

Gender pay gap report 2025

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 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 **2.9%** more than women on average. This remains below the UK average of **13.1%**.
- Our workforce is made up of **67%** women across varying roles and areas in the business.
- Women represent **57%** of our highest pay quartile.
- Women are the majority in every pay quartile across the organisation.

Fairness, equity and inclusivity for all our colleagues

We remain focused on fostering a culture that embraces different perspectives and supports opportunity for all. We continue to review the factors that contribute to inequity, so that we can take positive action where it is needed most.

Our colleagues play an important part in this progress. Through ongoing listening, engagement and colleague forums across our hospitals and sites, we continue to learn from the experiences and ideas of our people to help shape a more inclusive culture at HCA UK.

We recognise that one contributory factor to our gender pay gap is our employed consultant population (who largely sit in the fourth pay quartile), which remains predominantly male. These colleagues hold some of the most senior positions in the organisation and are paid the fair market rate for their skills and clinical outcomes. We continue to focus on attracting and developing more women into the most senior roles across our business.

We continue to reflect and ensure we are creating an inclusive and values-driven organisation where all our colleagues feel represented, valued and heard.

Our gender pay gap data is presented below, 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





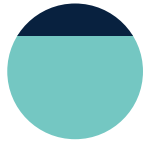
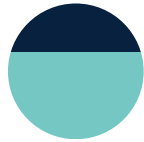


Nicola Gillis

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 2025</p>	<p>Pay (median) 2.9%</p>	<p>Pay (mean) 36.6%</p>	<p>Bonus (median) 35.0%</p>	<p>Bonus (mean) 51.9%</p>
<p>Bonus calculations from 6th April 2024 to 5th April 2025</p>	<p>Proportion of males receiving a bonus 10.1%</p>		<p>Proportion of females receiving a bonus 8.4%</p>	
<p>Pay quartile The ratio of males in each quartile from April 2024 to April 2025 The ratio of females in each quartile from April 2024 to April 2025</p>	<p>First 38.4% ⋮ 61.6%</p> 	<p>Second 26.0% ⋮ 74.0%</p> 	<p>Third 24.4% ⋮ 75.6%</p> 	<p>Fourth 43.0% ⋮ 57.0%</p> 
<p>Employment The ratio of men and women HCA UK employed from April 2024 to April 2025</p>	<p>2,494  33% Men ⋮ 5,077  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.