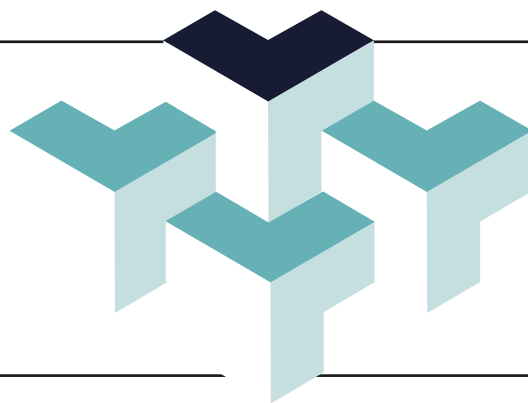


Gender pay gap report 2020



At HCA Healthcare UK, people are at the heart of our organisation. We are proud of the diverse workforce we have who deliver high quality, safe compassionate care to our patients. We're passionately committed to ensuring fairness, equality and inclusivity for all our colleagues and want them to feel seen and heard. This includes promoting gender equality across every level of the organisation.

We perform well on gender pay reporting and we are making progress

- On the median pay calculation, HCA UK pays men **2.7%** more than women on average. This figure is far below the UK average of **15.5%**.
- Our median bonus gap has reduced from **40%** in 2017 to **27.5%** in 2020.
- Our workforce is made up of **70%** women across varying roles and areas in the business.
- Our leadership team is equally balanced between women (**51%**) and men (**49%**), in comparison to only **34.5%** of board roles being filled by women in the FTSE 100 companies.
- **Five** of the **seven** key hospital Chief Executive leadership roles are held by women.

We are committed to fairness, equality and inclusivity for all our colleagues

We are dedicated to developing HCA UK as an employer where all colleagues feel represented, at all levels of leadership. We champion a continuous listening culture where colleagues are actively listened to and can feed back their views via frequent pulse surveys as well as one-to-ones, team meetings and colleague forums. We have also created a network of 'Speaking Up Champions' across HCA UK which enables us to foster a culture where colleagues have the freedom to speak up on issues of concern to them.

To build on our commitment to fairness, equality and inclusivity for all our colleagues, we have partnered with an external company, **Global Diversity Practice**, who are an industry leader in diversity and inclusion. Global Diversity Practice will be thoroughly reviewing our organisation to identify those areas where we currently have good diversity and inclusion practices and those where we need to make improvements. This review will involve colleague interviews and listening circles across the organisation. The results of this will form the basis of our action plan for continuing to grow our diversity and inclusion vision. We continue to strive to be an inclusive and fair employer where all our colleagues feel valued and represented.

Our gender pay gap data is presented in full overleaf, in line with the government legislation which requires all large employers to report on their gender pay gap data in specific ways. We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



John Reay

CEO and President
HCA Healthcare UK









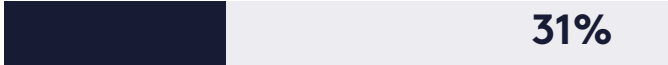

Nicola Gillis

Vice President, Human Resources
HCA Healthcare UK

Calculating our gender pay gap

The government asks all organisations to calculate their gender pay and bonus gaps in four different ways (see table below):

1. The average difference in pay between men and women (this is calculated as both a mean and median value). A number greater than zero indicates that, on average, men earn more than women. A number less than zero indicates that, on average, women earn more than men.
2. The average difference in performance bonuses and incentive schemes between men and women in the year up to April 2020.
3. The number of men and women who received a performance bonus including incentive scheme payments over the same 12-month period.
4. How many men and women appear in each pay quartile across the organisation.

<p>Pay calculations As at 5th April 2020</p>	<p>Pay (median) 2.7%</p>	<p>Pay (mean) 19.3%</p>	<p>Bonus (median) 27.5%</p>	<p>Bonus (mean) 39.3%</p>
<p>Bonus calculations from April 2019 to April 2020</p>	<p>Proportion of males receiving a bonus 9.8%</p> 		<p>Proportion of females receiving a bonus 6.6%</p> 	
<p>Pay quartile The ratio of males in each quartile from April 2019 to April 2020 The ratio of females in each quartile from April 2019 to April 2020</p>	<p>First 35.7% 64.3%</p> 	<p>Second 23.8% 76.2%</p> 	<p>Third 22.6% 77.4%</p> 	<p>Fourth 40.1% 59.9%</p> 
<p>Employment The ratio of men and women HCA UK employ from April 2019 to April 2020</p>	<p>1,727  31%</p> <p>3,924  69%</p>			

About HCA Healthcare UK

HCA Healthcare UK provides healthcare care across a group of world-class, award-winning private hospitals, specialist clinics, outpatient and diagnostics centres and private GP services spread across the UK. As well as providing advanced, high quality care to patients in these environments, we also partner with leading NHS Trusts.