mouvement des Entreprises de France (MEDEF) (French companies associations) Næringslivets Hovedorganisasjon (NHO) (Business association Norway) Stockholms Handelskammare (Stockholm Chamber of Commerce) Sundhed Danmark (Association of Danish healthcare companies) Vårdföretagarna (Association of Swedish healthcare companies)
Ramsay Sime Darby Healthcare	Association of Private Hospitals of Malaysia (APHM) British Malaysian Chamber of Commerce Employers' Association of Indonesia (APINDO) Global Green and Healthy Hospitals Indonesia Hospital Association (PERSI) Indonesia Private Hospital Association (ARSSI) Malaysia Healthcare Travel Council (MHTC) Vistage Malaysia

Taskforce for Climate-related Financial Disclosures (TCFD) recommendations reporting index

RECOMMENDATION	LOCATION
Governance	
Disclose the organisation's governance around climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities.	2023 Annual Report (p24)
b) Describe management's role in assessing and managing climate-related risks and opportunities.	2023 Annual Report (p24)
Strategy	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	2023 Annual Report (p23, 25)
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	2023 Annual Report (p23, 25)
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2023 Annual Report (p23, 25)
Risk Management	
Disclose how the organisation identifies, assesses, and manages climate-related risks.	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	2023 Annual Report (p23)
b) Describe the organisation's processes for managing climate-related risks.	2023 Annual Report (p23)
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	2023 Annual Report (p23)
Metrics and targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	2023 Annual Report (p23, 24)
b) Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2023 Annual Report (p25) Environmental Scorecard (p42)
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	2023 Annual Report (p23, 24) Road to Net Zero (p34-36)

Assurance statement

Deloitte.

Deloitte Touche Tohmatsu
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www.deloitte.com.au

The Management
Ramsay Health Care Limited
Level 18, 126 Phillip Street
Sydney NSW 2000

30 October 2023

Dear Siobhan,

Independent Limited Assurance Report to the Directors and Management of Ramsay Health Care Limited

Conclusion

We have undertaken a limited assurance engagement on Ramsay Health Care Limited's ('RHCL') Selected Sustainability Metrics ("Subject Matter Information") disclosed in RHCL's 2023 Impact Report for the year ended 30 June 2023.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared in all material respects, in accordance with the RHCL Basis of Preparation ("BoP") (the "Reporting Criteria") detailed below for the year ended 30 June 2023.

Subject Matter Information

The Subject Matter Information for our limited assurance engagement for the year ended 30 June 2023 is as follows:

Selected Sustainability Performance Indicators ("Subject Matter Information")	Regions included in scope
Clinical Quality	
Hospital accreditation (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Never events (#)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Rate of unplanned readmissions within 28 days (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Rate of unplanned return to theatre during same admission (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)

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Patient	
Net Promotor Score (#)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Notifiable breaches of patient privacy (#)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
People and Culture	
Number of male and female employees by: • Full time • Part time • Casual • Age group	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Number of male and female employees in: • Board (non-executive) • Group executive (including regional CEOs) • Senior leadership (Group executive and direct reports)	Group
Number of male and female employees in: • Regional executive • Facility CEOs • Managers • All other employees	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Employees covered by collective bargaining agreements (%)	Ramsay Australia, Ramsay UK (Elysium only), Ramsay Sime Darby (Indonesia only)
New employees hired by age group and gender (#)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Employee turnover (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Environment	

Energy consumed:
• In facilities:
  ○ Electricity (GJ)
  ○ Renewable electricity (GJ)
  ○ District heating (GJ)
  ○ Gas (GJ)
  ○ Other fuels consumed in facilities (GJ)
  ○ In vehicles (GJ)
• Total energy consumed (GJ)
	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)

Energy intensity (GJ/In-patient and Day-only patient admissions)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Greenhouse gas emissions: • Scope 1 (Gas & fuel) • Scope 1 (Anaesthetic gases) • Scope 2 (Electricity) • Scope 3 (Waste)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Emissions intensity (tCO2e/In-patient and Day-only patient admissions)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)

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Waste • Clinical waste (tonnes) • Waste diverted to recycling (tonnes) • Total waste generated (tonnes) • Percentage diverted to recycling (%)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Waste intensity (t/In-patient and Day-only patient admissions)	Ramsay Australia, Ramsay UK (Acute and Elysium), Ramsay Sime Darby (Malaysia and Indonesia)
Renewable Energy Installed (kWh)	Ramsay Australia, Ramsay UK (Acute only)
Training	
Mental Health First Aid Training (#)	Ramsay Australia, Ramsay UK (Acute only)
Supply Chain	
Percentage of Eligible Suppliers with a satisfactory Sustainability Rating (%)	Ramsay Australia, Ramsay UK (Acute only)

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ASAE 3000"), issued by the Australian Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of RHCL Management

Our assurance engagement was conducted on the basis that the Management acknowledge and understand that they have responsibility:

a) For ensuring that the Subject Matter Information is prepared in accordance with the Reporting Criteria;
b) For confirming the measurement or evaluation of the underlying subject matter against the applicable criteria, including that all relevant matters are reflected in the Subject Matter Information;
c) For designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to ensure achievement of its control objectives and its compliance with applicable laws and regulations; and
d) For the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error;
e) For selecting and applying measurement methodologies in accordance with the Reporting Criteria, and making estimates that are reasonable in the circumstances;
f) For describing in its disclosures relating to the Subject Matter Information, the applicable criteria it has used and, when it is not readily apparent from the engagement circumstances, who developed them;
g) The electronic presentation of the Subject Matter Information and our limited assurance report on the website.

Our Independence and Quality Management

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on the RHCL's Subject Matter Information as evaluated against the Reporting Criteria based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures

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to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the Subject Matter Information is not properly prepared, in all material respects, in accordance with the Reporting Criteria.

A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been properly prepared, in all material respects, in accordance with the Reporting Criteria.

Our procedures included:

- Inquiring with the respective Subject Matter Information owners and management responsible for the Impact Report to understand and assess the approach for collating, calculating and reporting the Subject Matter Information across the reporting period ended 30 June 2023;
- Undertaking walkthroughs of key systems and processes for collating, calculating and reporting the selected Subject Matter information for the reporting period ended 30 June 2023;
- Inspection of the supporting process documentation developed to support the collation, calculation and reporting process of the Subject Matter Information in accordance with the Reporting Criteria, and investigating further where required;
- Analytical reviews of the Subject Matter Information to identify any material anomalies in the Subject Matter Information and further investigation where required;
- Selection on a sample basis items to test from the Subject Matter Information and agree to relevant supporting documentation; and
- Reconciliation of data sets for the Subject Matter Information to the final 2023 Impact Report.

Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

Emissions quantification is subject to inherent uncertainty because incomplete scientific knowledge has been used to determine emissions factors and the values needed to combine emissions due to different gases.

Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and sampling or estimating such data.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Impact Report for the year ended 30 June 2023, but does not include the Subject Matter Information. Our responsibilities do not extend to other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained in the engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude there is a material misstatement of this other information, we are required to report this fact. We have nothing to report in this regard.

Assurance statement

Ramsay
Health Care

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