Ramsay cares

Celebrating 60 years of caring for our people, planet and communities

Ramsay Health Care Impact Report 2024

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Important notices and disclaimer

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Ramsay cares

Introduction

Our ongoing commitment to sustainability is guided by the Ramsay Cares strategy and driven by our people.

Ramsay Cares outlines our sustainability goals and targets, focusing on three pillars:

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

The strategy operationalises Ramsay Health Care'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 and UK operations and in Europe through Ramsay Santé[1] during the financial year ending 30 June 2024. It covers material sustainability issues that could influence the value that Ramsay 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 is on page 61.

[1]Ramsay Health Care owns 52.79% of Ramsay Santé which is listed on the European financial markets platform Euronext.

Craig McNally
Managing Director & Group CEO

"Our people are making good progress to fulfill the ambitions of our Ramsay Cares sustainability strategy, working with our valued doctors and suppliers towards being a more integrated, resilient and sustainable healthcare leader.

During FY24, Ramsay's operations made meaningful contributions to reducing our environmental footprint and we remain on course to meeting our commitment to be a net zero business across our value chain by 2040.

This report highlights our ongoing investments in initiatives designed to:

- improve the health and wellbeing of our patients, employees and the communities we serve
- reduce resource use and waste and emissions across our hospitals and services
- encourage our partners to operate in ethical, sustainable and responsible ways.

The challenges posed by climate change impact our business and our stakeholders, but we are confident that, with our clear strategy and shared commitment to the UN Global Compact, we can contribute to building a sustainable future for all."

About Ramsay

Ramsay Health Care is a market leader in private healthcare, providing high-quality services to millions of patients in Australia, Europe and the UK.

Established 60 years ago by Australian entrepreneur and philanthropist Paul Ramsay, the company is built on an enduring purpose of 'people caring for people'. Today, Ramsay employs more than 90,000 people and operates a network of modern hospitals and clinics, as well as integrated home and community health services across eight countries. Ramsay's success is underpinned by strong, collaborative relationships with our employees and doctors and a focus on providing safe, modern, sustainable healthcare.

The Ramsay Way

People are at the heart of our success. As 'people caring for people', we uphold three core values in our daily work:

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, planet and community.

Read the Ramsay story: ramsayhealth.com/en/about

"Right at the start, I always said, 'We've got to look after the patient and be the best at that and, if you look after the patient, everything else will follow.'"

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

Global Leadership Team

Ramsay announced on 30 July 2024 that long-serving Managing Director & Group CEO Craig McNally would retire at the end of June 2025. The Board has appointed Natalie Davis to commence as Group CEO-elect on 1 October 2024 and, following a transition period, as Managing Director and Group CEO later in 2024.

Professor Sir Edward Byrne was a member of the Ramsay Senior Executive team for the full FY24 period. He resigned from Ramsay effective 14 August 2024.

How we make a difference

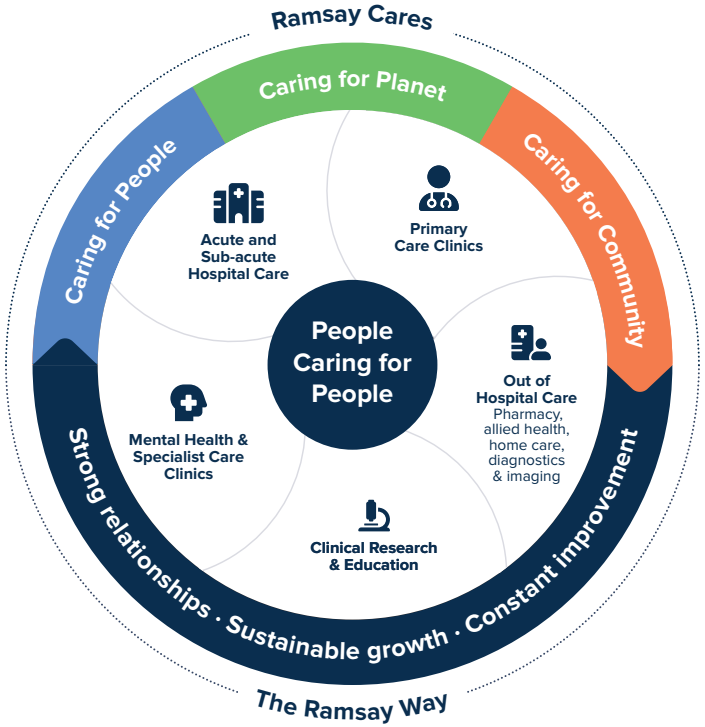
We create value for our stakeholders by investing in and leveraging our key drivers to create an integrated, efficient and sustainable healthcare services platform delivering:

- 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

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	• Met gender diversity targets in leadership and management roles. • Named among the world's top healthcare employers for women. • 237 participants in the Global Leadership Academy. • Ranked as the #1 healthcare graduate employer in Australia. • Around 2% of employees in Australia and the UK are certified in Mental Health First Aid.
Clinical quality and excellence Robust and resilient business model	• Innovative care models, quality clinical outcomes, attracting best in class clinical specialists and partners	• Sustained strong Net Promoter Scores. • Expanded market leadership in key areas: orthopaedics, cancer and cardiology. • Advanced clinical capability and learning through five global Communities of Practice. • Invested in hundreds of innovative clinical trials, health research projects and preventative healthcare start-ups.
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	• Expanded network with strategic acquisitions, new facilities and support for public health systems. • Enhanced integrated services by investing in psychology, mental health and primary care clinics, day surgery and emergency centres. • Grew clinical communities through private practice support, collaborative research, international workshops and Continuing Professional Development. • Ramsay Santé launched its first independent Mission Committee.
Integrated quality assets and infrastructure Data and digital	• Scale to invest • Diversified portfolio by geography, payor and service mix • Expanding, upgrading and investing in our physical and digital footprint	• Invested AU $286 million in brownfield, greenfield and growth projects. • Allocated AU $94 million to digital and data initiatives including Ramsay Health Hub, patient tracking, data hub and Digitised Medical Records rollout.
Climate action and environment Responsible sourcing	• Reducing greenhouse gas emissions • Recycling, reducing waste and single use plastics	• Achieved FY24 target to reduce greenhouse gas emissions from 2020 baseline. On track for 42% by FY30. • Net zero targets submitted to SBTi for validation. • Achieved 87% of FY26 target to install 6.3MW renewable energy projects. • Generated >4.7 million kWh of electricity via rooftop solar systems in FY24. • 60% of suppliers by spend independently assessed for sustainability.
Robust and resilient business model Good governance	• Competitive cost of capital, consistent dividend payments and full rate of taxes paid	• AU $183.1m in dividends paid in FY24. • AU $124.2m in taxes paid in FY24. • Successfully amended and extended Sustainability-Linked Loan (SLL) KPIs and targets, affecting over AU $1.7 billion in financing (56% of AU and UK funding). • 98% of Ramsay Santé senior loan debt linked to sustainability in a successful refinancing.

Risk and Governance

Our Sustainability Approach

caring for our people, planet and communities

Sustainability strategy

Ramsay Cares

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

Sustainability matters deeply to our people, patients and doctors, and we are committed to creating a positive impact.

Through our Ramsay Cares strategy, we are working together to build a responsible and resilient global business focused on three pillars: healthier people, a thriving planet and stronger communities.

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-linked financing now makes up 78% of our Group funding.

This year, we updated our Funding Group[1] sustainability-linked loan facilities to extend our KPIs and targets and include Elysium Healthcare, our UK mental health business. We also introduced a Sustainability Deed Poll, which allows more lenders to join the sustainability-linked model if preferred. Ramsay Santé also successfully refinanced, with 98% of its senior loan debt now sustainability-linked.

Since 2021, we have integrated sustainability into our major financing activities, directly tying them to the Ramsay Cares strategy. Key targets focus on employee mental health, reducing energy use and emissions, and responsible sourcing.

FY24 Key Achievements

- Amend and extend of KPIs and targets for Funding Group[1] Sustainability-Linked Loan, impacting over AU $1.7b of financing facilities (56% of funding).
- 98% of Ramsay Santé senior loan debt sustainability-linked in successful refinance.

[1]The Funding Group comprises Ramsay Health Care Limited and all its subsidiaries, excluding Ramsay Santé which is funded by standalone debt facilities.

Learn more about our strategy at ramsayhealth.com/ramsaycares

Sustainability roadmap

2020

Launched Ramsay Cares strategy and global approach

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

2021

Launched Ramsay Cares targets

Sustainability-linked financing (extended in 2024)

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

Expanded reporting:
- Commenced aligning reporting to TCFD recommendations

2022

New Global Responsible Sourcing approach

Updated Code of Conduct and DEI approaches

Ramsay Santé became a mission-driven company

2023

Updated human rights and modern slavery approaches

Developed Global Responsible Sourcing Framework

Committed to aligning with science-based net zero targets

Shared commitments:
- Accounting for Sustainability (A4S)

2024

On-track with near-term emission reduction target

Increased renewable energy target to 10MW by FY29

Appointed inaugural Ramsay Santé Mission Committee

Shared commitments:
- Global Green & Healthy Hospitals
- Champions of Change Coalition

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

Progress on sustainability priorities

The Ramsay Cares strategy sets out our group-wide sustainability priorities and goals. These goals vary by region and stage of progress, from setting specific targets to improving our understanding and measurement of key focus areas. In FY24, a number of goals were reviewed and updated as outlined below. Implementation of the strategy is driven by our Global Sustainability Committee and overseen by Group Executive and the Board.

PRIORITY AREA	STATUS	
Clinical quality and excellence		
100% accreditation for our facilities.	On track	See pages 17, 19, 24
Better than national quality benchmarks.	On track	See pages, 17, 24
Maintain patient experience outcomes.	On track	See pages 20, 24
People and culture		
Maintain gender balance with Board composition of 40:40:20 and maintain senior executive gender composition of 40:40:20.	On track	See pages 33, 38
Strong progress towards top quartile employee engagement.	Tracking behind	See pages 27, 31, 32
Increase the development of our people through the Ramsay Global Leadership Academy.	On track	See page 28
Maintain focus on patient safety training.	On track	See pages 17, 18, 24, 28
Maintain workplace safety performance.	On track	See pages 36, 38
Establish Group Mental Health, Wellness & Resilience Framework.	Tracking behind	See page 36
Train 3% of the workforce in mental health first aid by FY29.*[1]	On track	See page 36

On track Tracking behind

Applies to wholly-owned entities
1. FY26 target to have 3% of permanent staff in Australia and Ramsay UK (Acute) is current.
2. 5% reduction achieved in FY23 compared to 2020 baseline. FY23 has been set a new baseline.
3. FY26 target of 6.3MW extend to be 10MW installed by FY29.

PRIORITY AREA	STATUS	
Climate action and environment		
Maintain recycling rates and identify single-use plastic and waste reduction opportunities.	On track	See pages 44, 45, 47
Identify new water saving opportunities.	Tracking behind	See pages 21, 44, 47
Achieve a 10% reduction in energy intensity by FY29 from a FY2023 baseline.*[2]	Tracking behind	See pages 40, 42, 43, 46
Achieve a 12% reduction in greenhouse gas emission intensity by 2026.*	On track	See pages 40, 41, 43, 46
Near term GHG emission target of 42% by FY30 (2020 baseline, Scope 1 &2).	On track	See pages 40, 41
Install 10MW renewable energy projects by FY29.*[3]	On track	See page 46
Undertake a comprehensive review of climate risk across our regions.	On track	See page 40
Supporting communities		
Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community health outcomes.	On track	See pages 49, 50, 51
Partnerships focusing on promoting and advancing preventative healthcare and mental health.	On track	See pages 22, 49, 50, 53
Supporting local communities and promoting education and awareness of the importance of health and wellbeing.	On track	See pages 51, 52, 53
Responsible sourcing		
Achieve sustainability assessments covering 80% of external supplier spend by FY26.*	On track	See pages 54, 55

Supporting the SDGs

SUSTAINABLE DEVELOPMENT GOALS

Ramsay's sustainability initiatives support the United Nations Sustainable Development Goals (SDGs) which aim to promote peace and prosperity, while protecting our planet.

The SDGs represent a call to action around economic growth while addressing key social issues, such as access to healthcare and job opportunities. They also emphasise the importance of environmental protection and tackling climate change. Together, the SDGs form a roadmap for prosperity that can only be achieved through a concerted global effort led by national governments and supported by non-government organisations, business enterprises and society-at-large.

As a large multinational healthcare company with operations across eight countries, Ramsay has a significant role in promoting responsible business practices that support sustainable development. Our commitment to advancing the SDGs is guided by our focus on healthier people, a thriving planet and stronger communities.

Sustainable Development Goals supported by Ramsay Cares initiatives

Good health and wellbeing: Focusing on healthier people through employee health and wellbeing, patient safety and clinical advancement.

Quality education: Supporting the ongoing professional development of health professionals and providing pathways for people into healthcare.

Gender equality: Promoting gender equality through opportunities for women and achieving gender balance across senior leadership.

Decent work and economic growth: Creating employment opportunities, providing social infrastructure and facilitating investment in high quality health services. We also focus on reducing risks of modern slavery in our supply chains

Reduced inequalities: Prioritising preventative healthcare and supporting underserved communities through better access to quality healthcare.

Responsible consumption and production: Focusing on reducing waste, increasing recycling and sustainable procurement practices.

Climate action: Reducing greenhouse gas emissions (e.g. anaesthetic gas emissions) and improving energy efficiency across our facilities.

Partnerships for the Goals: Collaborating with local groups and organisations and participating in partnerships for wide ranging initiatives including health research and health workforce education.

Our global commitment

WE SUPPORT UN GLOBAL COMPACT

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, anti-corruption and environment.

In FY24, we updated Ramsay's Modern Slavery Statement to demonstrate our ongoing efforts and provide transparency on the steps taken to identify, prevent and address risks of modern slavery in Ramsay's operations and supply chains.

Read the Statement at ramsayhealth.com/ramsaycares

Ramsay Santé proudly supports a national campaign dedicated to raising awareness about colorectal cancer, one of the most prevalent cancers globally. Throughout Mars Bleu (Blue March), our facilities offer a range of community educational activities aimed at promoting prevention and early detection.

Four midwives from Ramsay Australia's leading maternity hospital, Frances Perry House, volunteered in Tanzania, providing vital support for maternal health. Sponsored by Ramsay's Charity Challenge program, they spent four weeks delivering babies and educating local labour ward staff and donated essential gear including an ultrasound machine.

Material issues

Material issues refer to the key sustainability concerns that significantly influence an organisation's operations.

For Ramsay, these issues are important to our stakeholders and may affect our business performance, competitive standing and long-term value creation.

Our approach to identifying and prioritising material issues is informed by stakeholder engagement and guided by the Sustainability Accounting Standards Board (now part of the IFRS Foundation) Materiality Map for healthcare delivery.

Our material issues were first integrated into our Annual Report in 2023 to provide a more cohesive approach. The issues are reviewed annually by the Global Sustainability Committee and no changes were made for FY24.

In FY24, the review focused on ensuring the material issues were consistent with the work undertaken by Ramsay Santé in preparation of the 'double materiality' assessment ahead of incoming sustainability reporting requirements in Europe.

Learn more about how we manage each of our material issues, why they are important and how they are measured at ramsayhealth.com/ramsaycares.

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 & COMMITTEES	FY24 HIGHLIGHTS AND ACTIVITIES

Ramsay Health Care Board
Oversees our approach, including considering the social and environmental impact of Ramsay's activities, endorsing the Ramsay Cares sustainability strategy and approving key policies and disclosures. The Board is supported on climate change-related issues by a range of Board Committees.
See Ramsay Heath Care Annual Report (page 72) for number of meetings held and attendance in FY24.
	• Monitored safety, patient experience and clinical quality outcomes.
	• Focused on our people and organisational culture and oversight of strategic responses to workforce challenges.
	• Oversaw ongoing digital and data transformation to enhance patient experience, particularly in Australia.
	• Oversaw sustainability and climate-related matters, including:
	  • monitoring performance on sustainability (including climate-related) targets and progress against sustainability-linked loan targets
	  • approving updated sustainability-linked loan targets (including energy and greenhouse gas emission reduction targets) as part of the Amend and Extend[1]
	  • reviewing Ramsay UK's FY23 mandatory TCFD reporting and approving the Group's FY23 Impact Report (and the associated climate-related and broader strategy).
	• Approved updated governance policies, including Ramsay's Board and Committee charters (updated to more explicitly incorporate certain climate-related matters), Global Human Rights & Labour Policy, Global Gifts & Hospitality Policy, and Global Sustainability Policy.

Global Risk Management Committee (GRMC)
Oversees financial and non-financial risks including sustainability and any material social and environmental risks, climate risks and opportunities.
	• Monitored key environmental, social and governance risks (including climate change, modern slavery and other sustainability risks) and frameworks.
	• Received deep dive updates on approach to clinical governance across the Group.
	• Reviewed and maintained oversight over:
	  • updated FY24 Climate Risk and Opportunity Assessment
	  • regional Net Zero Plans as part of Corporate Plan 2030 and Ramsay Australia's inaugural Transition Plan
	  • the mandatory UK climate-related disclosure requirements for certain Ramsay entities and reviewed Ramsay UK's FY23 mandatory TCFD reporting.
	• Endorsed for Board approval our updated Global Gifts & Hospitality Policy and Global Sustainability Policy.

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. • Received updates on the Group's non-financial performance (including patient, people, customer and environmental) for FY24, including in relation to the greenhouse gas reduction target including in the short-term incentive (STI) scorecard of the MD & CEO and other members of the Executive team. • Endorsed for Board approval our updated Global Human Rights & Labour Policy.

1 'Amend and Extend' means the amendment and extension of the Funding Group's A$1.5bn sustainability-linked syndicated facility, which extended the maturity date for the relevant facilities by 2.25 years.

Sustainability governance

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 and endorsed for Board approval updates to sustainability-linked loan targets (including energy and greenhouse gas emission reduction targets) as part of the Amend and Extend. • Reviewed Management's approach to Group sustainability reporting having regard to evolving requirements particularly on climate disclosures. This included actions such as moving sustainability reporting oversight to the Audit Committee and aligning sustainability assurance with the External Auditor.
Nomination & Governance Committee Oversees Committee roles and responsibilities including as they relate to environmental, social and governance matters, reviews Board and Committee composition and Director skills and experience and monitors processes in place in relation to ongoing education.	• Considered the skills and experience represented on the Board, including ability to assess environmental, social and governance issues and the effectiveness of organisational policies and procedures. • Monitored evolving sustainability reporting requirements, including overseeing the ongoing preparation in relation to the incoming mandatory Australian climate reporting regime. • Endorsed for Board approval our updated Board and Committee charters.
ROLE OF MANAGEMENT	FY24 HIGHLIGHTS AND ACTIVITIES
Global Executive Oversees the rollout of the Ramsay Cares Strategy (which includes climate-related elements) globally and in each region, as well as integration with strategy and Ramsay's corporate plan; considers material sustainability risks and opportunities including social, environmental and climate risks. Members of the Global Executive regularly report to the Board and Board Committees on material and relevant climate-related issues	Relevant focus areas included: • Overseeing progress on Ramsay's net zero emissions commitment, performance against sustainability-linked loan targets (including energy and greenhouse gas emission reduction targets) and the Ramsay Cares Strategy. • Embedding the Net Zero Roadmap approach into Corporate Plan out to 2030. • Reviewing and updating the FY24 Climate Risk and Opportunity Assessment. • Reviewing updated governance policies e.g. Global Human Rights & Labour Policy and Global Sustainability Policy.
Global Sustainability Committee, Group Sustainability Officer and Regional Sustainability Leads Supports the Global 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, and Risk and Procurement representatives. Subject matter experts, legal and strategy-level leads are invited to Committee meetings as required to inform the Committee about climate-related (and broader sustainability) matters.	Relevant focus areas included: • Ongoing implementation of global priorities at a regional level, including through the development of regional initiatives that are tailored to each of Ramsay's businesses. • Rollout of the Ramsay Cares strategy and the Net Zero Emissions Roadmap in each region through regional Ramsay Cares strategy commitments and teams. • Ongoing assessment and management of climate-related issues through the updated FY24 Climate Risk and Opportunity Assessment. • Identifying and monitoring progress in relation to key emission reduction initiatives such as energy efficiency and greener theatres. • Working with suppliers and other stakeholders to understand their net zero commitments. • Overseeing the ongoing preparation for new or expected sustainability (including climate) reporting requirements (for example in Australia and Europe).

Stakeholder engagement

Ramsay's continued success and growth are built on trusting and collaborative relationships with our patients, doctors, employees and broader communities. We regularly engage with our key stakeholders through formal and informal channels to align on shared goals.

Ramsay Santé CEO Pascal Roché welcomed France's Minister of Health and Prevention, Frédéric Valletoux (left), to L'Hôpital privé de l'Ouest Parisien in Trappes in February 2024, highlighting the crucial role private hospitals play in ensuring continuous care and services, particularly in areas with limited healthcare access.

Capio St. Göran's new Patient and Relative Council (PNR) launched in March 2024, bringing patients' voices front and center in improving hospital care. With a diverse and passionate group of members, the PNR is already making an impact by sharing experiences and ideas to enhance care quality and safety for everyone.

The Ramsay Australia Executive Team met at Strathfield Private Hospital in April 2024. By hosting these meetings at different Ramsay sites, the management group gathers valuable local insights to better understand the specific needs and opportunities at each facility. Strathfield, known for delivering world-class care, is undergoing exciting developments that will further enhance its services.

In March 2024, Ramsay UK hosted a Westminster roundtable on the future of healthcare, chaired by Rt Hon Anne Milton. The event brought together key health sector stakeholders, including Ramsay UK CEO Nick Costa (left) and Health Select Committee Member James Morris MP, to discuss training, partnerships and community impact.

Elysium Healthcare joined the launch of NHS England's Culture of Care Programme in June 2024, focusing on improving culture within mental health, learning disability and autism wards. Over the next two years, Chadwick Lodge and The Spinney will participate, sharing best practices to enhance care and culture across our sites.

Each year, Capio takes part in Almedalen Week, a major political event in Sweden where key societal issues are discussed. This year, Capio hosted four panel discussions covering global health challenges, healthcare accessibility and digital infrastructure. They can be viewed here: capio.se/nyheter-pressrum/almedalen

Stakeholder engagement

Ramsay takes a tailored approach to engaging with stakeholders.

	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 Committees, GP liaison roles, education and awareness activities, one on one dialogue and feedback surveys from time to time. A new doctor survey is planned for late 2024.	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 include intranet, newsletters and social media.	We belong to community and industry led communities of practice to grow our knowledge and work together on common goals. Key membership associations are listed in the GRI Content Index (see page 60) and include the UN Global Compact, private hospital associations, employer groups and other healthcare related groups. We have reviewed each of the key associations in terms of alignment with our sustainability goals. Most of the key associations were aligned and a small number were neutral.

Ramsay's Global Executive visits Springfield Hospital at Chelmsford, Essex.

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 (funding partners) 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.

Recognition and collaboration

Ramsay has been included in the FTSE4Good Global Index every year since 2011 - an acknowledgement of our strong environmental, social and governance (ESG) practices. We have also been rated AA in the MSCI ESG Ratings since 2017.

In FY24, Ramsay was included for the first time in the Dow Jones Sustainability Australia Index, which measures the performance of companies globally using ESG criteria. Ramsay is the only hospital business on the Australian list of 54 leading companies.

Ramsay joined Global Green and Healthy Hospitals (GGHH) in FY24. GGHH is an international network of hospitals and organisations working to reduce the sector's impact on the environment and promoting public and environmental health.

Ramsay is a member of the Climate Leaders Coalition, a group of leading Australian companies and CEOs committed to the ambitions of the Paris Agreement on Climate Change.

Under the leadership of Managing Director & Group CEO Craig McNally, Ramsay has joined the globally recognised Champions of Change Coalition, pledging to significantly increase the representation of women in leadership roles.

We have been part of the 40:40 Vision initiative since 2021, which aims to achieve gender balance in the executive leadership teams of Australia's largest listed companies by 2030.

We are also a founding member of the Asia-Pacific Chapter of Accounting for Sustainability (A4S), a global network of Chief Financial Officers who work together to develop and scale-up practical ways of embedding social and environmental risk and opportunity into strategic planning and decision-making.

FTSE4Good

Member of Dow Jones Sustainability Indices
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GLOBAL GREEN and HEALTHY HOSPITALS

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CLIMATE LEADERS COALITION

CHAMPIONS OF CHANGE COALITION

caring for our patients, our partners and our people

This section of the Report highlights how we are supporting the achievement of five UN SDGs through our focus on good health, education, equality, decent work and economic growth.

This section relates to the material issues of Clinical Quality & Excellence, People & Culture, Data & Digital, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Good Governance and Caring for Communities.

Caring for our patients

Putting people first

Our core purpose - “people caring for people” - guides everything we do.

Caring is not just a value statement; it is the foundation of our approach to meeting the needs of our patients and partners. We recognise that each patient’s journey extends beyond achieving the best health outcomes. We strive to ensure that every individual feels safe and has a positive experience with our facilities and services.

We are committed to fostering an inclusive environment that respects all our patients, builds trust through transparency in the quality of care and prioritises safety and privacy.

Patient safety

During Patient Safety Week in November 2023, Ramsay Santé’s Hôpital privé de la Seine St-Denis took proactive steps to raise awareness about patient safety, including a hands-on “block of errors” workshop. The interactive session used a patient simulator and recreated common operating room risks, such as identity vigilance, medication management and infection control, to give our people hands-on learning for improving safety practices.

Our regional businesses and Global Executive closely monitor quality and experience performance and report to the Board or relevant Board Committee on these areas (see page 24 for details):

Clinical quality outcomes

Clinical excellence is the consistent delivery of high-quality, evidence-based care that prioritises patient safety, positive outcomes and continual improvement across all aspects of our services. Clinical excellence is at the core of our business and we have robust clinical governance frameworks and improvement programs that ensure we continually strive for higher standards of patient care. We proudly continue to demonstrate high-quality outcomes.

Patient privacy

Protecting privacy is a key commitment to our patients and is essential for safeguarding the integrity of our systems, maintaining trust and complying with ethical and legal standards. Ramsay has dedicated data protection and privacy officers in each region and delivers privacy training to our people. This year, the number of notifiable privacy breaches remained relatively low across our regions.

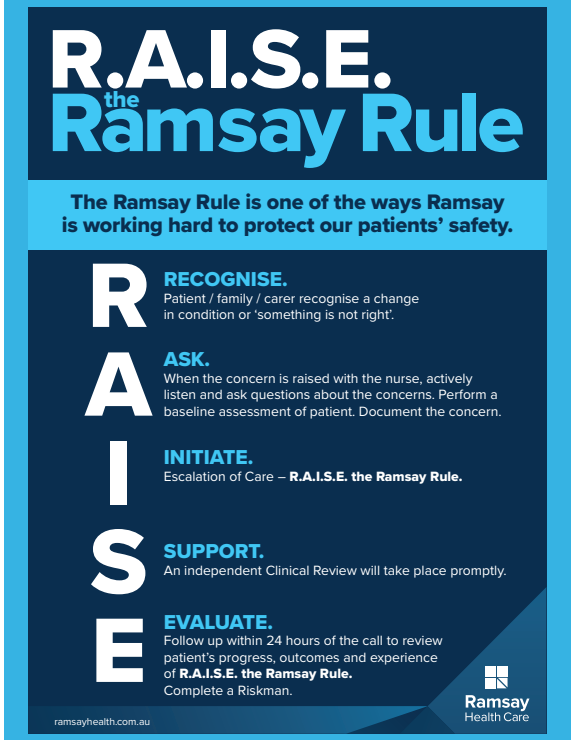
Accreditation

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 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.

Relaunching the Ramsay Rule

Through the Ramsay Rule, patients, their loved ones or carers can escalate concerns if they notice a change in the patient’s condition that may not yet be clinically evident.

This year, Ramsay Australia introduced R.A.I.S.E., a new acronym to help everyone remember and promote their role in this process.



Leading with safety and quality

Expertise you can trust

Safety is a shared responsibility and the foundation of quality care, which is why Ramsay promotes accountability at every level of its operations.

Strong leadership in safety and quality is driven by the Board and the Global Risk Management Committee, ensuring that our teams and accredited medical practitioners are supported in delivering safe, high-quality care. This framework also enables us to more effectively monitor and respond to the performance of our patient care systems.

The main aim of Ramsay's Clinical Excellence Agenda is to improve patient care by ensuring high-quality, safe and effective treatments. It is driven by our global and regional Chief Medical Officers and focuses on:

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

Ramsay supports five global clinical Communities of Practice in the key therapeutic areas of cancer, orthopaedics, cardiology, mental health and research.

The groups bring together our healthcare professionals to share knowledge, best practices and innovations, fostering continuous improvement in patient care and clinical outcomes

We also continuously seek and explore opportunities for collaborative research and joint clinical trials within the Ramsay Group (see page 50 for more about our investment in health research programs).

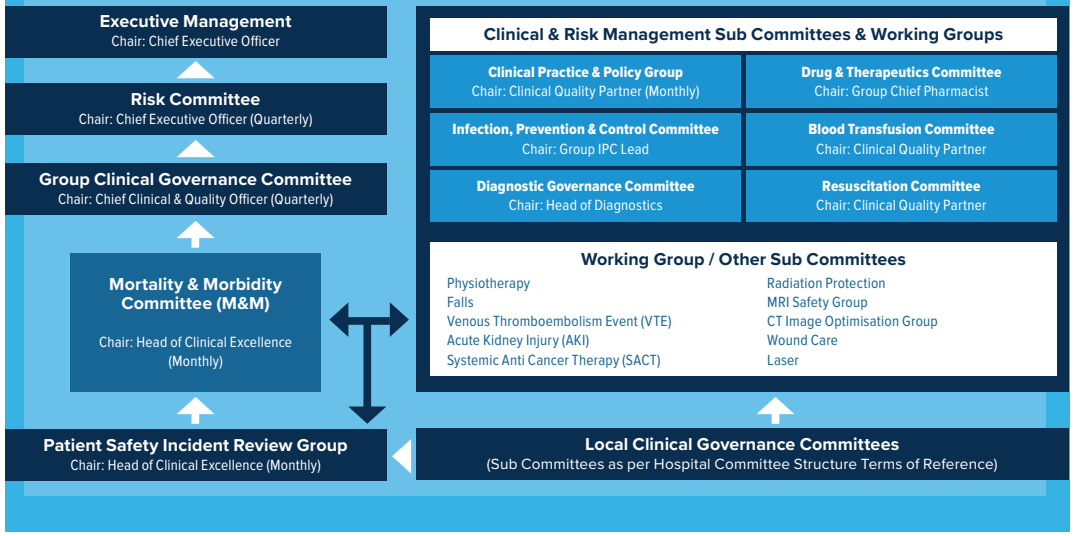
New patient safety framework

Ramsay UK and Elysium introduced a new Patient Safety Incident Response Framework (PSIRF) in 2023, marking a significant advancement in the way the business addresses patient safety incidents.

The PSIRF adopts a systems-based approach, emphasising a deeper understanding of how incidents occur with a strong focus on continuous learning and improvement. This new framework also prioritises compassionate involvement of patients, families and colleagues, ensuring that their voices are central to any investigation.

Elysium went live with the PSIRF in September 2023, supported by NHS England and NHS Wales. As an early adopter and a national provider in mental health and learning disability services, Elysium has been invited to assist other organisations with their PSIRF implementation. This support includes offering PSIRF training for safeguarding boards and being approached by Integrated Care Board (ICB) partners to help independent sector providers in their regions.

Ramsay UK Patient Safety Incident Response Governance Framework



Advancing clinical collaboration

Empowering our specialists

Over the past year, our global Clinical Communities of Practice have made important strides in advancing Ramsay's Clinical Excellence Agenda by implementing a strong framework that integrates clinical thought leadership into our operations.

For example, our Mental Health Community of Practice has launched the Ramsay Psychiatry Symposia Series. This series creates a platform for mental health professionals from Australia, the UK and Nordic countries to exchange ideas and discuss current mental health topics such as digital mental health care, managing anorexia nervosa, bipolar disorder in pregnancy and depression care pathways. These sessions have been very popular with our clinicians, offering psychiatrists the opportunity to earn continuing professional development (CPD) points while gaining insights into different clinical approaches from around the world. Beyond mental health, our Communities of Practice are collaborating to advance areas such as spinal surgery, cancer and cardiac care and hip and knee replacements.

Leading innovation

Ramsay has been an active participant in major events focused on brain health, including the United Nations General Assembly (UNGA) Science Summit and TechTour. With more collaborations planned in London and Melbourne, the future looks promising for brain health science and service delivery.

Elysium Chief Medical Officer Prof. Quazi Haque speaking at the UNGA summit in New York 2023

Cardiac milestone

In May 2024, Hollywood Private Hospital in Western Australia marked its 1,000th cardiac surgery, less than four years after opening its dedicated cardiac theatre. The hospital is one of a few in the Asia-Pacific region offering advanced atrial fibrillation ablation training.

Hollywood Private Hospital cardiac unit team

Surgical excellence

Australia's highest volume bariatric hospital, St George Private Hospital in Sydney has again earned accreditation as a Bariatric Centre of Excellence from the prestigious Surgical Review Corporation.

Established in 1998, the unit is led by 10 experienced surgeons and a dedicated team of nurses performing more than 1,400 procedures annually.

The accreditation validates the hospital's commitment to exceptional patient care and the most rigorous standards in bariatric surgery.

A pioneer of complex bariatric surgery, Assoc. Prof. Michael Talbott explained: "St George Private was the first hospital in Australia and New Zealand to be recognised as a Centre of Excellence, over a decade ago. This same team has maintained the same level of care for patients receiving Metabolic Bariatric Surgery since then. This means our safety systems and our personal care systems have been found to be at the highest standard."

St George Private Hospital bariatric unit team

Delivering quality care

"Patient feedback and our NPS are critical in our efforts to continuously improve customer experience and exceed their expectations."

Angela Evans
Chief Customer Officer Ramsay UK

Coordinating seamless services

As Ramsay celebrates 60 years of caring, we are focused on satisfying our patients' evolving needs.

Our strategically located hospitals and clinics remain the core of our network and we are strategically adding new services that make it easier for people to access the range of high-quality care they need, when and wherever they are.

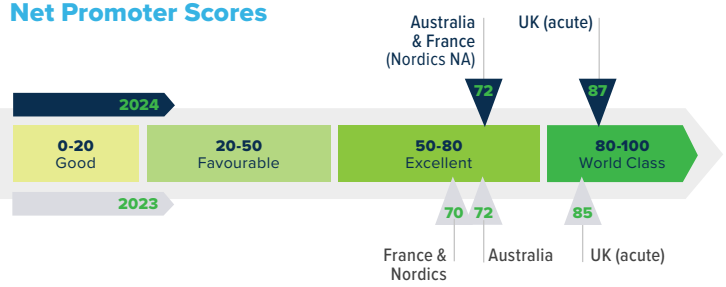
By thoughtfully investing in technology and innovation, we are able to offer more personalised, convenient care options. By integrating our services along the patient pathway, our goal is to improve the patient experience, support our clinicians and create attractive employment opportunities for our people.

Patient satisfaction

The overall experience of every patient is a key indicator of Ramsay's success. One of the ways we measure patient/customer satisfaction is using the Net Promoter Score (NPS), which ranges from -100 to +100 and reflects how likely customers are to recommend our services.

In FY24, Ramsay consistently maintained excellent NPS across our regions, indicating high patient satisfaction, strong customer loyalty and positive word-of-mouth that bolsters our reputation and supports long-term growth (see page 24 for details).

Net Promoter Scores



At Elysium, 86% of 'Friends and Family Survey' respondents rated their experience as good or very good, up from 81% in FY23.

Revolutionising home heart care

A new high-tech heart failure service is helping Ramsay patients in Australia stay out of hospital longer and improving their quality of life through remote monitoring.

The Virtual Heart Failure Service, offered in partnership with Ramsay Connect, equips patients with wearable technology to track vital signs such as blood pressure, pulse, oxygen levels and weight from home. Nurses monitor the data remotely, allowing them to detect early changes and prevent hospital visits.

Patients also receive virtual consultations with specialist nurses and allied health professionals to help manage medication, diet, exercise and mental health.

Initial trial results show a reduction in hospital readmissions, as well as better mental health and medication adherence.

(L-R) Professor Jeroen Hendriks, Ramsay Connect CEO Ian Galvin and Dr Dion Candelaria receiving the Clinical Practice Prize awarded to the Virtual Heart Failure Service at the Australian Cardiovascular Health and Rehabilitation Association's 2024 Annual Scientific Meeting.

New parent support

Ramsay has partnered with Gidget Foundation Australia to open a mental health service at Kareena Private Hospital, south of Sydney, supporting local parents experiencing perinatal depression and anxiety. Named Gidget House, the service offers free, specialist counselling and mental health support for expectant and new parents.

At the launch of Gidget House in August 2023 [L-R]: Kareena Private Hospital CEO Stephen Wigmore, Gidget founder Zarnie Berthold, Gidget ambassador Rebecca McMartin, Gidget Foundation CEO Arabella Gibson, Gidget Foundation director Jarrod Bowditch.

Improving paediatric allergy care

In November 2023, the Children's Institute at the Clinique Marcel Sembat (Ramsay Santé) opened a new day hospital specialising in managing childhood food allergies. Led by Dr Pauline Tallon, a paediatric allergist, the unit addresses the rise in paediatric food allergy cases, which may be linked to environmental factors and dietary habits.

The team focuses on early diagnosis to help prevent serious allergic reactions by educating families on how to manage and avoid allergens. The aim is to reduce unnecessary dietary restrictions that can affect children's quality of life.

Meeting patient needs

Investing in access to healthcare

We are addressing the growing community need for greater access to quality healthcare by strategically expanding our services into more locations.

Across the Ramsay Group in FY24, A$286 million was invested in greenfield and brownfield developments focused on increasing treatment capacity. This included a sustainably-designed A$145 million Ramsay hospital outside Melbourne, Victoria which opened to patients in February 2024.

Northern Private Hospital (pictured below) is linked by airbridge to a busy public hospital and the first stage includes 70 beds, four operating theatres, a cardiac catheterisation lab, sleep study unit, day chemotherapy unit, on-site pharmacy, pathology and medical imaging.

The hospital incorporates a range of sustainability features aimed at reducing its environmental footprint such as energy-efficient lighting, heating and cooling and water-saving technologies.

More care close to home

Ramsay Australia has begun a significant A$190 million expansion of Joondalup Private Hospital in Western Australia.

The project will deliver six new state-of-the-art operating theatres and a short stay surgical ward, scheduled to open by early 2026.

The expansion announcement coincided with the extension of Ramsay's partnership with the WA Government, securing the Joondalup Health Campus public contract for an additional 15 years, until 2043, reinforcing Ramsay's long-term commitment to the local community.

Ramsay also made significant progress in FY24 with the A$180 million redevelopment of Warringal Private Hospital in Victoria. The project includes a new tower, theatres and upgraded patient facilities.

Co-designed services

In April 2024, Elysium opened its first fully-electric hospital, Emerald Place Clinic in Surrey, England.

This NHS-funded mental health inpatient unit for teenagers was co-designed with service users and does not use gas for heating or cooking.

"A young people's workshop during the design phase established how passionate they were to include sustainable energy sources and develop environments that could reduce the carbon footprint. Their input was invaluable," Elysium project director Leah Moss said.

Integrating primary care

As part of its strategy to expand primary care services that support its core hospital network, Ramsay Santé acquired 12 Cosem medical centres in June 2024.

These centres, serving over 1 million patients annually, provide a wide range of medical services, including general and specialised care, dentistry, imaging and laboratory analysis.

The acquisition strengthens Ramsay Santé's position in the primary care sector and integrates seamlessly with its existing hospital network.

Growing services

Expanding specialist care

Elysium opened Cefn Carnau, a new low secure hospital in South Wales, in February 2024. It provides specialist care for men and women with learning disabilities, autism and associated mental health issues.

The hospital (pictured below) focuses on reducing challenging behaviors to help people transition to community-based living by engaging in mainstream services, employment and community activities.

Cefn Carnau follows a Positive Behavioural Support (PBS) model with a multidisciplinary team, offering person-centred care, occupational therapy and psychological services.

Elysium also expanded capacity at several UK sites in FY24, including additional beds at Arbury Court, an acute hospital in Cheshire, and the Farndon Unit, a combined service at Nottinghamshire.

Filling mental health care gaps

Ramsay Santé opened four new mental health day centres in the first half of 2024 as part of its strategy targetting under-served regional areas.

The new Médipsy centres in Orléans, Montreuil, Niort and Laval provide personalised, multidisciplinary outpatient care for adults with depression, anxiety, PTSD or addiction issues.

Ramsay Santé project manager Bénédicte Dardé at the opening of the Niort Médipsy centre.

Tackling vaping addiction

Ramsay launched Australia's first Vaping Cessation Clinic in March 2024 at Ramsay Clinic Northside in Sydney.

Led by Professor Renee Bittoun, the clinic was established to address the growing vaping addiction crisis, offering a comprehensive program for people of all ages and stages of addiction, including children as young as 12.

"The use of vapes has increased dramatically in recent years," Prof. Bittoun explained. "The younger you are when you start your exposure to nicotine, the harder it is to quit."

Partnering for women's health

Ramsay Mental Health Australia opened the Women's Recovery Network (WREN) at Ramsay Clinic Albert Road in December 2023, offering a new model of care for personalised women's mental health support in Victoria.

The public-private partnership provides inpatient and hospital-in-the-home beds and was co-designed with women who have lived experience of mental health issues.

(L-R) Ramsay Clinic Albert Road CEO Petra Glare and WREN director Jennifer Babb with guests at the launch.

Psychology growth

Ramsay Psychology has seen significant growth in Australia, with the twentieth community clinic opened in January 2024.

The clinics are designed to complement Ramsay's hospital-based (inpatient) mental health services.

Ramsay treats more than 70,000 mental health patients in Australia each year and is the nation's largest private mental health service provider.

Adapting to the future

A healthcare provider of the future

Ramsay Health Care is into the second year of our ambitious digital and data transformation program, which is designed to enhance the outcomes and experiences of our patients, doctors and employees.

Our multi-year transformation strategy is aimed at creating an innovative, digitally-enabled healthcare ecosystem and to cement Ramsay's position as a world leading healthcare provider.

In FY24, A$94 million was allocated to digital and data initiatives including the Ramsay Health Hub, patient tracking, data hub and Digitised Medical Records rollout.

The significant expansion of these tools represents a leap forward in our digital capabilities. From launch in August 2023 to mid-2024, 50,000 patients had completed their online pre-admission through the Ramsay Health Hub. As well, more than 38,000 patients had opted-in to patient tracking and reported high satisfaction rates.

Also this year, Ramsay UK's Health Hub introduced online booking capabilities, so that patients can directly book a consultation with our specialist doctors.

"Its not just about the tech, its about adaptability and ensuring that your business is future fit and ready to tackle the changes we are seeing across the health landscape."

Dr Rachna Gandhi
Group Chief Transformation and Digital Officer

Digital and data evolution

Milestones in FY24 include implementing Ramsay Australia's digital front door, called the Ramsay Health Hub, along with our innovative Patient Tracking system at dozens of facilities.

The Ramsay Health Hub is a multi-year project to establish a digital 'front door' to all our services. 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.

Patient tracking uses a wristband scanner to keep a patient's family and friends updated via real-time SMS notifications. The system also provides our facilities with useful information, such as average wait times from admission to theatre, recovery and discharge.

A key part of the digital transformation is Ramsay's Data Hub which provides a central repository for data sharing and insights.

Also this year, hundreds of digital automations have been installed to replace many time-consuming manual and administrative processes.

Celebrating innovation

Ramsay Santé's third annual Innovation Awards were announced in April 2024.

Out of 93 nominations, six finalists presented their projects and three awards were given for contributions to patient care, staff empowerment and sustainability.

Best Impact for Our Patients was awarded to Clinique La Croix du Sud for improving prostatectomy outcomes through a digital patient journey that optimises pre- and post-care processes, reducing complications and boosting staff satisfaction.

Best Impact for Our People went to Capio St Göran's Mammography unit for streamlining workflows by integrating AI, reducing the number of readers needed in screenings and enhancing patient care.

Best Impact for Our Planet and Society was awarded to the Primordial project for introducing a capitation-based model in French primary care, focusing on prevention and collaborative practices and improving healthcare access in underserved areas.

FY24 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 publicly report quality and experience at a site level.

Clinical quality indicators

Hospital accreditation (%)		FY22	FY23	FY24
Ramsay Australia	Australia	100	100	100
Ramsay UK	UK-Acute	100	100	100
	Elysium	100	100	100
Ramsay Santé	France	100	100	100
	Nordics	100	100	100

Never events (wholly preventable)[1]		FY22	FY23	FY24
Ramsay Australia[2]	Australia	3	2	3
Ramsay UK	UK-Acute	5	4	8
	Elysium	0	0	0
Ramsay Santé	France	35	44	44
	Nordics	32	55	61

Rate of unplanned readmission within 28 days (%)[3]		FY22	FY23	FY24
Ramsay Australia	Australia	0.39	0.32	0.32
Ramsay UK	UK-Acute	0.14	0.14	0.11
	Elysium	N/A	N/A	N/A
Ramsay Santé	France	8.01	8.13	8.39
	Nordics	N/A	N/A	N/A

Rate of unplanned return to theatre during same admission (%)[3]		FY22	FY23	FY24
Ramsay Australia	Australia	0.20	0.18	0.18
Ramsay UK	UK-Acute	0.15	0.13	0.03
	Elysium	N/A	N/A	N/A
Ramsay Santé	France	0.74	0.69	0.66
	Nordics	N/A	N/A	N/A

Rate of hospital acquired Staphylococcus aureus bacteraemia per 10,000 patient days (IPDA)		FY22	FY23	FY24
Ramsay Australia	Australia	0.26	0.33	0.23
Ramsay UK	UK-Acute	0.22	0.04	0.44
	Elysium	N/A	N/A	N/A
Ramsay Santé	France	0.93	0.82	0.95
	Nordics	0	0	0

Patient indicators

Net Promoter Score (NPS)[4]		FY22	FY23	FY24
Ramsay Australia	Australia	71	72	72
Ramsay UK	UK-Acute	82	85	87
	Elysium	88	81	86
Ramsay Santé	France	70	70	72
	Nordics	70	70	N/A

Notifiable breaches of patient privacy		FY22	FY23	FY24
Ramsay Australia	Australia	0	1	2
Ramsay UK	UK-Acute	1	1	1
	Elysium	0	1	2
Ramsay Santé	France	8	2	2
	Nordics	11	21	35

1 Never Events are defined as patient safety incidents that are 'wholly preventable'. This might be caused by not following procedures, guidance or safety recommendations. Definitions for these types of incidents differ between jurisdictions. In the UK (Ramsay UK and Elysium), these are set out by the NHS England (Never Event Framework, NHS England, 2018). For Elysium only the general and mental health categories apply. In France, a list of 18 types of incidents are monitored as never events. In the Nordic region, these are called Sentinel Events for Norway and Denmark and 'Lex Maria' in Sweden, which are broader group of 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. The figures reported in the table are for Sweden only. Four sentinel events occurred, Norway (2) and Denmark (2).

2 From 2024, Ramsay Australia has moved to using sentinel events in line with national standards: Australian Sentinel Events List. Sentinel events are a subset of adverse patient safety events that are wholly preventable and result in serious harm to, or the death of a patient. FY22 and FY23 data has also been restated as Sentinel Events to provide a comparative.

3 Rate is a percentage of operations. 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.

4 Net Promoter Score = (% of promoters) - (% of detractors). Australia's score is based on an aggregate of all survey respondents. UK Acute is average of hospital NPS scores. France NPS is measured continuously – the result is an average of the four quarters of FY24. Nordics figure is an average of Sweden (68.4) and Denmark (69). A new digital collection system piloted in Sweden in November 2023 led to a surge of responses skewing the overall Sweden results. Therefore the results are not directly comparable to the prior year. However, the system was not used in April 2024, leading to a more comparable number of responses and an NPS of 72. For Denmark, due to a system problem, the score is the monthly average of the 12 months measured. Norway has a different system for assessing patient satisfaction; this year the satisfaction score was 91.5%. Elysium data from 'Family and Friends Survey' respondents who rated their experience as 'good' or 'very good' (not NPS). Family & Friends Score = Total promoters / Total Respondents.

NOTE

The table does not include data relating to facilities in Italy. The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK and Elysium Healthcare are subject to limited assurance, see page 61 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'.

Ramsay is dedicated to supporting medical professionals by providing state-of-the-art facilities and modern technology to ensure high-quality patient care.

We are committed to fostering cooperative work environments, respecting the independence of the doctor-patient relationship and advancing the skills and expertise of our doctors through education, training, networking, clinical research and academic partnerships to promote the long-term health of our communities.

Professional development

Ramsay is a leading provider of Continuing Professional Development (CPD) in partnership with the Royal Australian College of General Practitioners, offering education across various medical and surgical specialties.

In line with new Medical Board requirements, GPs can now self-direct their CPD needs and record with their designated CPD home.

In FY24, Ramsay Australia held 347 CPD events for more than 8,800 GPs and facilitated hundreds of specialist visits to GP practices. Ramsay also provides education and marketing support for specialists transitioning to private practice.

Life saving surgery

In October 2023, a team at Lake Macquarie Private Hospital performed life-saving heart surgery for Papua New Guinea paediatrician Dr Tina Yarong, who required a mitral valve replacement not available in her home country.

The procedure, led by cardiothoracic surgeon Ross Mejia, was carried out pro bono with the support of hospital staff and donated equipment.

Wiggle to warrior

Greg Page, the original Yellow Wiggle, has teamed up with Westmead Private Hospital cardiologist, Assoc. Prof. Pramesh Kovoor, to promote cardiac health and public safety through the Heart of the Nation initiative.

After suffering a cardiac arrest at a Wiggles concert in 2020, Greg has become a passionate advocate for making defibrillators available in public spaces.

Podcast and doco debut

Clifton Park Hospital launched the Orthopaedics Podcast in June 2024, created in partnership with YO1 Radio.

The three-part series provides expert insights into common bone and joint issues, with the first episode featuring consultant orthopaedic knee surgeon Anthony Gibbon who discusses the right time to consider knee surgery.

Junior Doctors Down Under is a new documentary filmed over eight months and offering a behind-the-scenes look at several junior doctors from the UK who moved to Western Australia to start their careers at Joondalup Health Campus.

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

Major upgrades expand capacity

Ramsay Australia unveiled major redevelopment projects in FY24 to improve surgical capacity and access to advanced medical care for local communities.

Cairns Private Hospital added a state-of-the-art operating theatre, with plans for a ninth theatre to meet future demand, offering enhanced specialties such as ENT, orthopaedics and urology.

Similarly, Sunshine Coast University Private Hospital expanded with three new operating theatres, including one equipped for complex procedures like neurosurgery, helping reduce the need for patients to travel to Brisbane.

Tamara Private Hospital in Tamworth completed a $10 million upgrade, adding a fourth operating theatre featuring advanced robotic technology and enhancing its Central Sterile Supply Department (CSSD) to improve patient care and safety.

Treatment advances

Ramsay UK has become the country's largest provider of Aquablation Therapy, a new minimally invasive treatment for Benign Prostatic Hyperplasia (BPH), across its hospitals in England.

The robotic, heat-free waterjet procedure offers significant relief from urinary symptoms with fewer complications. Clinical studies have shown that Aquablation Therapy offers significant symptom relief and low rates of irreversible complications, regardless of prostate size or shape.

"With advancing technology, it means we can offer patients the newest procedures to enhance their treatment and subsequent recovery," Chief Clinical and Quality Officer Jo Dickson said.

"It is very fulfilling to see a difference this procedure and the care delivered by our hospital teams is making to people's lives."

Prof. Nikhil Vasdev, Consultant Urological & Robotic Surgeon, and theatre team at Pinehill Hospital.

Robotic surgery

The Médipôle Hôpital Privé in Villeurbanne, a centre of excellence in cancer care, successfully performed its first outpatient robot-assisted partial nephrectomy for kidney cancer in March 2024, marking a major innovation in minimally invasive surgery. This advanced technique, using the Da Vinci robot, allows for smaller incisions, reduced complications and faster recovery, making the hospital one of the few private establishments in the Lyon area to offer this cutting-edge procedure.

AI efficiency

At Capio Private Hospital in Denmark, an AI-based system has been introduced to address the challenge of a shortage of medical secretaries. This innovative solution automatically transcribes doctors' audio notes into patient records, allowing medical secretaries to focus on more meaningful tasks and improving overall quality of care. The project reflects Capio's commitment to leveraging technology to streamline operations and improve healthcare delivery.

Caring for our people

Our people, our strength

Our employees are at the core of everything we do. Their safety, satisfaction, wellbeing and sense of inclusion are vital to ensuring the highest quality of care and patient outcomes.

We are committed to creating fulfilling careers, offering continuous opportunities for growth, learning and advancement throughout their professional life. Importantly, safety remains a cornerstone of our operations, seamlessly integrated into our risk management processes, ensuring a secure environment for all.

We take pride in recognising and rewarding the contributions of our team, including a relaunched employee benefits program providing discounted goods and services. Despite the ongoing challenges posed by industry-wide workforce shortages, we are privileged to work alongside some of the brightest and most dedicated people in health.

"Our people embody the values and purpose that drive our organisation forward. We are dedicated to building the expertise and insight they require to lead with courage and drive the success of our long-term strategy."

Colleen Harris
Group Chief People Officer

Pictured: Eric Calderon, Directeur du pôle Lyon, Ramsay Santé, with Colleen Harris.

Attracting top talent

Our group-wide People strategy revolves around three pillars: developing capability, fostering a positive culture and supporting the best people in healthcare. We also aim to develop strategic partnerships that enhance our capabilities and position us for long-term success.

Headline Measures: We track our progress through key metrics that measure employee engagement and enablement, ensuring we remain aligned with our strategic objectives.

Focus Areas: Our strategy prioritises development and learning opportunities, promoting diversity and inclusion, recognising and rewarding contributions, and ensuring strong succession planning to sustain leadership and growth.

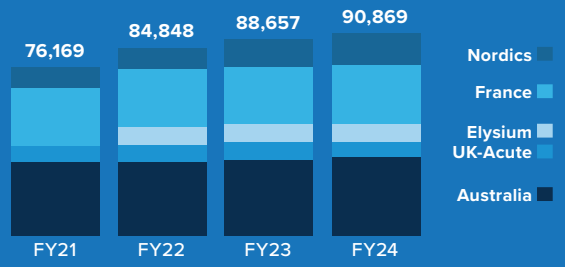
FY24 Progress

Ramsay continues to address challenges in the healthcare labour market by investing in a wide range of recruitment, development and recognition initiatives.

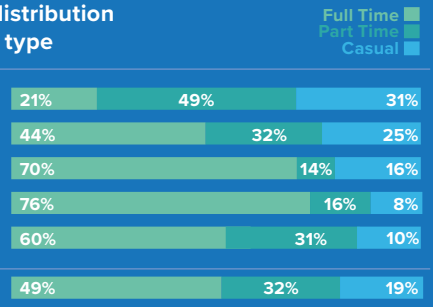
At 30 June 2024, Ramsay employed more than 90,000 people across eight countries. The acute workforce shortages experienced during COVID-19 have shown signs of stabilising, as the industry adapts to new operational norms.

We have seen good stability in staff turnover rates across all regions, notably at Elysium which has implemented successful strategies to greatly reduce the use of agency labour.

Number of employees by headcount and region



Employee distribution by contract type



Employee turnover by regions

		FY24	Change from FY23
Ramsay Australia	Australia	12.3%	-5%
Ramsay UK	UK Acute	16.5%	-9%
	Elysium	21.9%	-33%
Ramsay Santé	France	15.6%	-8%
	Nordics	17.0%	-2%

Investing in our people

Ramsay is proud to offer structured and supportive programs designed to strengthen clinical skills, knowledge and patient care from the ground up.

Nursing and clinical skills

Whether through well-supported student placements, graduate/novice programs or professional pathways for upskilling our people in theatre, ward, maternity and mental health specialties, we encourage employees to expand their expertise in new clinical areas.

In FY24, Ramsay UK had 148 apprentices in various roles, such as nursing, physiotherapy and corporate positions, as well as in our decontamination hubs. Elysium supported 305 apprentices, of which 76 newly registered nurses were guided through its Preceptor Academy and 73 healthcare workers were supported to advance towards nursing or assistant practitioner qualifications.

Ramsay Australia also plays a key role in shaping the next generation of healthcare professionals by providing over 1 million placement hours for nursing, allied health and other undergraduates.

Ramsay Leadership Academy

At a leadership level, the Global Ramsay Leadership Academy empowers our leaders to drive the business forward in the rapidly changing healthcare landscape. It promotes innovation and strengthens our ability to adapt, grow and deliver high-quality healthcare. It also serves as a stepping stone for those aspiring to senior management roles, including future facility CEOs.

In FY24, Ramsay's Global Leadership Academy saw a 39% increase in participation, with 237 leaders completing the year-long "Executive Leadership – The Ramsay Way" program since it launched.

Additionally, our Regional Academies provide essential development opportunities tailored to leaders in each business, focusing on a broad range of leadership and management skills.

The Learning Ecosystem

Doctor and consultant teaching and training

We offer a variety of learning opportunities for medical practitioners, from continuing professional development to private practice management.

Our programs support medical students at the beginning of their journey, as well as interns and junior doctors in their first to third years, all the way through to specialists honing their expertise.

Additionally, we support health research and clinical trials to not only improve patient care outcomes (see page 51) but also to progress the learning and development of those who care for them.

Corporate and compliance learning

At Ramsay, we offer a wealth of self-directed, self-paced learning opportunities through our Ramsay eLearning system, covering everything from clinical and management training to essential soft skills. These programs include areas such as privacy, modern slavery, anti-bribery and corruption, diversity and inclusion and safety training.

For example, Ramsay Santé delivered over 372,000 hours of training in France (excluding apprenticeship and professional training contracts). Ramsay Australia also provided more than 157,000 hours of compliance training in FY24 and offers access to LinkedIn Learning, giving staff the flexibility to guide their own learning journey.

The best people in healthcare

At Ramsay, we understand that the success and wellbeing of our teams are deeply connected to professional growth and job satisfaction.

To cultivate a culture of continuous improvement, we have expanded our range of training, development and advancement programs to ensure all our people have access to development opportunities.

From flexible online courses to hands-on, tailored training and a full scope of leadership initiatives, these offerings empower Ramsay employees to embrace lifelong learning, face challenges with confidence, innovate and explore ways to reach their full potential.

Ramsay Leadership Academies

Our regional leadership academies have gone from strength-to-strength, with hundreds of our people participating in a wide range of programs in FY24.

Ramsay Australia launched its academy in January 2024 with 281 people signing up for courses founded on the principles of CARE (Coach, Achieve, Relate, Evolve) and designed to support leaders at all stages.

More than 200 people enrolled in the Ramsay UK Academy leadership programs through the year - a 42% increase on last year.

The academy also launched a coaching program to equip colleagues with the skills and confidence to coach and mentor others and offering a pathway to a Level 5 apprenticeship.

Ramsay UK CEO Nick Costa addresses the senior leadership conference.

In May 2024, Ramsay Santé celebrated the twelfth cohort of 68 rising leaders to complete the ESCP Business School executive education program, joining over 1,000 proximity managers who have graduated since 2012.

The program reinforces the role of our managers in promoting The Ramsay Way values and Ramsay Santé's objectives as a Mission Company.

Through FY24, we congratulated 10 graduates on completing our two year Global Corporate Graduate Programme which is a cornerstone of our commitment to fostering new talent and preparing the next generation of healthcare managers.

Growing the health workforce

Tackling workforce gaps

Ramsay has continued its commitment to addressing healthcare workforce shortages and enhancing professional development by expanding our partnerships and education programs.

In June 2024, Ramsay launched a groundbreaking partnership with Health Careers International (HCI) and Arizona State University (ASU) to provide new learning and work opportunities for nursing and health services students.

The 'education to employment' initiative combines Ramsay's facilities, ASU's academic programs and HCI's online and training centres to help more people achieve nursing qualifications and sub-specialty certifications.

In October 2023, Ramsay Santé signed a major partnership with Croix-Rouge Compétence (Red Cross Skills) to enhance work-study opportunities for our people and nursing students

Pictured: Ramsay Santé talent and engagement director Latifa Zemmouri and Red Cross director Marie-Luce Rouxel.

Ramsay Santé has also partnered with Don Bosco Lyon to open a new Nursing Training Institute (IFSI) offering a personalised 36-month apprenticeship program. This initiative aims to develop nursing talent, providing students with hands-on experience at Ramsay's Lyon hospitals.

Ramsay Australia has established a partnership with Medtronic to upskill nurses in cardiac catheterisation procedures. This program, through Ramsay's Nursing and Midwifery Academy, aims to strengthen the cardiac care workforce at Ramsay's 32 cath labs across 18 hospitals.

RAMSAY ACADEMY

The Ramsay UK Academy launched a Scrub Practitioner Programme in early 2024 to address the challenge of filling this key role by enabling experienced clinical colleagues to achieve scrub competencies. The four-stage program includes a competency assessment, supervised training, and final sign-off by an assessor, aligning with the Ramsay Academy's goal of developing a future-ready workforce and fostering essential skills for organisational growth.

Psychology boost

The first workshop of the Psychology Academy at Elysium's Luton training hub (pictured above) in February 2024 marked the beginning of an exciting journey for our future psychology professionals. The inaugural session brought together aspiring psychologists, offering hands-on training and support as they prepare to make a meaningful impact in mental health care.

Elevating theatre skills

Recognising the challenges many regional hospitals face with recruitment and education, Hillcrest Rockhampton Private Hospital in Queensland launched a groundbreaking Operating Theatre Education Plan in March 2024.

The first session focused on orthopaedic trauma, with Dr Glenn Gomez sharing his expertise.

The specialist-driven program is designed to support the continuous learning and professional development of operating theatre professionals, with a focus on improving patient outcomes and raising the overall standard of care in surgery.

Milestone scholarship support

Ramsay Australia's National Scholarship Program reached a significant milestone in FY24, providing over $1 million in financial support since its launch in 2016.

The program has supported 395 individuals or teams; 30 recipients were selected in the second round of grants in 2024. The program offers five categories covering a range of professional development, study and research opportunities.

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 2023 employee surveys, which saw improved engagement in the UK, France, Denmark, Sweden but slightly lower outcomes in Australia and Norway.

Ramsay Santé's survey revealed overall improvements in working conditions. Key strengths include role clarity (understanding expectations), autonomy and teamwork. Support from managers was positively noted, with 70% satisfied with training and development.

Ramsay Australia has leveraged the survey findings to develop a new national strategy (see next page) and regular pulse surveys are used to update local action plans.

Recognised for workforce excellence

Ranked among the world's top healthcare companies for women

Through a global survey of more than 70,000 women, Ramsay has been recognised by Forbes business magazine as one of the top six healthcare companies globally for women employees. This distinction reflects Ramsay's ongoing commitment to fostering a diverse and inclusive workplace where women can thrive, offering programs that support career development, leadership opportunities and work-life balance.

Award-winning culture at Ramsay Santé

In June 2024, Ramsay Santé received the prestigious "Transformation of Management Culture" award from the Observatoire de la Qualité de Vie au Travail (Workplace Quality of Life Observatory). This award (pictured left) highlights our efforts to create a progressive and supportive management culture, promoting employee wellbeing, innovation and collaboration across our European operations.

#1 graduate employer in Australian healthcare

For two consecutive years, Ramsay has been named the top graduate employer in Australian healthcare by Prosple, an accolade that underscores Ramsay's strong focus on nurturing new talent. Through comprehensive training programs, mentoring and career progression opportunities, Ramsay continues to be a leading choice for graduates who receive comprehensive training, coaching and support to help them build a career with Ramsay and opportunities to specialise in their chosen area of nursing.

Celebrating our people

The winners of the inaugural Ramsay Way Awards were announced in late 2023 to highlight the outstanding efforts of our employees in Australia.

Chosen from more than 400 highly competitive nominations, the awards celebrated those going above and beyond to make a positive difference in their workplaces and communities.

Capio also recognised the outstanding efforts of its teams in delivering high-quality patient care and driving innovation in 2023.

Peter Mangell, a senior surgeon at Capio St. Göran's Hospital, was honoured with the Quality Award for his pioneering work in robotic surgery for colorectal cancer.

The team at Capio Movement, a smaller hospital specialising in orthopedics, radiology and rheumatology, received Capio's Patient Prize.

The Innovation Award went to Capio Lundby Specialistsjukhus for their new method of diabetic eye screening, which significantly reduced patient wait times.

Empowering people, elevating workplaces

Prioritising employee experience

Ramsay Australia is taking concerted steps to enhance the workplace experience for our people, with a series of national and local strategies designed to address key priorities identified in the 2023 global employee survey.

In 2024 and beyond, Ramsay is focusing on three core areas: Leadership, People and Process & Technology.

Nationally, the plan includes:

- **Leadership** - By the end of 2025, a significant portion of people leaders will have completed a Leadership Academy program, establishing clear and consistent behavioral standards throughout the organisation
- **People** - Expanding professional development initiatives such as MyCareer Month and LinkedIn Learning, improving onboarding processes for new starters and increasing access to Ramsay Rewards, which has been adopted by 50% of our people since launching at the end of 2023.
- **Process & Technology** - continuing to invest in digital and data-driven solutions to streamline processes, making work more efficient and enhancing employee experience.

While these national initiatives are in place, we recognise that feedback varies across our different facilities and local action plans have been developed to address specific needs. With these new strategies, Ramsay aims to ensure that all employees are supported, engaged and empowered to thrive in their careers.

Ramsay Pharmacy CEO Michelle Lynch (right) and pharmacy interns celebrated our inaugural White Coat ceremonies in February 2024.

Cobalt goes gold

In March 2024, Ramsay UK's Cobalt Hospital received the prestigious Gold Award at the Better Health at Work Awards (BHAWA), a significant milestone in its workplace health and wellbeing journey. BHAWA is the largest workplace health program in England and recognises employers who actively promote a healthy workplace.

Starting in 2020, Cobalt progressed through the Bronze and Silver levels, implementing campaigns on wellbeing, exercise, nutrition and more.

Achieving Gold required a focus on both internal health initiatives and promoting wellbeing within the wider community. Cobalt launched five major campaigns, introduced a staff wellbeing strategy and conducted a follow-up health needs assessment.

"Our hospital Health Advocates are vital to the program, they are passionate about health and wellbeing for the benefit of all. A huge well done to them all for their hard work, drive and commitment," Head of Clinical Services Julie Davidge said.

Capio's excellence recognised

Five Capio health centres were honoured in the prestigious 2023 Vårdpersonalens Val awards, recognising the best workplaces as chosen by healthcare employees.

The awards highlight supportive leadership, manageable workloads and a positive team environment. From over 370 reviews, the Capio centres scored an impressive 4.8 out of 5 rating.

Capio's top-rated centres - Södermalm, Borrby, Kvillebäcken, Klippan and Gullmarsplan - were all praised for their excellent management and positive culture.

"Our teams consistently create exceptional workplaces and this recognition reflects their dedication and hard work," Capio Nursing HR specialist Sun Wahlberg said.

In May 2024, Capio Vårdcentral Bunkeflo-Hyllie was recognised for its strong results in patient satisfaction and quality care with a top-ten ranking among 180 care centres in southern Sweden.

Capio Vårdcentral Malmö Västra Hamnen (pictured below) received an honourable mention for significant improvement.

Championing diversity

Finding strength through difference

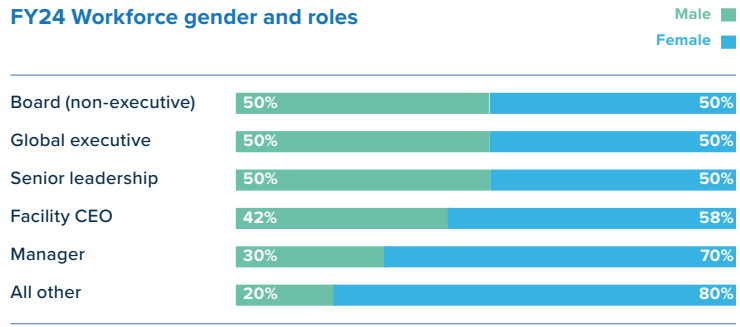
Through our 90,000+ strong workforce, Ramsay proudly employs a diversity of people spanning a variety of cultures, backgrounds and demographics.

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

Under the leadership of Managing Director & Group CEO Craig McNally, Ramsay has joined the globally recognised Champions of Change Coalition, pledging to significantly increase the representation of women in leadership roles.

In FY24, we proudly met our gender diversity targets across leadership and management levels, demonstrating our dedication to sustainable and meaningful progress in this area. We consistently uphold our commitment to 40:40 Vision, an initiative calling for gender diversity on ASX200 executive teams.

FY24 Workforce gender and roles



FY24 Group workforce by age group

Empowering inclusion

Ramsay UK has launched a People and Culture Forum, led by CEO Nick Costa, to foster safe, inclusive and diverse workplaces. The forum focuses on Diversity, Equity, Inclusion, employee engagement and wellbeing. Over 200 employees have joined five active People Resourcing Groups (see below) and attended Pride events, appointed a Menopause Champion, supported veterans and reviewed policies for inclusivity.

Similarly, Elysium Healthcare emphasises embedding DEI throughout the organisation. Over the past year, its five Employee Resource Groups (ERG) have influenced policies and training, recommending a menopause policy and providing disability training. They have also launched a neurodiversity ERG and introduced new DEI e-learning modules and workshops. Elysium has joined groups such as Inclusive Employers and Race Equality Matters and is a recognised Disability Confident Employer.

People Resourcing Groups

Welcoming people with disability

Ramsay Santé has continued its commitment to diversity, with a focus on non-discriminatory recruitment practices.

In 2023, Ramsay Santé signed its sixth agreement on disability employment. Partnerships with groups such as the IFSI and UGECAM Group help train and employ workers with disabilities in healthcare roles.

During European Disability Employment Week in November 2023, the Lille Métropole facilities highlighted measures taken to promote a supportive work environment including providing ergonomic equipment and offering personalised support from dedicated disability representatives.

In March, 2024, Ramsay Australia hospitals hosted three students as part of their Certificate II in Work Education, a course for students with special needs to build employability skills. The students advanced their hospitality training in Ramsay's kitchens and catering departments.

Brigette (right) spent time on work placement at Donvale Rehabilitation Hospital in Victoria.

Celebrating inclusion

Pillars of belonging

Ramsay Australia's Diversity, Equity, Inclusion and Belonging (DEIB) strategy guides our efforts to promote an inclusive environment where we embrace the unique contributions of all our people. It focuses on six pillars:

- **First Nations** - We respect and build awareness to maximise the contribution and success of First Nations people and the communities we serve.
- **Disability** - We value people with disabilities and aim to create accessible, empowering environments.
- **Carers** - We support employees with caregiving responsibilities, ensuring their success and helping them to balance work and care.
- **Pride** - We celebrates our LGBTQIA+ community and allies, promoting an inclusive and diverse workplace.
- **Ethnicity** - We celebrate ethnically diverse people and communities, fostering a culture of inclusion.
- **Wellbeing** - We actively promote the welfare of our employees, seeking to create a healthy and supportive workplace.

Paul Karanja, Clinical Nurse Specialist Team Leader at Westmead Private Hospital's Day of Surgery Admission unit, wears specially designed scrubs to raise awareness of NAIDOC Week, an annual event in Australia that celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

Reaching for the pinnacle

In 2023, Ramsay Australia signed a three-year partnership with The Pinnacle Foundation, becoming a Gold Partner to support LGBTQIA+ education.

Through the partnership, Ramsay will award an annual scholarship to young LGBTQIA+ Australians pursuing medical or healthcare-related tertiary qualifications.

Chair of Ramsay's Diversity Equity Inclusion and Belonging Committee, Chanelle McEnallay (pictured below right), said she hoped the scholarships would help some young Australians to realise their full potential.

"We are committed to seeking opportunities to support medical and healthcare professionals to overcome challenges arising from their identity and look forward to welcoming our scholarship recipients to the Ramsay family," she said.

Our people in Sydney enjoying a fundraising picnic for the Pinnacle Foundation.

Active together

The Elysium and Ramsay UK teams successfully completed the 2024 Active Together Challenge, surpassing their target with a total of 27,220 miles.

The initiative, to raise funds for Cancer Research, Mind and the Great Western Air Ambulance Charity, encouraged employees to walk, run or cycle while promoting inclusion and teamwork across the organisation.

By involving our people at all sites, in all roles, the Challenge not only promoted healthier lifestyles but also strengthened connections between colleagues through a shared goal.

Teams from Ramsay UK and Elysium joined forces to complete the 2024 Active Together Challenge.

A legacy of caring

60 years strong

We are celebrating Ramsay's 60th anniversary in 2024, reflecting on a proud legacy built around the purpose of "people caring for people."

This purpose has been at the core of everything we do since 1964, guiding our growth from a single 16-bed psychiatric hospital to one of the largest private healthcare providers globally, with more than 530 facilities across eight countries.

We are grateful to have a significant number of long-serving employees who embody and uphold our values. Their commitment and skill are reflected in the many years they have spent with the company, contributing to our success and fostering a strong, supportive culture.

Transforming together

As we honour our past, we are also transforming for the future, embracing innovation, technology and sustainability to ensure Ramsay continues delivering high quality care for more people in more places.

Our commitment to our people, patients and partners remains unwavering as we evolve to meet the healthcare needs of tomorrow.

Ramsay Health Care | 60 YEARS people caring for people

Six decades of dedication

Inspired by her own hospital stay as a teenager, Annie McFarlane began her nursing career at Sydney Hospital in 1964.

Over the years Annie has worked in various roles, including scout, scrub and anaesthetics nursing. She is currently a perioperative nurse at Nowra Private Hospital in New South Wales.

Annie says a career highlight has been the friendships formed along the way, with many close colleagues still part of her life today.

"Nursing has changed a lot over the years which has been both exciting and sometimes daunting," Annie said. "But it keeps my brain and my body moving and makes me feel alive.

"My mantra is to come to work happy, do the best job I can and make someone laugh."

Then and now: Annie is one of almost 20,000 valued nurses at Ramsay facilities and services around Australia.

Safety at work

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 a safe working environment for 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, absenteeism rates were generally steady and showing signs of stabilising as the industry adapts to new operational norms following the disruption of the COVID-19 pandemic. Other workplace safety measures, such as LTIFR in Australia and Ramsay UK, increased but were lower than internal benchmarks (see page 38 for details).

Absenteeism by region

		FY24	Change from FY23
Ramsay Australia	Australia	5.6%	-5%
Ramsay UK	UK Acute	4.6%	-11%
	Elysium	3.9%	-3%
Ramsay Santé	France	12.1%	-5%
	Nordics (excluding Norway)	6.6%	-3%

Safety first

As part of its mission-driven approach, Ramsay Santé has made workplace safety and health a key pillar of its People policy and has committed to a Quality of Life and Health at Work (QVCT) Policy to improve working conditions for all our people.

The agreement focuses on four main areas:

- Preserving the health and safety of our people
- Building a management culture centered on prevention, health and safety
- Empowering our people to take an active role in their own health and safety at work
- Sharing and promoting best practices for preventing occupational risks.

Ramsay Santé has recruited four regional health and safety coordinators to lead these efforts, with plans to expand across all divisions.

Key initiatives include:

- Deploying Acciline, a tool for managing occupational risks and reporting illnesses, enabling the business to take targeted action

- Establishing a working group to reduce risks related to manufacturing chemotherapy bags

- Training health and safety facilitators to improve workplace ergonomics.

Ramsay Santé's proactive approach aims to implement effective prevention plans, ensuring a safer and healthier workplace for all our people.

Mental Health First Aid

Taking care of our employees enables them to better care for our patients and colleagues. As part of this commitment, we have set a 2026 goal to train 1,000 employees (3% of our workforce) in Mental Health First Aid (MHFA), equipping them with the skills to support mental wellbeing in our workplaces and communities.

In Australia and the UK, we have 682 people trained in MHFA (~2% of the workforce).

MHFA trainer Cas Mastrone, a psychologist and Team Leader at The Southport Private Hospital, is passionate about reducing the stigma surrounding mental health.

"I love seeing participants gain the confidence to ask someone how they're really feeling and break the stigma that mental health is scary or 'not my business'," Cas said. Her training sessions have received glowing feedback, with participants saying the program had positively transformed their views on mental health.

FY24 People data and scorecard

Workforce

FY24 Employees (headcount)[1]		Total	GENDER		EMPLOYMENT TYPE			AGE GROUP		
			Male	Female	Full time	Part time	Temporary	<30 years	30-50 years	>50 years
Ramsay Australia[2]	Australia	35,444	7,027	28,401	7,364	17,226	10,854	6,828	17,868	10,748
Ramsay UK	UK-Acute	7,661	1,518	6,117	3,334	2,448	1,879	1,065	3,425	3,171
	Elysium	9,386	3,362	6,024	6,569	1,344	1,473	1,748	5,477	2,161
Ramsay Santé	France	25,389	4,655	20,734	19,378	3,947	2,064	5,517	12,603	7,269
	Nordics	12,989	2,595	10,394	7,746	3,989	1,254	1,339	7,160	4,490
Group		**90,869**	**19,157**	**71,670**	**44,391**	**28,954**	**17,524**	**16,497**	**46,533**	**27,839**

FY24 New employees[3]		Total	GENDER		AGE GROUP		
			Male	Female	<30 years	30-50 years	>50 years
Ramsay Australia	Australia	7,552	1,838	5,708	2,702	3,724	1,126
Ramsay UK	UK-Acute	1,759	383	1,371	453	865	441
	Elysium	2,756	1,045	1,711	696	1,658	402
Ramsay Santé	France	3,933	757	3,176	1,854	1,697	382
	Nordics	1,979	365	1,614	388	1,199	392
Group		**17,979**	**4,388**	**13,580**	**6,093**	**9,143**	**2,743**

Collective bargaining agreements (%)		FY22	FY23	FY24
Ramsay Australia	Australia	89	91	91
Ramsay UK	UK-Acute	N/A	N/A	N/A
	Elysium	1	0.4	0
Ramsay Santé	France	100	100	100
	Nordics	93	96	89

Employee turnover[4] (%)		FY22	FY23	FY24
Ramsay Australia	Australia	14.0	13.0	12.3
Ramsay UK	UK-Acute	22.7	18.2	16.5
	Elysium	34.6[5]	32.6	21.9
Ramsay Santé	France	17.8	16.9	15.6
	Nordics[6]	N/A	17.3	17.0

1 Full time and part time employees are permanent. Temporary employees are casual, bank, fixed term or non-guraranteed hours. Excludes agency labour. Totals may differ where individuals have not identified as male/female.
2 Australian figures based on direct mapping of FY24 data rather than using the prior year WGEA report, as done in previous reports.
3 The number of new employees represents gross additions and does not account for employee departures; therefore, it does not reflect the net change in total workforce size.
4 Percentage turnover is calculated to include all permanent employees who left during FY24 divided by the average of permanent head count from the start to end of the period.
5 Elysium data covers full year FY22.
6 Nordics calculated based on number of employees at end of June, rather than average. FY23 figures revised based on including only permanent employees.

NOTE

FY22 and FY23 figures have been revised to exclude Ramsay Sime Darby Healthcare data. Nordic data includes Sweden, Norway and Denmark. Group totals include people who identify as neither male/female. The figures in the People Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare are subject to limited assurance, see page 61 for details.

FY24 People data and scorecard

Diversity

FY24 Employees (headcount)[1]

		Regional executive[2]		Facility CEO		Manager[3]		All other	
		Male	Female	Male	Female	Male	Female	Male	Female
Ramsay Australia	Australia[4]	4	4	22	22	484	1,361	6,517	27,012
Ramsay UK	UK-Acute	4	4	11	21	207	553	1,295	5,539
	Elysium	4	4	29	52	166	302	3,163	5,665
Ramsay Santé	France	6	4	53	63	825	1,744	3,770	18,923
	Nordics	3	1	5	6	42	46	2,545	10,340
Group		**21**	**17**	**120**	**164**	**1,724**	**4,006**	**17,290**	**67,479**
		53%	47%	42%	58%	30%	70%	20%	80%

FY24 Employees (headcount)

	Group			
	Male	Female		
Board (non-executive)	**4**	**4**	50%	50%
Global executive[4]	**5**	**5**	50%	50%
Senior leadership[5]	**29**	**29**	50%	50%

Workforce safety[6]

Workplace fatalities

		FY22	FY23	FY24
Ramsay Australia	Australia	0	0	0
Ramsay UK	UK-Acute	0	0	0
	Elysium	0	0	0
Ramsay Santé	France	0	0	0
	Nordics	0	0	0

Absenteeism rate (%)

		FY22	FY23	FY24
Ramsay Australia	Australia	6.4	5.9	5.6
Ramsay UK[7]	UK-Acute	7.3	5.2	4.6
	Elysium	5.7	4.0	3.9
Ramsay Santé	France	13.9	12.8	12.1
	Nordics	6.4	6.8	6.6[8]

Workplace injuries that result in lost time - LTI

		FY22	FY23	FY24
Ramsay Australia	Australia	69	75	81
Ramsay UK	UK-Acute	17	14	28
	Elysium	N/A	N/A	N/A
Ramsay Santé	France	856	N/A[9]	901
	Nordics	N/A	N/A	N/A

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

		FY22	FY23	FY24
Ramsay Australia	Australia	1.95	2.09	2.34
Ramsay UK	UK-Acute[9]	2.05	1.61	3.11
	Elysium	N/A	N/A	N/A
Ramsay Santé	France	23.28	N/A[10]	23.29
	Nordics	N/A	N/A	N/A

1 Totals may differ where individuals have not identified as male/female.
2 Regional executive excluding regional CEO (counted as part of Group Executive).
3 Mapping of Australian manager positions is based on current year rather than prior WGEA reporting as used in previous reports.
4 Global executive includes the MD & CEO, Group Chief People Officer, Group Chief Financial Officer, Group Chief Medical Officer, Group Chief Transformation & Digital Officer, Group General Counsel & Company Secretary and the regional CEOs.
5 Senior leadership is the direct reports of the Group executive and regional CEOs.
6 Safety figures generally include casual and outsourced staff.
7 FY22 and FY23 data revised to include total hours worked.
8 Excludes Denmark.
9 LTIFR figures have been revised to include total hours worked (including casual and agency hours worked).
10 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.

NOTE

FY22 and FY23 figures have been revised to exclude Ramsay Sime Darby Healthcare data. 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 and Elysium Healthcare are subject to limited assurance, see page 61 for details.

caring for our planet

This section of the Report highlights how we are supporting the achievement of three UN SDGs through our focus on responsible consumption and climate action.

This section relates to the material issues of People & Culture, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Good Governance, Climate Action & Environment and Caring for Communities.

Reducing our emissions

Progress to net zero

We are pleased to report steady progress against our 2022 commitment to achieve net zero greenhouse gas emissions across Ramsay's value chain by 2040.

The Group remains on track to meet our near-term goal of reducing Scope 1 and 2 emissions by 42% by 2030, using 2020 as the baseline. As of 30 June 2024, the Group achieved a 23% reduction in greenhouse gas emissions compared to 2020 (market-based approach), despite increased activity and acquisitions. This progress is primarily attributed to efforts focused on minimising emissions from anaesthetic gas (an 11% reduction from FY23), implementing energy efficiency projects and expanding our use of renewable electricity. Notably, renewable electricity now accounts for 98% of energy use in Norway and is significantly increasing in the UK.

Overall, energy consumption reduced by 2% but there were mixed results across the Group. France recorded an 8% reduction and Ramsay UK-Acute was steady, while Australia saw a 4% increase largely due to hot and humid weather conditions. Elysium and the Nordics also recorded increases of ~7-8% due to data improvements and business growth.

Our net zero roadmaps are integral to Ramsay's 2030 Corporate Plan. This year, we advanced the development of regional transition plans. Ramsay Australia led the way, finalising its plan in FY24. This transition plan outlines the steps we will take to reach our net zero targets and has regard to the UK's Transition Plan Taskforce (TPT) Disclosure Framework. The process included assessing the underlying assumptions of emission reduction initiatives and evaluating the effectiveness of actions taken so far. Ramsay UK has also made substantial progress, with its Transition Plan set for completion in FY25. For more on our key net zero strategies, see page 42.

FY24 progress

- Achieved FY24 target to reduce Scope 1 and 2 greenhouse gas emission by 16.8% from 2020 baseline. On track for 42% reduction by FY30.
- Achieved 87% of FY26 target to install 6.3MW renewable energy projects. Extended target to 10MW installed by FY29.
- Targets submitted to SBTi for validation.
- Generated >8 million kWh of electricity via rooftop solar systems (>4.7 million kWh in FY24).
- Updated global climate risk and opportunities assessment.

2027 target
Engage with 80% of suppliers by spend to encourage reduction of emissions in line with science-based targets.

2030 target
Reduce greenhouse gas emissions by 42% across our global operations. Scope 1 + 2, baseline 2020.

2040 target
Become a net zero business across our value chain. Scope 1 + 2 + 3.

Emissions across the value chain

Scope 3 emissions were initially estimated based on spending data to support the development of our net zero emissions goals. Since then, we have been refining our data and updating estimated emissions for FY24.

We remain focused on improving our data methodologies and engaging key suppliers to explore opportunities for emissions reductions and better data accuracy. To facilitate this, our Global Responsible Sourcing Policy outlines expectations for suppliers regarding environmental and resource sustainability. We encourage suppliers to:

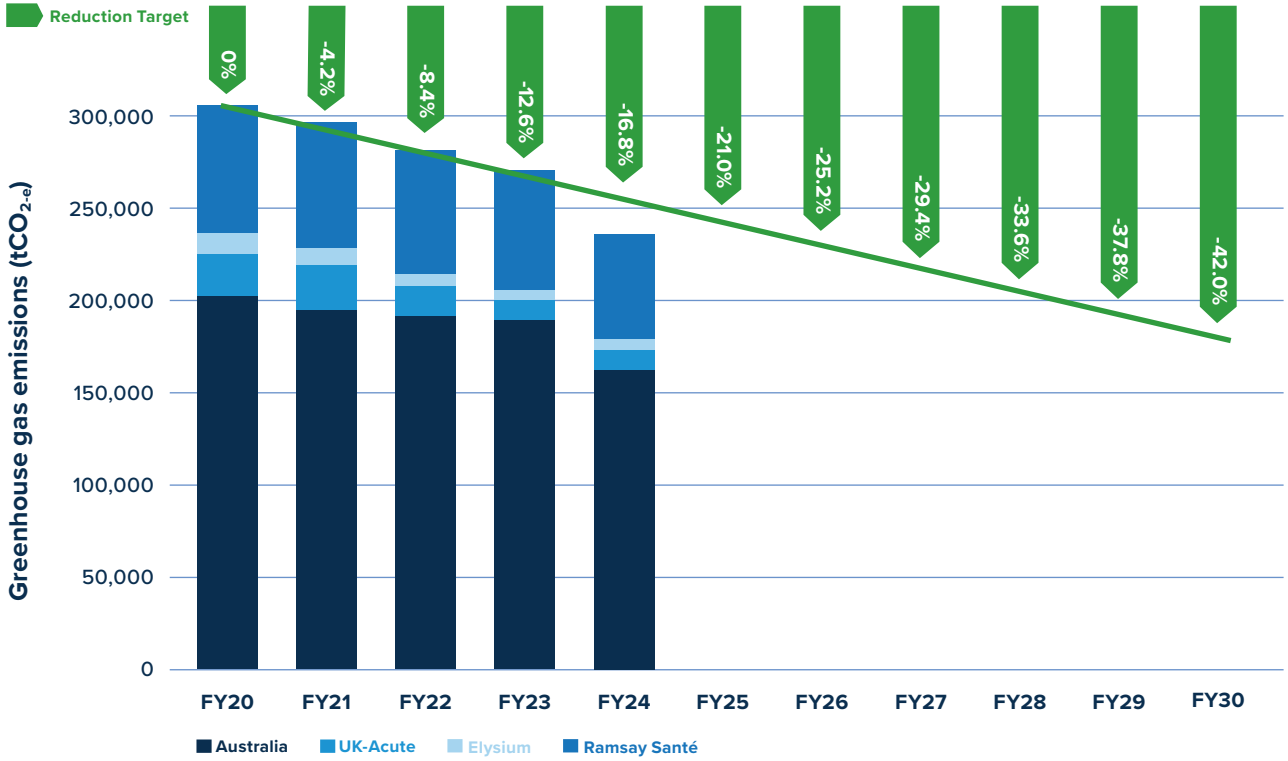
- Measure their greenhouse gas emissions and establish a baseline,
- Adopt science-based emissions targets using the Science Based Targets initiative (SBTi) guidance and tools, and submit these targets to the SBTi for validation.

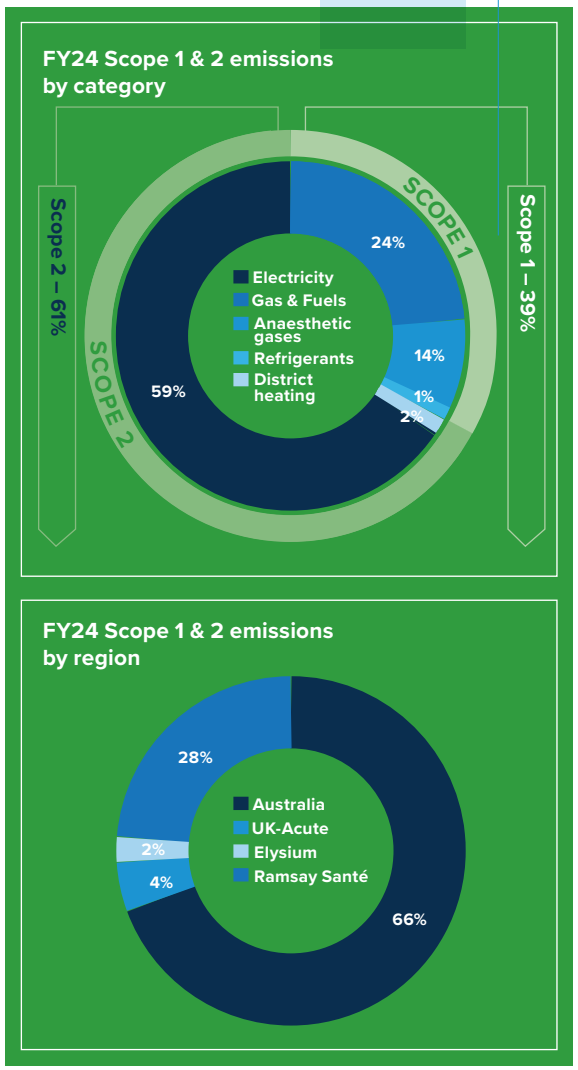
On track

We are mapping the climate actions of our key suppliers as part of our 2027 goal to engage with 80% of suppliers (by spend). This engagement aims to assess whether they are taking meaningful climate action and if their goals are aligned with science-based methodologies (see page 54).

Road to net zero

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





Baseline Adjustments

- Baseline based on Scope 2 (electricity) market-based approach. This accounts for any contractual purchase of renewable energy certificates (e.g. UK and Nordics) and in Australia the mandatory Renewable Power Percentage (RPP). A Residual Mix Factor (RMF) is then applied to the remaining electricity used (e.g. AIB residual mix in UK and Europe, National Greenhouse Accounts residual mix for Australia). In FY23, applying the RMF (2022) to France resulted in significantly higher emissions due to the significant change in energy mix in 2022.
- 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 group-wide calculation) and figures updated to include nitrous oxide used in Ramsay Santé
- Refrigerant leakage emissions data has been estimated in 2020 for Ramsay Australia, Elysium and the Nordics. Actuals used in FY24 (estimated for Nordics).

Net zero strategies

KEY STRATEGIES		PROGRESS
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 and upgrading insulation). • Installed over 41,000 LED lights in Australia saving an estimate 33,480 GJ of energy. • Numerous energy audits completed across the UK, France and in Australia. • Switching away from desflurane and reducing nitrous oxide use delivered a 26% reduction in anaesthetic gas emissions since FY22 (13% since FY23). • 83.5 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.	• 5,500 kW solar installed since 2021 in Australia and UK across more than 30 sites. • Generated more than 4.7-million kWh of renewable electricity in Australia (FY24). • Ramsay Santé switching gas to urban heating. • Ramsay Santé (Sweden) committing to be fossil fuel free and achieved 98% coverage in Norway. • 100% renewable electricity procured by Ramsay UK and Elysium.
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 annually. • 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. • 27% of our Group suppliers (based on spend) have SBTi commitments.
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 Emerald Place Clinic, Glendon Wood Hospital and Northern Private Hospital. • Transforming the business by embedding net zero in the 2030 Corporate Plan and developing regional Transition Plans. • Greenhouse gas emission reduction targets have been included in Executive short-term incentive scorecards since FY22.

Progress by design

Efficiency and impact

Ramsay has embraced sustainable design and environmentally-friendly upgrades across many facilities to reduce our carbon footprint and improve energy efficiency.

Key achievements include the construction of Emerald Place, Elysium's first all-electric hospital in the UK, which was designed in collaboration with young people prioritising sustainability. The clinic features solar panels, electric vehicle charging stations and water storage tanks.

Dozens of hospitals now have energy efficient lighting and rooftop solar panel systems. Ramsay Australia sites have generated more than 8 million kilowatt hours (kWh) of electricity since 2021 (4.7 million kWh in FY24).

These efforts were recognised in December with Ramsay Australia becoming the only hospital business listed on the Dow Jones Sustainability Australia Index for 2023.

"It's wonderful to see Ramsay acknowledged as a sustainability leader – a true reflection of all the incredible sustainability ideas and initiatives our teams have developed," Ramsay Australia CEO Carmel Monaghan said.

Ramsay Clinic Thirroul installed an 82 kilowatt solar system in February 2024 to power our 43-bed women's only mental health service in New South Wales.

Reducing anaesthetic emissions

Ramsay has been transforming anaesthetic practices to use more environmentally friendly gases that maintain clinical efficacy while significantly reducing the carbon footprint. Our emissions from anaesthetic gases have decreased by 26% since FY22 (see page 46).

At Ramsay Santé, Dr Jean-Claude Pauchard, an anaesthesiologist at the Clinique Aguiléra in Biarritz, has spearheaded these efforts across ~900 theatres, achieving a 17% reduction in greenhouse gas emissions and supporting Ramsay Santé's goal of a 30% reduction by 2030.

"One of the gases we have phased out has a 100-year Global Warming Potential (GWP) of 2,540, whereas our new alternative has a GWP of just 130," explained Dr Pauchard.

"Our team has been incredibly receptive to the training and resources we've provided. They see the impact of their choices and are eager to be part of the change."

The business is also exploring the standardisation and automation of anaesthetic equipment across its facilities in an effort to streamline gas usage and reduce unnecessary emissions. "Uniform equipment can help us achieve consistent and efficient use of anesthetic gases, further lowering our environmental footprint," Dr Pauchard said.

Additionally, Ramsay has been focusing on minimising nitrous oxide leaks, with several hospitals in France and the UK transitioning from pipelines to bottled nitrous oxide where necessary.

Reduction of emissions in theatres by region FY24 vs FY23

		% change anaesthetic gas emissions	% change desflurane emissions
Ramsay Australia	Australia	-8% (-18% since FY22)	-36% (-60% since FY22)
Ramsay UK	UK Acute	-18% (-26% since FY22)	-99% (-100% since FY22)
Ramsay Santé	France	-17% (-31% since FY22)	-40% (-60% since FY22)
	Nordics	+346% (due to better coverage, addition of new maternity services with significant increase in nitrous oxide use and acquisition of GHP)	N/A

Taking action

Reducing waste

Healthcare produces large amounts of waste due to a reliance on disposable items which are needed to maintain sterile conditions and protect patients.

This creates significant environmental challenges and it is important for Ramsay to adopt more sustainable solutions, where possible, to reduce waste without compromising patient safety. In the UK, France and the Nordic countries, 65% of our waste (including clinical) is sent to waste-to-energy recovery. In Australia, landfill is predominantly the disposal option (70%) which reflects the different markets. In FY24, most regions increased recycling rates with Ramsay Australia and Ramsay UK diverting more than 30% to recycling (see page 47 for details)

Water

Our water use increased across a number of regions in FY24 due to weather conditions and new facilities coming online. Ramsay Australia completed water audits of eight metropolitan sites. They identified some opportunities for improved water efficiency but overall they were not significant. We continue to review opportunities for water efficiencies across our sites and water savings and water efficient equipment are a key part of all new designs.

Ramsay Australia has extended our commitment to prevent single-use plastics from going to landfill by increasing our goal to remove 100 million items by March 2025. The business has already replaced millions of items such as plastic cups, trays and cutlery with sustainable alternatives.

Cutting water, energy and waste

Centralising the medical instrument sterilisation unit at Capio St. Göran's Hospital in Stockholm has significantly reduced energy and water consumption by optimising processes, enabling larger batch sterilisation, using more efficient equipment and minimising any idle time.

Introducing heavy instrument containers has also reduced the need for single-use plastic seals and paper filters. Since 2021, packaging usage has decreased by two-thirds.

"We have saved approximately 3,500 pieces of disposable packaging from 2022-23," the unit's deputy head of care Susanna Hintermeier said.

"By centralising the process, we have reduced the number of washer-disinfectors from 19 to just five and also minimised manual handling, which means less lifting for staff and better ergonomics."

Sterilisation technician and sustainability officer Masuda Islam shows the wrapped sterile instrument containers at Capio St. Göran's Hospital.

Sorting biowaste

The Iris Clinics of Saint-Priest, Lyon and Marcy l'Etoile have implemented a new approach to maximise the sorting of biowaste in FY24.

In partnership with Les Alchimistes, specialists in biowaste collection and composting, the Ramsay Santé clinics have collected more than 1,700 kilograms of organic waste in less than a year.

Operations Director Elise Clairet said the change was good for the environment and lowered costs.

"Our people have learnt to separate organic waste at all stages, from menu design to sorting meal trays," she said.

The clinics are exploring ways to share the compost with staff and plan to improve the sorting of other specific waste types, such as masks.

Lyon-based artist collective Toki art painted a wall fresco in the Le Médipôle Hôpital Privé employee restaurant to create a central backdrop for sharing sustainability news from the hospital's Green Team.

Healthy planet, healthy people

Sustainability teams lead the change

Victoria Gardens is a specialist rehabilitation service in Liverpool, UK for men and women with complex mental health needs.

In FY24, Victoria Gardens launched several sustainability initiatives aimed at reducing waste, promoting environmental responsibility and making the most of nature's positive effects on both physical and psychological wellbeing.

The sustainability team introduced a new recycling program across all wards, including dedicated bins to collect discarded electronic vapes. Victoria Gardens partnered with the Green Wings project, which will arrange collection and recycling of the empty containers each time 30 kilograms has been binned.

Another major initiative focused on reducing clinical waste, particularly medication wastage and single-use plastics. The hospital replaced plastic cups with recyclable paper cups and introduced vegware containers in the staff canteen. It also introduced "Meat Free Mondays", encouraging vegetarian options to reduce the carbon footprint associated with meals.

Victoria Gardens clients and employees got more involved through activities such as planting vegetables and collecting litter, which exceeded their goal of 130 bags of rubbish.

In recognition of the positive impact of nature on overall wellbeing, many of our services are integrating nature-based approaches into patient care. Victoria Gardens offers several nature walks and a range of outdoor activities to promote a more holistic healing environment.

Through these initiatives, Victoria Gardens demonstrates a commitment to sustainability that not only supports Ramsay's net zero emissions goal but also enhances the wellbeing of our people through meaningful engagement with nature and environmentally responsible practices.

Ramsay Santé has earned the THQSE® label for eco-responsibility at three maternity hospitals in FY24. Through initiatives like responsible purchasing and natural childbirth options, Marne-La-Vallée Private Hospital, Loire Private Hospital and Belharra Clinic are responding to parents' environmental concerns. This recognition highlights our commitment to sustainable, high-quality care and innovation. Pictured: The maternity team at Loire Private Hospital.

To help increase insect diversity, at least 10 different species of Danish wildflowers have been sown in the gardens of Capio Gildhøj hospital. The picture shows the plant Centranthus Ruber providing shelter for moths and butterflies in a small rock garden.

FY24 Environment data and scorecard

Energy

Energy consumed in facilities and vehicles

		Total energy (GJ)			Energy intensity (GJ/IPDA)		
		FY22	FY23	FY24	FY22	FY23	FY24
Ramsay Australia	Australia	978,514	961,040	1,000,996	0.37	0.35	0.36
Ramsay UK	UK-Acute[3]	229,172	230,577	235,994	0.99	0.97	0.94
	Elysium	65,262	145,831	157,651	0.12	0.20	0.21
Ramsay Santé	France	1,634,359	1,547,125	1,423,028	0.29	0.27	0.24
	Nordics	109,031	165,196	176,850	0.31	0.44	0.40
Group		**3,016,338**	**3,049,769**	**2,994,519**	**0.32**	**0.31**	**0.30**

FY24 Energy composition

	Renewable electricity (GJ)[1]	Non-renewable electricity (GJ)[1]	District heating (GJ)	Gas (GJ)	Vehicles (GJ)	Other fuels (GJ)	Renewable energy (%)
Australia	129,721[2]	563,235	-	289,019	5,423	13,598	13
UK-Acute[3]	108,299	-	-	122,939	4,089	667	46
Elysium	53,430	4	-	84,044	8,855	11,318	34
France	-	754,341	109,941	529,477	20,400	8,869	0
Nordics	78,372	36,817	50,130	-	11,531	-	44
Group	**369,822**	**1,354,397**	**160,071**	**1,025,479**	**50,298**	**34,452**	**12**

Greenhouse gas emissions (GHG)

		FY24 Total emissions			FY24 Emissions composition					
		Scope 1+2 market-based	Scope 1+2 location-based	Scope 1+2 market-based	Scope 1			Scope 2 market-based	Scope 2 location-based	Scope 3
		Total scope 1-2 emissions (tCO2-e)	Total scope 1-2 emissions (tCO2-e)	GHG emissions intensity (tCO2-e/IPDA)	Gas and fuel (tCO2-e)	Anaesthetic gases (tCO2-e)[4]	Refrigerants (tCO2-e)	Electricity (tCO2-e)	Electricity (tCO2-e)	Total waste (tCO2-e)[5]
		FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24	FY24
Ramsay Australia	Australia	154,793	159,659	0.056	16,155	10,398	1,512	126,728	131,594	4,661
Ramsay UK	UK-Acute[3]	9,190	15,419	0.037	6,579	2,517	94	0	6,229	60
	Elysium	5,620	8,692	0.007	5,608	N/A	11	1	3,073	38
Ramsay Santé	France	60,234	58,779	0.010	26,944	18,232	842	14,216	12,761	3,394
	Nordics	3,523	2,934	0.008	742	397	229[6]	2,155	1,566	21
Group		**233,360**	**245,483**	**0.023**	**56,028**	**31,544**	**2,688**	**143,100**	**155,223**	**8,174**

1 The source of energy is procured only, no on-site generation included.
2 Mandatory renewable power percentage (average across calendar 2023-24) as procured through retail electricity contracts.
3 Park Hill Hospital energy not included.
4 Anaesthetic gases include isoflurane, desflurane, sevoflurane, nitrous oxide and entonox (50% nitrous oxide and oxygen).
5 Waste GHG emissions calculated using the UK Department for Energy Security and net zero emission factors.
6 Estimated for Nordics.

NOTE
FY22 and FY23 figures have been revised to exclude Ramsay Sime Darby Healthcare data. Totals subject to rounding. Baseline based on Scope 2 (electricity) market-based approach. This accounts for any contractual purchase of renewable energy certificates (e.g. UK and Nordics) and in Australian the mandatory Renewable Power Percentage (RPP). A Residual Mix Factor (RMF) is then applied to the remaining electricity used (e.g. AIB residual mix in UK and Europe, National Greenhouse Accounts residual mix for Australia). Australian data does not include pharmacy franchisee environmental data. Figures for France are for the period April 2023 - March 2024. Data excludes Denmark and Italy. Elysium FY22 data covers Feb-Jun 2022. IPDA is In-Patient Days and day-only patient admissions. The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare are subject to limited assurance, see page 61 for details.

FY24 Environment data and scorecard

Waste

Waste generated in facilities

		Total waste generated (tonnes)			Waste intensity (kg/IPDA)		
		FY22	FY23	FY24	FY22	FY23	FY24
Ramsay Australia	Australia	13,814	14,186	12,549	5.2	5.2	4.5
Ramsay UK	UK-Acute	3,143	3,097	2,870	13.6	13.1	11.4
	Elysium	619	1,376	1,691	1.1	1.9	2.2
Ramsay Santé	France	30,335	27,180	26,333	5.3	4.7	4.5
	Nordics	855	N/A	971	2.4	N/A	2.2
Group		**48,766**	**45,839**	**44,414**	**5.2**	**4.7**	**4.4**

2024 Waste composition

	Clinical/medical waste (tonnes)	Waste diverted to recycling (tonnes)	Waste sent to energy recovery (tonnes)	Waste sent to landfill (tonnes)	Waste diverted to recycling (%)
Australia	1,145	3,723	-	7,681	30
UK-Acute	1,157	986	727	-	34
Elysium	303	278	1,110	-	16
France	3,605	3,777	13,266	5,685	14
Nordics	165	205	601	-	21
Group	**6,375**	**8,969**	**15,704**	**13,366**	**20**

Water

Water consumed in facilities

		Water - municipal/potable (kL)			Water intensity (L/IPDA)		
		FY22	FY23	FY24	FY22	FY23	FY24
Ramsay Australia	Australia	1,264,415	1,436,004	1,479,375	480	530	536
Ramsay UK	UK-Acute	190,632	193,723	231,000	822	813	920
	Elysium	103,128	231,519	N/A	189	318	N/A
Ramsay Santé	France[1]	1,817,749	1,765,998	1,808,620	319	305	312
	Nordics	41,660	62,512	93,385	119	165	212
Group		**3,417,584**	**3,689,756**	**3,612,380**	**361**	**375**	**360**

1 FY22 and FY23 figures have been revised due to improved water data.

NOTE

FY22 and FY23 figures have been revised to exclude Ramsay Sime Darby Healthcare data.

Figures for France are for the period April 2023 - March 2024. Data excludes Italy. Elysium FY22 data covers Feb-Jun 2022. IPDA is In-patient days and day-only patient admissions. The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK and Elysium Healthcare (excluding water) are subject to limited assurance, see page 61 for details.

caring for our community

This section of the Report highlights how we are supporting the achievement of five of the UN SDGs through our focus on good health, education, decent work, equality and partnerships.

This section relates to the material issues of People & Culture, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Caring for Communities and Responsible Sourcing.

Stronger, healthier communities

Caring for community

The third pillar of the Ramsay Cares strategy emphasises our responsibility to contribute to building healthier, more resilient communities.

This approach focuses on four key areas:

1. **Advancing health outcomes through research, teaching and training** - By investing in cutting-edge medical research and supporting clinical trials, we aim to improve patient and community health outcomes.
2. **A global approach to preventative healthcare** - We are working with partners to prioritise preventative healthcare to address the root causes of illness and improve overall wellbeing.
3. **Supporting local communities** - Our efforts include raising awareness and promoting the importance of health and wellbeing in the communities we serve.
4. **Responsible sourcing and ethical supply chains** - We are committed to reducing the risk of modern slavery and minimising the environmental impact within our supply chain by working with responsible suppliers. We aim to achieve sustainability assessments covering 80% of external supplier (by spend) by FY26.

FONDATION
Ramsay Santé

Partnering for prevention

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

For the first time, in FY24 nearly 900 employees and doctors from the Ramsay Santé Group voted to select the associations that will receive financial support from the Foundation to support their preventive health education programs over the next few years:

- **Agir pour la Santé des Femmes** - health education for women from disadvantaged backgrounds.
- **Avec Nos Proches** - raising awareness among healthcare professionals of the risks of carer burnout.
- **Banlieues Climat** - training people in working-class neighbourhoods in environmental health issues.
- **Centres Relier** - supporting young people who are victims of cyber-violence.
- **Fondation Santé des Etudiants de France** - raising alcohol awareness for young people.
- **Generation Pep** - promoting active living for children and young people.
- **Nightline France** - mental health education for young people.
- **Team Rynkeby** - cycling to Paris to raise money for children with critical illnesses.

The Foundation also announced 16 new start-ups and 4 associations to participate in its 9-month Prevent2Care program, which supports innovative approaches to preventative healthcare in France and the Nordic countries.

Advancing medical research

Better outcomes through innovation

Ramsay Santé actively supports medical research through its Research and Teaching Department (DRE), which backs hundreds of projects each year.

Under the leadership of Dr Stéphane Locret, the DRE offers comprehensive support to physician-researchers, helping with the methodological, regulatory and technical aspects of research.

In 2024, the DRE oversaw 700 to 750 active studies, with 250 directly funded by Ramsay Santé. This support has contributed to a rise in scientific publications and new research projects, attracting both seasoned practitioners and young doctors.

Collaborations with institutions such as INSERM, university hospitals, and international research centers further highlight Ramsay's commitment to advancing healthcare research.

The DRE is also increasingly involved in projects leveraging artificial intelligence, particularly in radiology.

"For years, algorithms and AI have been an integral part of many projects that are proposed to us, particularly in radiology with tools for second reading of examinations," explained Dr Locret (pictured).

"So, the DRE is supporting more and more work on machine learning; we can't ignore it."

This positive research dynamic is helping to recruit new talent and foster a sense of belonging among physician-researchers, ensuring that Ramsay Santé continues to combine care and science for the future.

Research milestone

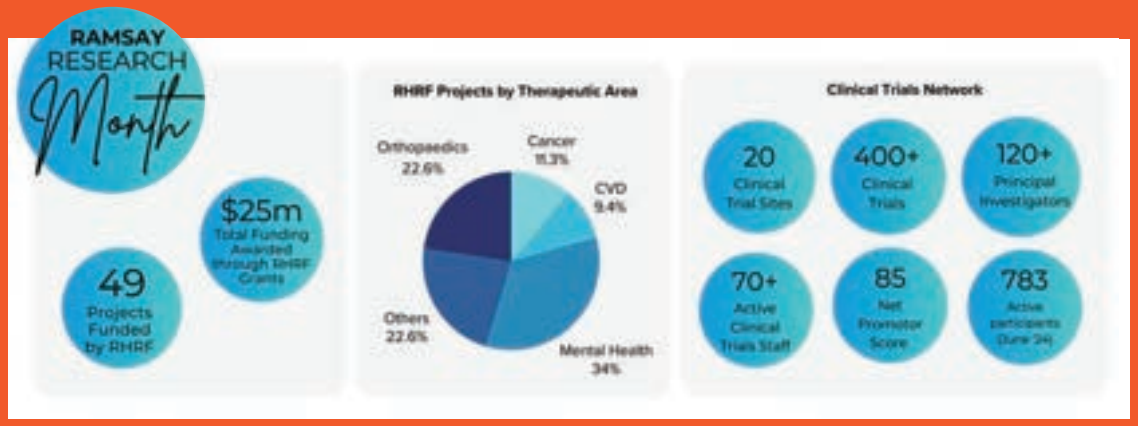
The Ramsay Hospital Research Foundation (RHRF) has reached a significant milestone, surpassing $25 million in grant funding since its launch in 2017.

Established with the support of the Paul Ramsay Foundation, RHRF CEO Nicola Ware said the funding had enabled 53 projects and resulted in 33 research publications.

"Medical research publications can be used worldwide to improve health care or to find better ways to treat and prevent disease. Some could save lives," she said.

RHRF focuses on four key areas: Cancer, Mental Health, Musculoskeletal Injury and Cardiovascular Disease, while also funding important research in other therapeutic areas. Recent projects include MAMBO, aimed at improving access to preconception care for Australian women, and Detect-PM, a study using advanced technology to detect cancer DNA in bowel cancer patients, potentially allowing for earlier intervention and better outcomes.

Led by the RHRF, Ramsay Research Month in September brings awareness to the work of our teams to improve patient outcomes, shape healthcare practices, encourage collaboration and address emerging health challenges. Ramsay's commitment to research not only benefits our patients but also strengthens our leadership in the healthcare industry.



Promoting new approaches

Improving palliative care

The research project "From thread to mantle" (Från tråd till mantel) has been run since autumn 2022 by Capio Elderly and Mobile Care in partnership with the Swedish care provider Kavat vård at five nursing homes in Stockholm.

The project aims to improve and expand palliative care by addressing a national knowledge gap. Through workshops and improvement initiatives, the project has highlighted the importance of timely palliative care, regardless of the patient's lifespan.

Nurse Astrid Lundberg said the project had increased staff understanding of when and how to implement palliative care. "The project has also highlighted how important it is that we involve relatives at an early stage so that they too understand the care process. All this allows the team around the resident to focus on the right care at the right time," she said.

Workshops and training sessions have helped staff develop new perspectives on palliative care, confirming their current practices while introducing new methods.

Clinical trials

To mark International Clinical Trials Day in May 2024, Ramsay Australia showcased the important role its medical research teams play in working to uncover new or improved treatments, therapies and tests to help save lives.

The Ramsay Clinical Trials Network supports more than 400 clinical trials across a network of 20 sites in New South Wales, Queensland, Victoria and Western Australia.

The trials involve almost 600 active participants and 124 Ramsay clinicians. Focus areas include cancer, orthopaedics, mental health, and cardiology.

"Research and clinical trials play an important role in the future of health care while also providing direct benefits and improved outcomes for participating patients," Ramsay Hospital Research Foundation CEO, Nicola Ware (pictured) said.

"As well as helping shape the future of health care testing and treatment options, they also offer patients early access to potentially life-saving treatments.

"This can be particularly beneficial for patients with rare conditions where treatment options are still limited."

Gallipoli Medical Research and the Clinical Trials Unit at Ramsay's Greenslopes Private Hospital in Brisbane have successfully administered an innovative Tumour Infiltrating Lymphocytes therapy to a melanoma patient.

The breakthrough treatment harnesses the patient's own immune cells to target cancer.

Our trial site was the first in Australia to be activated for this study thanks to the expertise and dedication of Principal Investigator, Prof. Victoria Atkinson, and team.

Stronger communities

Connecting with communities

Ramsay's success is closely tied to the wellbeing and resilience of the communities we serve.

We acknowledge Ramsay's important role in serving society-at-large and our people and facilities proudly support local and global communities in a wide range of ways, including:

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

As well as supporting local charities and community groups, Ramsay donates valuable surplus medical equipment to support emergency relief in developing nations.

Our people are actively engaged in events that raise awareness of public health challenges, conditions and disease prevention, as well as contributing their time and effort to many fundraising activities.

Our people at Berkshire Independent Hospital at Reading donated their time through Giving Back Day to raise health awareness at a local primary school.

Launch of UK Social Impact report

In November 2023, Ramsay UK launched its Social Impact Report at a Westminster event attended by cross-party MPs and partners including the University of Derby.

The report, produced with the Purpose Coalition, outlines Ramsay UK's commitment to breaking down barriers, prioritising partnerships to ensure timely patient care, developing talent through apprenticeships and training, and promoting socio-economic fairness in career progression.

Purpose Coalition Engagement Director and former Health and Skills Minister Anne Milton praised Ramsay for taking the initiative.

"Ramsay UK is leading the way in delivering best-in-class patient outcomes and is a force for good in the communities it serves" she said.

Read the report at ramsayhealth.co.uk/about/social-impact-report.

Local MP Ian Levy with Clifton Park Hospital Director Sandra Donoghue at the Social Impact report launch.

Pursuing our Mission

In FY24, Ramsay Santé furthered its commitment as a mission-driven company, a transformation initiated in December 2022.

Guided by the mission statement "Improving health through constant innovation," Ramsay Santé is focused on four social and environmental commitments:

1. promoting healthcare access,
2. advancing medical innovation,
3. engaging stakeholders, and
4. reducing environmental impact for better health outcomes.

To ensure these objectives are met, an independent Mission Committee was formed in October 2023, made up of experts in healthcare, ethics, innovation and sustainability.

The 11-member committee is charged with evaluating the impact of Ramsay Santé's actions and providing recommendations through an annual report to the Board, ensuring measurable and transparent outcomes.

Caring for a cause

Racing for good health

By sponsoring and participating in a range of high-profile events, we raise funding and awareness about important health issues.

Ramsay Australia supports TriPink, an annual series of women's triathlon events, and Sydney's popular City2Surf fun run as part of our broader commitment to promoting health and wellbeing and community engagement.

The Ramsay Roamers from Ramsay UK's National Enquiry Centre took part in the SHINE Walk in London, raising over £3,700 for cancer research.

Capio colleagues participated in the team building DHL Relay in September 2023.

Ramsay UK's Woodthorpe Hospital team completed the 25 kilometres ultra challenge for charity in Nottingham.

Inspiring change

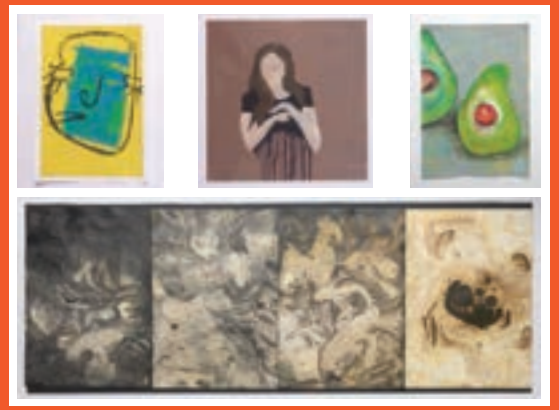
Our people are actively engaged in raising public awareness about health issues and preventative care through a range of community education and information activities.

In FY24, Capio clinicians made several TV and radio appearances. Among them were Capio Artro Clinic CEO Erik Rönnblad who talked about how to prevent skiing injuries and Capio Urology Centre CEO Martin Bergman on prostate cancer detection.

In March 2024, Capio doctor Lina Vigren was a guest on TV4's Nyhetsmorgon (News Morning) program to discuss dealing with irritable bowel syndrome.

The bariatric team at Hôpital privé de la Seine St-Denis provided information to coincide with World Obesity Day.

Throughout 'Pink October', Ramsay Santé facilities across Europe engage patients and staff in the importance of regular check-ups and healthy lifestyle choices to detect and prevent breast cancer.



In November 2023, artwork and music from patients at Elysium facilities were featured in the Koestler exhibition at the Southbank Centre in London. The awards for arts in criminal justice are open to entrants of all abilities in visual art, design, writing and music.

Responsible sourcing

Sustainable procurement

Running our hospitals, clinics, pharmacies and integrated health services depends on a large and complex supply chain that sources products and services from over 18,000 suppliers across more than 40 countries.

We recognise the importance of partnering with our suppliers and industry to address a broad spectrum of interconnected issues, such as human rights, modern slavery, decarbonisation and waste management.

Ramsay's Global Responsible Sourcing Policy outlines our minimum expectation of suppliers in the key areas of business ethics, human rights, labour standards, community engagement and environmental responsibility.

The policy 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. We monitor and track compliance in these key areas and work in partnership with EcoVadis, an independent third-party that provides supplier assessments against 21 Corporate Social Responsibility criteria.

We are also committed to respecting and supporting the human rights of the people in our global supply chain and more information on our work to address modern slavery risks is available in our updated Modern Slavery Statement.

Responsible sourcing

Ramsay UK is advancing its commitment to sustainability through new sourcing approaches.

A great example is Pinehill Hospital, which has introduced a sustainable alternative to the single-use plastic bags used for patient discharge.

Working with Procurement, Pinehill staff identified a sugarcane-based HDPE (high-density polyethylene) bag that is more durable and 100% recyclable. As well as reducing plastic waste, the bags help lower carbon emissions by capturing carbon dioxide during the growth of the sugarcane. The new bags are to be gradually introduced at all Ramsay UK hospitals.

Additionally, in collaboration with the charity Physionet, Ramsay UK has launched a program to recycle walking aids, such as crutches, which are typically single-use due to supplier restrictions. These aids are now being collected from our hospitals and sent to countries in need including Ukraine, Moldova, Kenya and Fiji.

Achieved in FY24

60%

of suppliers (by share of spend) assessed by the independent service EcoVadis. On track for 80% by FY26.

Achieved in FY24

40%

of suppliers (by share of spend) mapped through supplier engagement, with a focus on high-risk categories.

Achieved in FY24

$1.9m

spent with First Nations businesses in Australia.

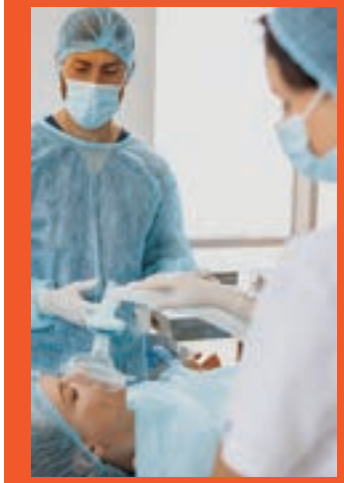
Responsible sourcing

Tracking supplier compliance

In FY24, we furthered our commitment to responsible sourcing by assessing several suppliers in high-risk categories and geographies, particularly through platforms such as FairSupply and the Dow Jones Risk Centre. These tools enable us to monitor global watchlists for issues like modern slavery. Additionally, Ramsay's Responsible Sourcing Framework recognises programs such as the Sedex Members Ethical Trade Audit (SMETA) for compliance.

Sterile surgical scissors case study

A supplier of sterile surgical scissors in Pakistan was reviewed due to a high-risk rating on EcoVadis IQ, primarily due to its location, as Pakistan is highlighted in the Walk Free Global Slavery Index 2023. Ramsay required a SMETA 6.1 4 Pillar audit, which did not find any issues related to modern slavery. Worker interviews revealed positive attitudes towards their workplace, although three minor corrective actions related to safe and hygienic conditions were noted and are being addressed by the supplier.



Medical consumables case study

A supplier in China, providing surgical gowns and other disposable products, was reviewed following an allegation of forced labor reported in Nordic media. Ramsay's investigation through the Dow Jones Third Party Risk platform did not find an red flags for sanctions, adverse media or findings on US Customs lists for this supplier. SMETA 6.1 4 Pillar audits from 2022 and 2023 showed no evidence of modern slavery and an Amfori BSCI Audit in 2024 at a second facility similarly found no issues.

Collaborating for responsible sourcing

Ramsay actively collaborates with various organisations, industry bodies, governments and special interest groups to enhance our responsible sourcing and human rights practices.

Ramsay's involvement includes:

- **Global Compact Network Australia** - As a member of the Modern Slavery Community of Practice, Ramsay engages in education and dialogue on managing and communicating risks associated with modern slavery.
- **UN Global Compact** - Building on previous participation in the Business and Human Rights Accelerator, Ramsay attended a UN Global Compact event focused on human rights due diligence, helping us to refine our approach to identifying and reporting human rights risks.
- **EcoVadis APAC Roundtable** - Ramsay takes part in EcoVadis' APAC Round Table, a quarterly forum for discussing sustainability and corporate social responsibility in the Asia Pacific region, where industry participants share best practices.
- **Knowledge sharing** - Ramsay contributes to sector-wide and cross-industry learning by sharing our experiences and insights on responsible practices through briefings, roundtables and conferences.

Looking ahead

Forward planning for our procurement strategy includes advancing sustainability and social responsibility efforts across our supply chain.

Key priorities for FY25:

- **Enhance supplier assessments** - Ramsay will continue to promote independent assessments and engage directly with suppliers to identify and mitigate risk. This will include on-site audits by third parties, particularly to address potential areas of non-compliance and ensure alignment with Ramsay's ethical standards.
- **Employee training** - Continuous employee training will be provided to cover new regional regulatory requirements, designed to ensure that all procurement practices are compliant and up-to-date.
- **Modern slavery due diligence** - Ramsay aims to refine its due diligence and response plans for managing risks related to modern slavery, which aligns with broader social procurement goals.
- **Grievance policy testing** - Ramsay will also test the effectiveness of its grievance policies and procedures to ensure robust mechanisms are in place for addressing any concerns related to procurement activities.

By focusing on these areas, we aim to strengthen our commitment to sustainable procurement, reduce risk exposure and foster a responsible supply chain that supports community wellbeing as well as environmental stewardship.

Sustainability Disclosures

caring for our people, planet and communities

UN Global Compact – Communication on Progress (CoP) 2024

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. Our policies can be found online: ramsayhealth.com/en/sustainability/sustainability-governance.

Human Rights Principles	Policy	Progress
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	• Global Human Rights and Labour Policy • Code of Conduct • Global Responsible Sourcing Policy • Work Health and Safety Policy • Diversity and Inclusion Policy	Sustainability Governance (pages 11-12) and Material Issues (page 10) Caring for our patients and partners (pages 17-26) Caring for our people (pages 27-38) Measures - People scorecard (page 38) Modern Slavery Statement 2024
Principle 2: Make sure that they are not complicit in human rights abuses.		
Labour Principles	**Policy**	**Progress**
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• Global Human Rights and Labour Policy • Code of Conduct • Global Responsible Sourcing Policy • Diversity and Inclusion Policy • Work Health and Safety Policy	Sustainability Governance (pages 11-12) and Material Issues (page 10) Caring for our patients and partners (pages 17-26) Caring for our people (pages 27-38) Measures - People scorecard (page 38) Modern Slavery Statement 2024
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.		
Environmental Principles	**Policy**	**Progress**
Principle 7: Businesses should support a precautionary approach to environmental challenges.	• Global Sustainability Policy • Code of Conduct • Global Responsible Sourcing Policy • Ramsay Cares Sustainability Strategy	Targets - Ramsay Cares (page 8) Caring for our planet (pages 39-47) Measures - Environment scorecard (pages 46-47)
Principle 8: Undertake initiatives to promote greater environmental responsibility.		
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.		
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	2024 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 2023 to 30 June 2024 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) 2024 Annual Report (p10)
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 2023 to 30 June 2024, reporting is undertaken annually. Financial reporting period is 1 July 2023 to 30 June 2024, and sustainability reporting is aligned unless otherwise stated. Publication date is November 2024. 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 and Elysium can be found on page 61. Information on Ramsay Santé assurance processes can be found in the 2024 Universal Registration Document (ramsaysante.fr)
Activities and workers	
2-6 Activities, value chain and other business relationships	2024 Annual Report (p10) Responsible Sourcing (p54) Modern Slavery Statement 2024
2-7 Employees	People scorecard (pages 37-38)
2-8 Workers who are not employees	Not reported

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
Governance	
2-9 Governance structure and composition	2024 Corporate Governance Statement 2024 Annual Report
2-10 Nomination and selection of the highest governance body	2024 Corporate Governance Statement
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 (pages 11-12) 2024 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 (pages 11-12) 2024 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 2024 Impact Report is approved by the RHC Board.
2-15 Conflicts of interest	2024 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	2024 Corporate Governance Statement: Risk Management (p16) RHC Whistleblower Policy
2-17 Collective knowledge of the highest governance body	2024 Corporate Governance Statement: Board composition and skills matrix (pages 9-11)
2-18 Evaluation of the performance of the highest governance body	2024 Corporate Governance Statement: Performance reviews and evaluation (p12)
2-19 Remuneration policies	2024 Corporate Governance Statement: Remuneration (p17) 2024 Annual Report: Remuneration Report (pages 46-66)

GRI Standards

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
Governance	
2-20 Process to determine remuneration	2024 Corporate Governance Statement: Remuneration (p17) 2024 Annual Report: Remuneration Report (p46-66)
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.
2-25 Processes to remediate negative impacts	Global Human Rights and Labour Policy Whistleblower Policy Modern Slavery Statement 2024
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy
2-27 Compliance with laws and regulations	2024 Annual Report: Director's Report (p67-74)
2-28 Membership associations	See Table A (p59)
Stakeholder engagement	
2-29 Approach to stakeholder engagement	Stakeholder engagement (pages 13-15)
2-30 Collective bargaining agreements	People scorecard (p37) 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	2024 Annual Report (p33-45)
203-1 Infrastructure investments and services supported	2024 Annual Report (p10-14)
203-2 Significant indirect economic impacts	2024 Annual Report (p10-14)
207-1 Approach to tax	Australian Tax Governance Report
Environment	
302-1 Energy consumption within the organization	Environment Scorecard (p46-47)
303-5 Water consumption	Environment Scorecard (p46-47)
305-1 Direct (Scope 1) GHG emissions	Environment Scorecard (p46-47)
305-2 Energy indirect (Scope 2) GHG emissions	Environment Scorecard (p46-47)
306-3 Waste generated	Environment Scorecard (p46-47)
306-4 Waste diverted from disposal	Environment Scorecard (p46-47)
306-5 Waste directed to disposal	Environment Scorecard (p46-47)
Social	
401-1 New employee hires and employee turnover	People scorecard (p37)
403-9 Work-related injuries	People scorecard (p38)
405-1 Diversity of governance bodies and employees	People scorecard (p37-38)
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Quality Scorecard (p24)
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality Scorecard (p24)

Table A
Key membership associations

REGION	ORGANISATION
Global	Accounting for Sustainability Advisory Board Australian Institute of Company Directors Champions of Change Coalition 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 Global Green and Healthy Hospitals
Ramsay UK	Independent Healthcare Providers Network The Purpose Coalition
Elysium Healthcare	Inclusive Employers Race Equality Matters
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) Spekter (Norwegian Employers' Association) Stockholms Handelskammare (Stockholm Chamber of Commerce) Sundhed Danmark (Association of Danish healthcare companies) Vårdföretagarna (Association of Swedish healthcare companies)

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.	2024 Annual Report (p26-27)
b) Describe management's role in assessing and managing climate-related risks and opportunities.	
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, long term.	2024 Annual Report (p27-29)
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
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.	2024 Annual Report (p27)
b) Describe the organisation's processes for managing climate-related risks.	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
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.	2024 Annual Report (p30)
b) Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2024 Annual Report (p25) Environment Scorecard (p46-47)
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	2024 Annual Report (p30) Road to Net Zero (p41-42)

Assurance statement

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

Our Conclusion: Ernst & Young ('EY', 'we') were engaged by Ramsay Health Care Limited to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter defined below for the year ended 30 June 2024. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

What our review covered

We reviewed the following Subject Matter in Ramsay Health Care Limited's Impact Report (the 'Report') for the year ended 30 June 2024:

Selected sustainability metrics, as outlined in **Appendix A** of this Independent Limited Assurance Report.

Other than as described in the preceding paragraphs and in **Appendix A**, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

Criteria applied by Ramsay Health Care Limited

In preparing the Subject Matter, Ramsay Health Care Limited applied the following Criteria:

- Ramsay's custom criteria (defined within clarifying footnotes in the Impact Report), including reference to selected Global Reporting Initiative (GRI) Topic Standards
- In relation to greenhouse gas emissions, Ramsay also intends to apply:
  - National Greenhouse and Energy Reporting Act 2007;
  - National Greenhouse and Energy Reporting Regulations 2008 (the 'NGER Regulations');
  - National Greenhouse and Energy Reporting (Measurement) Determination 2008 as amended (the 'NGER (Measurement) Determination'); and
  - The Greenhouse Gas (GHG) Protocol.

Key responsibilities

Ramsay Health Care Limited's responsibility

Ramsay Health Care Limited's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review.

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies 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*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE3000') and the terms of reference for this engagement as agreed with Ramsay Health Care Limited on 1 July 2024. That standard requires

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that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

- Conducted interviews with personnel to understand the business and reporting process
- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- Assessed that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Identified and tested assumptions supporting calculations
- Tested, on a sample basis, underlying source information to assess the accuracy of the data

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

Inherent limitations

Procedures performed in a review 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 review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

The greenhouse gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Other matters

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Subject Matter. Our report does not extend to any disclosures or assertions made by Ramsay Health Care Limited relating to future performance plans and/or strategies disclosed in Ramsay Health Care Limited's Impact Report and supporting disclosures online.

Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the Directors of Ramsay Health Care Limited, or for any purpose other than that for which it was prepared.

Ernst & Young

Ernst & Young
Sydney, Australia
14 November 2024

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Appendix A – Subject Matter

Selected Sustainability Performance Indicators	Regions included in scope	Page Reference
Clinical Quality		
Hospital accreditation (%)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 24
Never events (#)		
Rate of unplanned readmissions within 28 days (%)		
Rate of unplanned return to theatre during same admission (%)		
Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)		
Patient		
Net Promotor Score (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 24
Notifiable breaches of patient privacy (#)		
People and Culture		
Number of male and female employees by: ▸ Full time ▸ Part time ▸ Casual ▸ Age group	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 37
Number of male and female employees in: ▸ Board (non-executive) ▸ Group executive (including regional CEOs) ▸ Senior leadership (Group executive and direct reports)	Group	Pg 38
Number of male and female employees in: ▸ Regional executive ▸ Facility CEOs ▸ Managers ▸ All other employees	Ramsay Australia, Ramsay UK (Acute and Elysium)	
Employees covered by collective bargaining agreements (%)	Ramsay Australia, Ramsay UK (Elysium only)	Pg 37
New employees hired by age group and gender (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	
Employee turnover (%)		
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)	Pg 46
Energy intensity (GJ/In-patient and Day-only patient admissions) For Elysium: Energy intensity (GJ/bed occupancy)		
Greenhouse gas emissions: ▸ Scope 1 (Gas & fuel) (tCO2-e) ▸ Scope 1 (Anaesthetic Gases) (tCO2-e) ▸ Scope 1 (Refrigerants) (tCO2-e) ▸ Scope 2 (Electricity) - Location- based (tCO2-e) ▸ Scope 2 (Electricity) - Market- based (tCO2-e) ▸ Scope 3 (Waste) (tCO2-e)		
Emissions intensity (tCO2e/In-patient and Day-only patient admissions)		

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Building a better working world

Selected Sustainability Performance Indicators	Regions included in scope	Page Reference
Environment		
Waste: ▸ Clinical waste (tonnes) ▸ Waste diverted to recycling (tonnes) ▸ Waste diverted to energy recovery (tonnes) ▸ Total waste generated (tonnes) ▸ Percentage diverted to recycling (%)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 47
Waste intensity (tonnes/In-patient and Day-only patient admissions)		
Renewable Energy Installed (kW)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 42
Training		
Mental Health First Aid Training (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 36
Supply Chain		
Percentage of Eligible Suppliers with a satisfactory Sustainability Rating (%)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 54

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Ramsay
Health Care

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