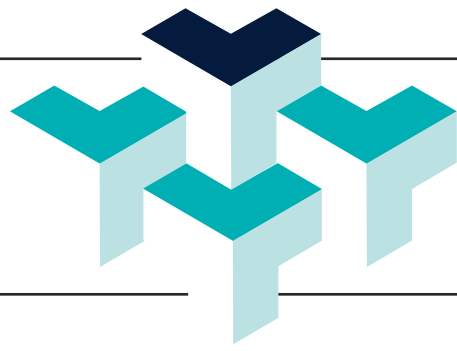


# Gender pay gap report 2022



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 and 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.

- On the median pay calculation, HCA UK pays men **7.0%** more than women on average. This figure is below the UK average of **14.9%**.
- Our workforce is made up of **68%** women across varying roles and areas in the business.
- Our leadership team is well balanced between women (**53%**) and men (**47%**), in comparison to only **40.5%** 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

HCA UK 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 and industries, we know we can do more. We are committed to developing a culture of inclusion where we understand better the factors that contribute to inequities and take action to address them.

We continue to work with our external partner, Global Diversity Practice (GDP), who provide colleague feedback via workshops, offer insight into how we can improve, and inform our inclusion strategy.

In 2022 we developed a Diversity, Equity, Inclusion and Belonging (DEIB) strategy with four key areas of focus: leadership, culture, talent and patient care. This strategy has been designed to promote inclusion at HCA UK internally and externally. It responds to a strong desire from our people, who are passionate about creating lasting and meaningful change and benefiting from greater inclusion.

As part of our action plans in this strategy, our senior leaders undertook training on bias and inclusivity to ensure our culture of diversity and belonging is modelled throughout the organisation. During 2023 we are continuing to invest further with diversity, equity and inclusion training planned, including some dedicated training for our HR team.

We are committed to building an inclusive and fair culture where all 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**

CEO and President  
HCA Healthcare UK



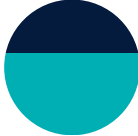





**Nicola Gillis**

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 2022.
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><b>Pay calculations</b> As at 5th April 2022</p>	<p>Pay (median) <b>7.0%</b></p>	<p>Pay (mean) <b>33.4%</b></p>	<p>Bonus (median) <b>25.0%</b></p>	<p>Bonus (mean) <b>59.9%</b></p>
<p><b>Bonus calculations</b> from April 2021 to April 2022</p>	<p>Proportion of males receiving a bonus <b>30.0%</b></p>		<p>Proportion of females receiving a bonus <b>26.4%</b></p>	
<p><b>Pay quartile</b> The ratio of <b>males</b> in each quartile from April 2021 to April 2022  The ratio of <b>females</b> in each quartile from April 2021 to April 2022</p>	<p>First <b>35.7%</b> 64.3%</p> 	<p>Second <b>23.7%</b> 76.3%</p> 	<p>Third <b>26.2%</b> 73.8%</p> 	<p>Fourth <b>42.4%</b> 57.6%</p> 
<p><b>Employment</b> The ratio of <b>men</b> and <b>women</b> HCA UK employ from April 2021 to April 2022</p>	<p>1,816  <b>32% Men</b></p> <p>3,860  <b>68% Women</b></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.