

Gender pay gap report 2024

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

- On the median pay calculation, HCA UK pays men **3.6%** more than women on average. This figure is below the UK average of **13.1%**.
- Our workforce is made up of **67%** women across varying roles and areas in the business.
- Our leadership team is well balanced between women (**52%**) and men (**48%**), in comparison to only **42%** 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.

An inclusive and values driven culture

We remain committed to fostering a culture that embraces diverse perspectives and promotes our values across all areas of our organisation. Our strategy and approach to inclusion focuses on four key areas: leadership, culture, talent and patient care. With this approach, we seek to identify the factors that contribute to inequities, so that we can take positive action to address them.

Our colleagues have been fundamental to the progress we've made so far. We continue to engage with colleagues across our hospitals and sites, and through our National Colleague Council, to leverage their passion and insights to shape an even more inclusive culture at HCA UK.

We recognise that a contributory factor to our gender pay gap are our employed consultants, who are predominantly male. These consultants hold senior positions within the company and are paid the fair market rate for their skills and clinical outcomes. We're actively looking to recruit more female employed consultants to address this balance.

We work in partnership with external organisations for their expertise and guidance to ensure we maintain a focus on this work and we are committed to enable greater diversity in all parts of our organisation. Our continuing partnership with the Florence Nightingale Foundation helps to support a more diverse talent pipeline in our sector, to ensure healthcare leaders of the future have a more diverse representation in the most senior positions.

In 2025 we have reaffirmed our commitment in our new Employer Value Proposition (EVP) - 'it's how we care', which outlines what our colleagues can expect from us in return for the passion, dedication and expertise they bring to their role. We will continually reflect and act to ensure we're always working to create an inclusive and values driven workforce, where all our colleagues can feel represented, valued and heard.

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

President and CEO
HCA Healthcare UK





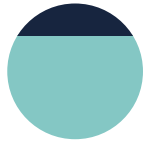
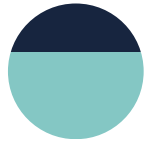
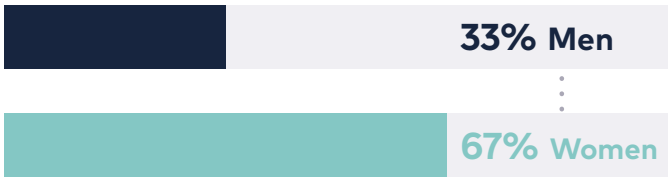
Nicola Gillis

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 2024.
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 2024</p>	<p>Pay (median) 3.6%</p>	<p>Pay (mean) 34.4%</p>	<p>Bonus (median) 29.4%</p>	<p>Bonus (mean) 46.1%</p>
<p>Bonus calculations from April 2023 to April 2024</p>	<p>Proportion of males receiving a bonus 9.5%</p>		<p>Proportion of females receiving a bonus 7.0%</p>	
<p>Pay quartile The ratio of males in each quartile from April 2023 to April 2024 The ratio of females in each quartile from April 2023 to April 2024</p>	<p>First 37.3% ⋮ 62.7% </p>	<p>Second 27.1% ⋮ 72.9% </p>	<p>Third 24.6% ⋮ 75.4% </p>	<p>Fourth 43.2% ⋮ 56.8% </p>
<p>Employment The ratio of men and women HCA UK employed from April 2023 to April 2024</p>	<p>2,326  33% Men ⋮ 4,718 67% Women</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.