



Sustainability Report FY2018



About our report

This report contains information about the ways Ramsay Health Care operates its business to ensure sustainable practices relating to:

1. Clinical quality and safety
2. Ethical leadership and governance
3. The environment
4. The company's workforce
5. Corporate social responsibility

Data contained in this report is for the 2017/18 financial year or as at 30 June 2018, unless stated otherwise. It provides an overview of the performance of our operations in Australia, the United Kingdom, Asia and Europe.

An interactive version of our Sustainability Report is available via Ramsay Health Care's online Investor Centre. This webpage also contains our Annual Report 2018 (including Corporate Governance Statement 2018) and other market announcements.

For more information, please visit the Investor Centre located at: www.ramsayhealth.com

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The Ramsay Way

“The Ramsay Way” culture recognises that people are the organisation’s most important asset and are central to its ongoing success.

Principles of The Ramsay Way are:

- We are caring, progressive, enjoy our work and use a positive spirit to succeed
- We take pride in our achievements and actively seek new ways of doing things better
- We value integrity, credibility and respect for the individual
- We build constructive relationships to achieve positive outcomes for all
- We believe that success comes through recognising and encouraging the value of people and teams
- We aim to grow our business while maintaining sustainable levels of profitability, providing a basis for stakeholder loyalty

People caring for people

Ramsay Health Care’s motto “People Caring for People” was developed to:

- Focus on improvements that will keep us at the forefront of health care delivery.
- Continually evaluate and improve on all aspects of our performance through customer satisfaction surveys and formal feedback processes.
- Differentiate ourselves from other hospital operators through a decentralised management structure, which allows managers to develop productive working relationships with doctors.
- Aim to provide staff at all levels with career expansion, training and development opportunities through internal policies and processes.

Ramsay's contribution to a sustainable society

Ramsay Health Care is committed to delivering high quality health care services, long-term sustainable growth and shareholder returns.

The Ramsay Board recognises the importance of good governance in achieving these corporate objectives, in discharging its responsibilities to all stakeholders and in executing the broader role of Ramsay Health Care as a good corporate citizen.

Ramsay Health Care has been included in the FTSE4Good Global Index every year since 2011. The FTSE4Good Global Index is a global index identifying companies that demonstrate strong environmental, social and governance practices (ESG), measured against globally recognised standards. Inclusion in the FTSE4Good Index demonstrates Ramsay Health Care's sustained commitment to global ESG standards.

As a global company, employing 60,000 staff and caring for more than three million patients each year, we recognise that we have an enormous responsibility to ensure we are maintaining the highest standards of quality and safety; that we are creating a great place to work; and that, in all areas, we are operating our business according to The Ramsay Way philosophy: "People Caring for People". It is vital that we are living *The Ramsay Way* values, having them guide the decisions we make, through the services we deliver and through our interactions with all our stakeholders.

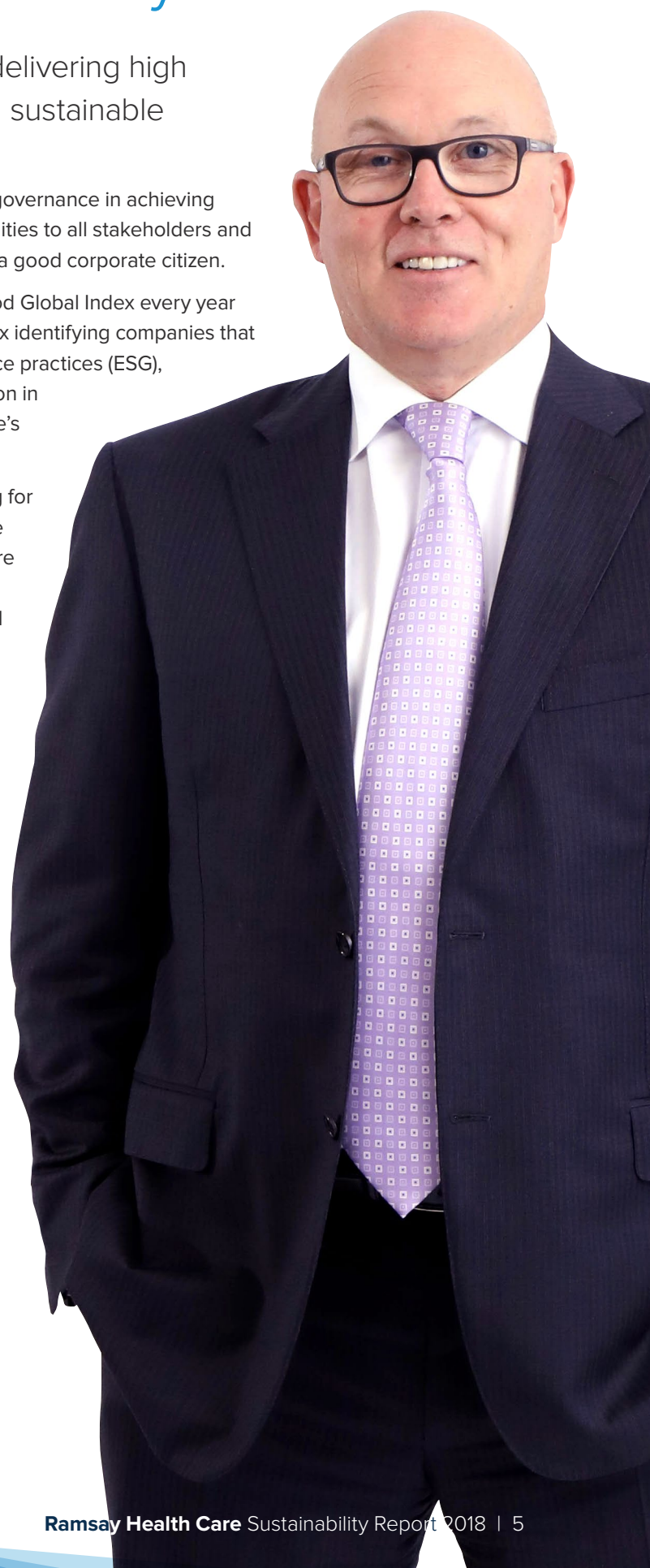
While we are well on the way to becoming one of the largest and most successful private hospital operators in the world, we also have a vision to be one of the world's most respected companies. To this end, we take a leadership role in shaping the world that we live in through our focus on delivering quality healthcare; our people; our environment, good corporate governance and societal issues at large.

In FY2018, Ramsay Health Care continued the implementation of the Group's sustainability program. We are currently working to develop a sustainability approach for our business across the world.

Craig McNally



Managing Director



Our sustainability strategy

Ramsay Health Care has a responsibility to maintain the highest standards of health care provision. This applies to clinical quality and safety, creating a great place to work, and operating our business according to The Ramsay Way philosophy: “People Caring for People”.

Ramsay Health Care Board of Directors is responsible for the Ramsay Group’s sustainability focus. Among other initiatives, a series of policies and guidelines have been designed to assist employees and other stakeholders achieve high environmental, social and governance (ESG) practices. These policies and guidelines also help promote compliance with the regulations and laws of each country in which the Ramsay Group operates.

Ramsay Health Care has been included in the FTSE4Good Global Index every year since 2011. The FTSE4Good Global Index is a global index identifying companies that demonstrate strong

environmental, social and governance practices, measured against internationally recognised standards. Inclusion in the FTSE4Good Index demonstrates Ramsay Health Care’s sustained commitment to global ESG standards.

Our vision is to be one of the world’s most respected companies. We take a leadership role in shaping the world through our focus on delivering quality healthcare; our people; our environment, good corporate governance and societal issues at large.



A snapshot of our practices

All figures below are as at 30 June 2018 unless stated otherwise.¹

Indicator	Ramsay Health Care	Ramsay Australia	Ramsay UK	Ramsay Générale de Santé	Ramsay Sime Darby
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Caring through quality and safety

Hospital accreditation – All Ramsay hospitals are accredited with the relevant accrediting authority in their jurisdiction.

Patient satisfaction – Ramsay Health Care measures patient satisfaction in each region and currently has no Group-wide KPIs to report in this area.



Caring through responsible leadership

% independent directors	78%	–	–	–	–
% female board directors	22%	–	–	–	–
% female executives reporting to Managing Director	20%	–	–	–	–
% females directly reporting to Country CEOs	–	66%	38%	36%	35%
% of female hospital / facility CEOs and General Managers	–	63%	61%	35%	86%

Indicator	Australia	United Kingdom	France	Indonesia	Malaysia
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Caring for the environment

MegaJoules / patient day	363	905	237.6 ⁵	426.6	810.8
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Caring for our staff

# fatalities	0	0	0	0	0
Rate of lost time due to workplace injury	1.84	2.74	–	0	0.32
% turnover ²	22.91%	19.1%	10.2% ³	8.17%	23%
% absenteeism	4.7%	3.86%	8.5%	10.94%	<10%
% female diversity	82%	82%	81%	75.18%	79%
Staff engagement score	– ⁴	72%	– ⁴	– ⁴	– ⁴



Caring for our communities

Ramsay Health Care contributes to the communities we serve in local areas and currently has no Group-wide KPIs to report in this area.

Please refer to footnotes on ESG practices in the Appendix on p26



Caring through quality and safety

Ramsay Health Care is focused on the delivery of high quality, safe, and effective clinical care.

We aim to create an environment in which risks and issues are anticipated, identified early, and responded to rapidly.

We have a strong commitment to patient safety and quality and this is reflected in our organisation-wide approach to:

- Reviewing and improving on a continuous basis the performance of our patient safety and quality systems;
- Assisting our healthcare professionals and visiting medical practitioners to monitor the safety and quality of care they provide; and
- Ensuring accountability for the safety and quality of care at all levels of our organisation right through to the Board of Ramsay Health Care.

Risk Management

Ramsay Health Care has established a Risk Management Committee which:

- fosters a culture of continuous improvement and best practice by reference to nationally and internationally recognised standards;
- monitors the organisation's clinical risk profile and its ongoing and potential exposure to clinical risks;

- promotes transparency and accountability including open disclosure, and oversee the disclosure of the Group's clinical performance against recognised national and international best practice benchmarks;
- oversees internal systems to evaluate compliance with corporate policies
- reviews policies and facility rules for monitoring and evaluating the effectiveness of visiting medical practitioners and other professional accreditation / credentialing systems throughout the corporate group that meets contemporary national and international clinical governance standards;
- oversees management in the implementation of accreditation programs for all Ramsay Group facilities

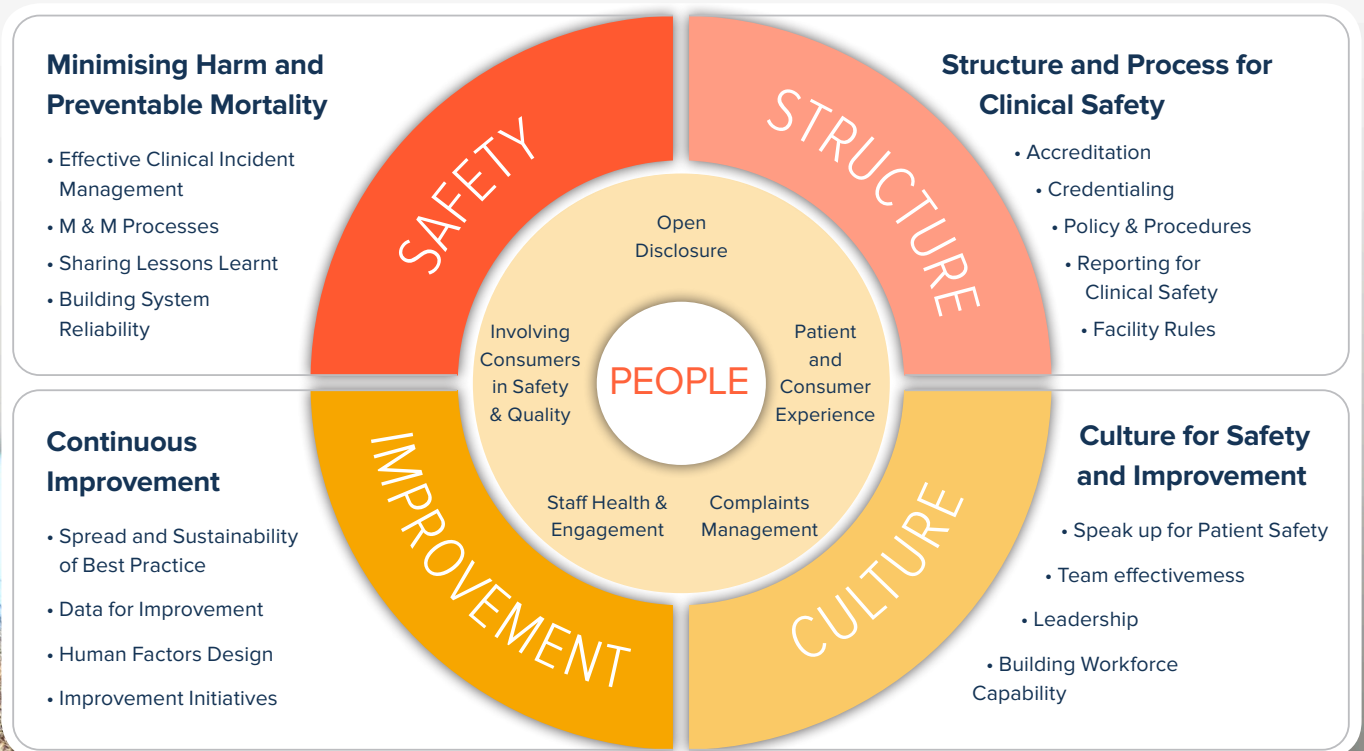


- oversees management in the monitoring and evaluation of continuous quality improvement systems that are designed to improve performance in the delivery of health care services;
- reviews policies to inform all employees, visiting medical practitioners, patients and contractors of their rights and responsibilities consistent with the risk management framework generally and specific business risk identified from time to time, through readily available information at corporate and facility levels;

Framework

Ramsay Health Care has developed a comprehensive Patient Safety and Clinical Quality Framework which consists of five key areas designed to produce reliable, safe and effective outcomes.

Performance across these areas by all Ramsay hospitals is closely monitored by the Company's Risk Management Committee and the Board of Ramsay Health Care.



Speak Up For Patient Safety

Ramsay Health Care has continued the implementation of its Speak Up For Patient Safety (SUFPS) initiative.

This Vanderbilt University program has been developed in partnership with the Cognitive Institute and is designed to manage behaviour that undermines a culture of quality and safety.

The SUFPS initiative is based on the principle of having a conversation with a medical practitioner or staff member and building up to authority conversations with clearly defined consequences.

Two components form the basis of the Speak Up For Patient Safety program framework. The 'Speaking Up' program includes graded assertiveness training for all patient-facing staff, while the 'Professional Accountability' program includes a feedback platform for staff to report both positive and negative experiences, a peer messenger system, and professional accountability leaders.

The program is about empowering all employees to promote patient safety and provides a platform to ensure staff maintain high professional standards across the organisation.

Speak Up For Patient Safety (SUFPS) Program

Ten Australian hospitals and clinics have successfully completed all elements of the SUFPS program, while implementation has begun at a further 33 facilities around the country.

During FY19, the remaining Ramsay Health Care Australia sites are due to begin rolling out the initiative. All facilities are due to have fully implemented the program by the end of the 2019 calendar year.

In July 2018, SUFPS will be launched by Ramsay Health Care UK, which operates 35 sites from Cornwall to Newcastle including 30 hospitals, two decontamination units, and three neuro rehabilitation units. More than 2,000 Ramsay staff in the United Kingdom have already received SUFPS training. All elements of the programme are expected to be implemented by the end of the 2019 calendar year.

During FY19, Ramsay Health Care will commence the initial stages of the SUFPS roll-out at its Malaysian sites.

Hospital accreditation

Ramsay Health Care acknowledges that accreditation is an important driver for safety and quality improvement and has actively participated and contributed to the development of the new standards through participation on various healthcare industry working parties and consultation bodies.

Through accreditation, Ramsay Health Care has been able to assess its level of performance in relation to established standards and implementation of continuous improvement.

- All Australian facilities are accredited with the Australian Council on Healthcare Standards (ACHS) or certified by the International Organization for Standardization (ISO).
- All Ramsay Health Care Indonesian facilities are accredited through Joint Commission International (JCI).
- All Ramsay Health Care hospitals in the United Kingdom are accredited by the Care Quality Commission (CQC).
- Ramsay Santé hospitals in France are accredited by the government controlled Haute Autorité de Santé (HAS) which performs mandatory assessments.
- Under strict regulations, accreditation results of all hospitals in the UK and France are publicly reported.





Caring through responsible leadership

Ramsay Health Care's governance framework is designed to ensure that it is effectively managed, that statutory obligations are met and that the culture of personal and corporate integrity – *The Ramsay Way* – is reinforced. Ramsay Health Care remains steadfast in its commitment to maintaining the culture and principles of The Ramsay Way across all aspects of its business, despite the loss of the architect of the Ramsay Way, founder and Chairman Mr Paul Ramsay AO, on 1 May 2014.

Ramsay Health Care's Corporate Governance Statement, included in the Annual Report, outlines our governance framework, policies and procedures in accordance with the 3rd Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

Modern slavery statement

Modern slavery is the antithesis of The Ramsay Way and we take our responsibility to play our part in eradicating this international problem extremely seriously.

The company has in place a number of policies aimed at helping us to identify and mitigate the risk of modern slavery in our business and supply chains. These include the Ramsay Code of Conduct for Employees, Human Rights and Labour Policy, and the Code of Conduct for Suppliers, Manufacturers and Agents.

All of the Company's senior management are aware of the Company's policies relevant to the eradication of modern slavery, and we will continue to undertake regular training on modern slavery.

Code of Conduct for Suppliers, Manufacturers and Agents

Ramsay Health Care (Ramsay) aims at all times to be a leading provider of health care services. For consistency with this aim, it is critical for Ramsay to choose, promote and develop relationships with manufacturers, suppliers and agents involved in the conduct of its business to align with Ramsay's expectations of best practice and ethical behaviour.

In developing such relationships Ramsay endeavours wherever possible to exceed minimum requirements.

This Code of Conduct is designed to ensure as far as possible that manufacturers, suppliers and agents involved in the conduct of Ramsay's business and the supply of its goods and services will:

- adhere to ethical business practices and comply with applicable laws, regulations and the directions of government authorities;
- meet basic internationally recognised standards for labour and human rights;
- manage the environmental impact of their activities; and
- wherever possible require its next tier suppliers to acknowledge and execute the code to ensure as far as practicable a total supply chain initiative.

Ramsay acknowledges that manufacturers, suppliers and agents (hereafter Suppliers) are integral to its business and strives to create mutually beneficial and rewarding outcomes from the application of best practices.

Ramsay seeks to develop long term relationships with Suppliers who deliver high quality products and services on time, in full and to agreed specification, standard and price.

Ramsay wishes to support Suppliers who attain the social responsibility standards sought by Ramsay and who strive to improve practices relevant to these standards, in order to assist us in making practical and principled business decisions.

The Ramsay Code of Conduct requires compliance with the law, ethical business practices and labour and human rights policy.

Anti-bribery and corruption policy

It is Ramsay Health Care's policy to conduct its business in an open, honest, fair and ethical way. We take a zero-tolerance approach to all instances of Bribery and Corruption and requires Ramsay Employees to act professionally, fairly and with integrity at all times.

Ramsay is committed to complying with all applicable anti-corruption laws in all jurisdictions in which our businesses operate. Many of these laws have extra-territorial reach, which means that an act of bribery or corruption performed in one country may have legal consequences under the laws of another.

Our anti-bribery and corruption policy is designed to protect both Ramsay and its employees from breaches of anti-corruption laws by:

- clearly setting out the company's position on Bribery, Corruption and Facilitation Payments and related improper conduct;
- clarifying the responsibilities of Ramsay and its employees to observe and uphold the prohibition on bribery and related improper conduct; and
- implementing and enforcing effective systems to combat corrupt behaviour.



61%

of Ramsay UK's
CEOs and General
Managers are female



Caring for our environment

Ramsay Health Care recognises that protecting the environment is a critical issue and a key responsibility of the business.

The benefits of environmental protection for current and future generations are clear but Ramsay Health Care also acknowledges that reducing unnecessary waste and minimising consumption is not only an expectation of our customers but necessary to ensure responsible financial sustainability.

Ramsay Health Care has invested significant resources into this area and continues to work on several important environmental initiatives that will lead to better outcomes for all.

The Ramsay Board recognises its corporate responsibility, not only by reference to the Company's obligations under environmental and associated legislation, but as a responsible corporate citizen. In this regard we believe that seeking to continuously improve our environmental performance is fundamental to our business success and that sustainability principles should be incorporated into Ramsay activities and decision making at all levels

The following principles underpin Ramsay's commitment towards environmental sustainability:

- Striving for continual improvement in our environmental performance in ways that are sustainable, practical, commercial, meaningful, cost-effective and innovative;
- Implementing an environmental management system and programs designed to foster environmental innovation, seeking to continually improve such programs and where applicable to utilise internal and independent performance audits to monitor the effectiveness of, and compliance with, such programs;
- Identifying and monitoring the environmental impacts of Ramsay's business activities, where possible by establishing measurable objectives and targets aimed at improving environmental sustainability;
- Designing a program for regular review of environmental aspects of our business, conducted through a risk-based audit plan and corrective action program to manage environmental risks;
- Regularly reviewing and reporting on our environmental management performance to allow a better understanding of, and reasonable transparency with regard to, environmental progress and performance;
- Creating, promoting and communicating an environmentally sustainable and responsible culture across the Ramsay community;
- Developing the knowledge and skills of our people and providing resources to facilitate the fulfilment of our environmental responsibilities and goals, including by fostering both accountability for, and recognition of, individual actions;
- Regularly consulting and communicating with staff and relevant stakeholders on environmental matters;
- Seeking out partnerships, where practical and in line with business objectives, designed to achieve company objectives (environmental and otherwise) more effectively and efficiently;
- Where appropriate, seeking to positively influence key stakeholders and suppliers to improve their environmental performance and thereby minimise the lifecycle impacts of Ramsay's operations;
- Seeking to influence events sponsored or supported by Ramsay to be environmentally responsible, for example by aiming at carbon neutrality and to create minimal waste; and
- Complying with all applicable laws and regulatory requirements whilst aspiring to higher standards.

Ramsay Health Care and its hospitals are committed to working toward the delivery of environmentally sustainable outcomes within the operations of the group and to achieving continual improvement in environmental performance. Key areas of focus include:

- Seeking to continuously reduce energy consumption and carbon emissions, within the parameters and requirements of delivering high quality health care;
- Seeking to continuously reduce water usage within the requirements of delivering high quality health care and as far as practicable maximizing efficient water management;
- Seeking to continuously reduce waste and conserve resources through adopting sustainable purchasing principles where clinically appropriate and commercially viable and encouraging suppliers and contractors to address environmental management and performance;
- Incorporating sustainability principles wherever practicable in building design and refurbishment and evaluating whole-of-life savings of investing in new buildings and plant infrastructure.

Recycling initiative – Ramsay Australia

Hospital employees across Ramsay Australia take part in an environmental sustainability initiative to reduce the amount of hospital waste that ends up in landfill.

60,000kg of PVC IV bags and 29,000 aluminium bottles, as well as other PVC products such as oxygen tubing and oxygen masks, have been recycled through this program.

There is also a \$300 per tonne waste disposal cost saving to the hospitals. The minimum quantities per year for participation in each program are generally 400kg of PVC or 400 aluminium bottles.



363MJ
is the number of Ramsay
Australia's MegaJoules
per patient day

Relationships with suppliers

Ramsay seeks to build relationships with suppliers who value the natural environment and are committed to:

- meeting legal obligations in relation to environmental performance including any necessary permits, approvals, registrations and reporting requirements;
- establishing objectives, targets and key performance indicators that strive for continuous improvement of their environmental performance;
- maintaining management systems to plan, document, measure, monitor and regularly review their environmental performance;
- implementing systems to ensure materials presenting a hazard to the environment are handled, managed, stored and disposed of appropriately;
- identifying and assess the environmental hazards which arise from their activities, products and services; and
- effectively managing the risk by applying best practice principles to the prevention of pollution.





Caring for our staff

Ramsay Health Care recognises that its employees are essential to its success and accordingly, strives for excellence and continuous improvement in delivery of workplace practices to promote a positive, harmonious and productive workplace where people like to work.

Our strong focus on people is embedded throughout the organisation's ethos of People Caring for People, and this is represented by a unique culture and a set of values collectively known as "The Ramsay Way".

As a large employer, ensuring a sustainable workforce of more than 60,000 people is key to achieving our goals and we must ensure that our workplace relations strategies and people management practices support and enhance the delivery of high quality health care services.

Ramsay Health Care's commitment to the health and safety of all our workers and persons who visit our work places, or access our services, is central to our business culture. In this regard we believe that all injuries and industry related illnesses are preventable, and that striving continuously to improve our health and safety performance is part of our fundamental core values.

We are therefore committed to:

- Undertaking risk management activities to eliminate where possible or control risks to persons in the work place.
- Complying with all applicable laws and regulatory requirements whilst aspiring to higher standards.
- Establishing measurable objectives and targets aimed at reducing and where possible eliminating work related injury and illness.
- Developing our people and providing resources to facilitate the fulfilment of our health and safety responsibilities.
- Monitoring and reviewing our performance and taking action to address deficiencies.
- Working towards consistent safe practices across our businesses.
- Fostering a culture that empowers and encourages everyone to act in accordance with this policy.

- In fulfilling the objectives of this policy, management is committed to regular consultation and communication with workers and all relevant stakeholders to:
 - ensure that the policy operates effectively;
 - build relationships based on honesty, openness, mutual trust and involvement; and
 - share the responsibility for meeting the requirements of this policy.

The Ramsay Health Care Board recognises its corporate responsibility under WHS, OHS, OSH and associated legislation. Work health and safety are integral to our business and are not treated as separate areas but form part of and support all Ramsay activities.

Facility executives are responsible and accountable for day to day health and safety within their areas of responsibility and have the authority to fulfil these responsibilities.

Code of conduct for employees

The Ramsay Health Care Code of Conduct (the Code) is a statement on the shared values of the organisation and how we conduct ourselves and our business.

The Code defines the standards of behaviour which we expect from all those associated with Ramsay Health Care (Ramsay). It sets out our expectations of how we should behave towards everybody and everything we come in to contact with, in our capacity as a representative of Ramsay.

The Code of Conduct notes that it is both the right and the responsibility of any employee to raise concerns if they think that something does not accord with the Code or The Ramsay Way. The Board and executive management will support any employee who, acting in good faith, reports a breach of the Code or wrongdoing of any kind. No disciplinary actions will apply for raising genuine concerns.

Whistleblower policy

In addition to the Code of Conduct, Ramsay Health Care also has a Whistleblower Policy. This is designed to provide protection to whistleblowers who make disclosures, and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Ramsay Health Care is committed to achieving the highest possible standards of service to employees, patients, and stakeholders in accordance with the Ramsay Way values. Ramsay encourages staff to use all internal mechanisms to report misconduct or any illegal acts or omissions, which adversely affect the provision of high-quality care or harm the reputation of Ramsay Health Care.

Ramsay neither tolerates improper conduct by staff or Board members, nor the taking of reprisals against those who come forward to disclose such conduct. Ramsay recognises the value of transparency and accountability in all administrative and management practices, and in the areas of service delivery and supports staff who make disclosures that reveal conduct involving a risk to patient, staff or public safety, dishonest or corrupt conduct, conduct involving a substantial mismanagement of Ramsay resources or damage to the environment.

Ramsay will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. Ramsay will also afford natural justice (such as providing details of the allegation, a right to respond and a fair hearing) to the person who is the subject of an investigation.

Human rights and labour policy

Ramsay Health Care's human rights and labour policy sets out our commitment to operate in accordance with all key, universal human and labour rights globally.

In the business of people caring for people, our people are our number one asset. Ramsay commits to human services and labour policies founded on universal human and labour rights.

Ramsay rejects unlawful discrimination against any person on the basis of a characteristic, status or belief that is irrelevant to the work required or health care to be provided and supports employment practices that are non-discriminatory. Ramsay seeks and values the diversity of our people in all regions.

Ramsay supports diversity on the basis that the diversity of our people delivers a competitive advantage in innovation, problem-solving and decision-making. Human resources planning, policies and programs that, to the extent reasonably practical, are inclusive of all age groups and the potentiality of the under-privileged within each region are expected to assist Ramsay's strategic goals of global sustainability and value.

Ramsay values our people and will deliver terms and conditions of employment consistent with applicable laws and human and labour rights at a minimum. This policy requires the Group Chief Risk Officer and regional human resources managers to contract on terms and conditions that are consistent with the realisation of those rights for each employee and which comply with or exceed regional minimum wage standards.



Ramsay commits to ensuring the hours of work of our people are not excessive and will monitor and take measures to reduce excessive working hours where they are identified.

Ramsay commits to the sustainability and development for our people. Ramsay balances its global presence, which provides opportunities for career development and shared best practice, with local health care for and by local people. Ramsay values the local communities and economies within which it operates and commits to recruitment opportunities for the engagement of local people. Ramsay commits resources to regional learning and development frameworks that are relevant to the needs of our people and operations locally.

Ramsay intends to promote the furtherance of labour standards in each region it operates by seeking representation on and involvement in relevant key industrial and workforce bodies within the relevant jurisdiction.

Diversity and inclusion policy

Diversity and Inclusion is a business imperative that assists to drive business results, enhance Ramsay's reputation and, attract, recruit, engage and retain a diverse group of talented people.

This policy applies to all Ramsay directors, officers, employees, agents, contractors and volunteers. It makes provisions for measurable objectives for achieving diversity and inclusion at all levels of our organisation.

Investing in employee wellbeing

Ramsay Health Care Australia invests heavily in employee wellness programs, employee benefits and flexible working arrangements which contribute to low absenteeism rates.

Staff are entitled to receive discounts on items such as gift cards, private health insurance, financial services, gym memberships and hospital inpatient treatment.

The absenteeism rate for FY18 remained steady at 4.7% and this figure is being closely monitored to identify opportunities for improvement in the management of all absences.



0

lost time due to workplace injury at Ramsay's Indonesian facilities



72%

is the Ramsay UK staff engagement score





Caring for our communities

Ramsay Health Care recognises it has an important role to play in the local communities it serves and society as a whole. The group's focus on health care provides the opportunity to commit significant resources to medical research, clinical teaching and training.

Ramsay Health Care is often considered a large business or employer in many communities in which it operates. For this reason, the organisation is committed to investing back into the local people and groups in the areas surrounding its facilities and beyond.

Ramsay/Rotary Medical Equipment Donation Program

Ramsay Health Care has partnered with Rotary to establish an efficient and effective program of distributing medical equipment and goods to disadvantaged communities.

The agreement came out of Ramsay's and Rotary's joint desire to establish a mechanism for the responsible and ethical donation and reuse of hospital and medical equipment and supplies which are no longer required by Ramsay's facilities.

Ramsay Health Care also provides \$10,000 per year in financial contributions towards the costs of delivery.

During 2017/18, Berrima District Rotary's *Medical Aid for Oceania and Worldwide (MAFO)* project continued its core business of shipping suitable items to developing countries. 25 consignments were shipped to destinations including PNG, Samoa, Fiji, Vanuatu, Solomon Islands, East Timor, Cambodia, Nepal, Sri Lanka, Democratic Republic of Congo, Burundi, Liberia and Sierra Leone.

In 2017/18, Ramsay Health Care donated supplies including some 500 beds, an ENT microscope, operating theatre table and equipment, birthing kits, wheelchairs and medical consumables.

Ramsay Health Care Triathlon Pink

Ramsay Health Care is a major event partner and naming rights sponsor of Australia's Triathlon Pink series and has been a partner with this event since its inception in 2007. The Ramsay Health Care Triathlon Pink series event charity is the National Breast Cancer Foundation.

With women making up the largest proportion of Ramsay Health Care staff and as many Ramsay hospitals have a focus on women's health, sponsoring the Triathlon Pink series is seen as a perfect fit for the organisation.

Ramsay is proud to be associated with something that promotes health and fitness in the community as well as contributing funds towards a worthwhile cause. Since its inception in 2007, the Ramsay Health Care Triathlon Pink has raised more than \$2.1 million for the National Breast Cancer Foundation and more than 60,000 competitors have become "Pinkies"

Paul Ramsay Foundation

Paul Ramsay Foundation, Australia's largest philanthropic foundation, was established with a bequest of more than \$3 billion from the late founder of Ramsay Health Care, Paul Ramsay AO. It is registered as a charity with Australian Deductible Gift Recipient status.

Paul Ramsay Foundation is a 30% shareholder of Ramsay Health Care. This means 30% of the profits paid to Ramsay Health Care shareholders by way of dividend are directed back into charitable causes funded by the Foundation.

Paul Ramsay Foundation is committed to addressing the root causes of disadvantage in the Australian community, specifically as they relate to health and education, and has a strong commitment to changing the status quo and improving the lives of Australians.

With a focus on multidisciplinary collaboration, the Foundation invests in the development and implementation of practical solutions that empower communities and result in long-term, systemic change. They work as a catalyst for change, seeking out and partnering with the brightest minds to unlock evidence, build momentum and maximise impact.

The Foundation Board includes members with significant expertise in business, social ventures and philanthropy.

2017/18 investments included:

- Health4Life – a world-first eHealth program which targets six key lifestyle risk factors in Australian high school students to reduce their chances of developing chronic diseases.
- The ORIGINS Project – a landmark study to help uncover the origins of non-communicable diseases like allergies, asthma, autism, diabetes, and obesity in early life, including in utero.
- Generation Victoria – a \$24.5 million investment to create a new platform for health research in Victoria to help find solutions to chronic health conditions.
- Health Justice Australia – a \$3 million investment to national charity Health Justice Australia to explore whether increased collaboration between health and justice services can give more Australians better access to the support they need.

Teaching and medical research

Ramsay Health Care makes significant investments each year in teaching and training.

In medical research, Ramsay Health Care has established two not-for-profit foundations – the Ramsay Hospital Research Foundation (in Australia) and the Fondation Générale de Santé (in France).

The Ramsay Hospital Research Foundation is committed to providing better outcomes to our patients, to investigate the diseases and illnesses which affect them and to progress the learning and development of those who care for them. The Foundation is committed to allocating \$5 million per annum and is currently focused on areas of mental health, rehabilitation and health services research.

The Fondation Générale de Santé was initially created to promote donation of umbilical cord blood, however it has now extended its focus to the area of health prevention and promotion. It is currently focused on raising awareness about the dangers of stress through the creation of a Stress Observatory, selecting and assisting e-health start-ups and also curating in-house health prevention projects.

Two large hospital-based medical research foundations in Ramsay's largest private hospitals – Greenslopes Private Hospital in Brisbane and Hollywood Private Hospital in Perth – are supported by Ramsay Health Care. In addition to direct contributions, indirect contribution costs, in terms of free space and resources, amount to over \$2 million per annum.

In terms of teaching and training, Ramsay Health Care consciously makes a significant investment to both doctor and nurse training through clinical placements and the development of learning facilities on its campuses. Currently Ramsay Health Care invests in excess of \$20 million per annum in Australia on teaching and training the future clinical workforce.





Appendix

- Note 1: The table sets out the manner in which data has been used to calculate performance. While efforts have been made to compile data across regions on a consistent basis, there may nevertheless be differences. The figures in the ESG scorecard have not been audited. Ramsay makes no representation or warranty, express or implied, as to the appropriateness, accuracy or completeness of the information contained in this ESG Scorecard for the any user's purposes.
- Note 2: Subject to note 3 below, % turnover includes all employees who left Ramsay regardless of whether they resigned, were dismissed or retrenched, retired, had their fixed-term contracts ended or casual employment arrangements terminated etc.
- Note 3: RGdS' turnover rate excludes fixed term contracts, as most of the fixed term contracts are short term and often are aimed at overcoming absenteeism. To illustrate this point, 140,000 fixed term contracts are made each year, which relate to 13,000 people.
- Note 4: No staff engagement evaluation was conducted during the period for Australia, France, Indonesia and Malaysia.
- Note 5: For RGdS, the 'MJ per patient day' has been calculated for the 12 months to 31 March 2018. Data is not available for some facilities.







Ramsay
Health Care