

ASX ANNOUNCEMENT

29 October 2021

RAMSAY HEALTH CARE – IMPACT REPORT AND SUSTAINABILITY STRATEGY

Please find attached the Ramsay Health Care (Ramsay) 2021 Impact Report and the Ramsay Cares Sustainability Strategy.

The Sustainability Strategy provides an overview of Ramsay's sustainability targets, focusing on the pillars of Caring for People, Planet and Community.

The Impact Report demonstrates how Ramsay has progressed the Ramsay Cares sustainability strategy and goals in our business activities during the financial year ending 30th June 2021. The report includes the commencement of reporting aligned to the Taskforce for Climate related Financial Disclosures (TCFD) recommendations.

Both reports will be available at: <https://www.ramsayhealth.com/RamsayCares>

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Ramsay Health Care Impact Report 2021

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Important notices and disclaimer

This document has been prepared by Ramsay Health Care Limited ACN 001 288 768 (**Ramsay**) for inclusion on Ramsay's website and is for informational purposes only. It is based on information available at the time of preparation and which is general in nature and should be read with Ramsay's other periodic reports and disclosures. This is not an offer, solicitation, invitation to apply, recommendation or advice to buy, sell or hold any securities of Ramsay. Undue reliance should not be put on forward-looking statements or guidance and any such statements are not guarantees or predictions of future performance. Certain information contained in this document is based on information prepared by third parties (for example the environmental data). Ramsay has not prepared and is not responsible for this third-party material and accordingly Ramsay does not make any representation or warranty that this third party material is accurate, complete or up-to-date.

Introduction

Ramsay Health Care's long-term commitment to sustainability is driven through the Ramsay Cares Sustainability Strategy. This strategy was developed with global input and endorsed by the Ramsay Board in early 2021.

Ramsay Cares focuses on a broad range of meaningful goals to foster healthier people, stronger communities and a thriving planet. It reaffirms that we intend to have a positive impact for current and future generations.

This report provides an overview of how Ramsay endeavoured to advance those goals in our Australian, European, United Kingdom and Asian operations during the financial year ending 30 June 2021. It covers material sustainability issues that could influence the value that Ramsay Health Care creates for stakeholders over the short, medium and long-term.

Ramsay is committed to progressing the United Nations Sustainable Development Goals (SDGs) and, where possible in this report, we have mapped our activities to priority goals.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and has been informed by the Sustainability Accounting Standards Board (SASB) health care sector guidance.

Further information can be found at ramsayhealth.com/Sustainability/Overview.

Ramsay Health Care Limited
ACN 001 228 768



We are committed to driving action towards the Sustainable Development Goals (SDGs), as adopted in 2015 by the United Nations and member countries.

About Ramsay Health Care

Ramsay Health Care (Ramsay) was founded in 1964 by businessman and philanthropist Paul Ramsay AO (1936–2014) and listed on the Australian Stock Exchange in 1997.

Now a global health care network with operations in Australia, the United Kingdom, Europe and Asia, Ramsay aims to provide outstanding health care to millions of people each year. Our vision of being a leading health care provider of the future is driven by an enduring culture of ‘people caring for people’ – we call it The Ramsay Way.

Australia

Ramsay Australia is the country's largest private hospital operator with 72 private hospitals and day surgery units, as well as mental health facilities and a retail pharmacy network. Ramsay Australia admits more than one million patients annually and employs more than 31,000 people.

Europe

Ramsay Santé is the second largest private health care provider in Europe, operating hospitals, specialist clinics and primary care units in approximately 350 locations.

Ramsay Santé employs about 36,000 people and treats approximately seven million patients each year. Ramsay Health Care owns 52.5% of Ramsay Santé, which is listed on the European financial markets' platform Euronext.

United Kingdom

Ramsay UK has a network of 34 acute hospitals and day procedure centres providing a range of clinical specialities to private and self-insured patients, as well as patients referred by the National Health Service (NHS). Ramsay UK also operates a diagnostic imaging service and three neuro-rehabilitation facilities. Ramsay UK cares for more than 200,000 patients per year and employs more than 7,000 people.

Asia

Ramsay Sime Darby Health Care Sdn Bhd operates three hospitals in Indonesia, four hospitals in Malaysia and a day surgery in Hong Kong. The business employs more than 4,000 people. Ramsay Sime Darby is a 50:50 joint venture arrangement with Malaysian multinational Sime Darby Berhad.



10
countries



460
locations



80,000
employees

Norway
Sweden
Denmark
United Kingdom
France

Italy

Hong Kong

Malaysia

Indonesia

Australia



The Ramsay Way

The foundation of Ramsay Health Care by Australian businessman and philanthropist Paul Ramsay AO is a source of pride and inspiration.

It has been more than fifty years since Paul opened Ramsay's first private psychiatric clinic and still we are driven by his belief that 'if you look after the people, success will follow'. To this day, our decision-making is underpinned by the enduring principle of *putting people first*.

This year, we wanted to define the modern essence of Ramsay's culture by better understanding how the company's purpose is perceived and portrayed. A business-wide review heard from senior leaders, employees, doctors and partners about how The Ramsay Way challenges and motivates them to find new and better ways of working.

By listening to our people, we sought to refine the advantages of being a global organisation focused on quality outcomes, with a truly purposeful origin and strong relationships. The result is a distillation of our values – we call them **The Ramsay Way**.

Our Values

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

1. 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.

2. 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.

3. We seek to grow sustainably

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



Message from our Managing Director & CEO

Our commitment to being a sustainable, responsible business came into sharp focus this year - the International Year of Health and Care Workers.

As our people, patients, doctors and partners across the world grappled with the effects of COVID-19 on their personal and professional lives, we were determined to make sure their health and wellbeing formed a central pillar in our sustainability strategy.

That strategy came together in 2020-21, with input from Ramsay people across Australia, the United Kingdom Europe and Asia. Their ideas and aspirations helped inform Ramsay's Global Sustainability Policy and new Ramsay Cares strategy.

The Ramsay Cares strategy is intended to unite our global company and community in a shared vision for sustainability. Underpinned by our enduring purpose of 'people caring for people', the strategy drives us to achieve a range of sustainability goals and targets.

As well as important environmental initiatives, Ramsay Cares aims to support social and corporate change in pursuit of health and wellbeing, equity and inclusivity, research and innovation, responsible sourcing and ethical supply chains.

It also reaffirms our pledge to meet ten fundamental responsibilities around human rights, labour, the environment and anti-corruption, as part of our commitment to the United Nations Global Compact and driving action on the UN's Sustainable Development Goals.

This Impact Report shows our commitment in action. It brings to life how Ramsay is working to make a positive difference for current and future generations. We are excited about helping to raise the sustainability bar, for our people and the health care sector at large.

Craig McNally
Managing Director & CEO

How we make a difference



We provide quality health care through a global network of clinical practice, teaching and research.



Our sustainability approach

Our sustainability approach

The challenges of 2020 and 2021 highlighted the importance of being a sustainable and responsible business. Ramsay Health Care sought to drive a renewed focus on sustainability across the business through the Ramsay Cares Sustainability Strategy. Ramsay Cares aims to deliver healthier people, stronger communities and a thriving planet.

Ramsay Cares

The Ramsay Cares strategy was developed through the prism of The Ramsay Way.

Ramsay Cares is made up of three sustainability pillars:

- Caring for our people
- Caring for our planet
- Caring for our community.

Collaborating on sustainability has been led by a new Global Sustainability Committee. Its key tasks were to develop a Global Sustainability Policy and to develop and oversee the Ramsay Cares Sustainability Strategy. Sharing knowledge across our regions is also a primary role of the Global Sustainability Committee.

In February 2021, the Ramsay Health Care Board approved the Ramsay Cares objectives and goals, which will be reviewed annually.

In the coming year, there will be a focus on engaging our people, patients and partners to help us progress the goals.

A regional focus on sustainability

The Ramsay teams in each region are leading action on delivering the Ramsay Cares Strategy. Each region is establishing steering committees responsible for oversight of their approach, including senior leadership representation across key disciplines in each organisation.

The committees' objectives are to identify risks and improvement opportunities, monitor progress against targets, provide opportunities to collaboration and share knowledge.

The regional committees are to play a key role in engaging our people and partners on sustainability and providing support at a facility level.

Shared outcomes in sustainable financing

Demonstrating Ramsay's commitment to sustainability, we have undertaken new approaches to refinancing activities in order to embed sustainability targets in our debt facilities.

Ramsay's sustainable financing approach aimed to drive a more intense focus through the business on sustainability and deliver improvements on margins.

In April 2021, the Ramsay Santé Group refinanced its €1,650m syndicated debt facility with a sustainability linked loan.

In June 2021, Ramsay Australia and Ramsay UK refinanced their existing facilities with a \$1,500m multi-currency syndicated sustainability linked loan facility, which represented the first and largest sustainability linked loan facility by a health care provider in the Asia-Pacific region.

WE SUPPORT



The **United Nations Global Compact** is a special initiative of the UN Secretary-General which calls on companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Ramsay Health Care is committed to driving action on the relevant UN Sustainable Development Goals, a global blueprint to achieve a better and more sustainable future.



Ramsay Health Care recognises people are at the heart of our business including our employees, our doctors and partners, our patients and the community. We are committed to ensuring the legacy of 'people caring for people' remains at the centre of everything we do. In line with The Ramsay Way, we are focused on fostering a caring and inclusive culture, a high level of engagement and support in key areas such as patient outcomes and experience, development and training, safety, wellbeing and mental health.



Ramsay Health Care recognises that conserving and protecting the environment for future generations is a critical issue. We are committed to working toward the delivery of environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, reducing energy and water use, reducing resource use such as single-use plastics where it is safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.



Ramsay Health Care recognises that we have an important role to play in the local communities we serve and society at large. Our focus on health care provides us the opportunity to commit significant resources to medical research, clinical teaching and training. We are focused on a global approach towards health care prevention and supporting local communities.



Materiality assessment

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

Ramsay's materiality assessment identified nine material issues:

1. Clinical quality and excellence
2. People and culture
3. Digital transformation, cyber security, data and privacy
4. Integrated quality assets and infrastructure
5. Good governance
6. Climate action and environment
7. Supporting communities
8. Responsible sourcing
9. Robust and responsive business model.

This year, we reviewed our material issues with the Global Sustainability Committee and feedback from stakeholders representing investor, funding partner and not-for-profit sectors.

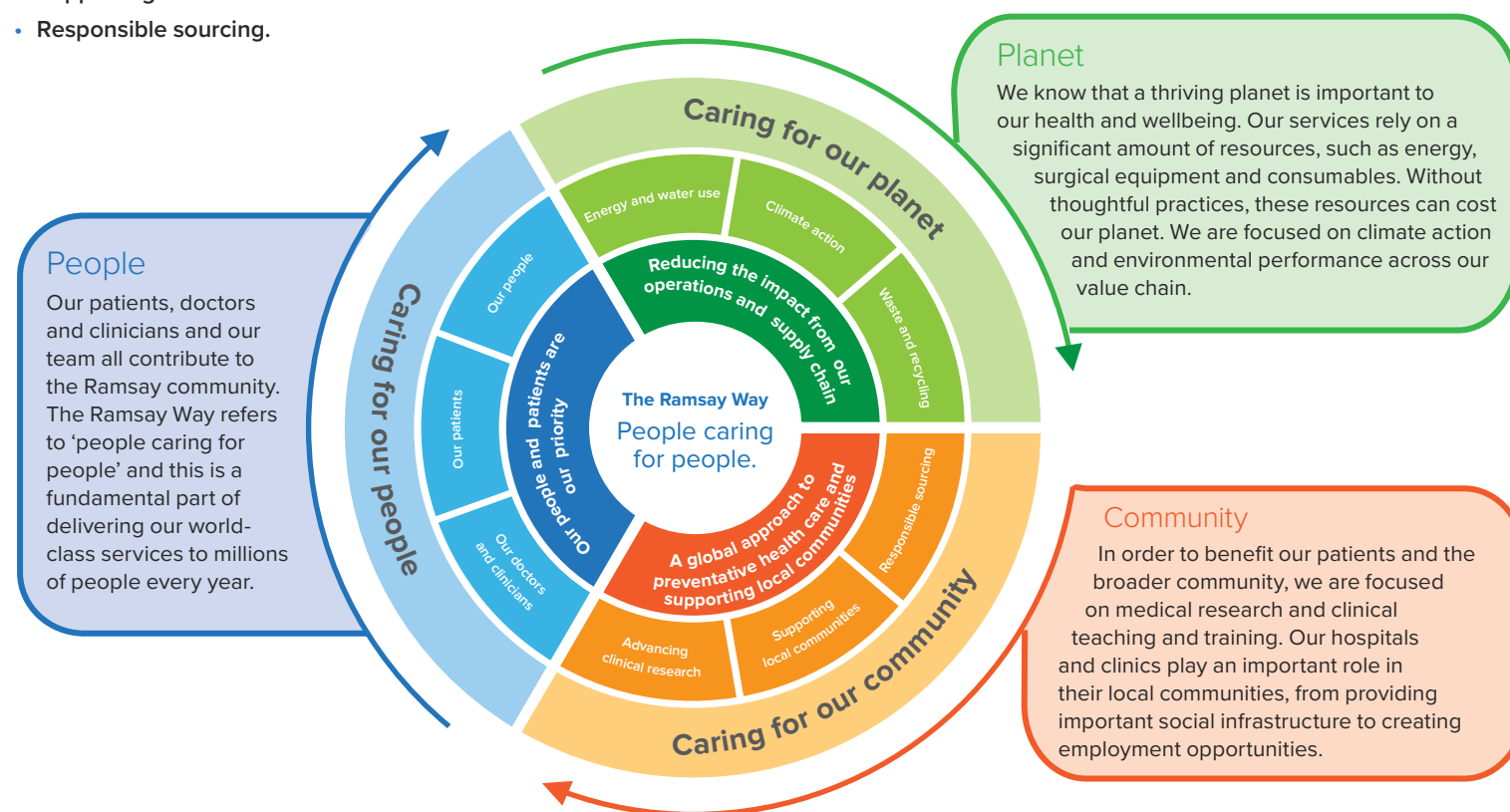
In addition to drawing on the views of our stakeholders, our materiality assessment was informed by the Sustainability Accounting Standards Board (SASB) Materiality Map, which identifies important sustainability issues in the health care sector.

Ramsay Cares (see diagram below) includes objectives and targets, included in this report, which focus on:

- Clinical quality and excellence
- People and culture
- Climate action and environment
- Supporting communities
- Responsible sourcing.

The Sustainability Disclosures (see Appendix) provide information on how we manage our nine material issues and why they are important.

Details on our activities and performance are also contained throughout this report.



Stakeholders

Healthy working relationships lead to positive outcomes for all.

We look out for the people we work with, respect and recognise them.

Strong healthy relationships are the foundation of our stakeholder loyalty.



Why Ramsay Cares is important



Ramsay Santé

“Ramsay Cares will contribute to making our group different and better in the eyes of all.”

Pascal Roché
Chief Executive Officer
Ramsay Santé Group



Ramsay Health Care

“A great company is one that makes the world a better place.”

Carmel Monaghan
Chief Executive Officer
Ramsay Health Care Australia



Ramsay Health Care

“The opportunity to make a positive impact for people, the environment and our communities is a passion shared by the entire Ramsay UK team.”

Dr Andrew Jones
Chief Executive Officer
Ramsay Health Care UK



People caring for people

“We are as much part of our patient’s life as the community we exist in.”

Peter Hong
Acting Group Chief Executive Officer
Ramsay Sime Darby Health Care Group



caring
for our
people





Our patients and partners



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



Quality

We deliver high-quality patient care, maintain excellence in standards, safety and accreditation and invest in leading facilities and technologies.



Experience

We are committed to ensuring our patients not only receive high-quality clinical care but also have a positive patient experience, through the entire care pathway.



Our targets

- 100% accreditation
- Better than national quality benchmarks
- Maintain patient experience outcomes



Trusted Partnering

We aim to be a trusted partner to our doctors and clinicians by supporting their wellbeing and professional practice.

UN Sustainable Development Goals



The level of resilience of my patients, particularly the elderly, and their wisdom inspires me daily to assist them in the best way possible.



Carolyn Rheinberger

Rehabilitation support, Hunters Hill Private Hospital



Delivering excellent care

We take a multi-faceted approach to delivering high-quality care. We focus on patient safety and quality accreditation standards across our facilities. Clinical outcomes are a priority, along with ensuring our patients have a good experience.

Caring in the time of COVID-19

An unprecedented call to arms

Ramsay people across the world have responded generously to the waves of COVID outbreaks in our communities.

Since March 2020, Ramsay UK has been working with the National Health Service (NHS) to deliver urgent care to more than half a million patients needing outpatient appointments, diagnostics and surgery.

From cancer treatment for 11,000 NHS patients to PPE training and care home swabbing; in every community, our people and doctors have stepped up to make a difference.

Our Australian team has taken an 'all-hands-on-deck' approach to recurring COVID outbreaks, largely in Victoria, Queensland and New South Wales.

As well as looking after aged care

residents and public patients, our nurses have been redeployed to facilities where need is greatest.

Throughout 2020, Ramsay Australia made available to the public system more than 30,000 additional staff and 9,000 hospital beds across the country, as well as performing 28,000 procedures on public patients across a range of specialties.

Ramsay Santé treated the majority of COVID patients admitted to private hospitals in France, while Capio in Sweden treated approximately 20% of all COVID-19 infected inpatients in Stockholm.

The teamwork has extended across our operational, administrative and clinical staff – everyone at Ramsay has shown great determination and dedication to patient care during difficult times.



Supporting the vaccination roll-out

Ramsay has provided extensive capacity and expertise to support the global COVID-19 vaccination roll-out. Thousands of our people have answered the call to help, with many working in mass vaccination hubs or drive-through operations.

As at June 2021, more than 330,000 vaccination doses had been provided in Capio facilities and hubs in Sweden. "As Sweden's largest private health care provider, we have a responsibility and we obviously want to participate in mass vaccination of COVID-19," explained Capio Sweden CEO Britta Wallgren.

Ramsay Santé had delivered more than 160,000 vaccine doses, with eight facilities in France hosting vaccination centres. Ramsay Sime Darby had overseen more than 75,000 vaccinations at its hospitals in Malaysia and Indonesia.

Mt Wilga Private Hospital nurse Ann-Maree Lines explained what it was like to be involved in Australia's vaccination effort: "The best thing is watching people positively run up the ramp for their jab, smiling from ear to ear under their masks, with a sparkle in their eyes as they say 'I am here for my vaccination'."



“*In a COVID-19 service, we work as a team from morning to night. We are there to support each other and there is a real dynamism that emerges, despite our busy days.*”

Sophie Amadegnato

Nurse, Maussins Nollet Clinic



The collective effort of Ramsay Santé's team was praised by Prime Minister Jean Castex during a visit to the Hôpital privé de l'Est Parisien in March 2021.



Ramsay Australia joined the national COVID-19 vaccination effort, with hundreds of our staff deployed to administer jabs in metro and regional areas.



Ramsay UK's mobile CT and MRI diagnostic teams responded to unprecedented demand, delivering more than 34,000 CT and MRI scans from April-November 2020.



Malaysia's Health Minister Dr Adham Baba visited the COVID-19 vaccination centre at Subang Jaya Medical Centre.



Ramsay UK was shortlisted for four categories in the 2021 LaingBuisson Awards for excellence. The nominations are testament to the hard work and dedication on show across our hospitals and facilities.



Ramsay Sime Darby staff took the initiative in Malaysia, raising awareness for Hand Hygiene Day.

Caring for our patients

The Ramsay Way of ‘people caring for people’ is exemplified in our dedication to our patients, partners and people. This focus is critical to our daily work and our success as a leading health care network.

In a dynamic health care sector, demand for modern, responsive services continues to rise.

Despite the many challenges brought by COVID-19, we continue to grow specialist services needed in each region, with a global focus on four therapeutic areas – mental health, cardiology, orthopaedics and oncology.

In addition, we have been expanding more accessible models of care, with new out-of-hospital services through proximity care, at home services, allied health and telehealth.



Growing oncology

A key focus has been expanding comprehensive cancer programs in France and Australia.

New programs, such as the Cancer Care Navigation service, involve personalised accompaniment through the course of a patient's care.

Ramsay UK has continued to support the NHS with critically required cancer surgeries, including breast and colorectal surgery, and maintaining vital services such as chemotherapy treatment as part of the patient pathway.



Investing in mental health

Expansions in Australia and France include numerous new mental health services and wards; importantly, these expansions have included regional areas such as the Dudley Hospital in New South Wales.

In France, our growth included the acquisition of a new clinic near Toulouse, which specialises in addictology. Five new day unit authorisations also make it possible to tailor our care.

Outpatient pathways are evolving with the implementation of initiatives such as light therapy equipment. Ramsay Sime Darby has also extended its mental health offerings.

Growing the proximity care network

Capio Proximity Care services in the Nordic region are medical centres with primary health care services and a multidisciplinary team, comprising medical, paramedical and administrative staff.

Their mission is to guide patients through coordinated support and to accompany them in developing an appropriate prevention care approach.

This aims to strengthen the link between the local medicine infrastructure and the hospital to ensure continuity of care.



Capio has also expanded its range of telemedicine services delivered through the proximity care network.



New Chief Nurse

Ramsay Australia has appointed a Chief Nurse and Clinical Services Director to oversee nursing leadership, clinical governance, safety and quality, and patient experience.

Dr Bernadette Eather has played a pivotal role in Ramsay's response to COVID-19. In April, she was named a frontline hero at the Women's Agenda Leadership Awards.

“I believe that health care is the greatest demonstration of team work and it took an amazing team to respond to this pandemic,” Dr Eather said. “I am immeasurably proud of the work Ramsay does to keep our staff, doctors and patients safe.”

Developing services in the home

In Europe, nearly 10% of people with COVID-19 have difficulty recovering and returning to their usual activities, even after several weeks of rest. Ramsay Santé clinics IRIS Saint Priest and Marcy l'Etoile have developed a tele-rehabilitation program for adult patients with persistent symptoms, including an individualised exercise program.



Ramsay Sime Darby's Telehealth Plus program in Indonesia has been used by more than 15,000 patients since it began last year. Users range from parents of infants to elderly people.

Ramsay Connect in-home rehabilitation and hospital care services are available Australia-wide. More than 400 medical specialists now refer patients to Ramsay Connect to help them transition from hospital to home.

Broadening allied health

Ramsay Pharmacy and our allied health service in Australia, Ramsay Health Plus, have continued to grow.

Ramsay Sime Darby hospitals offer pharmacy drive-thru and medication delivery, and a new ambulatory service has been rolled out in Malaysia.



A global focus on care

Being entrusted with the care of more than eight million patients each year reflects Ramsay's exemplary standards. Those standards are achieved through a continuous focus on patient safety and maintaining quality accreditation levels across all our facilities.

Ramsay Health Care's Group and regional Chief Medical Officers oversee and advise on clinical quality and strategic issues.

After the retirement of Professor John Horvath AO as Group Chief Medical Officer in January, Ramsay welcomed to the role Professor Sir Edward Byrne AC.

In May 2021, Ramsay Australia welcomed Dr Robert Herkes as Chief Medical Officer. Dr Herkes is a respected senior clinician who has served as Chief Medical Officer for the Australian Commission on Safety and Quality in Health Care.

The Global Chief Medical Officer Group also includes Dato' Dr Jacob Thomas (Ramsay Sime Darby), Dr Charles Ranaboldo (Ramsay UK), Dr Margareta Danelius (Ramsay Santé – Capio) and Dr Francois Demesmay (Ramsay Santé – France).

New Group Chief Medical Officer

Professor Sir Edward Byrne AC FTSE FRACP FRCPE FRCP is a neuroscientist and joined Ramsay Health Care from King's College London, where he was Principal from 2014-2021. Prior to that, Professor Byrne was Vice Chancellor at Monash University in Victoria and served as Head of the Medical School and Vice Provost of University College London.

He began his career as a clinician and researcher at Royal Adelaide Hospital and has worked between Australia and England over the past four decades.

Professor Byrne has made major contributions to research in the field of mitochondrial medicine and neuromuscular disorders. He was a founding director of the Melbourne Neuromuscular Research Unit and the Centre for Neuroscience in 1993.

He is a fellow of the Royal Australasian College of Physicians, the Royal Colleges of Physicians in London and Edinburgh, The American Academy of Neurology and The American Neurological Association. He is also a fellow of The Academy of Medical Sciences in the UK and an honorary fellow of the Australian Academy of Health and Medical Sciences.



"I was interested in working for Ramsay because of the strength of Ramsay's culture and global nature of the company's operations which, taken together, put Ramsay in a very strong position to be at the cutting edge of transformation in health care."

In recognition of his service to neurology as a clinician and academic and to advances in medical research, Professor Byrne was admitted as an Officer of the Order of Australia in 2006 and a Companion of the Order of Australia in 2014. This year, he received the prestigious Symons Award from the Association of Commonwealth Universities.

Hospital accreditation and credentialing



All our hospitals and facilities are accredited. To achieve accreditation, each facility must regularly meet quality and safety standards and pass stringent audit processes set by the relevant jurisdiction authority.

Ramsay facilities always strive to deliver the best quality care - above and beyond what is required.

An important part of high-quality standards in care is ensuring our doctors and visiting medical officers have appropriate credentials and are operating within their allowed scope of work.

Our credentialing approach includes a thorough review of qualifications and experience and is assessed by advisory committees at each hospital. That approach was independently reviewed in Australia during 2021.

Safety is a priority

Speaking up is fundamental to a culture of safety; when everyone is looking out for each other, safety thrives.

Our 'Speak Up for Patient Safety' program is a key quality initiative across facilities in Australia, the UK and Asia.

The program is based on the Vanderbilt University Promoting Professional Accountability (PPA) program and provides Ramsay with a sustainable, organisation-wide framework to support and maintain outstanding levels of safety and reliability.

The 'Speak Up for Patient Safety' program enables us to identify, measure and address behaviours that may undermine our system of quality and safety.

By holding informal feedback sessions with hundreds of peer messengers across the business, we gain new insights, understand risks, regulate behaviour and make improvements across the entire safety management system.

Ramsay UK sites have more than 85% of employees trained to Speak Up for Patient Safety. We continue to evaluate and improve the program, including collaborating across continents, as a central element of our core business.



Patient experience and wellbeing

Making sure our patients have a positive experience at Ramsay is extremely important to us.

We are focused on our patient's journey and understand there are many touchpoints that contribute to their overall experience, such as staff interactions and comfort.

Feedback from patients is routinely gathered in most of our regions using the patient experience measure Net Promoter Score¹ (NPS).

We are pleased that, despite a challenging environment, Ramsay has maintained a high level of positive patient experience with high scores across our operations in the UK, Australia, France and the Nordics.

Ramsay Sime Darby is transitioning to the NPS and shows solid results.

Since July 2020, Ramsay Australia has also been using the Australian Hospital Patient Experience Question Set (AHPEQS) by the Australian Commission on Safety and Quality in Health Care (ACSQHC). An impressive 96% of Ramsay Australia patients rated their care as very good or good in the fourth quarter of 2021.

In France, Ramsay Santé Medicine/ Surgery/Obstetrics (MSO) operations received very positive scores in an annual national satisfaction survey for in-patients (74%) and outpatients (75%).



A furry comfort

The Iris Clinic in Marcy l'Etoile has recruited a four-legged volunteer to bring comfort and joy to patients and staff.

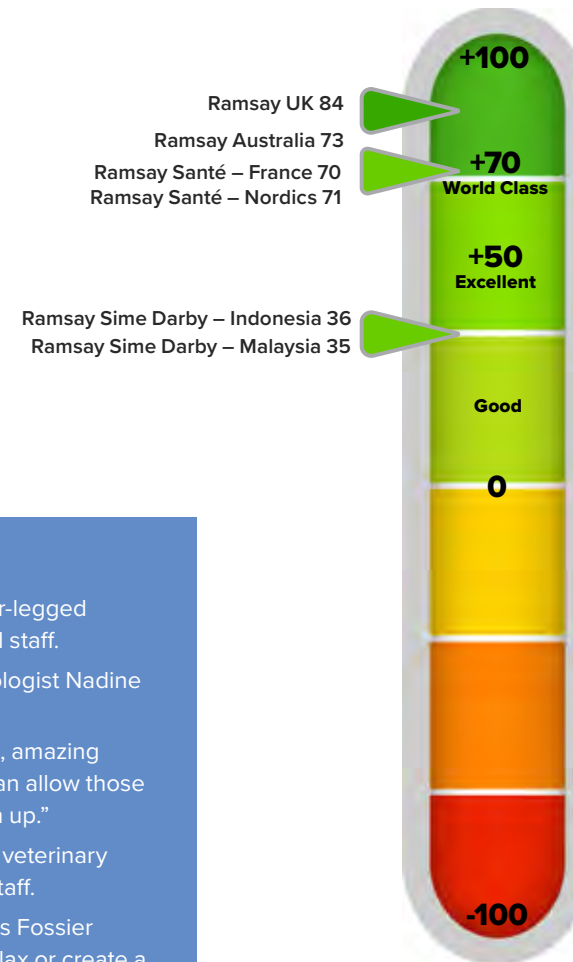
Pierce the Golden Retriever accompanies psychologist Nadine Fossier Varney on her rounds.

"When I welcome a patient with a dog by my side, amazing things can happen," Ms Fossier Varney said. "It can allow those who have difficult expressing themselves to open up."

Pierce has a strict grooming regimen and regular veterinary checks. She is also a comforting companion for staff.

"The presence of a dog can be a real support," Ms Fossier Varney said. "Staff can take time with Pierce to relax or create a bubble of privacy."

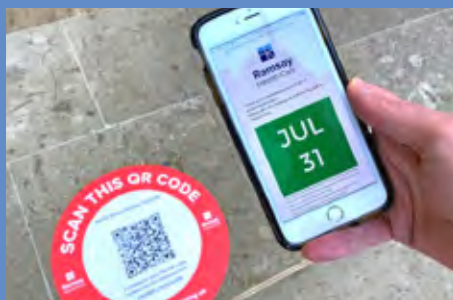
Net Promoter Scores



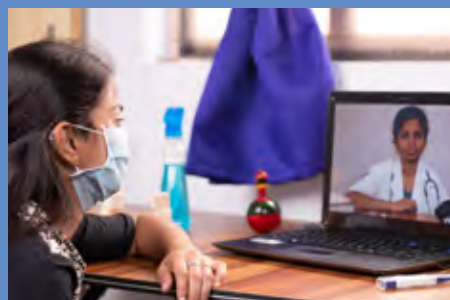
¹The Net Promoter Score (NPS) is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others.

Caring and connected

Digital innovation is transforming health care around the world. Digital information is becoming the bedrock of high-quality health care. Ramsay is adopting modern infrastructures and data systems to improve how, where and when we deliver patient-centric care.



A Ramsay app designed to streamline the COVID-19 screening process checked in 2.6 million patients, staff and visitors in the first eight months of operation.



Ramsay Santé clinics have developed a tele-rehabilitation program for COVID-19 patients suffering from persistent symptoms.



Ramsay Sime Darby launched two telehealth services, Tele-Emergency and Tele-Stroke, to give patients quick online access to specialists without leaving home.



Privacy

We recognise the significance of information privacy and cyber security to our business, particularly in an increasingly regulated yet simultaneously hostile cyber environment.

This an important issue for each regional business and our Global Executive and Board.

The number of notifiable privacy breaches has remained steady (see Quality Scorecard on page 23).



Stretcher bearers at Ramsay Santé are using tablets to optimise the movement of patients in hospital.



Ramsay Australia introduced the MyPatient+ app to provide doctors with real-time patient information via their smart phone.



Ramsay Mental Health offers free online psychology programs and interventions via smartphone apps—*MyRecovery* and *MyStayWell*.

Quality scorecard

Delivering excellent care is always our focus despite the challenges and complexities of clinical environments.

Ramsay Health Care's businesses operate in a mix of localised business environments, which have been differently impacted by COVID-19.

The variations in regional conditions and our response to the pandemic are reflected in the range of quality indicator results below.

Ramsay Health Care is focused on maintaining high-quality care and many facilities report quality and experience to a site level.

We are committed to transparency around clinical outcomes and clinical quality is best measured in both key patient outcomes and patient experience.

Our record on clinical quality is demonstrated by improvements across most indicators and all results within safe and acceptable standards.

Movement in measures from year-to-year 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.

	Ramsay Santé				Ramsay Sime Darby				Ramsay UK		Ramsay Australia	
Indicator	France		Nordics		Malaysia		Indonesia		UK		Australia	
Clinical quality	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Hospital accreditation (%)	100	100	100	100	100	100	100	100	100	100	100	100
Never events (wholly preventable) ¹	21	29	39	55	0	0	0	0	10	10	11	22
Rate of unplanned readmission within 28 days (%)	8.02	8.02	N/A	N/A	0.43	0.37	0.57	0.30	0.17	0.12	0.50	0.47
Rate of unplanned return to theatre during same admission (%)	0.84	0.83	N/A	N/A	0.05	0.03	0.09	0.19	0.15	0.11	0.22	0.19
Rate of hospital acquired staphylococcus aureus bacteraemia per 10,000 bed days	1.49	1.56	N/A	N/A	0	0	0	0	0.14	0.15	0.30	0.37
Customer	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Net promotor score (NPS)	56	70	77	71	56	35	41	36	79	84	75	73
Notifiable breaches of patient privacy	10	13	10	9	1	0	0	0	2	2	2	1

¹ Never events include: wrong implant/ prosthesis; iron infusion where there is evidence that policy and procedure was not followed; infant breastfed by wrong mother or breast milk given to wrong infant; suspected suicide of a mental health inpatient (where inpatient is on leave or absconded) and where there is evidence that policy and procedure was not followed. In the Nordic region, these are called sentinel events, which are events that have caused or could have caused patient injury which are reported to the authorities in line with local legislation and results in root cause investigation to achieve relevant learning and take necessary corrective action.

NOTE: Ramsay Australia rates for unplanned readmissions and returns to theatre as H1 and H2 figures are not available from ACHS at the time of reporting. While efforts have been made to compile data across regions on a consistent basis, there may be differences. The table does not include data relating to facilities in Italy or Hong Kong. The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK and Ramsay Sime Darby are subject to limited assurance, please see page 65 for details. Ramsay Santé data has been assured as part of annual reporting processes.



Trusted partners

Across our global operations are world-leading doctors and clinicians who share our philosophy of being 'people caring for people'. We aim to be a trusted partner by supporting them to deliver quality care with leading-edge facilities and technology, and supporting their wellbeing and professional development.

Partnering with our doctors

Ramsay seeks to develop and maintain productive, trusting relationships with our doctors and surgeons.

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

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

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

We know that sustainability is important to our doctors and intend to work with them to reduce our environmental footprint by moving towards low-carbon, low waste systems in our hospitals and clinics.

Partners in care

Our doctors are involved in decision-making across our facilities, participating in our committees and providing input and insight around governance, product review, credentialing, infection control and many other issues.

In France, specialty committees in orthopaedics and obstetrics were set up in 2021. Made up of physicians and medical referents, the committees support the implementation of new processes to improve patient experience.

A medical orientation committee, composed of 20 practitioners and key opinion leaders, has also been implemented at Ramsay Santé to facilitate strategic discussions around health care challenges of the future.



“I am hugely impressed by everyone who works at ICU and has now managed to work 12-hour shifts for over a year. It's amazing that they're keeping their nerve and energy up.

Across health care we have shown that we have the competence and strength to care for all COVID patients.”

Jenny Bäcklund

Chief physician, Capio Specialist Clinics

COVID response

Ramsay's GP Liaison Officers (GPLOs) from around Australia pivoted to support Ramsay's network of medical specialists during the COVID-19 pandemic.

The GPLOs have hosted hundreds of RACGP-accredited education webinars, attended by thousands of doctors across the country.

The Chair of Ramsay's GP Education Committee, Dr Sue Gray, said the virtual sessions meant doctors could learn when and where they wanted.

“In a post-COVID world, we would anticipate offering a combination of both virtual and face-to-face education events for GPs,” Dr Gray explained.

In Asia, our doctors are involved in facility-level COVID-19 management teams to develop hospital protocols and also acting as the reference point for any matters pertaining to COVID-19.

During the year, Ramsay Australia also rolled out free on-site PPE training and risk assessments for aged care providers to help minimise the risk of COVID-19 outbreaks in residential care.

“ Ramsay has always supported new innovations that I’ve wanted to bring to the hospital. They have outstanding facilities and the skill set of the staff allows us to provide the highest level of care to patients. ”

Bobby Anand
Orthopaedic Surgeon



Surgical training

Nepalese ENT surgeon Dr Shankar Shah is heading towards becoming his country’s third cochlear implant specialist, thanks to in-depth training he has received at Sydney’s Westmead Private Hospital.

Dr Shah won the prestigious Rowan Nicks Scholarship to study in Australia and has been learning specialist techniques from Associate Professor Melville da Cruz.

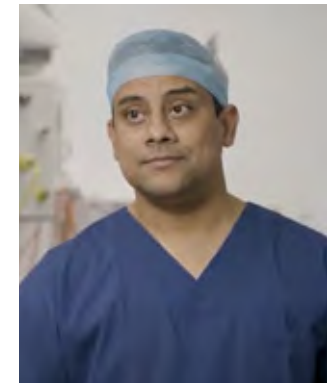
“Westmead Private Hospital has been very helpful with this program,” A/Prof. da Cruz said. “It provides a rich learning environment for Dr Shah and we have the best imaging and monitoring equipment.”



Ramsay UK represented at the British Orthopaedic Association Annual Congress

“ Ramsay does do things the right way. They take on very challenging cases, which often involve a lot of investment into the patient’s health care. ”

Prof. Ashish Gupta
Orthopaedic Surgeon



Innovations in care

Ramsay invests in advanced health technology to provide our doctors with access to the latest equipment and techniques. From AI and virtual reality to robotics and 3D printing, technology is transforming patient care.



Robots for urology and orthopaedics at St Andrew's Ipswich Private Hospital.



The Union Clinic uses Augmented Reality for knee surgery.



First robotic liver surgery at Peninsula Private Hospital.



North Shore Private Hospital's multidisciplinary team for endometriosis performed a live procedure, viewed around the world by participants in the AAGL 2020 4th Global Congress on Minimally Invasive Gynaecologic Surgery.

"Our aim is to support our doctors with the technology they need to embrace these professional development opportunities to both educate others and learn to enhance outcomes for our patients," hospital CEO Richard Ryan said.



The Yorkshire Clinic opened a suite of the latest MRI and CT scanning services.



Ramsay Australia hosted more than 500 telehealth meetings to support over 2,500 people who could not attend hospital due to public health restrictions.



A robotic arm used for knee replacement surgery at Armidale Private Hospital.



At Clairval Private Hospital, a miniature cardiac pacemaker has been implanted intravenously.



New MRI and CT scanners for the latest imaging at Capio centres in Denmark.



Caring for our people

Our people are what makes Ramsay Health Care a success. As is The Ramsay Way, we want to foster a caring and inclusive culture, along with a high level of engagement and support in areas such as leadership development, training, safety, wellbeing and mental health.



Our people

We are committed to keeping The Ramsay Way of 'people caring for people' at our cultural core.



Culture and engagement

We are fostering a caring, empowered and productive culture to deliver high-quality patient outcomes and experience.



Reward and Recognition

We recognise the value of our people. We are committed to paying our employees fairly and competitively, having a supportive and rewarding workplace, celebrating our people and the positive impact they make in health care.



Safety

We put the safety of our people at the fore and are committed to a high performing safety culture.



Diversity and inclusion

We are committed to an inclusive culture. We celebrate the diverse backgrounds and experiences our people bring to the team and encourage them to be their 'real self' at work.



Development and training

We are focused on delivering career development, professional training and experience that supports the career and progression of all of our people.



Mental health and wellness

We are committed to supporting our people's mental health and wellbeing to create a positive, safe and resilient culture and workplace.

“We are committed to adopting best practices that support the mental health, wellbeing and care of our people.”



Our targets

- Achieve gender balance with Board composition of 40:40:20 by 2025 and maintain senior management gender composition of 40:40:20
- Strong progress towards top quartile employee engagement
- Increase the development of our people through the Global Leadership Academy
- Maintain focus on patient safety training
- Maintain workplace safety performance
- Establish Group Mental Health, Wellness and Resilience Framework
- Train 3% of the workforce in mental health first aid by 2026*

** Targets relate to 100% owned entities*

UN Sustainable Development Goals



Investing in our people

A global pandemic has brought rapid change and unprecedented challenges to the health care sector.

The direct and indirect impacts on our employees, patients and partners around the world cannot be underestimated.

Through it all, Ramsay remains focused on 'people caring for people'.

The Ramsay Way

We know that everyone at Ramsay is integral to our success.

By working together and supporting each other, we can create a caring, safe and inclusive culture, where everyone has an opportunity to contribute and make a difference.

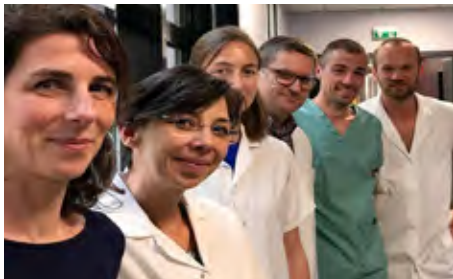
This year, guided by feedback from across the business, we distilled Ramsay's enduring values into three simple yet powerful principles:

1. We value strong relationships

2. We aim to constantly improve

3. We seek to grow sustainably.

In essence, these tenets underpin Ramsay's conviction that people are at the heart of our ongoing success.



They also affirm that Ramsay is working to making a positive, long-term difference in the world by caring for our people, our communities and our planet.

Industry leading talent

Ramsay is proud to attract many of the brightest, most dedicated employees in the world.

In these extraordinary times, we continue to do so by offering a supportive culture, flexible conditions and enviable career opportunities.



This year, our health workforce grew by four per cent, reflecting the demands of COVID-19, particularly in Asia and Europe. Most of this growth was in our permanent full-time and part-time headcount, which grew by three per cent.

Despite the growth in our workforce, staff turnover rates have increased. Staff retention is a key focus due to increased pressures faced by the health sector from the ongoing pandemic.

Our workplace initiatives include:

- Ramsay Santé successfully moved to digital training to continue developing its teams. Employees were also incentivised to support recruitment.
- Ramsay Australia established a Professional Pathways Program to support nurses in other sectors looking to transition to Acute Care.
- Ramsay UK boosted furlough payments for clinically vulnerable staff, provided extra transport and meals and permanently increased overtime payments.
- Preceptorships in the UK allow the business to recruit newly qualified nurses and help them to take their first steps in a career with Ramsay.
- Developing leaders in the UK is supported by a rigorous talent management process every six months, which focuses on developing them within their role and preparing them effectively for future roles.
- A Malaysian Nursing Taskforce was set up to advance nursing conditions and career paths.

Keeping our people informed and engaged is also a priority for Ramsay.

Ramsay Santé undertook a collaborative workshop which led to 781 propositions for supporting engagement around three main levers: manager training, quality of life at work and middle management role models.

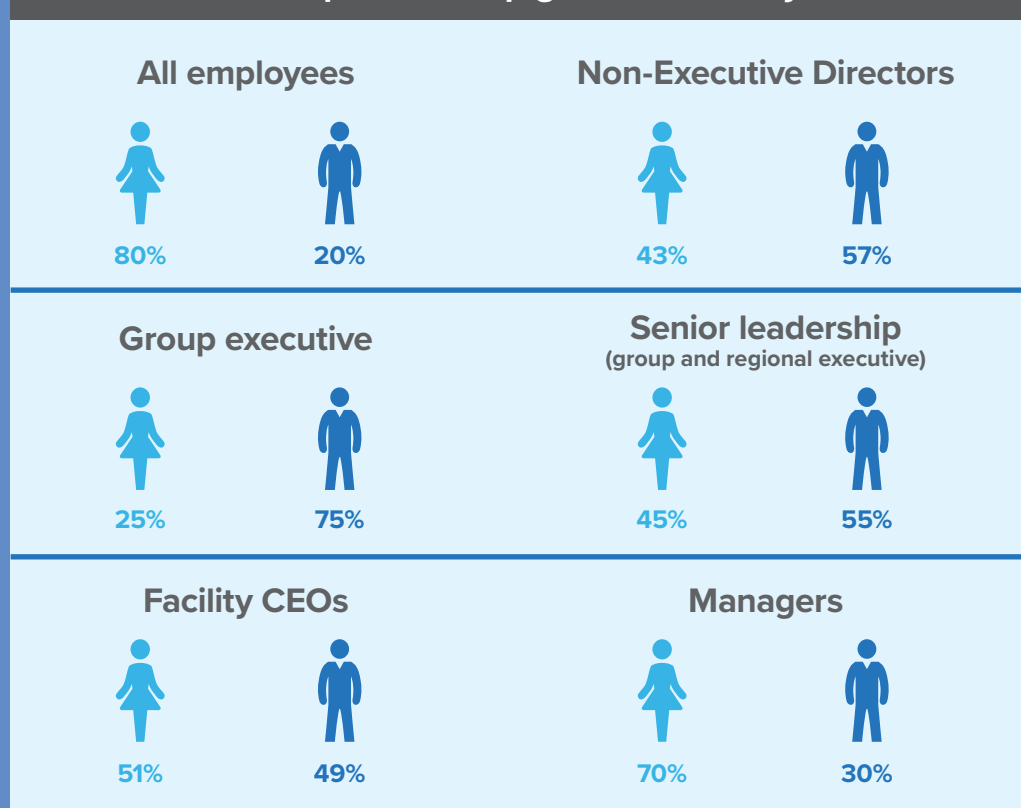
In the UK, Ramsay is now using Workplace by Facebook – an online communication tool that simply and securely links all employees across departments, functions and locations. It uses instant messaging, group chats and videos to ensure everyone is connected – no matter where or when they work.



Ramsay UK's outstanding support for the NHS during the COVID-19 pandemic is featured in a report by the Independent Healthcare Providers Network.

Diversity and inclusion

Group leadership gender diversity



“Globally, Ramsay Health Care is a significant employer of women and has long been committed to having strong female representation at all levels of the organisation.

We respect and celebrate the diverse backgrounds, experiences and perspectives of our people and encourage them to be their ‘real self’ at work.

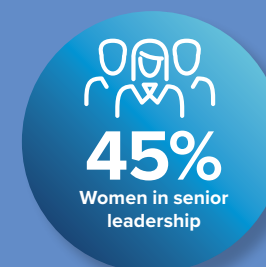
As proud supporters of 40:40 Vision, Ramsay is intent on achieving gender balance in our executive leadership by 2030. We hope our example encourages other leading companies to follow suit.

Colleen Harris
Group Chief People Officer



40:40 VISION

40:40 Vision is an investor-led initiative to achieve gender balance in the executive leadership across Australia's largest listed companies. 40:40 Vision seeks to achieve gender balance – 40 per cent women, 40 per cent men and 20 per cent any gender – across the senior leadership of all ASX200 companies by 2030. Ramsay Health Care has joined to reflect our commitment to gender equality as significant employer of women.



We know it is important for our people to have inspiring, fulfilling and productive careers, with opportunities for growth and learning throughout their working life.

That is why Ramsay offers a wide range of training and professional development opportunities across our businesses.

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

For example, Ramsay Santé and Ramsay Australia each deliver more than 200,000 hours of compliance training on average per year.



Career boosting programs

This year, Ramsay Australia launched four new training pathways tailored to nurses and midwives. Starting in July 2021, the Nursing Leaders of Tomorrow, Nursing Fellowship, Back to the Bedside and DCS Induction and Mentorship programs will help to identify future nursing leaders.

Ramsay UK has celebrated the qualification of its first apprentice nurse cohort. 185 apprentices have been studying clinical and non-clinical subjects and another 93 are enrolled to start.

In Malaysia, Ramsay Sime Darby is piloting a 12-month Nursing Leaders of Tomorrow program to support the growth of 20 nursing and midwifery managers.

Nurses working in operating theatres are getting support from Ramsay Santé to obtain their IBODE diploma. The state-registered certification recognises their experience and expertise.

Partnership & Scholarships

Hundreds of Ramsay Australia employees have enrolled in a University of Tasmania (UTAS) postgraduate course in 2020, thanks to a \$600,000 Ramsay staff scholarship program.

Julie Jackson (pictured below) has been a registered nurse for 32 years and this year completed a Bachelor of Nursing with Professional Honours in Clinical Education.

“I’ve loved it. I’m really grateful to work for a company that supports its staff to take on further education,” she said.



Ramsay Australia also offers scholarships ranging from \$1000–\$5000 for career development across the business.

Global Leadership

Ramsay’s Executive Leadership program, coordinated through the Global Leadership Academy, connects Ramsay’s global leaders of the future and equips them with the skills to navigate a dynamic health care sector.

Despite pandemic-related disruptions, more than 100 Ramsay managers have taken part from across our global operations.

The aim is to provide clarity on ‘what good looks like’ and accelerate development of our Head of Department and Senior Leadership Teams.

Ramsay UK has also created a new Leadership Framework, with behaviour descriptors for all leaders and a suite of new courses.



Since 2019, more than 900 Ramsay Santé people have completed an intensive 18-month management course, co-designed by Ramsay Santé experts and ESCP Business School. The latest graduates qualified in May 2021.

Ramsay Australia has launched a Frontline Leadership Development Program for hospital, pharmacy and corporate leaders to help build a culture of engagement, innovation, improvement and accountability. More than 300 people took part in 2020–21.

Our learning ecosystem



Future focus

Our new Global Graduate Programme welcomed its inaugural cohort this year.

The first ten corporate graduates were chosen from hundreds of applicants from Australia, the UK, Malaysia and Indonesia.



As well as being mentored by Ramsay's leaders, the graduates are immersed in a two-year program tailored to develop their individual interests and inspire their contribution across the business.

They also get an opportunity to work and learn overseas, with an eight-month placement at one of Ramsay's global locations.

Excellence Awards

Ramsay Australia's annual employee awards introduced a new category in recognition of those who went above and beyond during the challenges of 2019/20. The winners of the 'People Caring for People' Award received a cash prize for their terrific work.

In February, Christine Tipping from Oaks Hospital and Neyza Mapag from Neuro East (pictured) became Ramsay UK's first graduates of the apprenticeship scheme, receiving First Class Honours in their Registered Nurse degree.



Ramsay National Library

Ramsay Australia's National Library is a vital resource for employees seeking information about best practice.

The library's suite of helpful information was accessed more than 1.3 million times during the year.



Partners in training

The Ramsay Sime Darby Healthcare College in Kuala Lumpur is set to become part of the University of Wollongong (UOW) global network of higher education campuses.

The transfer will see UOW Malaysia deliver nursing and health services programs to the current 360-strong student cohort.

Ramsay Sime Darby Health Care will continue to provide eligible students with enrolment sponsorships and internship placements at its four hospitals in Malaysia for the next five years.

"By combining a world-class, top 200 university with an exceptional, pioneering health care provider in South-east Asia, we will be able to offer world-class health education that produces the well-trained nurses and health service professionals Malaysia needs," UOW Global Enterprises Managing Director and Group CEO Marisa Mastroianni said at the partnership announcement in March 2021.

Diversity and inclusion

Ramsay Health Care is a significant employer of women and is committed to gender equality.

Women comprise:

- **38% of Board members (43% of Non-Executive Directors)**
- **45% of senior leadership (global executive and direct reports)**
- **70% of managers across the business.**

In January 2021, Ramsay pledged to achieve 40% women in executive leadership by 2030 as one of the first signatories to the 40:40 Vision, an investor-led initiative to achieve gender balance in the leadership of Australia's largest listed companies.

With a strong pipeline of talented women leaders - including Carmel Monaghan, our first female CEO of Ramsay Australia - we want to show the way for equity and inclusion in health care.

Across our businesses, we see great diversity of people spanning numerous cultures and backgrounds. The diversity seen across Ramsay's workforce provides fresh insights, new perspectives and good ideas.

We do not see age as an impediment and we appreciate the experience our people bring to the team. This year, 38% of new Ramsay employees were aged under 30 and the number of new employees aged over 50 saw a solid increase to 14%.

Safety

COVID-19 continues to have an operational impact and take a deeply personal toll at Ramsay Health Care.

The loss of colleagues, relatives and friends is felt across Ramsay and our sincere condolences go to all those who are grieving a loved one.

In such a challenging environment, Ramsay's safety indicators have differed from region to region, reflecting the volatility of the coronavirus outbreak.

Similar to last year, many Ramsay employees have been required to isolate at home under public health orders, which has caused a notable uptick in lost time and absenteeism. This was particularly apparent in Indonesia and Malaysia. However, we saw significant reductions in absenteeism rates in the UK as conditions improved and levels were steady in the Nordics.

In Australia, where operations have been less impacted by COVID-19, safety performance remains steady and well below industry rates.

A highlight of the year was Ramsay Australia's acceptance into the Australian Government's national self-insurance scheme, Comcare. This came after a rigorous assessment process and reflected an excellent safety record.

Being included in Comcare allows Ramsay Australia to offer all staff equal workers compensation benefits, regardless of their location, and delivers a generous benefit structure for injured employees.



Safety first

COVID-19 has added a layer of complexity in organising essential patient safety training. Our priority is to protect the training participants, while maintaining high quality educational standards.

Ramsay UK teams at Oaks Hospital and Springfield Hospital came together in November to carry out their patient safety training program in a safe and secure environment.

Twelve clinical practitioners undertook a two day Advanced Life Support (ALS) course comprising lectures, workshops, skill stations and cardiac arrest simulations, delivered by our clinical experts.

Assessment was based on clinical scenarios including airway management, high quality CPR and defibrillation and cardiac arrest management. Successful candidates receive a Resuscitation Council UK ALS provider certificate, valid for four years.

Course Director Matt Ibrahim said, "It is imperative that patient safety critical education continued during the challenging times of the COVID-19 pandemic. We have been able to equip 12 clinical members of staff with the knowledge and skills required to deal with acutely unwell patients, in a supportive and secure manner."

A focus on mental health and wellbeing

Ramsay people are dealing with extraordinary and unpredictable demands at work and at home. As they rise to the challenge, again and again, many have been stretched to their limits.

The demands brought by the pandemic will linger, possibly for years to come. That is why protecting and bolstering our employees' psychological wellbeing is an ongoing priority.

As well as empowering our people to care for themselves and their colleagues, Ramsay has introduced practical programs to lift morale and resilience across our businesses. Taking care of our employees enables them to take care of our patients.

Ramsay Australia and Ramsay UK have set a target of training three per cent of their workforces as recognised mental health first aiders by 2026.

Our FY21 target was achieved, with more than 100 mental health first aiders approved in Australia and the UK. At the same time, more than 160 Ramsay Santé managers were trained to provide extra support to staff around mental health.

Also in France, a preventative health program to support the physical and mental wellbeing of employees and their families was extended to include consulting and retired doctors, who have been instrumental in Ramsay Santé's COVID response.

During the year, Ramsay Australia held live webinars on resilience team-building and created leadership-in-crisis tools and resources.

In the UK, dedicated wellbeing areas have been set up for hospital employees to access support and take a break. Staff are also provided with cheap, nutritious meals to keep them on the go.

Ramsay Santé's employee childcare program now has 33 creches caring for more than 300 children, as well as an emergency childcare scheme helping employees manage their variable schedules and family demands.

Ramsay Australia has pledged to provide employees who experience stillbirth with paid parental leave.

Ramsay joined the Stillbirth Foundation's corporate registry, which covers one million employees with paid leave if they experience stillbirth (the loss of a baby from 20 weeks gestation).

Group Chief People Officer Colleen Harris said it was important to formalise a long-standing policy.

"Our employees are also supported through access to free and confidential counselling," Ms Harris said.



Light therapy

This year, Ramsay Santé became the first private group to introduce cutting-edge light therapy at 24 mental health clinics.

The devices are available to Ramsay employees, as well as caregivers and paramedics wanting to manage stress, pain and sleep issues.

"After a session of up to 40 minutes, people describe feelings of 'letting go', 'relaxation' and 'escape'," psychologist Isabelle Hautcoeur explained.

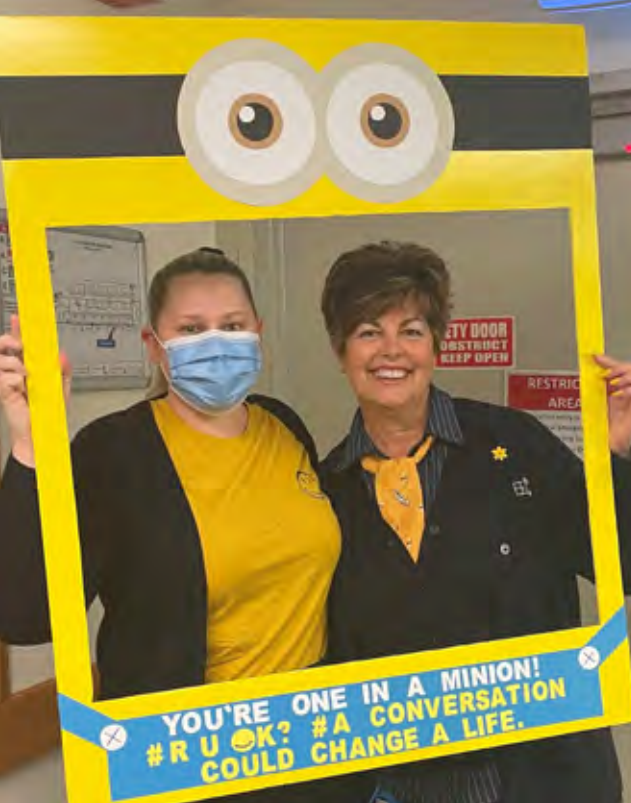
"In the long term, this technology also helps to improve the level of concentration and the quality of sleep."

New uniforms

International Nurses Day had extra significance in 2021, which was designated by the World Health Organisation as the International Year of Health and Care Workers.

Ramsay Sime Darby celebrated International Nurses Day in May with stylish new uniforms for dedicated teams at the Klang tertiary care hospital.





RUOK Day

We are proud to be one of the founding partners of RUOK Day, encouraging our people to take time to check in with their families, friends and colleagues.



People data and scorecard*

Ramsay Santé							Ramsay Sime Darby						Ramsay UK			Ramsay Australia			Ramsay Health Care				
	France			Nordics ¹			Malaysia			Indonesia			UK			Australia			Group				
Number of employees ²	Permanent			Permanent			Permanent			Permanent			Permanent			Permanent			Permanent				
	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Total	
Male	3,768	490	647	1,103	508	325	454	26	-	441	3	-	976	140	367	1,976	2,061	2,292	8,718	3,228	3,631	15,577	
Female	15,448	3,799	2,063	3,886	2,885	628	1,817	60	-	1,328	-	-	3,282	1,496	1,528	4,548	14,174	7,773	30,309	22,414	11,992	64,715	
Total ⁷	19,216	4,289	2,710	4,989	3,393	953	2,271	86	-	1,769	3	-	4,258	1,636	1,895	6,526	16,236	10,068	39,029	25,643	15,626	80,298	
Employees covered by collective bargaining agreements																							
Total (%)	100			96 ³			N/A			65			N/A			89							
Number of new employee hired by age group																							
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years		
Male	446	391	90	47	160	56	50	37	7	23	13	3	128	190	102	507	648	149	1,201	1,439	407		
Female	1,998	1,538	370	229	741	282	204	132	13	71	17	2	442	730	411	1,820	2,287	650	4,764	5,445	1,728		
Total	2,444	1,929	460	276	901	338	254	169	20	94	30	5	570	920	513	2,327	2,935	799	5,965	6,884	2,135		
Employee turnover ⁴																							
	2020	2021		2020	2021		2020	2021		2020	2021		2020	2021		2020	2021		2020	2021			
Total (%)	-	-		9.5	7.8		14.6	19.5		7.2	10.7		14.7	19.7		10.1	10.4						
Workplace safety ⁵																							
	2020	2021		2020	2021		2020	2021		2020	2021		2020	2021		2020	2021		2020	2021			
Number of workplace fatalities	0	0		0	0		0	0		0	0		0	0		0	0		0	0			
Number of workplace injuries that result in lost time (LTI)	1,207	501		-	-		4	3		83	441		18	35		45	65						
Rate of lost time due to workplace injury (LTIFR)	21.90	18.74		-	-		0.63	2.20		17.16	113.59		3.08	4.53		1.76	1.78						
Absenteeism rate (%)	15.7	15.2		6.3	6.3 ⁶		2.3	2.4		4.6	7.3		14.3	9.8		4.9	5.1						
Diversity ⁷	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Board (Non-executive)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	3	7		
Group executive ⁸	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	2	8		
Senior leadership ⁹	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32	26	58		
Regional executive	6	3	9	2	1	3	4	8	12	-	-	-	6	3	9	4	4	8	26	24	50		
Facility CEOs	47	38	85	20	16	36	1	3	4	1	2	3	11	22	33	16	21	37	96	102	198		
Managers	769	1,597	2,366	43	109	152	4	16	20	10	15	25	112	328	441	328	894	1,222 ¹⁰	1,267	2,959	4,226		
All other employees ⁸	4,109	19,675	23,784	1,871	7,273	9,144	470	1,850	2,320	428	1,301	1,729	1,353	5,953	7,306	5,981	25,575	31,556	14,217	61,637	75,854		
Total	4,905	21,310	26,215	1,936	7,399	9,335	480	1,877	2,357	439	1,319	1,758	1,484	6,306	7,789	6,329	26,495	32,824	15,578	64,715	80,293		

*Please note: Ramsay Health Care's businesses operate in a diverse mix of local business environments. As such, the scorecard results reflect a wide range of region-specific, internal and external influences.

1 Nordic data includes Sweden, Norway and Denmark.

2 Excludes agency labour.

3 Capio Sweden: 100% of employees. Capio Norway: 24% of employees. Nurses only. Capio Denmark: 63% of employees.

4 Percentage turnover includes all employees who left Ramsay regardless of whether they resigned, were dismissed or retrenched, retired, end of fixed-term contracts or casual employment arrangements terminated etc. Turnover/absenteeism rates in France exclude fixed term contracts, as most are short term. Excludes contractors.

5 Safety figures exclude contractors.

6 Excludes Denmark.

7 Totals may differ where individuals have not identified as male/female.

8 Group executive includes the MD & CEO, Group Chief People Officer, Group Chief Financial Officer, Group Chief Medical Officer and the regional CEOs.

9 Senior Leadership is the Group Executive and direct reports.

10 Figures based on 2021 WGEA Report (2020 data).



caring
for our
planet





Our planet



We recognise that protecting the environment for future generations is critical.



Energy and water

We are focused on energy and water efficiency measures and identifying opportunities to introduce more renewable energy in our operations and new developments.



Climate change action and reducing greenhouse gas emissions

We are undertaking a comprehensive review of climate risk to enable effective action on climate change and to take advantage of opportunities to support a transition to the low carbon economy.



Waste and recycling

We are seeking to improve recycling and to identify more opportunities to reduce single-use plastics where it is safe to.



Our targets

- Maintain recycling rates and identify single-use plastic and waste reduction opportunities
- Identify new water saving opportunities
- Achieve a 10% reduction in energy intensity by 2026*
- Achieve a 12% reduction in greenhouse gas emission intensity by 2026*
- Install 6.3MW renewable energy projects by 2026*
- Undertake a comprehensive review of climate risk across our regions

* Target relate to 100% owned entities only



“Working in health care can sometimes be challenging but, without a doubt, it is one of the most rewarding careers where you can make a difference every day.”

Natalie Burke

St Andrew's Ipswich Private Hospital

UN Sustainable Development Goals



Environmental performance

We know that a thriving planet is important to our health and wellbeing. Ramsay is focused on climate action and environmental performance across our value chain.

Carbon footprint

Pandemic-related fluctuations in activity and changing public health regulations saw a general rise in energy use this year. Our regional businesses are focusing on improving energy efficiency and reducing greenhouse gas emissions.

Activities include:

- installing energy efficient lighting throughout refurbished areas of outpatients, main receptions, wards and theatres
- adding high efficiency lighting controls and switching
- upgrading heating and cooling equipment to save energy.

In Australia, a focus on energy efficiency, including an LED retrofit program, has helped deliver savings in both absolute and intensity measures, helping to achieve our FY21 targets.

A large renewable energy program is being rolled out at our hospitals.



This commenced with large solar systems installed at the new Stourside Hospital in the UK and at Nowra Hospital in Australia.

Reduce, reuse, recycle

All regions are moving to divert waste to recycling and ensure that medical waste is appropriately managed and disposed.

The pandemic has led to significant increases in waste generated, with additional flows in the clinical waste stream.

Despite the challenges, our regional teams have begun a range of initiatives to reduce single-use plastics and improve recycling.



Ramsay Sime Darby's Subang Jaya Medical Centre has introduced reusable ceramic cups for patients attending Haematology and Oncology Day Care.

More than 8,600 patients took part from October to June and the initial trial saved over 36,000 single-use plastic cups.

Among its sustainability programs, Ramsay Australia has replaced more than 20 million pieces of single-use plastic, as well as substituting single-use plastic water bottles for reusable jugs.

In May, the Ramsay Australia team's environmental sustainability work won the Outstanding Organisation category in the 2021 HESTA Australia Nursing and Midwifery Awards.



Capio in Sweden has partnered with a vendor to recycle or reuse IT products. Over the year, the program has saved approximately 50 tonnes of carbon dioxide (the equivalent of heating nearly 200 apartments per year).

Across the board, we are continuing to improve our data reporting mechanisms to increase the consistency and coverage of environmental measures.



Plastic-free, planet-friendly

Plastic cutlery and bottles are out and reusable crockery is in at the new environmentally friendly café at Subang Jaya Medical Centre (SJMC).

Café 35 is a 'plastic-free zone', with employees focusing on the small things that can be done to create a more sustainable planet.

SJMC CEO Trish Hogan said switching to reusable crockery made sense.

"We will save about 160,000 Ringgit Malaysia every year on the purchase of plastics," Ms Hogan said.

"We are taking little steps to do what we can to protect the earth from plastics and only drinks that are not in plastic may be consumed in Cafe 35."

Pictured above, SJMC CEO Trish Hogan with Ramsay Sime Darby Health Care chairman Dato Dr Jacob Thomas at the opening of Cafe 35 in April 2021.

Greening theatres

Ramsay has commenced a concerted sustainability push in our operating theatres.

For example, Ramsay Santé has launched an awareness and information campaign to encourage anaesthesiologists to reduce their carbon footprint.

“The anaesthesia gases used in the operating room are in fact greenhouse gases,” explained Dr Jean-Claude Pauchard, an anaesthesiologist-intensive care physician at the Aguilera Clinic in Biarritz.

“Once inhaled, very little is metabolised by the patient. Therefore, 95% of the gases are released into the atmosphere.”



Anaesthesiologists are being encouraged to select gases with lower greenhouse warming potential, optimise the flow of fresh gas and use modern respirators with automated gas functions.

“The objective of this initiative is to make the operation of the operating room sustainable, while integrating a reflection on its economic, social and environmental impact,” Dr Pauchard said.

Other theatre initiatives include recycling intravenous plastic tubing and using reusable containers in sterilisation processes.

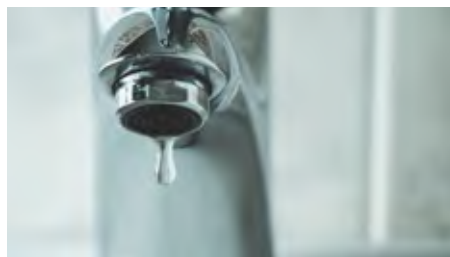
The Sunshine Coast Hub has been using rigid sterilisation containers as a sustainable, safe alternative to polypropylene ‘blue wrap’ for sterile operating room equipment.

The transition has long-term cost-saving benefits by reducing the amount of blue wrap and other single-use sterilisation materials, like sterile indicator tape, which may require special disposal. It has also reduced the workload of the Central Sterile Services Department (CSSD) and the need for flash sterilisation if any sterile wrap is torn or damaged.

Water

Ramsay recognises that sustainable water use is important, particularly in water-stressed regions such as parts of Australia.

We know that climate change will lead to increased variability in rainfall and increased demand for water, particularly where temperatures rise, so access to water will be a long-term issue.



Over the past year, water usage reduced across our businesses, except in Australia. We are adopting more water efficient fittings and sensors and are working to benchmark our facilities to identify water-wise opportunities and priorities.



Responding to a changing climate

Ramsay is committed to taking action on climate change. This includes measures to help reduce impacts arising from our operations, in an effort to contribute to global mitigation measures aligned with the international Paris Agreement.

We are aiming to build a resilient business that adapts to climate-related risks and takes advantage of opportunities from the transition to a low carbon economy.

We have started on the journey to apply Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.

As at 30 June 2021, we have undertaken the first stage of risk assessment for Australia, France, Nordics, UK and Asia to build understanding and capability across the group. The aim has been to identify, at a high level, how climate related risks may impact our business and understand regional differences and short- and long-term implications.

The following section outlines our approach per the TCFD recommendations.

Responding to climate change

This section outlines our approach per the Taskforce for Climate-related Financial Disclosures (TCFD) recommendations.

GOVERNANCE	STRATEGY
<p>FY21 Progress</p> <ul style="list-style-type: none"> In October 2020, a Global Sustainability Policy and sustainability governance approach was approved by the Ramsay Health Care Board. This confirmed that any material social and environmental risks (including climate-related risks) are overseen by the Board's Global Risk Management Committee. The Group Sustainability Officer and a Global Sustainability Committee, comprised of regional sustainability leads, provide support and guidance to the Global Executive and Global Risk Management Committee. In February 2021, the Board approved the Ramsay Cares objectives, which include greenhouse gas and energy intensity reduction targets. <p>FY22 Focus areas</p> <ul style="list-style-type: none"> Develop a Climate Change Commitment Statement to articulate Ramsay Health Care's approach in the various regions in which it operates. 	<p>FY21 Progress</p> <ul style="list-style-type: none"> Ramsay's vision is to leverage our global platform to be a leading health care provider of the future. The strategy balances the needs of all stakeholders, considering a rapidly changing environment and the pressures on health care systems around the world. We know opportunities exist to build-in resilience to climate change as we deliver our strategic focus areas: <ol style="list-style-type: none"> Growth - growing, modernising and leveraging our world class hospital network and moving into new and adjacent services Efficiency - delivering operational excellence through optimisation and strategic sourcing Sustainability - investing in strong organisational foundations. <p>FY22 Focus areas</p> <ul style="list-style-type: none"> Continue to build internal understanding and capability regarding climate risks in order to assess the impact on strategic focus areas. Embedding climate risk considerations into global strategy working groups and into key decision-making processes.
RISK MANAGEMENT	METRICS AND TARGETS
<p>FY21 Progress</p> <p>Risk management approach</p> <ul style="list-style-type: none"> Climate change risks are managed within the Group's risk management framework. As a global business, it is important to ensure consistency of knowledge, understanding and approaches across multiple operations and regions. <p>Risk and opportunity identification</p> <ul style="list-style-type: none"> A high-level risk and opportunity assessment was undertaken to identify a range of physical and transition climate-related risks and opportunities which may impact the worldwide health industry under the globally recognised scenarios: 1.5-degree, Paris Aligned Scenario (aligned to IPCC RCP-2.6 and SSP1) and 4-degree, business as usual scenario (IPCC RCP-8.5 and SSP5). Assessments were undertaken with senior leaders in Asia, Australia, France, the Nordics and UK to build awareness and capability across the Ramsay Group and test the completeness of risks/opportunities identified. The aims were to understand common global and regionally specific risks/opportunities and create a preliminary ranking of risks with possible mitigations. <p>FY22 Focus areas</p> <ul style="list-style-type: none"> Undertaking analysis on the identified key common risk areas and the potential implications for strategic and operational areas, such as buildings and supply chain, to grow our understanding and identify actions (<i>short- to medium-term risk focus</i>). Monitoring longer-term implications of climate change on our people, patients (<i>long-term focus</i>). 	<p>FY21 Progress</p> <ul style="list-style-type: none"> We currently disclose Scope 1 and Scope 2 greenhouse gas (GHG) emissions from our electricity and fuel use and Scope 3 emissions arising from major waste streams. We are committed to improving our reporting. Key data included in the FY21 Impact Report is externally assured (see page 65). <p>Targets</p> <ul style="list-style-type: none"> Ramsay Cares includes targets to reduce GHG emissions and energy intensity and drive a roll-out of renewable energy installations at key hospitals. GHG emission reductions targets have been embedded in sustainability linked loans for the wholly-owned funding group (comprising wholly-owned entities in Ramsay Australia and Ramsay UK) and Ramsay Santé. GHG emission reduction targets have been included in the FY22 Scorecards for our Executives. <p>FY22 Focus areas</p> <ul style="list-style-type: none"> Working with regions to build capacity and understanding on climate risk and monitoring key risk areas. Working with suppliers to better understand Scope 3 emissions and abatement opportunities. Improving and reporting our performance and metrics annually.



Black is the new green

As part of its commitment to creating a cleaner, greener planet, the green team at Nowra Private Hospital has come up with a range of sustainability measures.

They include a 100-kilowatt solar panel project, PVC and aluminium recycling and eliminating single-use plastic water bottles.

Hospital CEO Prue Buist said they were keen to cut waste, energy and water use and minimise greenhouse gas emissions.

“From recycling medical waste to using recyclable cups and coffee bags, the whole team is pitching in and I’m very proud of what we’re achieving,” Ms Buist said.

“Our green team is looking at ways our recycling could help other community organisations and we hope to be able to donate any out-of-date bandages, fluids or medical equipment to local animal shelters.”



Lifelong care

Four Ramsay Santé maternity hospitals are piloting being certified under the quality label of the Very High Quality Social and Environmental Health (THQSE).

The certification makes it possible to assess the economic, environmental, social and societal commitments deployed by maternity hospitals.

Marion Comastri, Unit Manager of Obstetrics and Maternity at the Pays de Savoie Private Hospital, said the teams there had a long-standing commitment to social and environmental health.

“For example, our MyNea workshops, delivered by a team of midwives, obstetricians, anesthesiologists and pediatricians, help future parents at each stage of their journey,” she said.

“Every day, sensitivity to sustainable development is reflected in multiple ways such as recycling, rational use of consumables and cost control.”



Green team

Green initiatives at Pinehill Hospital started with four members of the physiotherapy department coming together over concerns about recycling, waste disposal and reducing single-use plastic.

The team is now 15-strong, with representatives across the hospital meeting regularly to discuss ways to reduce their environmental footprint.

Green team founding member and physiotherapist Jessica King said they were concerned about the increase in waste caused by the pandemic.

“It’s been very positive to work together on these projects around the site and play our part in sustainable health care,” she said.

The team has set up designated bins to collect writing instruments and crisp packets and plans to eliminate single-use items, such as plastic cups and coffee capsules.

Hospitals of the future

Ramsay has a significant pipeline of developments to ensure we can continue providing quality facilities that enhance patient, employee and visitor experience.

This includes brownfield and greenfield developments and potential acquisitions of hospitals and medical facilities.

Our investment into new developments and quality facilities helps meet growing community demand for accessible health care infrastructure, while creating local career and training opportunities.

Increasingly, environmentally friendly products, materials, technology and

practices are becoming standard practise in the health care sector.

It is important that sustainable design features are considered early in the design stage of new developments.

We understand that, as the climate changes, ensuring our assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.



Stourbridge Hospital opening

Lord David Prior, Chairman of NHS England (pictured right), opened Ramsay UK's £7.5 million state-of-the-art day surgery hospital at Stourbridge in October 2020.

Stourbridge Hospital offers care across a range of specialities including breast, gynaecology, general surgery, orthopaedic and urology.

"We hope the local community is as proud as we are of this superb facility and the high-quality care it will provide," said Ramsay UK CEO Dr Andy Jones (pictured left).



Greenfield development

Ramsay's \$133 million private hospital development in Victoria will service one of the fastest growing populations in Australia.

The Northern Private Hospital will be a 126-bed facility, with four operating theatres, a cardiac catheter lab, three inpatient wards and a day oncology centre.

A Climate Change Adaptation Plan was developed to identify the impacts and

associated risks of climate change on this project over the lifetime of the asset (50 years).

Risks considered included increased temperatures and number of hot days, changes to rainfall, humidity and wind speeds, and fire weather.

The objective was to bring together the design teams to identify any gaps or omissions in the design process and respond to any high to extreme risks.

New build sustainability considerations

- Building management systems with automatic monitoring systems
- Operational waste management plans and facility recycling and collection systems
- Technologies for enhanced thermal comfort with individual room temperature control
- Acoustic and visual comfort between patient rooms with openable windows
- Peak electricity demand reductions including solar power and battery backup provisions
- Water efficient sanitary fixtures, fittings and appliances.
- Use of recycled materials for construction
- Energy efficient lighting and controls

Environment data and scorecard*

Ramsay Santé ¹						Ramsay Sime Darby				Ramsay UK		Ramsay Australia	
Indicator ²	Units	France		Nordics ³		Malaysia ⁴		Indonesia		UK		Australia	
		2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Energy consumed in facilities													
Electricity	kWh	230,012,303	215,938,571	12,807,942	14,142,723	41,190,785	40,854,660	12,235,026	16,606,781	27,552,486	28,979,384	189,961,181	188,501,071
District heating	kWh	25,723,883	35,169,907	3,709,321	3,516,629	-	-	-	-	-	-	-	-
Gas	GJ	551,809	610,743	-	-	-	-	525	499	118,750	135,306	287,579	289,877
Other fuels consumed in facilities	GJ	13,375	17,499	-	-	2,923	2,192	2,786	1,975	841	480	11,706	14,844
Energy consumed in vehicles	GJ	22,285	19,868	-	3,065	-	-	1,000	843	2,383	2,798	6,378	3,862
Total energy consumed													
Total Energy consumed	GJ	1,508,119	1,552,101	59,481	66,638	151,209	153,039	48,358	63,101	221,163	242,910	989,523	987,187
Energy per IPDA ⁵	GJ/ IPDA	0.535	0.544	0.014	0.015	0.844	0.967	0.374	0.571	1.126	1.199	0.369	0.362
Greenhouse gas (GHG) emissions													
Scope 1 Direct GHG emissions (Gas & fuel)	tCO2-e	31,859	31,100	307	266	175	133	269	205	6,745	7,139	16,189	16,139
Scope 2 Indirect GHG emissions (Electricity)	tCO2-e	16,602	15,400	800	1,716	28,405	28,896	8,437	12,589	6,235	6,756	155,633	152,222
Scope 3 Indirect GHG emissions (Waste)	tCO2-e	-	4,446	108	88	977	797	336	260	338	368	5,186	5,074
Total GHG emissions	tCO2-e	48,461	56,221	1,107	1,981	29,561	29,826	8,706	13,055	13,318	14,263	177,008	173,435
Total GHG emissions per IPDA	tCO2-e/ IPDA	0.017	0.020	0.0002	0.0005	0.165	0.189	0.067	0.118	0.068	0.070	0.067	0.064
Water													
Water consumed in facilities	kL	-	1,876,910	42,661	32,661	322,754	315,047	162,665	158,465	206,067	185,519	1,186,070	1,329,304
Water per IPDA	kL/IPDA	-	0.66	0.01	0.01	1.80	1.99	1.26	1.43	1.04	0.93	0.45	0.49
Waste													
Clinical waste (controlled/hazardous)	t	5,649	5,026	33	83	291	386	133	218	957	1,453	1,125	1,720
Waste diverted to recycling	t	-	4,090 ⁶	607	590	83	52	137	141	1,079	1,203	3,332	4,587
Waste disposed by landfill/incinerated	t	-	24,217 ⁶	203	147	2,032	1,718	708	550	1,717	806	10,042	8,953
Total waste generated	t	-	33,333	844	820	2,116	2,155	978	909	2,796	3,462	13,373	15,260
Waste per IPDA	t/IPDA	-	0.012	0.0002	0.0002	0.012	0.014	0.008	0.008	0.014	0.017	0.005	0.006
Percentage diverted to recycling	%	-	12	72	72	4	2	14	16	39	35	25	30

*Please note: Ramsay Health Care's businesses operate in a diverse mix of local business environments. As such, the scorecard results reflect a wide range of region-specific, internal and external influences.

1 Excluding Italy.

2 Selected indicators have been subject to limited assurance (see page 65). Selected Ramsay Santé data has been assured as part of its annual reporting process. Efforts have been made to compile consistent data across regions but there may be differences. Ramsay makes no representation or warranty, express or implied, as to the appropriateness, accuracy or completeness of the information contained in this table. Some of the FY20 data has been restated due to data improvements or change in reported metric. For example, the Australian waste data has been restated to reflect changes in data capture by waste contractors.

3 FY21 Nordic data includes Sweden and Norway. No environment data is available for Denmark.

4 Excludes Hong Kong.

5 Inpatient and day patient admissions (IPDA).

6 Figures for period April 2020 to March 2021.



caring
for our
community





Our Community

Our responsibility goes beyond connecting patients to skilled practitioners. We have an important role in our communities and in serving society-at-large.



A community approach to health care innovation

We are investing in leading medical research and supporting clinical trials to advance patient and community outcomes.



Focusing on cause and prevention

We are partnering with a focus on preventative health care and mental health.



Supporting local communities

We are supporting local communities and promoting awareness of the importance of health and wellbeing.



Responsible sourcing

We are working with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain.

“We are committed to a global approach to preventative health care and supporting the local communities in which we operate.”



Our targets

- Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community outcomes
- Partner with a focus on preventative health care and mental health
- Support local communities and promoting awareness of the importance of health and wellbeing
- Achieve sustainability assessments covering 80% of external supplier spend by 2026*

* Targets relate to 100% owned entities only

UN Sustainable Development Goals



Saving lives through medical research

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

That is why we support a wide range of clinical trials and health research aimed at improving the wellbeing of our patients and society as a whole.

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

We also encourage a culture of research that can explore ideas, share good practice and contribute to high-quality health care around the world.

Ramsay Hospital Research Foundation

Founded in 2017, the Ramsay Hospital Research Foundation (RHRF) is on a mission to "provide better outcomes for patients, to investigate the diseases and illnesses which affect them and to progress the learning and development of those who care for them."

This year, RHRF awarded \$1.85m funding for research in key clinical areas such as rehabilitation, mental health, cancer and maternity care.

RHRF oversees more than 200 clinical trials in 14 hospitals across Australia, studying the treatment of conditions such as cancer, musculoskeletal disorders and Parkinson's disease. It has another 800-plus research projects investigating illnesses such as treatment-resistant depression, aphasia and endometriosis.



Advancing cancer care

A new research project funded by the Ramsay Hospital Research Foundation could transform mental health support for Australian cancer patients.

Lead researcher Joanne Shaw said the Ramsay Adapt project would examine the best way to assess and manage anxiety and depression in cancer patients in private hospitals, as well as the effectiveness of training community-based psychologists to work alongside hospital cancer teams.

"The outcomes will pave the way for a sustainable model of treatment across Ramsay hospitals, as well as community-based care," A/Prof Shaw said.

“The word for us is ‘hope’. It gives hope to our patients that we can, through clinical trials, find cures for their cancers. For our clinicians, it gives hope that they can strive for better outcomes and deliver care that’s going to make a real difference.”

Chris Went

CEO, Greenslopes Private Hospital



Ramsay Santé research

The Ramsay Santé Research and Teaching Department is dedicated to the discovery of new diagnostic tools, treatments and therapies.

Ramsay Santé is a leading private group in medical and scientific research in France, producing more than 3,260 scientific publications in the past four years. In 2020, more than 4,300 patients were involved in 679 clinical studies.



A report by the French Hospital Federation and National Research Coordination Committee put the Urology Medical Team of Clinique La Croix du Sud (pictured) in the top 20% of prostate cancer publications worldwide from 2010-2019.

The prestigious ranking reflects the remarkable work of Dr Guillaume Ploussard, co-author of more than 240 referenced scientific publications.

Ramsay Santé Foundation

Fuelled by the adage that 'prevention is better than a cure', the Ramsay Santé Foundation promotes preventative health care and focuses on innovation.

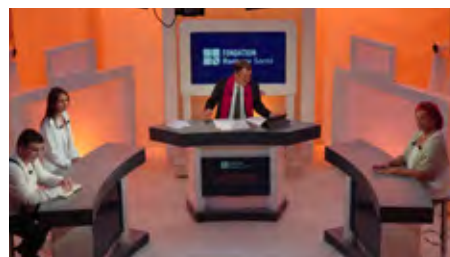
The Foundation supports original programs and projects that promote good health and wellbeing across France.

By partnering with health experts, scientists, start-ups and charities, the Foundation is finding new ways to encourage healthy behaviours.

In 2018, the Foundation opened a free nine-month incubator program to support start-ups and associations working in health prevention and e-health.

Since then, the Prevent2Care Lab, based in Paris and Lyon, has worked with 47 start-ups to advance and scale their projects.

The Foundation also hosted a series of forums on health prevention issues, including the pressing topic of school bullying.



This year, the Prevent2Care Tour, another initiative of the Foundation in partnership with INCO and the Pfizer Innovation France endowment fund, granted €5,000 each to five regional associations promoting healthy lifestyles in Lille, Lyon, Toulouse, Marseille and Paris.

In January, the Foundation worked with the University of Western Brittany to launch a University Diploma for Health Prevention Officers.

Habits for a healthy future

Capio has enlisted about 500 Swedish families to trial a smart phone app designed to encourage better eating and exercise habits in pre-school children.

Developed by senior researcher Marie Löf at the Karolinska Institute in Stockholm, the app called MINISTOP tracks the development of six lifestyle factors and provides tips and tools for new behaviour around eating, activity and screen time.

MINISTOP is offered in numerous languages to parents of 2.5-year-olds attending Capio's paediatric clinics. The aim is to reduce their risk of lifestyle and chronic diseases later in life.



“ Yes, it is possible to do clinical research while working in the private sector. At Ramsay Santé, doctors in private practice do not have to give up teaching, publishing or clinical trials. Our role is to provide all the necessary support for the practice of research. ”

Dr. Stéphane Locret

Director of Research and Education, Ramsay Santé Group



Caring for our local communities

Ramsay is proud to provide accessible health care in many regional cities and towns. Our facilities support local job opportunities, economic growth and regional stability, as well as contributing to scientific and medical research capacity. We help our communities to develop and thrive. Our people care about their communities and enjoy supporting important causes and activities. Whether raising funds or awareness, we know that every effort makes a difference.

Nourishing our communities

Ramsay Sime Darby Health Care employees, doctors and managers have generously supported community food bank programs set up at Manipal Hospitals Klang, Ara Damansara Medical Centre and Parkcity Medical Centre. Donations of non-perishable food were given to vulnerable residents across Kuala Lumpur during Malaysia's long COVID lockdowns.



Ramsay Australia is a long-term supporter of the mental health initiative R U OK?



Hollywood Private Hospital staff fundraising for Lymphoma Care Nurses across Australia.



Employees supporting a blood donation drive in Malaysia.



Raising awareness of clinicians' wellbeing with the Crazy Socks for Docs campaign in Australia.



Woodthorpe Hospital proudly sponsors the Nott's County Women's Football Club.



Mobilising for cancer awareness during November.



The Ramsay Santé Foundation supports the charity Agir pour le Cœur des Femmes to operate a free mobile cardiovascular disease screening service for vulnerable women.



'Psychs on Bikes' saw a group of Ramsay clinicians ride around Australia to raise awareness of mental health issues in regional and remote areas.



Sunshine Coast University Private Hospital and Nambour Selangor Private Hospital donated 15 dialysis machines to hospitals in Papua New Guinea.



Wollongong Private Hospital donates unused packaged food to a local homeless centre.



The team at Premier Bintaro Hospital provided free vision tests for over 50s.



Responsible sourcing and supply chain

Working with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain has significant benefits for society and our planet.

A major review of Ramsay's approach has identified several opportunities to update policies and procedures. As a result, Ramsay has adopted a new supplier sustainability assessment approach and outlined a three-year improvement plan.

Ramsay also released a modern slavery statement addressing the reporting requirements under the UK Modern Slavery Act 2015 (UK) and the Australian Modern Slavery Act 2018 (Cth).



Sustainability disclosures

Ramsay Health Care's material issues were identified and prioritised in the materiality assessment outlined in Section 2. The following section outlines for our identified material issues:

- why they are important
- how we manage each issue
- our impact boundary and key stakeholders
- our measures
- how each issue maps against the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) topic issues for health care and the relevant UN Sustainable Development Goals (SDGs).

Clinical quality and excellence

Why it is important: Delivering high-quality, safe and effective clinical care is at our core. In addition to clinical quality, we are focused on the patient experience and working with our doctors to support their wellbeing and effectiveness. We invest in identifying the best patient outcomes through research and development.

Our management approach

Ramsay Health Care strives to deliver high-quality, safe and effective clinical care in an environment where risks and issues are anticipated, identified early and responded to rapidly.

We work to do this through reviewing and improving our patient safety and quality system performance.

Safety is everyone's business and the cornerstone of quality. For this reason, we endorse accountability in this area at all levels of our organisation.

The Ramsay Health Care Board and the Global Risk Management Committee embed strong leadership in safety and quality.

This supports Ramsay Health Care employees and accredited medical practitioners in their efforts to provide safe, high-quality care and monitor and respond to the performance of Ramsay's patient care systems.

This year, Ramsay Health Care focused on a number of key quality and safety initiatives:

- Speaking up for Patient Safety (page 20)
- Promoting professional accountability
- Improving the patient experience
- Data integrity and transparency for improvement
- Investment in medical research
- Safety huddles and clinical rounding.

For more information, please see our Clinical Governance Framework ramsayhealth.com/Sustainability/Patient-Safety-and-Quality

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Funding partners



Government and regulators



Investors



Community

Measures

Our measures are provided in the Quality Scorecard (page 23) and include:

- Hospital accreditations
- Clinical incidents
- Patient experience

Alignment GRI / SASB / SDGs

GRI disclosure

- 416-2 Customer health and safety

SASB topic area

- Quality of care and patient satisfaction

SDGs



People and culture

Why it is important: Our people are our most important asset. Accordingly, we strive for excellence and continuous improvement in workplace practices and culture to promote a positive, harmonious and productive environment for all.

Our management approach

Ramsay Health Care is recognised for its commitment to staff through professional development and fostering of a special culture known as The Ramsay Way. The Ramsay Way focuses on 'people caring for people' and recognises that our people are the key to our success.

The Ramsay Way means that, through our operations and through our policies and practices, Ramsay Health Care can make a genuine attempt to improve the quality of life of our employees, their families, the local community and society at large

Ramsay teams should work in an environment that is receptive and flexible. We want our facilities to be led by competent and experienced managers, with an 'open door' policy for doctors and staff.

Ramsay Health Care empowers our local facility managers to develop productive working relationships with our people, doctors and other stakeholders. We pride ourselves on the relationships we have built with these groups across the organisation.

Our internal policies and processes aim to provide our people at all levels with career expansion, training and development opportunities.

We invest in engagement and recognition and are keen to develop a global pipeline of talent, such as through our global Ramsay Leadership Academy.

Impact boundary and stakeholders

Internal stakeholders



Patients



Doctors



Employees

Measures

Our measures are provided in the People Data and Scorecard (page 37) and include:

- Workforce gender diversity
- Retention (turnover)
- Safety
- Absenteeism

Alignment GRI / SASB / SDGs

GRI disclosure

- 102-8 Employee information
- 401-1 Employee hires and turnover
- 403-9 Workplace injuries
- 405-1 Diversity

SASB topic area

- Employee health and safety
- Employee recruitment development and retention

SDGs



Robust and responsive business model

Why it is important: Being able to deliver growth and clinical excellence and respond to disruption while generating strong shareholder returns.

Our management approach

Ramsay Health Care strives for a robust and responsive business model to enable us to deliver growth, clinical excellence and shareholder returns.

The Board has oversight of Ramsay Health Care's business and affairs and, as such, is responsible for overall strategy, governance and performance.

The Annual Report outlines our strategy and performance as well as our material business risks. Ramsay Health Care is finalising a new strategy to help position Ramsay for growth, with a focus on delivering high-quality clinical outcomes, investing in data and digital and growing and developing our people.

A key to Ramsay's success is having quality relationships with our stakeholders such as private health insurers, governments and regulators and our network of doctors.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Employees



Funding partners



Investors

Measures

Our measures are provided in the Annual Report (page 12) and include:

- Revenue
- Profit
- Shareholder return

Alignment GRI / SASB / SDGs

GRI disclosure

- 201-1 Direct economic value

SASB topic area

- Product design and lifecycle management

SDGs



Good governance

Why it is important: Ramsay Health Care recognises the importance of good governance in achieving our corporate objectives, in discharging our responsibilities and endeavouring to meet the expectations of all stakeholders.

Our management approach

Ramsay Health Care's governance framework is designed to ensure that the company is effectively managed, that statutory obligations are met and that the culture of personal and corporate integrity – The Ramsay Way – is reinforced.

Ramsay Health Care is steadfast in its commitment to maintaining the culture and principles of The Ramsay Way across all aspects of its business, honouring the architect of The Ramsay Way, the late Mr Paul Ramsay AO.

The Board continually reviews our governance policies and practices to ensure they remain appropriate in light of changes in corporate governance expectations and developments.

For further information on Ramsay's governance approach, please see the annual Corporate Governance Statement which outlines our governance framework, policies and procedures in line with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition). This includes information on our risk management and Board oversight.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Government and regulators



Investors



Community

Measures

Our measures are provided in the People data and scorecard (page 37) and include:

- Director independence (page 9)
- Board gender diversity
- Executive gender diversity

Alignment GRI / SASB / SDGs

GRI disclosure

- 102 Governance
- 102 Ethics and integrity
- 207-1 Tax
- 405-1 Diversity

SASB topic area

- Business ethics

SDGs



Digital, cyber security, data and privacy

Why it is important: Expanding privacy and security regulations, and an increasingly hostile online environment, have made information privacy and cyber security an increasing concern. The digitisation of services and increasing use of data for decision-making are key drivers in the health care industry's transformation.

Our management approach

Ramsay Health Care recognises the significant importance of information privacy and cyber security to our business, particularly in an environment of expanding information privacy and security regulations, and an increasingly hostile online landscape.

Ramsay relies on its own and third-party vendor information systems to perform key functions essential to our ability to operate, provide care and manage patient admissions and patient data, inventory and administration.

Each Ramsay regional business monitors cyber risks and data and privacy concerns. Each region has its own accountability framework to reduce risk, protect all data held and meet the regulatory requirements. As part of this, each region has dedicated data protection and privacy officers (or equivalent).

Each region is responsible for delivering comprehensive training to staff as part of our continual improvement.

Our approach is overseen by the Global Executive and the Board's Global Risk Management Committee.

Ramsay Health Care is also eager to leverage technology opportunities, such as improving efficiency and performance and new models of care through digitisation.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Government and regulators

Measures

Our measure is provided in the Quality Scorecard (page 23):

- Notifiable breaches of patient privacy

Alignment GRI / SASB / SDGs

GRI disclosure

- 418-1 Customer privacy

SASB topic area

- Patient privacy and electronic health care records

SDGs



Integrated quality assets and infrastructure

Why it is important: A key part of Ramsay's business strategy is driving stronger growth from the core and developing new growth platforms. This includes a pipeline of developments and potential acquisitions of additional hospitals, health services or businesses with relevant adjacencies. Ensuring these assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.

Our management approach

Regional Development Committees are responsible for the development pipeline in our regional businesses. The Chief Business Development Officer sits on the regional committees. Significant projects are overseen and approved by the Group Development Committee at a global level. Major acquisitions and developments are provided to the Board for approval.

We have also continued with investment in brownfield developments. In FY21 in Australia, we completed \$140 million in developments which delivered 93 gross beds (25 net), three operating theatres and 17 consulting suites.

We have a significant pipeline approved for FY22 and beyond. In the UK, capital expenditure over the 12 month period was \$58 million, of which \$23 million was invested in brownfield developments, digital and growth projects.

UK projects included two new day hospitals - Beacon Park Hospital and Stourside Hospital - with a third, Buckshaw Hospital in Preston, due to open in 2021.

In Europe, Ramsay Santé invested \$356 million into expanding its existing sites, consultation practices and the St Goran hospital in Sweden. A pipeline of over \$400 million is planned in FY22.

Ecologically sustainable development (ESD) requirements are considered on a case-by-case basis; we see this as a growing opportunity and a focus going forward. Innovation and new models of care are also important considerations in the development pipeline.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Government and regulators



Investors

Alignment GRI / SASB / SDGs

GRI disclosure

- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

SASB topic area

- Climate Change Impacts on Human Health and Infrastructure

SDGs



Climate action and environmental performance

Why it is important: Ramsay Health Care recognises that conserving and protecting the environment is a critical issue. We are committed to working toward environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, saving energy and water, reducing resource use where it safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.

Our management approach

In 2020, Ramsay Health Care refreshed our approach to sustainability and developed the new Ramsay Cares strategy. This includes the key pillar of Caring for our Planet. Each regional business is responsible for implementing the approach and improving our environmental performance.

Our approach to sustainability and any material environmental risks is overseen by the Global Risk Management Committee. The Group Sustainability Officer and Global Sustainability Committee, comprised of the Regional Sustainability Leads, provide support and guidance to the Global Executive and Global Risk Management Committee.

In February 2021, the Ramsay Health Care Board approved the Ramsay Cares objectives and goals, which will be reviewed annually.

In the coming year, there will be a focus on engaging our people, patients and partners to help work towards the goals.

This year, we have commenced reporting in line with TCFD recommendations as we grow our understanding of the risks and opportunities arising from a changing climate.

The COVID-19 pandemic saw a significant increase in the use of personal protective equipment (PPE) to safeguard our people, patients and visitors. PPE is chosen based on risk and is determined by the modes of infection transmission and the priority during this period has been to secure suitable PPE stock. The volume of waste grew during this period. PPE continues to be disposed of in accordance with our clinical waste management guidelines. General waste is sorted and either diverted or sent to landfill; clinical waste is either sterilised and sent to landfill or incinerated.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Employees



Government and regulators



Investors

Measures

Our measures are provided in the Environment Scorecard (page 45) and include:

- Energy
- GHG emissions
- Water
- Waste

Alignment GRI / SASB / SDGs

GRI disclosure

- 302-1 Energy use
- 303-5 Water consumption
- 305-1 Emissions (Scope 1)
- 305-2 Emissions (Scope 2)
- 306-3 Waste generation
- 306-4 Waste diversion

SASB topic area

- Energy Management
- Waste Management
- Climate Change Impacts on Human Health and Infrastructure

SDGs



Caring for communities

Why it is important: Ramsay Health Care has an important role to play in the communities we serve and society at large. Our focus on health care allows us to commit significant resources to medical research, clinical teaching and training. We take a global approach to health care prevention and supporting local communities.

Our management approach

Ramsay Health Care makes meaningful contributions to local communities in a range of ways, including:

- **Employment** - our people often live nearby the patients they care for.
- **Regional and rural health care** - we are often one of the largest employers in a locality.
- **Social infrastructure** - through our investment in new hospitals and clinics (see Quality integrated assets and infrastructure). We are committed to investing in large-scale causes and local projects near our facilities.
- **Clinical outcomes** - supporting medical research through the Ramsay Santé Foundation and the Ramsay Hospital Research Foundation.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Community

Alignment GRI / SASB / SDGs

GRI disclosure

- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

SASB topic area

- N/A

SDGs



Responsible sourcing

Why it is important: Ramsay Health Care recognises the importance of improving social and environmental outcomes in our global supply chain.

Our management approach

Ramsay's regional businesses are responsible for procurement. Our direct supply chain consists primarily of medical consumables and associated capital equipment, pharmaceuticals, labour, food, linen services, energy and utilities.

We undertook a Modern Slavery Maturity Assessment Internal Audit (Group and Australia) and identified some policy improvement areas, including to review existing grievance and remediation mechanisms. As a result we have developed a Modern Slavery Improvement Plan: a three-year plan with a focus on accountability, monitoring and training.

Ramsay has a Supplier Due Diligence Program that is used to 'on-board' new suppliers which includes obtaining copies of the supplier's codes of conduct.

In addition, we have refined the process of mapping our supply chains through the EcoVadis supplier assessment platform across Australia, the United Kingdom and Europe, and commenced the rating of the global suppliers.

Linear, which primarily sources products in China and Taiwan, undertakes appropriate due diligence on proposed manufacturers prior to engaging them. This includes site visits in order to gain an understanding of the conditions in which Linear's products are manufactured and routine inspection by Linear representatives as part of its Manufacturer Audit Program.

For more information about our supply chain, please see our **Modern Slavery Statement**.

Impact boundary and stakeholders

Internally and externally for our stakeholders.



Employees



Suppliers and partners

Alignment GRI / SASB / SDGs

GRI disclosure

- 102-9 Supply chain
- 102-10 Significant changes to the organisation and its supply chain

SASB topic area

- Product design and lifecycle management

SDGs



UN Global Compact – Communication of Progress (CoP) 2021

Ramsay Health Care 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 (message from our MD and CEO, page 5). Ramsay signed on to 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 principles through policy commitments and where to find information on our actions, progress and outcome measures.



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

We welcome feedback on its contents.

Human Rights Principles		
Principles	Policy	Progress
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	<ul style="list-style-type: none">Human Rights and Labour PolicyCode of ConductCode of Conduct for Agents, Manufacturers and SuppliersWork Health and Safety Policy	Caring for our patients and partners (pages 14-27)
Principle 2: Make sure that they are not complicit in human rights abuses.		Caring for our people (pages 28-36)
		Material issue - People and culture (page 54)
		Measures - People scorecard (page 37)
		Targets - Ramsay Cares (page 29)
		Modern Slavery Statement 2021 (pages 2, 8-12)
Labour Principles		
Principles	Policy	Progress
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none">Human Rights and Labour PolicyCode of ConductCode of Conduct for Agents, Manufacturers and SuppliersDiversity and Inclusion PolicyWork Health and Safety Policy	Modern Slavery Statement 2021 (pages 2, 8-12)
Principle 4: The elimination of all forms of forced and compulsory behaviour.		Corporate Governance Statement 2021 (pages 16-18)
Principle 5: The effective abolition of child labour.		Caring for our patients and partners (pages 14-27)
Principle 6: The elimination of discrimination in respect of employment and occupation.		Caring for our people (pages 28-36)
		Material issue - People and culture (page 54)
		Measures - People scorecard (page 37)
		Targets - Ramsay Cares (page 29)
Environmental Principles		
Principles	Policy	Progress
Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none">Global Sustainability PolicyCode of ConductCode of Conduct for Agents, Manufacturers and Suppliers	Caring for our planet (pages 39-44)
Principle 8: Undertake initiatives to promote greater environmental responsibility.		Measures - Environment scorecard (page 45)
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.		Targets - Ramsay Cares (page 39)
Anti-Corruption Principles		
Principles	Policy	Progress
Principle 10: Business should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none">Global Anti Bribery and Corruption PolicyCode of ConductCode of Conduct for Agents, Manufacturers and SuppliersWhistle-blower Policy	Corporate Governance Statement 2020 (page 13)
		Corporate Governance Statement 2021 (page 3)

GRI Content Index

General disclosures

Indicator	Description	Reference
Organisational profile		
102-1	Name of the organization	Ramsay Health Care
102-2	Activities, brands, products, and services	About Ramsay Health Care (p3) Annual Report (p16)
102-3	Location of headquarters	L18, 126 Phillip Street, Sydney, Australia
102-4	Location of operations	About Ramsay Health Care (p3)
102-5	Ownership and legal form	Publicly listed company limited by shares under the Australian Corporations Act 2001 (Cth)
102-6	Markets served	About Ramsay Health Care (p3)
102-7	Scale of the organisation	About Ramsay Health Care (p3)
102-8	Information on employees and other workers	People data and scorecard (p37)
102-9	Supply chain	Sustainability disclosures (p60)
102-10	Significant changes to the organization and its supply chain	Sustainability disclosures (p60)
102-11	Precautionary Principle or approach	Global Sustainability Policy
102-12	External initiatives	Listed through report
102-13	Membership of associations	Memberships are managed at a regional business level.
Strategy		
102-14	Statement from senior decision-maker	Message from our Managing Director and CEO (p5)
102-15	Key impacts, risks, and opportunities	Materiality assessment (p10)
Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	The Ramsay Way (p4)
102-17	Mechanisms for advice and concerns about ethics	2021 Corporate Governance Statement – Code of Code and Whistleblower Policy (p3)
Governance		
102-18	Governance structure	2021 Corporate Governance Statement – Governance Framework (p5) Our sustainability approach (p8)

Indicator	Description	Reference
102-19	Delegating authority	2021 Corporate Governance Statement – Governance Framework (p5)
102-20	Executive-level responsibility for economic, environmental, and social topics	Our sustainability approach (p8)
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholders (p11)
102-22	Composition of the highest governance body and its committees	2021 Corporate Governance Statement – Board composition (p7)
102-23	Chair of the highest governance body	Chair of the Ramsay Health Care Board is a non-executive director
102-24	Nominating and selecting the highest governance body	2021 Corporate Governance Statement – Appointment, Induction and Training (p10)
102-25	Conflicts of interest	2021 Corporate Governance Statement – Appointment, Induction and Training (p10)
102-26	Role of highest governance body in setting purpose, values, and strategy	2021 Corporate Governance Statement – Role of the Board (p7)
102-27	Collective knowledge of highest governance body	2021 Corporate Governance Statement – Board composition (p7)
102-28	Evaluating the highest governance body's performance	2021 Corporate Governance Statement – Evaluating Board, Committee and Director Performance (p10)
102-29	Identifying and managing economic, environmental, and social impacts	2021 Corporate Governance Statement – Ethical and Responsible Behaviour (p3) and Risk management (p14)
102-30	Effectiveness of risk management processes	2021 Corporate Governance Statement – Risk management (p14)
102-31	Review of economic, environmental, and social topics	2021 Corporate Governance Statement – Risk management (p14)
102-32	Highest governance body's role in sustainability reporting	2021 Impact Report approved by the Board
102-33	Communicating critical concerns	2021 Corporate Governance Statement – Risk management (p14)
102-34	Nature and total number of critical concerns	2021 Corporate Governance Statement – Risk management (p14)

GRI Content Index

Indicator	Description	Reference
102-35	Remuneration policies	2021 Annual Report – Remuneration Report (p36-57)
102-36	Process for determining remuneration	2021 Annual Report – Remuneration Report (p36-57)
102-37	Stakeholders' involvement in remuneration	2021 Annual Report – Remuneration Report (p36-57)
102-38	Annual total compensation ratio	Not reported
102-39	Percentage increase in annual total compensation ratio	Not reported
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholders (p11)
102-41	Collective bargaining agreements	People data and scorecard (p37)
102-42	Identifying and selecting stakeholders	Stakeholders (p11)
102-43	Approach to stakeholder engagement	Stakeholders (p11)
102-44	Key topics and concerns raised	Stakeholders (p11)
Reporting practice		
102-45	Entities included in the consolidated financial statements	2021 Annual Report (p120)
102-46	Defining report content and topic Boundaries	Sustainability disclosures (p53-61)
102-47	List of material topics	Materiality assessment (p10)
102-48	Restatements of information	Noted in scorecards.
102-49	Changes in reporting	Materiality assessment (p15)
102-50	Reporting period	1 July 2020 -30 June 2021
102-51	Date of most recent report	2020 Impact Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Group Head of Investor Relations Group Sustainability Officer
102-54	Claims of reporting in accordance with the GRI Standards	About this report (p2)
102-55	GRI content index	Sustainability Disclosures (p63-64)
102-56	External assurance	Information on indicators subject to limited assurance for Ramsay Australia, Ramsay UK and Ramsay Sime Darby can be found on p65-66. Information on Ramsay Santé assurance processes can be found in the 2021 Universal Registration Document (ramsaySanté.fr).

Material topics specific disclosures

Indicator	Description	Reference
103	Management approach	Sustainability disclosures (p63-71)
Economic		
201-1	Direct economic value generated and distributed	2021 Annual Report (p12)
203-1	Infrastructure investments and services supported	2021 Annual Report (p11-23)
203-2	Significant indirect economic impacts	2021 Annual Report (p11-23)
207-1	Approach to tax	Ramsay Australian Tax Governance Report (ramsayhealth.com/-/media/Documents/RHC/Investor/documents/RHC-Australian-Tax-Governance-Report.pdf)
Environment		
302-1	Energy consumption within the organization	Environment data and scorecard (p45)
303-5	Water consumption	Environment data and scorecard (p45)
305-1	Direct (Scope 1) GHG emissions	Environment data and scorecard (p45)
305-2	Energy indirect (Scope 2) GHG emissions	Environment data and scorecard (p45)
306-3	Waste generated	Environment data and scorecard (p45)
306-4	Waste diverted from disposal	Environment data and scorecard (p45)
Social		
401-1	New employee hires and employee turnover	People data and scorecard (p37)
403-9	Work-related injuries	People data and scorecard (p37)
405-1	Diversity of governance bodies and employees	People data and scorecard (p37)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	People data and scorecard (p37)
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality scorecard (p23)

Assurance Statement



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Independent Limited Assurance Report to the directors and management of Ramsay Health Care Limited

Conclusion

We have undertaken a limited assurance engagement on Ramsay Health Care Limited's ('RHCL') 'Subject Matter Information' disclosed in RHCL's 2021 Impact Report for the year ended 30 June 2021.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the 'Subject Matter Information' is not prepared in all material respects, in accordance with RHCL's Basis of Preparation (the 'Reporting Criteria') detailed below for the year ended 30 June 2021.

Subject Matter Information and Reporting Criteria

The 'Subject Matter Information' for our limited assurance engagement for the year ended 30 June 2021 is as follows:

Selected Sustainability Performance Indicators ('Subject Matter Information')	Regions included in scope	Page number in Impact Report
Clinical Quality		
Hospital accreditation (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Never events	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Rate of unplanned readmissions within 28 days (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Rate of unplanned return to theatre (during same admission) (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Customer		
Net Promotor Score	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23
Notifiable breaches of patient privacy	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.23

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People and Culture		
Numbers of male and female employees split by full time, part time and casual	Ramsay Australia, Ramsay UK and Ramsay Sime Darby (Malaysia only)	p.37
Employees covered by collective bargaining agreements (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby (Malaysia only)	p.37
New employees hired by age group	Ramsay Australia, Ramsay UK and Ramsay Sime Darby (Malaysia only)	p.37
Employee turnover (%)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby (Malaysia only)	p.37
Diversity		
Number of males and females in: <ul style="list-style-type: none"> • Board (non-executive) • Group executive • Senior Management (Group and regional executive) • Regional executive • Facility CEOs • Managers • All other employees (excluding Indonesia) 	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.37
Environment		
Total energy consumed (GJ): Energy consumed in facilities: <ul style="list-style-type: none"> • Electricity (kWh) • District heating (kWh) • Gas (GJ) • Other fuels consumed in facilities (GJ) Energy consumed in vehicles (GJ)	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.45
Total scope 1 and 2 GHG emissions: <ul style="list-style-type: none"> • Scope 1 direct GHG emissions (tCO₂e) • Scope 2 indirect GHG emissions (tCO₂e) 	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.45
Emissions intensity (tCO ₂ -e / patient days) – total scope 1, 2 and 3 (defined waste) emissions	Ramsay Australia, Ramsay UK and Ramsay Sime Darby	p.45
Waste: <ul style="list-style-type: none"> • Clinical/medical (tonnes) • Waste diverted to recycling (tonnes) • Total waste generated (tonnes) • Percentage diverted to recycling (%) 	Ramsay Australia and Ramsay UK	p.45



Basis for Conclusion

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

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

Management's Responsibilities

Management is responsible for:

- a) ensuring that the 'Subject Matter Information' is prepared in accordance with the 'Reporting Criteria';
- b) confirming the measurement or evaluation of the underlying subject matter against the 'Reporting Criteria', including that all relevant matters are reflected in the 'Subject Matter Information';
- c) designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations; and
- d) the electronic presentation of the 'Subject Matter Information' and our limited assurance report on their website.

Our Independence and Quality Control

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

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on RHCL's 'Subject Matter Information' as evaluated against the 'Reporting Criteria' based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the 'Subject Matter Information' is not properly prepared, in all material respects, in accordance with the 'Reporting Criteria'.

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

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

Our procedures included:

- Inquiries with Subject Matter data owners and sustainability report responsible management to understand and assess the approach for collating, calculating and reporting the respective 'Subject Matter Information' across the reporting period ended 30 June 2021



- Inspection of documents as part of the walk throughs of key systems and processes for collating, calculating and reporting the respective 'Subject Matter Information' for RHCL's 2021 Impact Report.
- Selection on a sample basis items to test from the selected sustainability performance indicators and agree to relevant supporting documentation.
- Analytical reviews over material data streams to identify any material anomalies for the 'Subject Matter Information' and investigate further where required
- Agreeing overall data sets for the 'Subject Matter Information' to the final data contained in RHCL's 2021 Impact Report.

Inherent Limitations

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

Restricted use

The applicable criteria used for this engagement was designed for a specific purpose of assisting the directors and management report on the 'Subject Matter Information' presented in RHCL's 2021 Impact Report, as a result, the 'Subject Matter Information' may not be suitable for another purpose.

This report has been prepared for use by the directors and management for the purpose of reporting on the 'Subject Matter Information' presented in RHCL's 2021 Impact Report.

We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management or for any purpose other than that for which it was prepared.

It is our understanding that the RHCL may publish a copy of this report on their website. We do not accept responsibility for the electronic presentation of our report on the RHCL's website. The security and controls over information on the web site is not evaluated or addressed by the independent auditor. The examination of the controls over the electronic presentation of this Report on RHCL's web site is beyond the scope of this engagement.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

PR Dobson

Partner

Sydney, 28 October 2021



caring
for our
people, planet
and communities



Ramsay
cares

Sustainability Strategy

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Foreword

Our changing world has shone a bright light on the importance of being a sustainable and responsible business. We know that caring for our people, supporting our communities and looking after the environment are vital to our individual happiness, collective success and future way of life.

Ramsay Health Care decided to review its sustainability strategy, starting with an in-depth look at what we do and how we add value to our stakeholders, seen through the prism of the Company’s guiding philosophy of “people caring for people” – The Ramsay Way.

Ramsay people across Australia, Europe, the United Kingdom and Asia were engaged with a global project to refresh Ramsay’s sustainability strategy. This process has energised our commitment to long-term sustainability across the company.

Our **Ramsay Cares** strategy is focused on fostering healthier people, stronger communities and a thriving planet.

We are here to make a positive impact for current and future generations through health care services that are sustainable, innovative and delivered in The Ramsay Way.

Craig McNally
Managing Director and Chief Executive Officer



Why Ramsay Cares is important



Ramsay
Santé

“Ramsay Cares will contribute to making our group different and better in the eyes of all.”

Pascal Roché
Chief Executive Officer
Ramsay Santé Group



Ramsay
Health Care

“A great company is one that makes the world a better place.”

Carmel Monaghan
Chief Executive Officer
Ramsay Health Care Australia



Ramsay
Health Care

“The opportunity to make a positive impact for people, the environment and our communities is a passion shared by the entire Ramsay UK team.”

Dr Andrew Jones
Chief Executive Officer
Ramsay Health Care UK



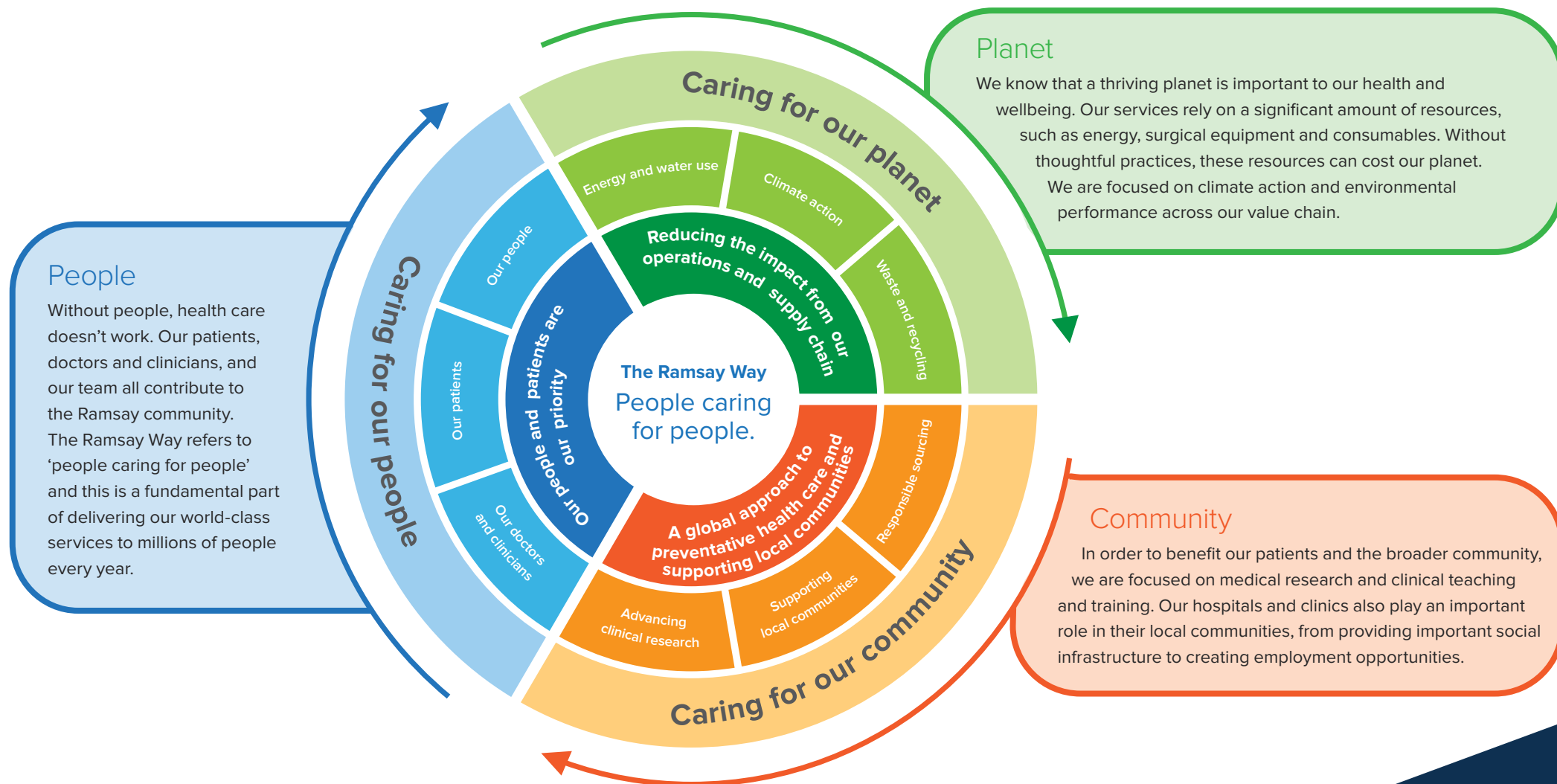
People caring for people

“We are as much part of our patient’s life as the community we exist in.”

Peter Hong
Acting Group Chief Executive Officer
Ramsay Sime Darby Health Care Group

How Ramsay Cares works

Offering high-quality health care under The Ramsay Way means ensuring our people, our planet and our communities are all well cared for.



Our approach to Ramsay Cares



Our approach

The Ramsay Cares Sustainability Strategy (Ramsay Cares) unites our global businesses in a shared vision for sustainability.

“Ramsay Cares is made up of three sustainability pillars:

- Caring for our people
- Caring for our planet
- Caring for our community.”

The Ramsay Cares strategy is led by the Global Sustainability Committee and overseen by the Group Executive and Board Risk Management Committee. The strategy outlines group-wide objectives and goals, which will be reviewed annually.

The goals reflect the different stages of progress across the issues and regions. For example, a goal may range from a specific target through to increasing our understanding and measurement for new areas of focus.



Our material issues

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

Our materiality assessment identified nine material issues. While many of the issues are interrelated, Ramsay Cares is focused on:

- Clinical quality and excellence
- People and culture
- Climate action and environment
- Supporting communities
- Responsible sourcing.

In terms of operational, risk and governance processes, the material issues identified are the need for:

- Agile and resilient business model
- Digital transformation, cyber security, data and privacy
- Integrated quality assets and infrastructure
- Good governance.



United Nations Sustainable Development Goals

Ramsay Health Care supports the United Nations Sustainable Development Goals (SDGs), which aim to promote peace and prosperity, while protecting our planet into the future.

The 17 goals are a call to action to achieve economic growth and address a range of social issues to end poverty. These include education, health, social protection and job opportunities, while tackling climate change and environmental protection.

We are committed to driving action on the relevant goals which underpin our Ramsay Cares approach.



All over the world, Ramsay Health Care is committed to putting sustainability at the core of our company. Ramsay Cares is a strategy to deliver healthier people, stronger communities and a thriving planet.



The Ramsay Way of people caring for people means patients, practitioners and our team are equally important in the Ramsay ecosystem.

We are focused on:

- Fostering a safe, caring and inclusive culture
- Engaging and developing our people
- Delivering high quality patient outcomes and experience
- Being a trusted partner for our doctors and clinicians
- Supporting the mental health and wellbeing all of our people



Ramsay Health Care recognises that protecting the environment for future generations is critical.

We are focused on:

- Reducing greenhouse emissions and acting against climate change
- Reducing energy and water usage
- Reducing resources use, including single use plastics, whenever it is safe to do so
- Increasing recycling and reducing waste
- Working with our suppliers on more sustainable product choices



Our responsibility in the community stretches beyond connecting patients to skilled practitioners. We realise that we have an important role to play in our local communities, and in serving society at large.

We are focused on:

- Advancing health outcomes through medical research, clinical teaching and training
- A global approach to preventative health care
- Supporting local communities
- Responsible sourcing and ethical supply chains



A photograph of three healthcare professionals standing in a clinical setting. On the left is a woman with blonde hair tied back, wearing a light blue patterned short-sleeved shirt. In the center is a man with short brown hair, wearing blue scrubs and a stethoscope around his neck. On the right is a woman with long brown hair, also wearing a light blue patterned short-sleeved shirt. They are all smiling at the camera. A dark blue diagonal overlay covers the bottom left portion of the image, containing text and a logo.

caring for our people



- Fostering a safe, caring and inclusive culture
- Engaging and developing our people
- Delivering high-quality patient outcomes and experience
- A trusted partner to our doctors and clinicians
- Supporting the mental health and wellbeing of all our people



Our patients and partners

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



Quality

We will always deliver high-quality patient care, maintain excellence in standards, safety and accreditation and invest in leading facilities and technologies.



Trusted Partnering

We aim to be a trusted partner to our doctors and clinicians by supporting their wellbeing and their professional practice.



Experience

We are committed to ensuring our patients not only receive high-quality clinical care but also have a positive patient experience, through the entire care pathway.

“The Ramsay Way means being a trusted partner; our patients always come first.”



Our targets

- 100% accreditation
- Better than national quality benchmarks
- Maintain patient experience outcomes

UN Sustainable Development Goals





Our people

We are committed to keeping The Ramsay Way of 'people caring for people' at our cultural core.



Culture and engagement

We are fostering a caring, empowered and productive culture to deliver high-quality patient outcomes and experience.



Reward and Recognition

We recognise the value of our people. We are committed to paying our employees fairly and competitively, having a supportive and rewarding workplace, celebrating our people and the positive impact they make in health care.



Safety

We always put the safety of our people at the fore and are committed to a high performing safety culture.



Diversity and inclusion

We are committed to an inclusive culture. We celebrate the diverse backgrounds and experience our people bring to the team, and encourage them to be their 'real self' at work.



Development and training

We are focused on delivering career development, professional training and experience that supports the career and progression of all of our people.



Mental health and wellness

We are committed to supporting our people's mental health and wellbeing to create a positive, safe and resilient culture and workplace.

“ We are committed to adopting best practices which will support the mental health and care of our people. ”



Our targets

- Achieve gender balance with Board composition of 40:40:20 by 2025 and maintain senior management gender composition of 40:40:20
- Strong progress towards top quartile employee engagement
- Increasing the development of our people through the Global Leadership Academy
- Maintain focus on patient safety training (e.g. Speak up for Patient Safety)
- Maintain workplace safety performance
- Establish Group Mental Health, Wellness and Resilience Framework
- Train 3% of the workforce in mental health first aid by 2026*

UN Sustainable Development Goals



*Targets relate to wholly owned entities



caring for our planet



- Reducing greenhouse emissions and acting against climate change
- Reducing energy and water usage
- Reducing resource use, including single-use plastics, wherever it is safe to do so
- Increasing recycling and reducing waste
- Working with our suppliers on more sustainable product choices



Our planet

We recognise that protecting the environment for future generations is critical.



Energy and water

We are focused on energy and water efficiency measures and identifying opportunities to introduce more renewable energy in our operations and new developments.



Climate change action and reducing greenhouse gas emissions

We are undertaking a comprehensive review of climate risk to enable effective action on climate change and to take advantage of opportunities to support a transition to the low carbon economy.



Waste and recycling

We are seeking to improve recycling and to identify more opportunities to reduce single-use plastics where it is safe to.

“Without a healthy planet, we cannot have healthy people.”



Our targets

- Maintain recycling rates and identify single-use plastic and waste reduction opportunities
- Identify new water saving opportunities
- Achieve a 10% reduction in energy intensity by 2026*
- Achieve a 12% reduction in greenhouse gas emission intensity by 2026*
- Install 6.3MW renewable energy projects by 2026*
- Undertake a comprehensive review of climate risk across our regions

UN Sustainable Development Goals



*Targets relate to wholly owned entities



caring for our community

- Advancing health outcomes through medical research, clinical teaching and training
- A global approach to preventable health care
- Supporting local communities
- Responsible sourcing and ethical supply chains



Our Community

Our responsibility to communities stretches beyond connecting patients to skilled practitioners. We have an important role to play in our local communities and in serving society at large and across the value chain.



A community approach to health care innovation

We are investing in leading medical research and supporting clinical trials to advance patient and community outcomes.



Focusing on cause and prevention

We are partnering with a focus on preventative health care and mental health.



Supporting local communities

We are continuing to support local communities and promoting awareness of the importance of health and wellbeing.



Responsible sourcing

We will work with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain.

“ We are committed to a global approach towards preventative health care and support for the local communities in which we operate. ”



Our targets

- Continuing to facilitate leading medical research and clinical trials in our facilities to advance patient and community outcomes
- Partnering with a focus on preventative health care and mental health
- Support local communities and promoting awareness of the importance of health and wellbeing
- Achieve sustainability assessments covering 80% of external supplier spend by 2026*

UN Sustainable Development Goals



*Targets relate to wholly owned entities

A shared commitment

Collaboration is key to making real change. We value the strong relationships we have and seek to work together on delivering more sustainable outcomes. We are committed to supporting the United Nations Global Compact and 40:40 vision to ensure we are well-positioned to achieve our goals for sustainability.



The United Nations Global Compact is a special initiative of the UN Secretary-General calling to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals.

Ramsay Health Care has joined to help advance sustainability action as part of Ramsay Cares.

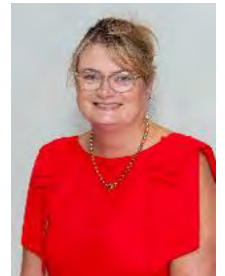


40:40 Vision is an investor-led initiative to achieve gender balance in the executive leadership across Australia's largest listed companies.

40:40 Vision seeks to achieve gender balance – 40 per cent women, 40 per cent men and 20 per cent any gender – across the senior leadership of all ASX200 companies by 2030.

Ramsay Health Care has joined to reflect our commitment to gender equality as significant employer of women.

“ Globally, Ramsay Health Care is a significant employer of women and we have long been committed to having strong female representation at all levels of the organisation.



Ramsay is determined to provide a caring and inclusive culture where staff can develop and feel empowered. By supporting 40:40 Vision, we hope to encourage other ASX200 companies to achieve gender equality, just as we have.

Colleen Harris

Group Chief People Officer ”

A healthcare professional, a woman with dark hair and a stethoscope, is smiling and looking towards a family. The family consists of a man with glasses and a white polo shirt, and a woman with long brown hair. They are all smiling and appear to be in a positive conversation. The background is a blurred clinical setting with wooden paneling.

To find out more visit: ramsayhealth.com/ramsaycares

We look forward to sharing more information and engaging with our people in delivering our Ramsay Cares strategy. We welcome your ideas to help make a difference. Please email suggestions to: RamsayCares@ramsayhealth.com



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