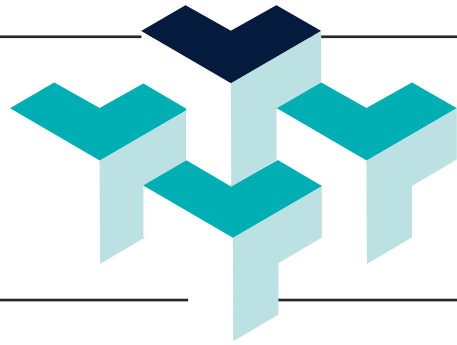


Gender pay gap report 2021



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 **1.9%** more than women on average. This figure is far below the UK average of **15.4%**.
- Our median bonus gap has reduced from **40%** in 2017 to **7.5%** in 2021.
- 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 **39.1%** 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

HCA is committed to the care and improvement of human life, a mission set by our founder Dr. Thomas Frist, over fifty years ago. In delivering this mission we are guided by our core values, at the heart of which are honesty, integrity, and fairness. In line with these values, we welcome the UK government's gender pay gap reporting legislation and the opportunity to shine a light on gender pay.

Like many companies, we know there is always work to be done. We believe the most critical step in closing the gap is creating a culture of inclusion where we seek to understand better the factors that contribute to inequities so that we can take positive action to address them.

We know that building an inclusive culture is not just the right thing to do, it is the smart thing to do because it is only through building engagement and belonging in our exceptional people that we are able to deliver the best for our patients and their families.

Therefore, a key priority for us this year is building upon the work we've already begun with our external partner, **Global Diversity Practice**. Together, we are formulating clear action plans to drive our diversity and inclusion strategy and nurture a great workplace where all our colleagues feel represented, valued, and heard. This has started with senior leadership team analysis and education on bias and inclusivity to ensure our culture of diversity and belonging is modelled throughout the organisation.

Our gender pay gap data is presented 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




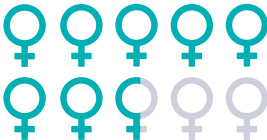
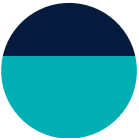
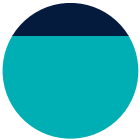
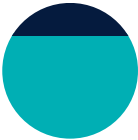
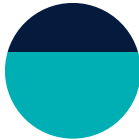
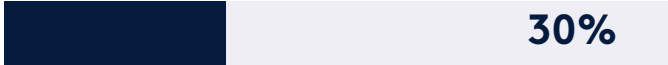

Nicola Gillis

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 2021.
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 2021</p>	<p>Pay (median) 1.9%</p>	<p>Pay (mean) 25.7%</p>	<p>Bonus (median) 7.5%</p>	<p>Bonus (mean) 58.5%</p>
<p>Bonus calculations from April 2020 to April 2021</p>	<p>Proportion of males receiving a bonus 75.7%</p> 		<p>Proportion of females receiving a bonus 77.8%</p> 	
<p>Pay quartile The ratio of males in each quartile from April 2020 to April 2021 The ratio of females in each quartile from April 2020 to April 2021</p>	<p>First 38.3% 61.7%</p> 	<p>Second 24% 76%</p> 	<p>Third 23.3% 76.7%</p> 	<p>Fourth 41.2% 58.8%</p> 
<p>Employment The ratio of men and women HCA UK employ from April 2020 to April 2021</p>	<p>1,435  30%</p> <p>3,311  70%</p>			

About HCA Healthcare UK

HCA Healthcare UK provides private healthcare across a system of world-class, award-winning 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.