

Ramsay Health Care Limited

# Impact Report 2020





# International Year of the Nurse and Midwife

We take pride in celebrating life at every stage. Nurses and midwives play integral roles in our communities; they devote their own lives to improving the lives of others.

The World Health Organisation named 2020 the Year of the Nurse and Midwife. We want to recognise and thank all our dedicated nurses and midwives for the life-changing and positive impact they offer the world each day!

Throughout 2020, Ramsay Health Care embarked on a celebration of nurses and midwives with a global campaign spanning 11 countries. Ramsay is profiling one nurse or midwife from a different part of the world each week – for the entire year. The campaign is designed to highlight the vital roles these men and women play in delivering excellent health care services. Through their profiles, these men and women are sharing some of their experiences, motivations and future aspirations with their peers and their local communities.





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# Introduction

# About this report

This report contains information about the way Ramsay Health Care operates to ensure we are a sustainable and responsible business. This report covers our material sustainability issues that could influence the value Ramsay Health Care creates for our stakeholders over the short, medium and long-term.

Information contained in this report covers, unless otherwise stated, the 2020 financial year ending 30 June 2020.

The report provides an overview the performance of our operations in Australia, Continental Europe and the United Kingdom and our joint venture in Asia.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and has been informed by the Sustainability Accounting Standards Board (SASB) health care sector guidance.

Further information can be found at [www.ramsayhealth.com/Sustainability/Overview](http://www.ramsayhealth.com/Sustainability/Overview).

**Ramsay Health Care Limited**  
**ACN 001 228 768**



Our people who were profiled as part of our campaign to celebrate the International Year of the Nurse and Midwife are included throughout this report.



We are committed to driving action of the Sustainable Development Goals (SDGs) as adopted in 2015 by the United Nations and member countries. Throughout this report we have mapped our activities to our priority goals.

## Section 1 – Introduction

This section provides an overview of Ramsay Health Care and the culture and values of The Ramsay Way and how Ramsay creates value.

## Section 2 – Our sustainability approach

Our approach to sustainability is outlined in this section. A view of the external factors, our stakeholders and our important issues is provided and how we align with the Sustainable Development Goals (SDGs).

## Section 3 – Caring for our people

Learn about our unrelenting focus on our patients and clinical quality and our people who live The Ramsay Way, of 'people caring for people'.

## Section 4 – Caring for our planet

We report our progress on our environment initiatives in both our operations and development activities.

## Section 5 – Caring for our community

We share how we are contributing to the broader community through our operations, foundations, partners and medical research.

## Appendix Sustainability disclosures

Our disclosures against the GRI Standards for our material issues and alignment with SASB and the SDGs.

### Important notices and disclaimer

This document has been prepared by Ramsay Health Care Limited ACN 001 228 768 (**Ramsay**) for inclusion on Ramsay's website and is for informational purposes only. It is based on information available at the time of preparation and which is general in nature and should be read with Ramsay's other periodic reports and disclosures. This is not an offer, solicitation, invitation to apply, recommendation or advice to buy, sell or hold any securities of Ramsay.

Undue reliance should not be put on forward-looking statements or guidance and any such statements are not guarantees or predictions of future performance.

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# About Ramsay Health Care

**Ramsay Health Care provides quality health care through a global network of clinical practice, teaching and research. Ramsay Health Care's global network extends across 10 countries, with over eight million admissions/patient visits to its facilities in over 500 locations. The combined entity employs over 77,000 staff.**

**Ramsay's operations are split across our key regions as follows:**

## **Australia**

Ramsay Australia has 72 private hospitals and day surgery units in Australia and is Australia's largest private hospital operator. Ramsay operations include mental health facilities as well as the operation of four public facilities. In addition, Ramsay has established the Ramsay Pharmacy retail franchise network which supports more than 59 community pharmacies.

Ramsay Australia admits more than one million patients annually and employs more than 31,000 people.

## **Europe**

Ramsay Santé is a pan-European operator of hospitals, specialist clinics and primary care units with around 350 locations across five countries in Europe. In France, Ramsay Santé has a market leading position with 132 acute care and mental health facilities. In Denmark, Norway and Sweden, Ramsay Santé operates 210 facilities including primary care units, specialist clinics and hospitals. Ramsay Santé also operates a 93 bed hospital in Italy.

Ramsay Santé employs around 34,800 staff and its facilities treat approximately seven million patients each year.

## **UK**

Ramsay UK has a network of 34 acute hospitals and day procedure centres providing a comprehensive range of clinical specialties to private and self-insured patients as well as to patients referred by the NHS.

Ramsay UK also operates a diagnostic imaging service and provides neurological services through its three neuro-rehabilitation facilities.

Ramsay UK cares for almost 200,000 patients per year and employs more than 7,300 staff.

## **Asia**

In Asia, Ramsay owns and operates eight facilities through a joint venture arrangement with Malaysian multinational conglomerate Sime Darby Berhad.

Ramsay Sime Darby Health Care Sdn Bhd operates three hospitals in Indonesia, three hospitals and a nursing college in Malaysia and one day surgery in Hong Kong. The business employs more than 4,000 staff.



A photograph of two women in a hospital setting, both smiling warmly. The woman on the left is seen in profile, looking towards the woman on the right. They are both wearing light blue patterned button-down shirts. The background is a blurred hospital hallway. A large blue diagonal graphic element is overlaid on the bottom left of the image.

# The Ramsay Way

Back in 1964, Paul Ramsay had a belief. A belief that stays true today – to be the best at taking care of people. “If you look after the people, success will follow”. Paul Ramsay wasn’t interested in being number one. He was interested in delivering the best care. This has been The Ramsay Way for over 50 years and is fundamental to Ramsay being recognised as the leading private health care provider in Australia, and in the top five internationally.

People caring for people is the best way to describe our philosophy. Our patients’ needs are always first and foremost. We know that each and every person who comes through our doors is someone special. They are someone’s loved one. They are someone’s world.

People caring for people goes for our people too. Our people are the heart of our company. They’ve dedicated their lives to caring for others. Every single day they selflessly put our patients’ needs before their own. Giving their hearts to others. Care can’t be taught. Nor can it suddenly be switched-on. Kindness, compassion, empathy are core virtues. Knowing what matters most in those moments when our patients are feeling their most vulnerable. It’s ingrained. It’s our people who have made Ramsay Health the success story that it is today. It’s been The Ramsay Way since 1964, and will continue for many more generations to come.

People caring for people

# Message from our Managing Director and CEO

The COVID-19 pandemic in 2020 presented many challenges for Ramsay Health Care and our businesses around the world, but also demonstrated what we are all about and that is – ‘people caring for people’. I am extremely proud of our global teams and how they responded to this crisis under very difficult circumstances – delivering for each other and delivering for our patients.

Paul Ramsay’s motto was “Look after the staff and look after the patients, the rest will follow”, and I am pleased to say that Ramsay Health Care certainly did this in 2020. With the onset of the pandemic in March 2020, the sustainability of the business and ensuring that we protected the wellbeing of our patients, staff and doctors was overwhelmingly our primary focus.

The resilience and agility of our people meant that we were able to step up to assist governments across the world with their national response to the crisis. Our focus on quality and patient safety meant that we were able to continue to deliver high-quality clinical care and protect staff and visitors to our facilities. We also ensured the appropriate training for our staff in infection management procedures.

The challenges of the year also highlighted the importance of being a sustainable and responsible business. In 2020 we

got feedback from the grass roots of our organisation in terms of what they would like to see in our global sustainability strategy. This led to a global refresh of our sustainability strategy. Under the banner of ‘Ramsay Cares’, our global focus areas aim to deliver stronger communities, healthier people and a thriving planet. This report outlines our progress across our three sustainability pillars:

- Caring for our people – our people are our most important asset. Our goal is to ensure the legacy of ‘people caring for people’ remains at the centre of everything we do including promoting both physical and mental health wellbeing.
- Caring for our planet – our teams are continuing to forge ahead and improve environmental outcomes in our developments and removing single-use plastics.
- Caring for our community – our commitment to medical research not only works to improve the outcomes for our own patients, it can help advance health care outcomes for the broader community.

The Ramsay Way of ‘people caring for people’ comes to life in everything that we do. Our people are what continues to make Ramsay Health Care a successful

and resilient business. We are a significant employer of women. I am proud that we have strong representation of women across all our operations including our Board and senior management levels.

Whilst the challenges of the COVID-19 pandemic will be with us for some time to come, I look forward to working with our team in rolling out our Ramsay Cares strategy. I hope you enjoy reading about our achievements in this 2020 Impact Report.

**Craig McNally**  
Managing Director & CEO





# How we make a difference

## Our value drivers



### People and culture

77,000 employees worldwide focused on delivering high-quality care



### Health care network

Extensive network of doctors and partners



### Patients & communities

Our patients and the broader community



### Clinical knowledge

Commitment to medical research and training to ensure clinical excellence



### Quality infrastructure

High-quality facilities in 11 countries and global supply chain



### Natural resources

We rely on natural resources and materials



### Financial

A robust balance sheet  
Strong cash flow



## Value we create for our people, shareholders, partners and broader community



Cared for over 8,000,000 patients annually



Delivered new innovative care models including increased digitisation and focused on preventative care and doctor wellbeing



Supported the community during COVID-19



Delivered extensive education and training to maintain high standards and important medical R&D outcomes

### NPS

Industry leading patient experience



Added new facilities, hospital beds and theatres



Diverted waste to recycling and avoided millions of single-use plastic items



Strong dividend  
Investment in people, infrastructure and facilities  
Taxes paid

**We provide quality health care through a global network of clinical practice, teaching and research.**



# Our sustainability approach

# Our sustainability approach

As a global company, employing over 77,000 staff and caring for over eight million patients each year, Ramsay Health Care recognises that we have a responsibility to ensure we are maintaining the highest standards of quality, safety and sustainability. The Ramsay Way philosophy: ‘people caring for people’ is the foundation of how we operate, and our people are central to this.

In FY20 Ramsay Health Care undertook a global review of its sustainability strategy. Global focus areas were developed under the banner of ‘Ramsay Cares’ which aims to deliver stronger communities, healthier people and a thriving planet. A Global Sustainability Committee, comprised of the Regional Sustainability Leads and Group Sustainability Officer, was established to help develop and oversee the Ramsay Cares strategy’s three pillars – Caring for our People, Caring for our Communities, and Caring for our Planet. Our approach to sustainability and any material social and environmental risks are

overseen by the Global Risk Management Committee of the Board. In FY20, a Group Sustainability Officer was appointed, along with the Global Sustainability Committee, to provide support and guidance to the Global Executive and Board Global Risk Management Committee.

We have a range of global and regional policies and guidelines which address our social and environmental risks. These policies have been designed to assist our employees and other stakeholders embed sustainable and responsible business practices.

## Global goals

In 2015, a new global blueprint to achieve a better and more sustainable future was adopted by the United Nation member countries. Importantly, business leaders and community groups were involved and are helping lead the charge in delivering the ambitious global goals by 2030.

The SDGs were a key consideration in developing the new Ramsay Cares sustainability strategy and they underpin our approach in each of the three sustainability pillars as illustrated on page 12. We also map the SDGs to our material issues and our management approach.

## Environment social governance (ESG) recognition



FTSE4Good

Ramsay has been included since FSTE4Good began in 2011.



As of 2020, Ramsay received an MSCI ESG Rating of AA. Ramsay has achieved a “AA” rating since 2017.

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# Ramsay cares



Ramsay Health Care recognises people are at the heart of our business from our people, our doctors and partners, our patients and the community. We are committed to ensuring the legacy of ‘people caring for people’ remains at the centre of everything we do. In line with The Ramsay Way, we are focused on fostering a caring and inclusive culture, a high level of engagement, and support on key areas such as high-quality patient outcomes and experience, development and training, safety, wellbeing and importantly mental health.



Ramsay Health Care recognises that conserving and protecting the environment for future generations is a critical issue. We are committed to working toward the delivery of environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, reducing energy and water use, reducing resource use such as single-use plastics where it is safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.



Ramsay Health Care recognises that we have an important role to play in the local communities we serve and society at large. Our focus on health care provides us the opportunity to commit significant resources to medical research, clinical teaching and training. We are focused on a global approach towards health care prevention and supporting local communities.

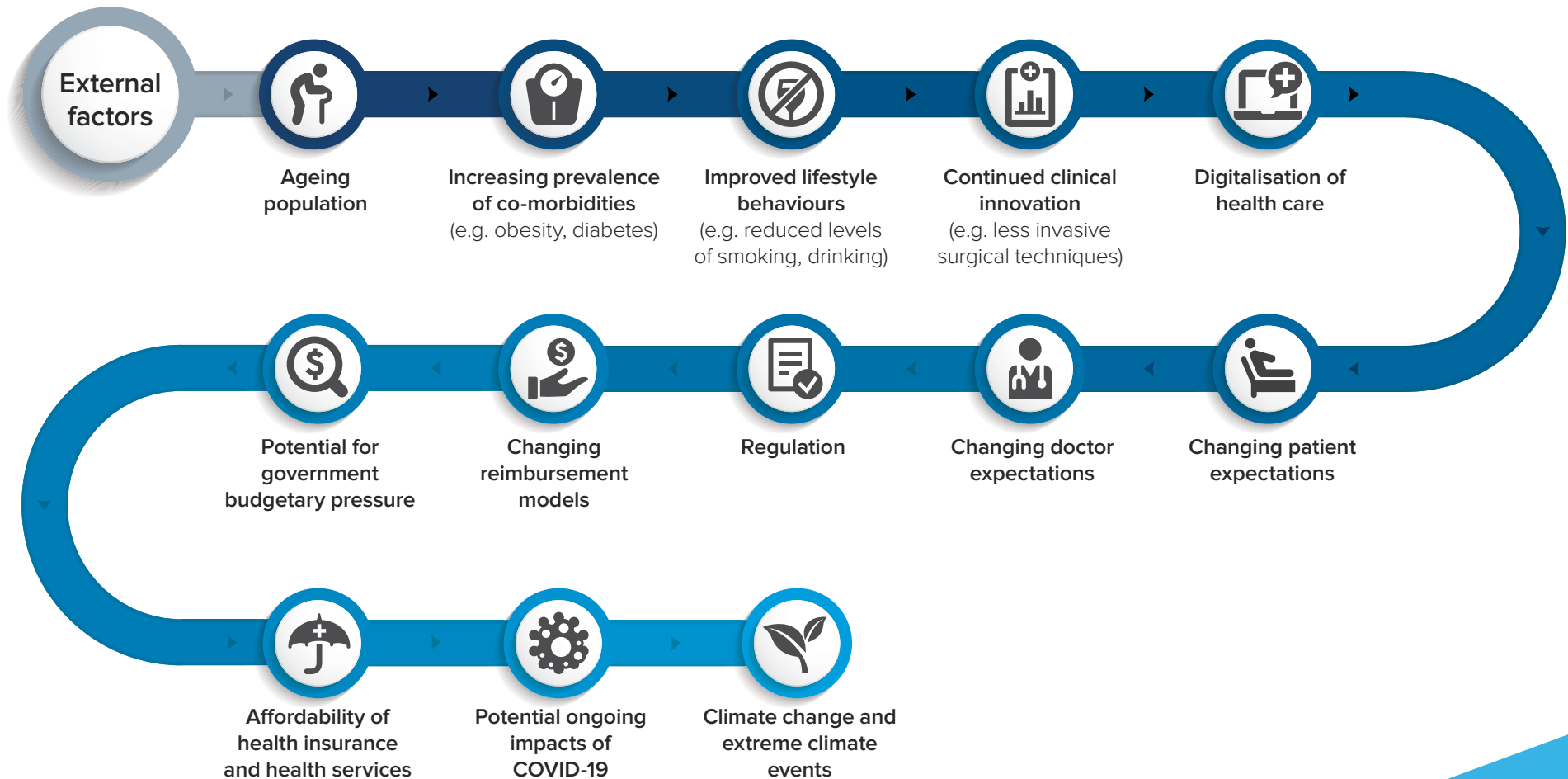


# External environment

2020 will be a year when significant factors affecting the external environment changed the way we interact with each other and how we do business.

The challenges presented this year amplified why our focus on high-quality clinical care is so important. The role external factors and disruption has on our ability to create short- and long-term value was at the forefront and many of these changes will have a long-term legacy. As a

global health care provider, we saw the impact COVID-19 had on our patients, our people and our communities close up. We responded quickly and were also able to step in to help the broader public health response.



# Stakeholders

Having good relationships with our stakeholders is critical to Ramsay's ongoing success and ability to grow. We have regular and meaningful engagement with our stakeholder groups summarised below.

## Patients

We are focused on our patients to safeguard safety and quality outcomes and on ensuring that they have a positive experience overall. We engage with patients by understanding the patient journey and experience. Importantly, we monitor feedback via surveys including a Net Promoter Score (NPS) and complaints. We are focussed on making the patient journey a smooth one and investing in our digital channels to achieve this. We also communicate via social media and other channels.

## Doctors

The majority of doctors operating in Ramsay hospitals are not employed by Ramsay and are free to choose where they undertake their clinical services. We want to be the best possible partner with regular engagement with doctor's groups and individual doctors. We offer education forums for doctors and assistance with other non-clinical areas such as wellbeing, business planning and GP referral networks. We support doctors in clinical trials, innovation research and centres of excellence. We ensure compliance e.g. credentialing and clinical frameworks.

## Employees

Our people are the reason for our long-term success. We have a large and diverse workforce globally and each region is focussed on engaging employees via channels relevant to them. We are focused on our employee value proposition, maintaining high levels of training and knowledge sharing and engagement. We engage with our people through team meetings and staff activities, informal and formal sessions on important issues. We also use our staff intranets and regional 'The Ramsay Way' newsletters and social media to communicate regularly.

## Funding partners

Funding partners represent the different groups who pay for the health care services Ramsay provides to our patients. This includes private health insurers and government authorities. We value these relationships and we maintain regular and open engagement channels including one on one meetings and briefings. We consult on important matters and also have formal contract tenders and agreements.

## Government & regulators

It is important that we have strong working relationships with the various levels of government in the jurisdictions in which we operate globally. The strength of these relationships was seen with Ramsay being able to provide supplementary support to public services in a number of regions as part of a COVID-19 response. Each regional business works closely with their local authorities ranging from regular meetings through to formal contracts.

## Suppliers & partners

We rely on the global supply chain and hence we value our suppliers and maintain strong relationships at a regional level. We also partner with our largest suppliers through global supply agreements.

## Investors

We always have an open approach to engaging with investors in addition to the formal briefings and annual general meeting. We value this and in FY21, we appointed a new Investor Relations role to facilitate better engagement.

## Community

We recognise the important role we can play in the local communities we serve and society at large. Investing in research and development not only works to improve the outcomes for our own patients, it can help advance health care outcomes for the broader community.

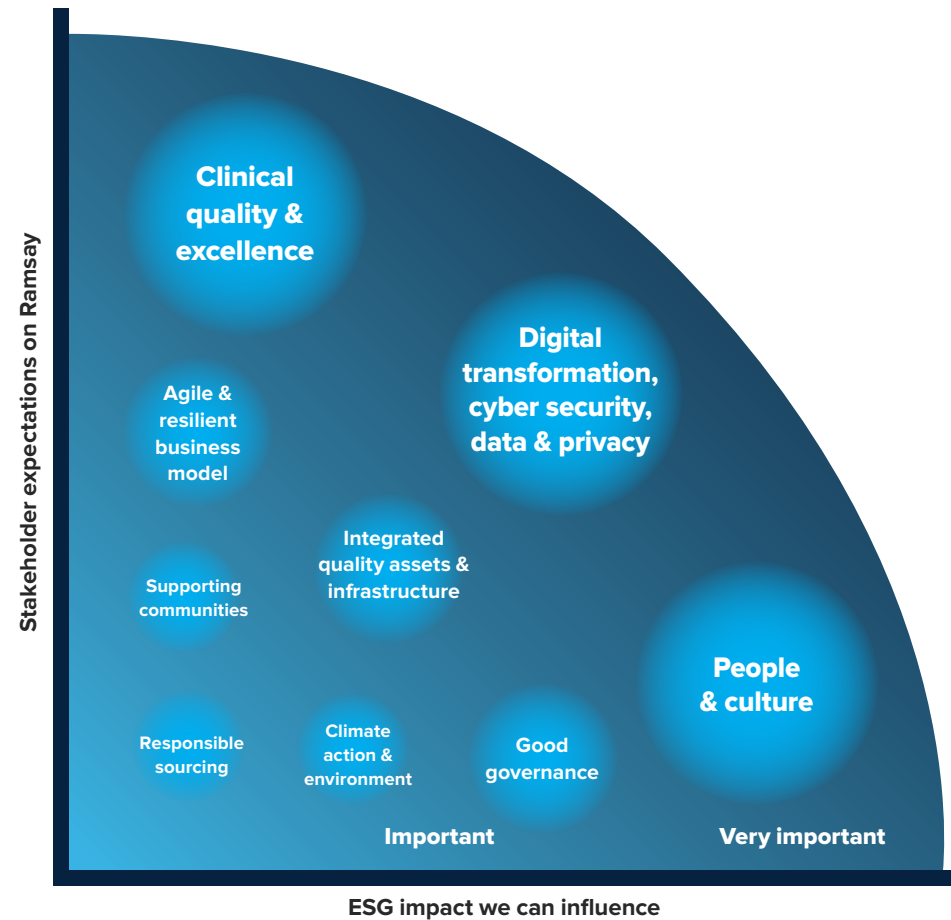
# Materiality assessment

As part of refreshing our Ramsay Cares Sustainability Strategy, we engaged our global teams and drew on insights from our key stakeholders to identify our most important issues and resulting focus areas. A broad-spectrum of staff from regional and facility CEOs to clinical and hotel services staff were involved from across our global operations.

Our 2020 Impact Report is our first report in accordance with the GRI Standards. We refined our important issues assessment to determine our material issues for reporting purposes. This involved further engagement with stakeholders and our Global Sustainability Committee and Global Executive to prioritise our nine material issues. Our materiality assessment has also been informed by the SASB Materiality Map which identifies important sustainability issues within the health care sector.

Our material issues have been mapped based on the expectations on us to act and the influence we can have on the environment, social and governance (ESG) impacts. The importance to the business has also been illustrated.

The Sustainability Disclosures (Appendix page 61) provides information on how we manage our nine material issues and why they are important. Details on our activities and performance is also contained in the Sustainability Disclosures and throughout this report.





*Caring*  
for our  
people







# Delivering excellent care to our patients

The Ramsay Way of 'people caring for people' means our patients always come first. This was never more apparent than when we faced the challenges of the COVID-19 pandemic. We have a multi-faceted approach to delivering high-quality care for our patients. We focus on ensuring patient safety and maintain quality accreditation standards across our facilities. In addition to clinical outcomes, ensuring our patients have a good experience during their time with us is a priority. We are investing in new and innovative ways to achieve better patient outcomes and make the experience more convenient and enjoyable.

Delivering excellent care to our patients

# Caring in the time of COVID-19

Ramsay led the way by forging partnerships with government to make our services available in response to the global health emergency caused by the COVID-19 pandemic. In all our regions normal operations were impacted including restrictions on elective surgery and other services such as ante-natal classes. We pivoted our operations to make sure our facilities were available and remained fully staffed to support the national efforts.

COVID-19 highlighted the importance of our focus on quality and patient safety. We were able to respond effectively in our operations globally including caring for over 7,000 COVID-19 patients in France in our European operations. In Australia, our Joondalup Health Campus in Perth was an early responder caring for some of the first COVID-19 patients in the country. In the UK, Ramsay quickly mobilised to support the NHS by providing its entire capacity and workforce to help in the national response. Collectively, over 32,000 patients were treated by Ramsay UK and over 50 new types of procedure performed. Tens of thousands of COVID-19 tests were undertaken by Ramsay Sime Darby across their Malaysian and Indonesian operations.

We responded quickly to the changing needs arising from the pandemic and implemented a range of precautionary measures including increased screening at hospital entry points and a relentless focus on infection control. Ramsay Australia launched a new smartphone COVID-19 screening tool at its Australian hospitals, clinics and day surgeries. The screening tool is designed to help stop the spread

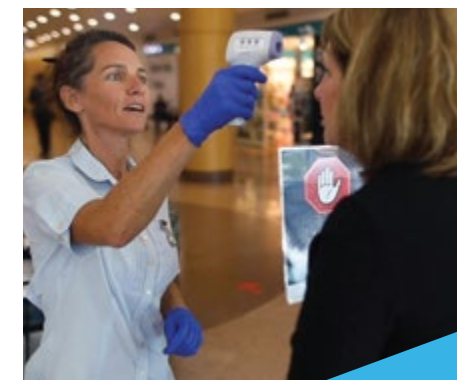
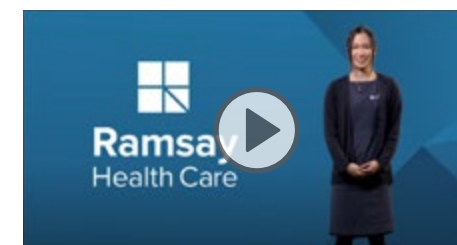
of COVID-19, minimise disruptions and streamline the entry process for patients, visitors, doctors and staff alike. We wanted to reassure our patients that their safety is at the heart of what we do during these challenging times. We also know that the prospect of going to a hospital or clinic may have seemed daunting. To help, our regional businesses provided regular guidance and support tools for prospective patients during this time.

Both Ramsay Australia and Ramsay UK created videos for patients and visitors to help explain some of the changes they may notice when they go to a hospital, clinic, pharmacy or day surgery, due to the COVID-19 pandemic. The videos are presented by some real faces of Ramsay – including a physiotherapist, doctor, nurse, infection control coordinator, environmental services team leader, and pharmacist. Ramsay UK also launched a national reassurance campaign designed for patients to give them confidence about coming back into a Ramsay hospital to receive treatment.

We were committed to continuing to deliver our care to patients so we flexed

our approach and moved a number of services online. This ranged from medical consultations via telehealth, providing digital patient admission forms, delivering mental health programs via apps, and undertaking education and training in new webinar formats.

We have an enormous sense of gratitude to our teams who have remained focussed on delivering high-quality patient care during these challenging times. Our people shared the pain that our patient families felt when COVID-19 affected their loved ones.



# COVID-19 response – regional focus



## Ramsay Australia

- Entered partnership agreements with governments in New South Wales, Queensland, Victoria and Western Australia to maintain full capacity and assist if needed.
- Dozens of aged care residents have been admitted to several Ramsay hospitals in Victoria.
- Ramsay staff in Victoria completed more than 1,500 shifts across eight external aged care facilities in two months, while also redeploying to other health care facilities.
- Admitting public patients to our hospitals.

## Ramsay Santé

- Cared for over 7,000 COVID patients.
- Transformed a number of hospitals into respiratory and acute care dedicated to COVID-19 patients.
- Delivered a range of services via telehealth including 33,000 telehealth consultations per month in Sweden.
- Hundreds of staff volunteering to reinforce staffing in other Ramsay Santé facilities and in the public system.

## Ramsay UK

- Over 1,000 beds and 100 operating theatres were made available to support the NHS.
- Carried out over 50 new procedures including urgent cancer surgery and chemotherapy services.
- Treated over 32,000 patients between April – August 2020.
- Over 17,000 MRI and CT scans undertaken.
- 205 Ramsay team members volunteered or were seconded into NHS intensive and palliative care wards.

## Ramsay Sime Darby

- Delivered medical consultations via telehealth.
- Provided home medication delivery and pick up services.
- Offered COVID testing for individuals and COVID-19 Drive-Thru PCR Test services in Indonesia.
- Donated four ventilators to the public system to help with shortages in Malaysia.
- Caring for over 578 COVID-19 patients in Indonesia.

### Jacques Cartier Private Hospital, Massy, Île-de-France

At the height of the Covid crisis, the Jacques Cartier Private Hospital (Massy, Île-de-France) stood out for its dynamism and reactivity in the face of the epidemic and the unusual influx of patients in intensive care.

Seeing the health situation deteriorate rapidly at the beginning of 2020, the teams had, by the end of February, anticipated the increase in the capacity of the intensive care unit (usually 28 resuscitation beds). "The medical equipment needed for resuscitation has been identified and supplemented thanks to loans from other establishments. Non-specialist resuscitation staff were also trained very early on to be able to replace the teams in the event of a sudden increase in admissions," explains François Auquière, the hospital's Director.

A total of 23 additional beds were created in less than 48 hours (16 in the cardiac ICU and seven in medical intensive care) bringing



the total to 51 beds, 13 of which are reserved for non-COVID-19 patients. More than 80 COVID-19 positive patients were admitted to intensive care during the peak of the pandemic while the other treatments were maintained.

"This was made possible in particular thanks to the solidarity between the carers, some of whom came from far away (Bayonne, Dax, etc.) to lend a hand to the teams on site," concludes François Auquière.

### Oaklands Hospital, Salford, UK

Ramsay UK's support to help relieve pressure on the NHS involved all their facilities. Oaklands Hospital in Salford undertook a complete hospital reconfiguration in order to host the local NHS Intestinal Failure Unit (IFU). The service specialises in the treatment of particularly high risk patients needing urgent specialist care, one of only two prestigious units with the country. The success of this transition has led to Oaklands being nominated for a national award for Hospital of the Year.



### Capio Arthro Clinic supported Karolinska, Stockholm Sweden

The Stockholm region experienced an increased number of COVID-19 infections. In response the Regional Special Healthcare Management gradually postponed planned care to allow health care staff to be available to assist. Capio Arthro Clinic had the opportunity to directly support the care of society's most seriously ill in IVA care at other hospitals, primarily Karolinska Hospital in Huddinge.

At Karolinska, there was capacity to open additional intensive care units. In the newly built operating room Chopin, together with a pre- and postoperative ward, it was possible to handle more than 100 intensive care patients in addition to the capacity at Huddinge. The premises were

top class with the right equipment for the assignment. However, there was a lack of staff for such a large increase in capacity. Karolinska Huddinge put together an induction package to be able to quickly staff more places with the support of external resources. In March, the first employees from Capio Arthro Clinic began their induction at IVA in Huddinge, they supported the staffing of IVA and especially COVID-19 patients.

# Ramsay cares about patient safety

Patient safety is at the core of each of our regional businesses. The safety of our patients and people has been our key priority as we adapted our operations to respond to the COVID-19 pandemic. Each region and facility has their own priority initiatives and programs. The Ramsay Speak Up for Patient Safety Program is key quality initiative being rolled out across Australia, UK and Asia.

## Speak Up for Patient Safety

We always put patient safety first. Studies have shown that health care staff of any position, clinical or non-clinical or any speciality may be hesitant to speak up and voice concerns over patient safety.

Since 2016 to ensure we maintain positive outcomes for our patients, we teamed up with the Cognitive Institute to roll out Vanderbilt University School of Medicine research-based **Promoting Professional Accountability Program** called The Ramsay **Speak Up For Patient Safety** Program. This is an evidence-based framework that empowers individual behaviour to support a culture of safety and quality.

The Promoting Professional Accountability program consists of two pillars:

- Pillar 1 is about speaking up, where our goal is to promote a culture that encourages and empowers whenever the person perceives that patient harm may be imminent.
- Pillar 2 comprises a feedback platform and a mechanism to respond to that feedback. Anyone can make a confidential feedback entry on unsafe behaviour after something has happened. A triage process reviews the concern and then initiates action. A peer messenger service is used to send a message to the person to provide feedback. The process is confidential to allow for people to have a safe space to report.

The “speaking up” graduated assertiveness training is a key part of the program. This is focussed on breaking down the barriers of communication to centre the conversation on patient safety and behaviour.

The Speaking Up For Patient Safety culture underpins The Ramsay Way and our approach to providing the safest possible care. Maintaining patient safety and good communication are the key outcomes of the program particularly during the recent challenging time. However, we know how important it is for our people to have a voice and be heard. We believe this will add to our staff satisfaction and retention rates over the longer term.



# Patient safety – regional focus



## Ramsay Australia

Ramsay Australia achieved full implementation of the patient safety initiative at the end of 2019. We have trained over 40,000 people in our 'speaking up' language (Pace) and communicated the program including the peer messenger system (Promoting Professional Accountability) to more than 60,000 staff and doctors. The Australian team have also been sharing their experience to assist the regions in the UK, Malaysia and Indonesia.

In FY20 Ramsay Australia achieved ZERO sentinel events for the entire year across Australia, whilst this program is not solely responsible for that incredible outcome, it contributes to our safety culture which underpins all safety outcomes.



## Ramsay UK

Ramsay UK rolled out the Speaking Up for Safety Program in conjunction with the Cognitive Institute during 2018.

The second phase of the Promoting Professional Accountability launched in the UK in April 2019. Viv Heckford, National Director of Clinical Services said "I am delighted that we have launched the second phase of this incredibly important program which reinforces our commitment to patient safety."



## Ramsay Sime Darby

Introducing the Speaking up For Patient Safety program was a first in both Malaysia and Indonesia. Ramsay Sime Darby fully implemented the program in January 2020 with staff trained in our Malaysian and Indonesia operations.

*"Safety is everyone's responsibility. It takes the entire team to protect our patients and their families."*

**Greg Brown,**  
Ramsay Sime Darby Group CEO

“

*Implementing the Speak Up for Patient Safety Program has been the most rewarding project I have ever worked on in my entire career. It encourages a culture that protects everyone and is respectful. The program is intuitive, and evidence based. We can already see its impact across the group.*

”

**Chanelle McEnallay,**  
Ramsay Australia  
Chief Risk Officer

# Ramsay Santé – Our patient commitments

Safety and quality of treatment and patient services is a primary focus for Ramsay Santé. A collaboration between facilities, doctors, health care professionals (nurses orderlies, hospital porters) and administrators has lead to six patient commitments being developed.

## #1



Welcome all patients,  
without exception

## #2



Innovate, to increase the  
quality of care

## #3



Organise personal treatment,  
tailored to each patient

## #4



Guarantee transparent  
results in terms of the  
safety of care

## #5



Reduce treatment times

## #6



Offer services to simplify the  
pre/during/post hospital  
admission process

Delivering excellent care to our patients

# Recognised and accredited facilities

Accreditation (or certification) of our hospitals and facilities is a must in each of the regions in which we operate. To achieve accreditation each facility must regularly meet quality and safety standards and pass stringent audit processes set by the relevant jurisdiction authority. Whilst achieving accreditation is important, we always strive to deliver the best quality above and beyond what is required.

Our individual facilities and staff are always focussed on continuous improvement and regularly seek accreditation on specialist areas. Often the specialist area is overseen by the top doctors and physician bodies in each region. For example, in the UK the Royal College of Physician's JAG (Joint Advisory Group) certification recognises high-quality endoscopy care being undertaken in our hospitals and clinics.

Our commitment to continual improvement set us in good stead to be able to respond to the COVID-19 pandemic and adapt our operations quickly and support the broader community as a result.

As part of our commitment to quality we publish a range of quality measures on our individual facility websites and are committed to expanding this across the group.



*"I am passionate about the care and support patients receive following surgical intervention and how I can help to aid their clinical journey to become a success."*

**BRENT – AUSTRALIA**



*"The best part about my job is the bond that develops between caregivers and patients."*

**MARGOT – FRANCE**



# Accreditation – regional focus



## Ramsay Australia

All Australian facilities are accredited under the ACSQHC National Standards V.2 of which there are eight Standards that are assessed on a three year cycle. For the year 1 July 2019, to 30 June 2020, despite the incredible volume of surgery we perform, and the number of patients we see and treat every day, there were **NO** recorded National Sentinel Events in any Australian Ramsay facility.



## Ramsay Santé

In France, the Ramsay Santé group has received the highest certification marks from the French National Authority for Health (HAS) for a general hospital player. 99% of our facilities have A + B certification compared to 93% nationally. In 2019, 14 of our facilities were listed among the Top 50 clinics ranking by Le Point magazine.

In our Nordic locations, quality measurement is based on Quality Performance Indicators (QPIs) which allows evaluation of medical results and patient satisfaction. The QPIs are shared by all the medical and care staff and are provided at all levels of the course of care. This makes it easier to compare institutions and share good practice.



## Ramsay UK

Ramsay UK Hospitals are audited by the Care Quality Commission. The Care Quality Commission take responsibility for the registration and inspection of private and voluntary health care establishments, including independent hospitals.

94% of Ramsay UK's facilities are rated good or outstanding by the Care Quality Commission.

In addition a number of Ramsay UK's facilities are JAG accredited for endoscopy.



## Ramsay Sime Darby

Joint Commission International (JCI) accreditation is the gold standard that health care providers aspire globally. We are proud that five of our facilities have achieved JCI accreditation. Greg Brown (Ramsay Sime Darby CEO) notes that accreditation is only possible through collaboration among all our hospital staff members. "Providing high-quality care is a team effort and one that gives our employees and doctors a feeling of prestige to work in accredited hospital."

# Patient experience and wellbeing

In FY19, we introduced a new customer metric to help us measure our patient experience globally. The Net Promoter Score (NPS) is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others.

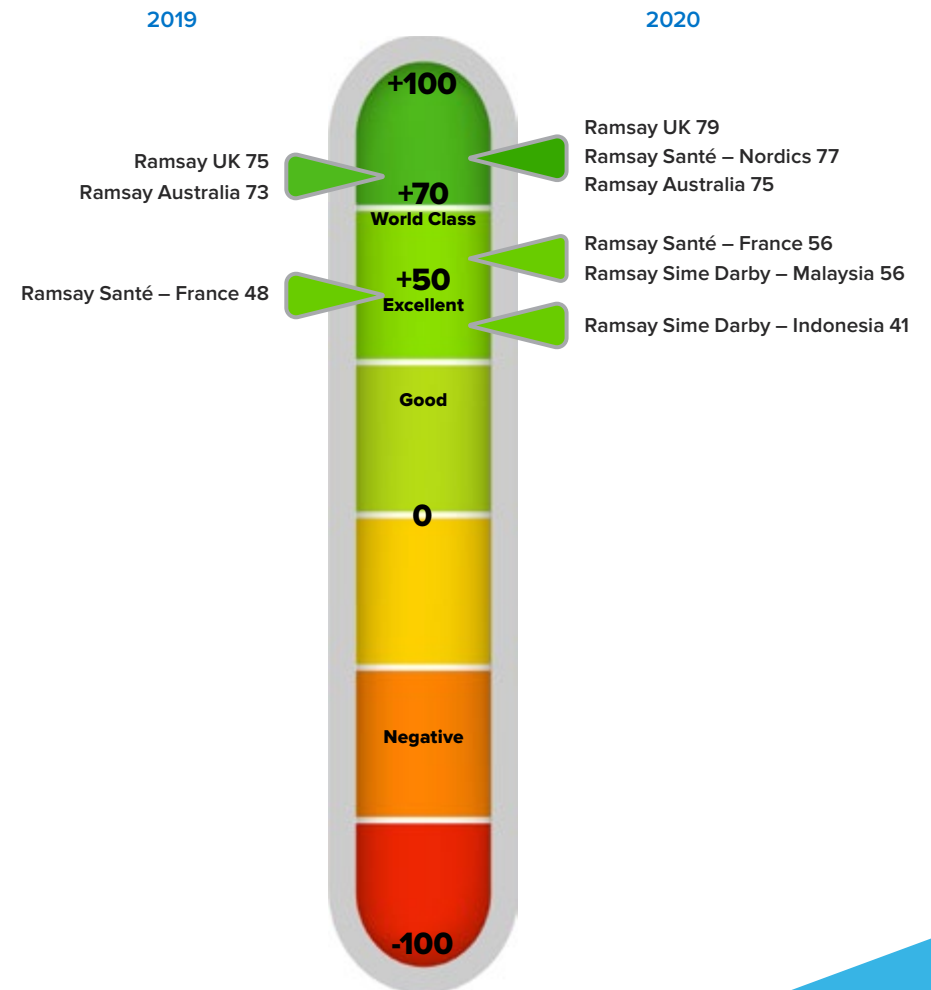
While clinical outcomes are obviously our key focus, research tells us that when patients evaluate us, it's difficult for them to comment on the clinical outcomes. Instead they will comment on the experiences that they are familiar with, such as the interactions with staff, food, cleanliness, comfort levels and more. NPS allows our patients to provide feedback in a meaningful, comparable way across regions.

We are extremely proud of the results we have achieved so far. Improvements were seen across Australia, the UK and in France where comparable figures are available for FY19. Our people have done a wonderful job with their efforts to make a visit to our facilities a positive experience. In our Australian, UK and Nordic operations, we are seeing outstanding results of score +75 or more and a strong result in France. We are in the process of changing the experience measure to NPS in Ramsay Sime Darby and both Malaysia and Indonesia are showing good results.

We are gratified to see that during the COVID-19 crisis, our patients recognise the efforts of our staff in providing exceptional care. Our Australian operations achieved their highest ever score of +78 during Q4.

In addition to NPS, in Australia we also run a survey of our mental health patients. This survey consists of five questions, asking patients about various aspects of their care. The scores are provided in a percentage, from 0-100%. Originally only surveying our inpatients, in Q1 FY20 we expanded the surveys to include our day programs as well. Our overall scores are consistently in the high 70%-low 80%, indicating a high level of patient satisfaction.

## Net Promoter Scores (Scoring from -100 to +100)



## Delivering excellent care to our patients

# Improving through data and digital

Across our global operations we have a significant focus on using data to improve performance and patient outcomes. We are also working to take advantage of opportunities digital transformation presents to tailor services to meet individual needs and improve patient care.

The COVID-19 pandemic highlighted the importance of technology and digital. We were able to adapt quickly having corporate staff worked remotely to ensure that only essential staff were in our hospitals and clinics. We harnessed virtual technology solutions early in the pandemic for improved communications and provide employee assistance and wellbeing support services. We were also able to quickly pivot and deliver virtually key mental health programs, antenatal care, physiotherapy classes, appropriate outpatient and follow-up consultations.

The following is a snapshot of the different ways we are improving our business processes leveraging data and digitisation across the group. Data, digitisation and new technologies are also a large part of our medical research approaches and innovations. Please see pages 28 and 29 to find out more.

We recognise the significant importance of information privacy and cyber security to our business particularly in an environment of expanding information privacy and security regulations, and an increasingly hostile cyber environment. This a significant focus for each regional business and our Global Executive and Board. Any data security issues, or privacy concerns are formally addressed and we aim to resolve all as soon as reasonably practicable, sharing lessons learnt from each incident to prevent future occurrence and implement necessary improvements. Please see Quality Scorecard on Page 30.



*“When I hear ‘Thank you’ I feel valued and makes me realise the importance of being a nurse and this motivates me to do better each day.”*

NIDAUL – INDONESIA



*“The favourite part of my job: making it possible for my patients to return to a normal pain-free life.”*

CASSIE – MALAYSIA

# Data and digital – regional focus



what to expect when going to hospital, what actions they can take and questions they can ask.

## Using digital tools for better mental health

As part of our mental health services, MyRecovery and MyStayWell are two innovative patient-centred psychology programs and interventions which use digital technology to facilitate and standardise patient support during their recovery and beyond. The apps allow patients to access their individualised support materials when needed. This can be particularly important when a patient is experiencing a crisis event, such as a panic attack. Patients can use the app to contact their support person/network quickly and with greater ease should they need assistance.

both clinicians and patients about the programs and accompanying patient and facilitator manuals and workbooks; and that these resources, in conjunction with the app have been a valuable tool for patients during their recovery.”



## Ramsay Santé

In our European business digi-physical health care is a focus and we are developing new digital tools to practitioners and streamlining patient journeys. Our approach has been all the more necessary in a period of the COVID-19 epidemic.

Now over 1,000 private practitioners working in around 100 establishments of the Ramsay Santé group were using a new teleconsultation solution. 50 medical specialties were represented including anesthesia, orthopedic surgery, cardiology and gastroenterology. The roll out began in January 2020 and 5,000 teleconsultations carried out in mid-March 2020 – it quickly increased to around 15,000 at the beginning of May.

Our capability in this space was further strengthened in our Nordic operations with new acquisitions by Capio offering “digital when possible and physical when needed”. Capio’s online service is integrated in the physical medical offering and provides a complete and secure patient journey with access to laboratory and other diagnostic services as well as physical consultations at one of Capio’s primary care centers. Also in Sweden, our Capio-Flow digital consultation platform in the Proximity Care business was well utilised during the crisis expanding almost threefold to 33,000 consultations per month by June 2020.

# Data and digital – regional focus



## Ramsay UK

Using data can greatly enhance our performance and patient outcomes. Ramsay UK recognised the teams which work hard making sure that data is the best it can be. In March 2019, the inaugural Clinical Coding Day was held bringing the teams together to discuss the Clinical Coding and Data Quality assurance program. In FY20, the team coded over 1,000,000 patient episodes and worked on introducing a new coding variance tool to help in ensuring strong auditable compliance with coding standards.



## Ramsay Sime Darby

Ramsay Sime Darby offers Telehealth Plus Video Consultation which connects with their preferred health care practitioner via a secure digital platform for follow up visits from the comfort of their home. These include real-time consultations with cardiologists, oncologists, orthopaedists, paediatricians, obstetrician and gynaecologist, psychiatrists, ophthalmologists, general surgeons and many more. Patients can also choose to pick-up prescribed medication or have it delivered for greater convenience.

Over 2,300 virtual consult sessions were conducted between our medical specialists and patients in both Malaysia and Indonesia hospitals.



*“The best part about being a nurse is that every day you’re at work you make a difference, small or big, in someone’s life.”*

JOHANNA – SWEDEN



*“I like knowing I have assisted in goal achievement and positive outcomes for my patients.”*

SUE – AUSTRALIA

## Delivering excellent care to our patients

# Quality scorecard

The clinical environment continues to be challenging and complex. The bar keeps rising in terms of customer expectations and we are committed to transparency and scrutiny over clinical outcomes. Clinical quality is always at the forefront and best measured in both key patient outcomes and patient experience (Customer scorecard). We have an outstanding record on clinical quality which is demonstrated by improvements across most indicators and all results within safe and acceptable standards. Movement in measures from year to year does not necessarily reflect a lack of improvement or a decline in care. For example, an increase in the rate of return to theatre (in Australia) reflects proactive, timely management of predominantly cardiac patients where outcomes are improved by early intervention. We are focused on maintaining high-quality care and report quality and experience down to a facility level across the majority of our facilities.

Indicator	Ramsay Santé				Ramsay Sime Darby				Ramsay UK		Ramsay Australia	
	France		Nordics		Malaysia		Indonesia		UK		Australia	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
<b>Clinical quality</b>												
Hospital accreditation (%)	100	100	N/A	100	100	100	100	100	100	100	100	100
Never events (wholly preventable)	21	21	N/A	39	0	0	1	0	10	10	24	11
Rate of unplanned readmission with 28 days (%)	7.52	8.02	N/A	N/A	0.81	0.43	0.35	0.57	0.20	0.17	0.49	0.50
Rate of unplanned return to theatre (during same admission) (%)	0.88	0.84	N/A	N/A	0.06	0.05	0.15	0.09	0.14	0.15	0.22	0.22
Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)	1.35	1.49	N/A	N/A	0	0	0	0	0.20	0.14	0.37	0.30
Operations with a deep hip surgical site infection rate (%)	1.17	1.05	N/A	N/A	0	0	0	0	0.40	0.34	0.49	0.35
Operations with a deep knee surgical site infection rate (%)	0.67	0.74	N/A	N/A	0	0	0	0	0.40	0.16	0.34	0.24
<b>Customer</b>												
Net promotor score (NPS)	48	56	N/A	77	N/A	56	N/A	41	75	79	73	75
Notifiable breaches of patient privacy	14	10	N/A	10	2	1	0	0	5	2	0	2

Notes: Never events are defined as: wrong implant/ prosthesis; iron infusion where there is evidence that policy and procedure was not followed; infant breastfed by wrong mother or breast milk given to wrong infant; suspected suicide of a mental health inpatient (where inpatient is on leave or absconded) and where there is evidence that policy and procedure was not followed.

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. It does not include data relating to facilities in Scandinavia, Germany, Italy or Hong Kong. The figures in the Quality 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.



# Partnering with our doctors

Across our global operations are world-leading doctors and clinicians who share our philosophy The Ramsay Way of being 'people caring for people'. We aim to be a trusted partner by supporting them to deliver quality patient care with highly skilled and caring people as part of the Ramsay team, providing quality and leading-edge facilities and technology, and importantly, focusing on their wellbeing as people.

## Partnering with our doctors

# Stronger together

We value the strong relationships we have with our doctors and visiting consultants. This relationship goes beyond providing a high-quality health care working environment. Ramsay Health Care is committed to the ongoing education of general practitioners and the wider medical community.

We recognise that as medical professionals there are a number of obligations that need to be met such as continuing professional development (CPD) requirements. Our regional operations partner with physician colleges to provide recognised training. For example, since 2000 Ramsay Australia with the Royal Australian College of General Practitioners (RACGP) have offered a wide variety of topics in medicine, surgery, obstetrics and gynaecology, paediatrics and mental health. These activities are in partnership with our specialists and other health professions delivered as interactive, practical education sessions with a focus on innovation, hands-on involvement and practical tips.

In response to the COVID-19 pandemic we moved our education to virtual sessions. As a result, we saw a significant uptake in the education sessions leading to better exposure and engagement for specialists.

Alongside these important professional standards our doctors also have pressing business needs from running independent practices. In addition to the comprehensive professional development training, we

provide non-clinical training and maintain regular engagement and communication to help support our network of doctors along the way. A key feature is our GP liaison support where we help specialists engage with the GP community to establish a referral base and build their private practice.

All caregivers have been under intense stress since the start of the year. In addition to the change in work demands caused by the epidemic, health care professionals have also had to deal with the fear of being infected or transmitting the virus. Our regional businesses really understood this and looked to new ways to support the entire team by providing extra support on mental health and wellbeing.





## Partnering with our doctors

# Innovating for improved patient care

We partner with a large network of highly qualified and sought-after medical specialists who continually bring new expertise and surgical techniques into our facilities. Supporting this cutting-edge approach to medical treatments, we are investing globally in innovation and new technologies to helping to deliver improved patient care.

High-tech robots are rapidly changing the way we perform surgery, from giving surgeons access to deep brain tumours to making spinal surgery safer and more precise. We are moving to a greater use of digital records enabling medical teams to have quick and effective access to important information when they need it.

Our doctors and clinicians are key to the delivery of leading-edge medical research which provides improved health outcomes for the broader community. To find out more see the Caring for our Community section (page 53).

## Technology innovation round up

### World leading surgical robots changing lives

Ramsay Santé is investing in the latest generation equipment with 14 surgical robots across their operations. Surgical robots provide a combination of technologies including computer navigation, soft tissue balancing, 3D

modelling and robotics. This leads to greater surgical precision helping to improve patient outcomes. Surgical robots have a broad application and they are regularly used in orthopaedic and spinal surgeries in our operations.

In Australia we are also making sure these technologies are being introduced into regional areas ensuring patients no longer need to leave the region to access this particular cutting-edge technology.

### Mixed reality technology using holograms

Futuristic technology pioneered in the gaming industry is being used in the health care sector. A Brisbane orthopaedic surgeon is using holograms to assist in complicated shoulder reconstructions. Orthopaedic surgeon Dr Ashish Gupta uses a headset with 3D goggles to view holograms while conducting surgery as part of an approved clinical trial. The holograms help guide the operation, enabling the doctor to view hidden parts of the patient's anatomy.

### The best in diagnostics

Imaging is essential for the diagnosis of many pathologies. It is very often integrated into our facilities and includes equipment such as MRIs, PET and gamma cameras.

New equipment not only improves patient outcomes but also their experience. For example, new MRI equipment has a noise reducing quiet suite to help reduce anxiety during the scan and has a wide bore, making it less claustrophobic.

### Fleet of fully autonomous robots

We are also innovating and using technology in non-clinical areas. At the Hollywood Private Hospital, Australia, robots deliver more than 15,000 meals a week, freeing up staff to better focus on the needs of their patients. Collectively the seven robots will travel approximately 350km a week across the 10-hectare campus delivering 15,000 meals and transporting other food supplies to 360 patients.



Orthopaedic surgery was conducted with the help of virtual reality.



Orthopaedic surgeon Dr Ashish Gupta with the headset with 3D goggles that he used to view holograms while conducting surgery. (ABC News: Mark Leonardi)



Waverley Private Hospital Robot.



New linear particle accelerator at the Beaugard Radiotherapy Centre (Marseille, France).



A patient speaks to Director of Emergency, Dr Mark Baldwin virtually outside Greenslopes Private Hospital.



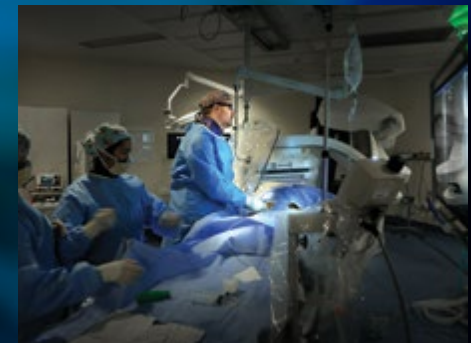
Ramsay UK Oaks Hospital's brand new MRI Department.



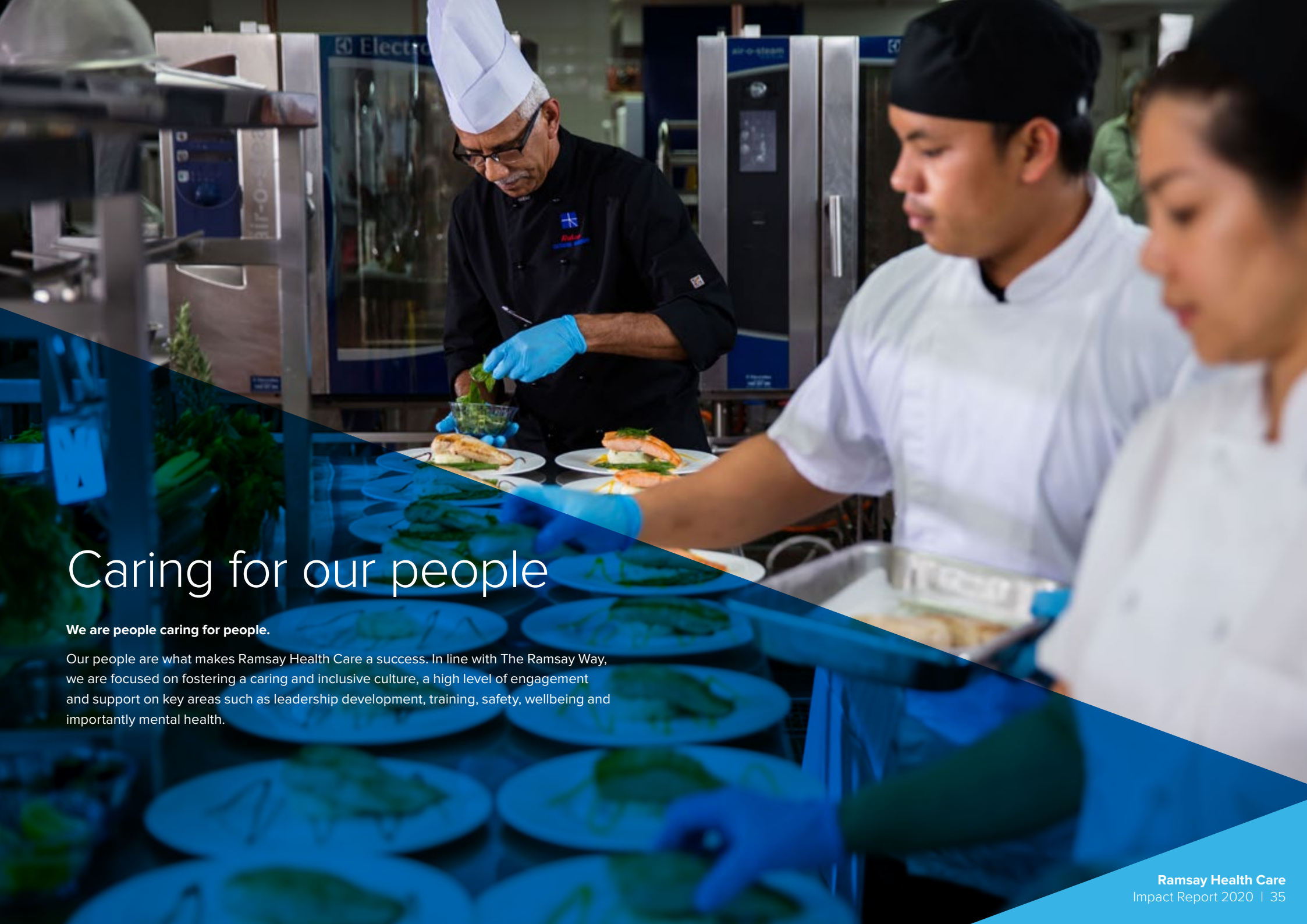
Beleura Private Hospital Robot.



Hollywood Private Hospital's fleet of seven fully autonomous food delivery robots.



Vascular surgeon Stefan Ponos.



# Caring for our people

**We are people caring for people.**

Our people are what makes Ramsay Health Care a success. In line with The Ramsay Way, we are focused on fostering a caring and inclusive culture, a high level of engagement and support on key areas such as leadership development, training, safety, wellbeing and importantly mental health.

# Stepping in as COVID-19 crisis unfolded

There was a common theme across all our regions as the COVID-19 pandemic started to take hold – our people stepped in. This enabled us to respond and continue to deliver high-quality clinical care. Clinical training was completed so our people could respond to different situations in response to COVID-19. Infection control is always at the forefront of what we do.

Our people adapted and drew on their skills to deliver our services in new ways. We introduced new patient screening measures and delivered a number of services virtually from medical consultations through to taking classes online.

We flexed our operations to assist with national efforts. In doing so we demonstrated that our highly-skilled and dedicated people were able to quickly adapt to new work processes and challenges. It is a testament to how effective our people are as a team.

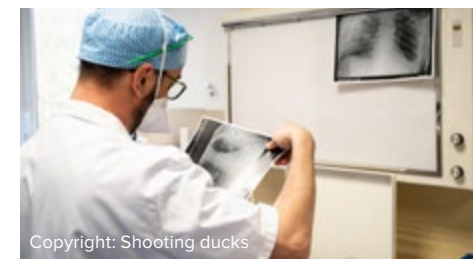
In the UK, all Ramsay staff assisted with the national effort and some sites were reconfigured to provide different clinical services or surgeries to what is typically offered. As a result, Ramsay UK delivered 50 new types of procedures to help relieve pressure on the NHS including urgent cancer surgery and chemotherapy services.

A number of our facilities became dedicated COVID-19 hospitals in France. This involved a significant effort for our team to reconfigure the facilities to be able to provide respiratory and ICU support. Treating more than 7,000 COVID-19 patients, our people showed great skill and resilience when we needed it most.

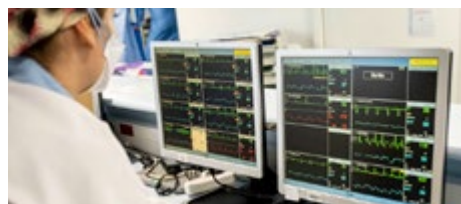
In Australia, our Joondalup Health Campus in Perth was an early responder caring for a large cohort of COVID patients with no cross infection to staff and doctors.

Many of our staff selflessly stepped in to help beyond their normal work environment. In one week alone, more than 140 carers and administrative staff volunteered to support the Paris region and lend a hand to their Ramsay Santé colleagues as a cohort of staff in that region had to self-quarantine. 205 Ramsay UK staff volunteered or were seconded into the NHS to help with ICU and palliative support. As the crisis unfolded in Australia, Ramsay staff stepped in supporting residents in aged care facilities in Victoria providing up to 60 shifts a day at the peak. Many of our Capiro employees stepped in to help in IVA at the Karolinska Hospital Huddinge, Sweden.

Not only do we thank our nursing and clinical staff for stepping in but we also recognise the enormous efforts of our administration, procurement, environmental services, facilities and corporate teams in helping to make it all come together.



Copyright: Shooting ducks



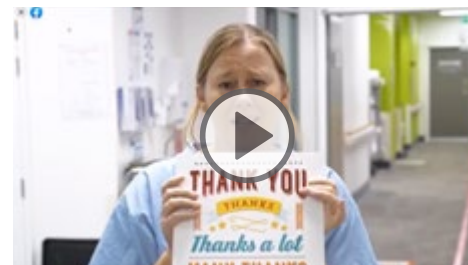
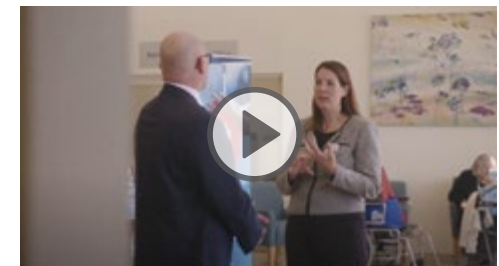
Caring for our people

# A focus on mental health and wellbeing

As a leader in delivering mental health services we know more than most that a health emergency of this scale does not come without a cost.

Many of our communities experienced hardship and we shared the pain that our people and patient families felt when COVID-19 affected their loved ones. We identified early that it was critical that we looked after our own physical and mental wellbeing as well as check in on the health and wellbeing of others as we weathered this event together.

Our teams provided messages of support for colleagues in each region via video and social media. Messages of support were also sent during unprecedented bushfire season in Australia at the beginning of 2020.



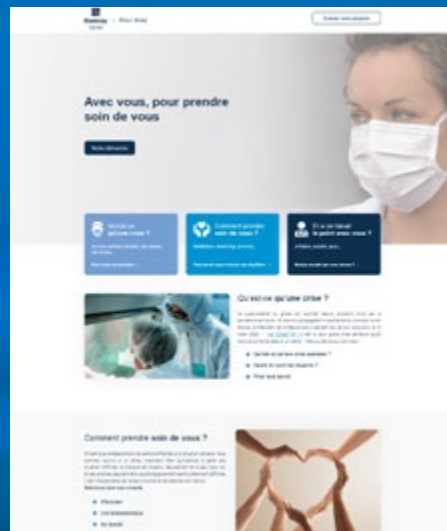
# Mental health and wellbeing – regional focus



## Ramsay Australia

Ramsay Australia developed a mental health and wellbeing strategy that delivers a range of evidence-based resources for all staff members including our doctors and families. This provided access to staff wellness webinars, online modules, and mental health tips and resources including mindfulness relaxation apps and podcasts.

An e-book was also developed to be shared with others via our social media channels. We partnered with external EAP services for specialist debriefing, 1:1 support and had dedicated internal people contact centre operate seven days of the week.



## Ramsay Santé

Concerned about health crisis impacts on caregivers in the months to come, the Direction de la Mental Health of the Ramsay Santé Group created a think tank made up of health care professionals from Mon Repos Clinics, Le Gouz and Saint Barnabas to find a way to support and accompany health professionals in psychological distress. The site "Avec Vous" (With You) was quickly developed by the working group.

*As a major player in psychiatry in France, it is our responsibility to take care of the wellbeing of medical staff and to offer caregivers full psychological support to help them get through this difficult period.*

**Odile Agopian, Director of Operations and Mental Health Development at Ramsay Santé.**



## Ramsay UK

In the UK, 45 Mental Health First Aiders were trained across our sites to support our efforts to promote and support employee wellness. Given the success of the training, Ramsay UK will continue to train new employees. Workplace (by Facebook), was launched to improve communications and engagement. As part of this a Wellbeing Group was created to provide the team with regular updates and have the opportunity to engage on Mental Health and Wellbeing more generally.



## Ramsay Sime Darby

Regular communications on mental health and emotional wellbeing was shared with all staff drawing on WHO and JCI articles during the Movement Control Order lock down period.

Ramsay Sime Darby also conducted a series of webinars for some of our partners and industry experts. Live Mental Health webinars focusing on coping mechanisms in dealing with unprecedented changes to personal and professional lives with the spread of the COVID-19 and the subsequent lock downs.

## Caring for our people

# Investing in our people

We are passionate about creating a culture and environment for our people that is receptive and flexible. One that provides opportunities to get involved and shape the standards and quality of care as part of The Ramsay Way. We aim to provide staff at all levels with career expansion, training, development opportunities and a range of employee benefits.

In the past 12 months we focussed on improving our communication and feedback channels for our people. This was amplified as the COVID-19 pandemic took hold and we adopted virtual technology to enable greater and more frequent communication early in the pandemic. We wanted to make sure that all our people felt supported from our doctors and nurses, allied health professionals, infection control coordinators, catering, facilities, environmental service teams, corporate and pharmacy staff. Our senior leaders regularly recognised the efforts of our people in keeping our patients and our colleagues safe.

We could not deliver our high-quality patient care without our nursing and range of administration and support staff. In some regions such as the UK, France and Sweden, there is a shortage of nurses and enhanced competition to recruit and retain nursing staff. Having access to a pipeline of talent is a key focus across all areas of the business.

Staff turnover rates have reduced significantly, with the exception of France, within the last 12 months (People data and

scorecard on page 43). Our turnover rates are within our acceptable benchmarks. The effect of COVID-19 did mean that some people may have decided not to change employment due to uncertainty. We are proud that no employees were stood down due to the pandemic.

We are committed to being true to The Ramsay Way of 'people caring for people'. We are continually looking for new ways to support and engage our people. In the next 12 months we are looking to introduce a measure to monitor our culture and engagement.



*“My favourite thing about the job is being part of a woman’s pregnancy and childbirth journey.”*

WIDYASARI – INDONESIA

# Diversity and inclusion

Ramsay is a global family, and while we may have different cultures and operating models in our respective countries, we are all striving for the same health care goals as guided by The Ramsay Way of ‘people caring for people’. We endeavour to attract and recruit skilled and motivated individuals to join our team and recognise that our diverse teams are essential to the ongoing growth and strength of our business.

We are a significant employer of women. We recognise the importance of providing a flexible family-friendly work environment for both our female and male colleagues.

Women have strong representation at all levels of the organisation with 48% of our facility CEOs and 75% of managers being women. Pleasingly, we have increased the representation of women at the board level. Women represent 43% of our non-executive directors (up from 22%) and 18% of our Group Executive (unchanged). We have set targets to maintain these levels at 35% of either gender at the Board level and 40% in the senior management (currently 43%).

The majority of our people are employed under enterprise agreements which means there is no pay equity gap. We closely monitor those who are not covered by collective agreements to ensure that remuneration reflects responsibilities, work experience and performance.

We are also pleased to report that across our regions more than 40% of new hires are under 30 years of age ensuring we have a pipeline of talent. We are also

proud that 12% of new hires were over 50 years of age. We do not see age as an impediment and we appreciate the experience our people bring to the team.

## Ramsay Santé – Creating a positive and inclusive workplace

Ramsay Santé has had a focus on providing a positive and inclusive workplace. Three key initiatives were key to this including:

- Facilitating access for people with disabilities to caregivers
- Improving work conditions of its employees who have difficulties due to health problems
- Fighting any potential discrimination against people with a disability.

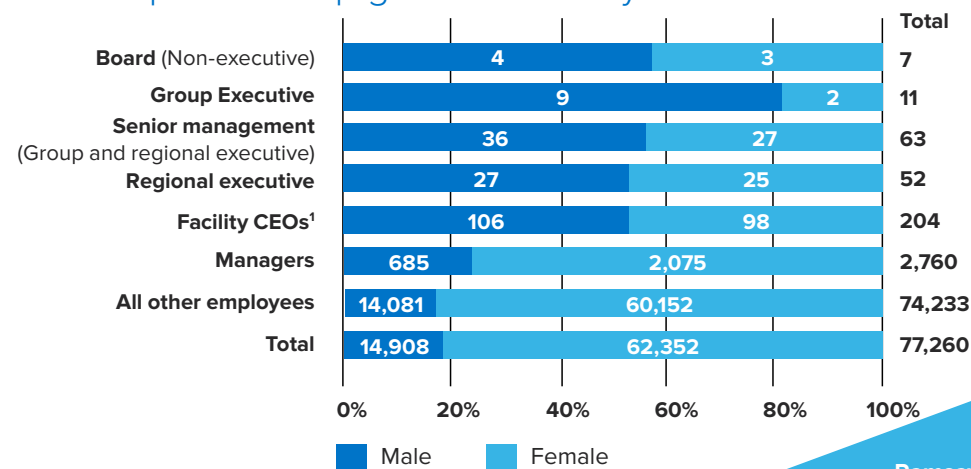
Ramsay Santé has employed nearly 400 people with disabilities over the past 13 years. Over the past three years, they have supported the training of more than 120 future disabled caregivers. Welcoming all forms of diversity produces wealth, pride and commitment within our workplaces.

Charlotte had started nursing training until a terrible accident led to an amputation of her arm and effectively interrupted her studies. Motivated, she had to fight against the closed doors of nursing schools until she met Ramsay Santé’s partner who is specialised in training people with disabilities. Immediately Ramsay Santé was contacted to find out if we would be ready to welcome Charlotte. The team immediately found a voluntary facility to support her courses until she

obtained her diploma. Her involvement, her integration into teams and her relationship with patients were such that the establishment offered her a job which she immediately accepted. Today Charlotte works in a cardiology department. She is a recognised nurse and one of the nurses most listened to when she trains her patients in their future care program.



## Group leadership gender diversity



1. Excludes Nordics.



## Caring for our people

# Investing in our workforce for tomorrow

Opportunities for learning and professional development are an integral part of working with Ramsay. The clinical environment is one of continual improvement and that drives our focus on quality of care which is embedded in The Ramsay Way.

Importantly, we all benefit when our people are supported to achieve their career goals and have a rewarding work life with the tools and knowledge to perform their roles efficiently and effectively. We believe Ramsay Health Care has an important responsibility to contribute to the future of the global medical and clinical workforce. For this reason, we are proud to commit significant resources each year to clinical teaching and training. We invest in both doctor and nurse training through clinical placements and the development of learning facilities on our campuses.

### Nursing and clinical skills

We offer structured, supportive programs with a focus on foundational knowledge to increase clinical skills, knowledge and patient care. These range from well supported student placements, graduate and, novice programs where staff seek to expand their skills and expertise in new clinical areas. We also had a significant focus on upskilling staff during the COVID-19 downtimes ensuring education and training continued efficiently through COVID via online virtual training rooms.

We also offer annual scholarship and research funding programs which are open to all our people.

### Ramsay Leadership Academy

Since its inception in FY2019, over 75 people from across our global operations have come together, to learn and share knowledge. The Academy aims to better equip our leaders to take the organisation forward in an evolving health care industry. The Academy is designed to instil global collaboration, equip executive leaders with additional skills to leverage the potential of the Ramsay Group, and accelerate the development of key attributes and mindsets of leaders to deliver on the Company's strategy. It is also a potential pathway for those wishing to move into senior management roles such as future facility CEOs.

## The learning 'ecosystem'



### Doctor and consultant teaching and training

Medical practitioners undertaking their training in our facilities is a key part of our operations.

This ranges from medical students just starting their journey, interns, resident and junior doctors (ranging from first to third year doctors) through to doctors developing their specialist areas.

Our teaching hospitals provide a centre of excellence and focus on both doctor and nurse training.

We also host clinical trials to advance outcomes in patient care (see pages 54 and 57).

### Corporate and compliance learning

We offer extensive self-directed, self-paced learning opportunities through the Ramsay eLearning system, in many different areas ranging from clinical to management to soft skills. A number of these programs are focused on addressing important requirements such as privacy and safety training.

# Caring for our people

## Safety

Ramsay's commitment to the health and safety of our employees, our patients and our visitors is central to our culture. We actively seek to continuously improve our systems and processes to ensure a safe work environment.

In the challenging environment that the COVID-19 pandemic presented we saw a variation in our safety indicators reflecting the different degree of impact being experienced across the regions.

Overall, we saw significant upward trends in both lost time and absenteeism rates particularly due to the need for staff to self-quarantine (see People data and scorecard on page 43).

In Australia, where COVID-19 was not widespread, our lost time and absenteeism rates were steady and the LTIFR of 1.76 is well below industry standards in Australia of 7.4.

Beyond COVID-19, manual handling remains as one of the most pressing issues for worker incidents and we are working to continually improve our sophisticated manual handling system and practices and find new ways of doing things.

We are always reminded that our people are part of the broader community. In regions where COVID-19 was widespread, sadly, a number of people from within the extended Ramsay family passed away. These deaths are not reflected in the safety data as they are not work-related cases. Our thoughts and sincere condolences are with their families and colleagues.



*“It’s hard to beat the feeling of how great teamwork leads to saving the life of a very sick patient.”*

ANNA – SWEDEN

## People data and scorecard

	Ramsay Santé						Ramsay Sime Darby						Ramsay UK			Ramsay Australia			Ramsay Health Care			
	France			Nordics <sup>1</sup>			Malaysia			Indonesia			UK			Australia			Group			
	Permanent	Temporary		Permanent	Temporary		Permanent	Temporary		Permanent	Temporary		Permanent	Temporary		Permanent	Temporary		Permanent	Temporary		
Employees Number <sup>2</sup>	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Full time	Part time	Casual	Total
Male	3,551	474	553	1,243	474	307	4,57	1	6	445	1	0	909	134	382	1,982	1,891	2,089	8,587	2,984	3,337	14,908
Female	14,722	3,699	1,892	4,973	1,934	1,026	1,817	0	6	1,347	1	0	3,010	1,444	1,402	4,542	13,726	6,811	30,411	20,804	11,137	62,352
<b>Total</b>	<b>18,273</b>	<b>4,173</b>	<b>2,445</b>	<b>6,216</b>	<b>2,417</b>	<b>1,333</b>	<b>2,274</b>	<b>1</b>	<b>12</b>	<b>1,792</b>	<b>2</b>	<b>0</b>	<b>3,919</b>	<b>1,578</b>	<b>1,784</b>	<b>6,524</b>	<b>15,617</b>	<b>8,900</b>	<b>38,998</b>	<b>23,788</b>	<b>14,474</b>	<b>77,260</b>

## Employees covered by collective bargaining agreements (%)

France	100	Nordics	See note 3.	Malaysia	N/A	Indonesia	100	UK	N/A	Australia	89
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## New employee hired by age group (number)

	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	Total
Male	303	392	71	–	–	–	44	26	6	25	15	0	59	105	75	381	546	130	812	1,084	282	2,178
Female	1,390	1,206	175	–	–	–	178	82	6	90	13	2	224	398	252	1,276	1,728	473	3,158	3,427	908	7,493
<b>Total</b>	<b>1,693</b>	<b>1,598</b>	<b>246</b>	<b>–</b>	<b>1,334</b>	<b>–</b>	<b>222</b>	<b>108</b>	<b>12</b>	<b>115</b>	<b>28</b>	<b>2</b>	<b>283</b>	<b>503</b>	<b>327</b>	<b>1,657</b>	<b>2,274</b>	<b>603</b>	<b>3,970</b>	<b>4,511</b>	<b>1,190</b>	<b>9,671</b>

Employee turnover (%)<sup>4</sup>

	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
<b>Total</b>	<b>11.1</b>	<b>15.2</b>	<b>10.2</b>	<b>9.5</b>	<b>17</b>	<b>15</b>	<b>9</b>	<b>7</b>	<b>16.4</b>	<b>14.7</b>	<b>16.5</b>	<b>10.1</b>				

Workplace safety<sup>5</sup>

	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Number of workplace fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of workplace injuries that result in lost time (LTI)	785	897	–	–	6	4	4	83	16	18	63	63		
Rate of lost time due to workplace injury (LTIFR)	20.77	21.9	–	–	0.94	0.63	0.17	17.16	2.41	3.08	1.76	1.76		
Absenteeism rate (%)	6.8	8.1	4.6	6.1	2.1	2.3	2.6	4.6	8.1	14.3	4.8	4.9		

Diversity	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Board (Non-executive)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	4 (57%)	3 (43%)	7 (100%)			
Group executive	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	9 (82%)	2 (18%)	11 (100%)			
Senior Management (Group and regional executive)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	36 (57%)	27 (43%)	63 (100%)			
Regional executive	10	4	4	3	1	4	3	9	12	0	1	1	6	3	9	4	6	10	27 (52%)	25 (48%)	52 (100%)
Facility CEOs	50	34	84	–	–	–	1	3	4	5	2	7	9	18	27	20	29	49	106 (52%)	98 (48%)	204 (100%)
Managers	267	985	1,252	21	12	33	16	34	50	9	18	27	58	98	156	335	940	1,275	685 (25%)	2,073 (75%)	2,760 (100%)
All other employees	4,251	19,290	23,541	2,009	7,933	9,929	443	1,777	2,220	432	1,327	1,759	1,352	5,736	7,088	5,603	24,104	29,707	14,081 (19%)	60,152 (81%)	74,233 (100%)
<b>Total</b>	<b>4,578</b>	<b>20,313</b>	<b>24,891</b>	<b>2,033</b>	<b>7,933</b>	<b>9,966</b>	<b>463</b>	<b>1,823</b>	<b>2,286</b>	<b>446</b>	<b>1,348</b>	<b>1,794</b>	<b>1,426</b>	<b>5,855</b>	<b>7,281</b>	<b>5,962</b>	<b>25,079</b>	<b>31,041</b>	<b>14,908 (19%)</b>	<b>62,352 (81%)</b>	<b>77,260 (100%)</b>

1. Nordics work type and gender data estimated based on 2018 ratios.

2. Excludes agency labour. France does not use agency labour.

3. Excludes casuals. Denmark approx. 65%, Norway approx. 10%.

4. % 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. Turnover/absenteeism rates in France excludes fixed term contracts, as most of the fixed term contracts are short term. Excludes contractors.

5. Safety figures exclude contractors.

# caring for our planet



Ramsay Health Care recognises that conserving and protecting the environment for future generations is a critical issue. We are committed to working toward the delivery of environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, reducing energy and water use, reducing resource use such as single-use plastics where it safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.



# Removing millions of single-use plastic items

While there has been a significant and unavoidable increase in PPE usage to protect our patients and our people from COVID-19, Ramsay Australia remains committed to reducing plastic waste wherever possible.

In December 2019, Ramsay Australia made a pledge to remove up to 24 million single-use plastic items from the environment each year. Key to this was a ban on certain items which came into effect on World Environment Day (5 June 2020). We are replacing plastic drinking cups and lids, cutlery, plates, stirrers, coffee cups, straws, kidney dishes, denture cups with lids, and most medication cups with environmentally friendly alternatives.

Since the ban we have avoided an incredible 5.5 million plastic items in the first two months. As part of this, we have achieved a 100% changeover from plastic cutlery, plates, bowls and straws.

It is a testament to the commitment and efforts shown by our facility staff and procurement teams for continuing these changes despite all the challenges of the pandemic.

# Environmental performance

Each region has been working on a range of environmental initiatives which have seen some fantastic results.

All our regions are focused on eco-efficiency programs. Activities include:

- installing energy efficient LED lighting throughout refurbished areas of outpatients, main receptions, wards and theatres
- adding high efficiency lighting controls and switching
- installing more water efficient fittings and sensors to save water
- upgrading heating and cooling equipment to save energy.

All regions are focused on diverting waste to recycling and ensuring that medical waste is appropriately managed and disposed.

With 2020 being such an unusual year we are not reliably seeing any trends. We have seen reductions in water use across most regions. We saw mixed trends in each region for energy and waste reflecting the current environment.

We are improving our data reporting mechanisms to increase the consistency of environmental measures across the Group. This year we have included a broader range of data including our Scope 1 and Scope 2 greenhouse gas (GHG) emissions by region.

We have also included a new waste metric to separate our clinical or medical waste from total waste.

Please see the Environmental Scorecard for our energy, water, waste and GHG emissions summary (page 52)..



*“I love travelling the journey with a patient and sometimes the family.”*

CATHY – AUSTRALIA



*“I am passionate about my patients – making sure they have the best stay and best standard of care while they are with us.”*

KERI – UK

# Environmental performance regional focus



## Ramsay Australia

### Recycling IT waste

More than 98% of Ramsay Australia's unwanted IT assets have been remarketed, recycled or processed. The environmental initiative is part of a new national project to save thousands of items from landfill.

In FY20, Ramsay's national IT services team identified 4,417 out-of-date devices and partnered with an e-recycling vendor to reduce the potential for wastage.

E-waste organisation Sims has remarketed 2,866 pieces of equipment and recycled 1,363 pieces or 4,207 kilograms into new materials.



## Ramsay Santé

### Recycling with our littlest patients

Aware of the ecological impact of plastic waste, the maternity units of the Ramsay Santé group have opted for an interesting recycling solution for the single-use bottles being used to feed newborns.

Since 2017, the maternity hospitals have been encouraging young parents to recycle bottles in association with TerraCycle.

Not only do the bottles have a second life, but "the gift of the bottle helps collect points", explains Lise El-Omari, midwife in charge at Mousseau.

Once accumulated, the points are

converted into a sum of money that the maternity hospitals pay to the humanitarian association of their choice, in the form of solidarity donations or a transfer.

For example, the Mousseau clinic has collected and recycled 22,234 bottles to date, which has raised the sum of 435 euros. "The funds will be donated to an association or NGO that campaigns for the education and nutrition of children around the world, subjects to which we are particularly sensitive as we work with children on a daily basis" said Lise El-Omari.



## Ramsay Sime Darby

### Reducing use of paper towels

In Malaysia, paper towel dispensers are being replaced with hand dryers at hospitals and corporate offices to reduce in single use paper towels by patients, visitors and staff.

## Caring for our planet

# Designing the hospital of the future

A key part of Ramsay's business strategy is ensuring we have quality facilities. This includes a pipeline of brownfield and greenfield development and potential acquisitions of additional hospitals and medical facilities. Ensuring these assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.

We consider a range of sustainable design features at the outset when designing new developments. The resulting inclusions will differ from project to project and feature environmentally friendly products, materials, technology and practices for an enhanced patient, staff and visitor experience.

Some of the sustainable elements we consider for a new facility may include:


- Building management systems with automatic monitoring systems to enhance performance of the buildings
- Operational waste management plans and facility recycling and collection systems
- Technologies for enhanced thermal comfort with individual room temperature control
- Energy efficient (LED) lighting and controls
- Acoustic and visual comfort between patient rooms with openable windows
- Use of recycled materials for construction of the facility
- Peak electricity demand reductions including solar power and battery backup provisions
- Water efficient sanitary fixtures, fittings and appliances for water conservation and energy efficiency.

Our investment into new developments and quality facilities helps to deliver more health care infrastructure for which there is a growing demand in the community. Each new development or expansion helps to create new employment opportunities in the local area, ranging from nursing, nursing support, clinical, administration and support services, with many opportunities for training and professional development.





# Designing the hospital of the future – Ramsay UK



Ramsay UK has a five year day surgery hospital strategy in place to invest in and add further capacity into the UK health market. During the pandemic, Ramsay UK opened two brand new day hospitals that were able to be used to support the national response where needed. The hospitals are designed following the Ramsay 'racetrack' model, driving greater efficiency whilst ensuring safe, clinical practice and care through facilities. The next day surgery hospital is due to be completed in Summer 2021 and will provide care across a range of specialities including breast, gynaecology, general surgery, orthopaedic and urology. The new facility includes an outpatient department, a day case theatre and purpose built endoscopy and physiotherapy units. It will also provide multi-modality diagnostic services including a static MRI and CT scanner. In addition the facility has eighty car parking spaces and eight electric car charging stations.

This major development will also create new employment opportunities in the local area, with approximately 70 vacancies in nursing, nursing support, clinical, administration and support services, with many opportunities for training and professional development.

Our recent new builds are assessed under BREEAM (Building Research Establishment Environmental Assessment Method). To achieve this a number of sustainable design features are included such as:

- All timber and timber based products are "legally harvested and traded timber"
- Monitoring of construction site impacts and construction waste segregation
- Building management system controls and smart meters
- Blinds/solar controlled glass are installed to prevent glare and minimise solar gain
- LED light fittings with high efficient lighting controls and switching
- Water saving measures and leak detection
- Recycled aggregates are used, where possible
- Electric charging points are included for vehicles
- Heat recovery systems
- Renewable energy sources including ground source heat pumps and solar panels.

# Supply chain and responsible sourcing

The COVID-19 pandemic has highlighted the challenges of medical supply chains particularly in regard to PPE. We were able to successfully secure supplies through our global agreements or enable sharing of supplies and medicines between our regional facilities. The pressure on these supply chains also highlights the need to be vigilant on where these supplies are coming from and how they are made.

Ramsay Australia has been active over the past few years by supporting a Sustainable Supplier Initiative. This initiative encourages our suppliers to work with Ramsay to look for opportunities to supply more sustainable products. This may be through environmentally sustainable packaging, re-using products after use, increasing recycled content and reducing emissions or resource use in creation of their product. In early 2020, the Australian Code of Conduct for Manufacturers, Suppliers and Agents was endorsed globally to reflect this initiative as well as to include new supplier responsibilities under work health and safety, privacy and confidentiality, information security and expanded requirements under environmental management.

We are continuing to focus on the risks of modern slavery in our operations and supply chain and further information can be found in our Ramsay Health Care Modern Slavery Statement 2020.

## Sourcing supplies during COVID

Sourcing supplies has been a challenge as Véronique Poulon, Purchasing Director, Ramsay Santé highlights “It should be understood that this is a global epidemic and that therefore all countries need the same equipment at the same time (masks, protective equipment, hydro-alcoholic solutions, respirators, syringe pumps, etc). From this point of view, the tension we are currently experiencing is absolutely unprecedented. One of the challenges of our business as buyers today is to anticipate needs and understand how the market behaves. In this context of crisis, everything is increased tenfold. While the urgency places pressure on us to identify the best products, negotiate purchases and do the necessary referencing. We must be twice as vigilant than usual because the urgency and critically during this period means it is also conducive to scams of all kinds and we must keep a cool head.”



*“I love being a nurse mostly because it has brought me into the lives of people whom I wouldn’t have met otherwise... To me, nursing is a calling.”*

XUFEN – MALAYSIA



*“Supporting a mother – particularly when she’s expecting her first baby – is really great.”*

ADRIAN – FRANCE



## Partnering with suppliers to recycle PVC medical consumables

Ramsay Australia has joined Baxter Healthcare's PVC Recycling in Hospitals program, which involves collecting intravenous fluids bags, oxygen masks and tubing and converting them into garden hoses and outdoor playground mats. The initiative also includes repurposing aluminium products into items such as bike frames.

Since the program began in 2018, sites collected more than 30,343 kg of PVC intravenous bags producing over 255 km of garden hosing and 536 kg of aluminium bottles into useable products. 25 Ramsay Australia facilities currently participate in the scheme – and this figure is set to increase with more sites looking to join in the near future.

# Environment data and scorecard

Indicator <sup>1</sup>	Units	Ramsay Santé		Ramsay Sime Darby		Ramsay UK	Ramsay Australia
		France	Nordics <sup>2</sup>	Malaysia <sup>3</sup>	Indonesia	UK	Australia
		2020	2020	2020	2020	2020	2020
<b>Energy consumed in facilities</b>							
Electricity	kWh	228,751,702	12,807,942	41,400,598	17,567,177	27,552,486	189,961,181
District heating	kWh	–	3,709,321	–	–	–	–
Gas	GJ	607,073	–	–	1,001	118,750	287,579
Other fuels consumed in facilities	GJ	11,233	–	2,324	3,091	841	11,706
Energy consumed in vehicles	GJ	22,357	629	–	992	2,383	6,378
<b>Total energy consumed</b>							
Total Energy consumed	GJ	1,464,169 (FY19 1,276,200)	60,091	151,366 (FY19 150,001)	68,353 (FY19 61,563)	221,163 (FY19 219,788)	989,512 (FY19 1,046,703)
<b>Greenhouse gas emissions (GHG)</b>							
Scope 1 Direct GHG emissions	tCO <sub>2</sub> -e	34,652	404	146	316	6,335	15,996
Scope 2 Indirect GHG emissions	tCO <sub>2</sub> -e	14,024	202	28,557	13,317	6,424	155,633
Total GHG emissions	tCO <sub>2</sub> -e	48,676 (FY19 39,799)	606	28,703 (FY19 29,125)	13,634 (FY19 13,327)	12,759 (FY19 14,537)	171,629 (FY19 185,431)
<b>Water</b>							
Water consumed in facilities	kL	(FY19 1,534,462)	32,661	322,718 (FY19 329,417)	164,175 (FY19 193,767)	206,067 (FY19 223,385)	1,186,070 (FY19 1,234,317)
<b>Waste</b>							
Clinical /medical	tonnes	5,649 (FY19 5,342)	–	292	133	957	1,761
Waste Diverted to Recycling	tonnes	–	799	95	–	1,079	9,785
Total Waste generated	tonnes	–	596	1,735 (FY19 1,306)	984 (FY19 1,195)	2,796 (FY19 3,209)	22,343 (FY19 21,093)
Percentage Diverted to Recycling	%	–	75%	5%	–	39% (FY19 42%)	44% (FY19 40%)

1. The figures in the table above have not all been audited. While efforts have been made to compile data across regions on a consistent basis, there may nevertheless be differences. Ramsay makes no representation or warranty, express or implied, as to the appropriateness, accuracy or completeness of the information contained in this table. Some of the FY19 has been restated due to data improvements or change in reported metric in FY20 e.g. FY20 % diversion to recycling replaced FY19 % diversion from landfill.

2. Nordic data is for Sweden and Norway only and excludes Denmark, Germany and Italy. Electricity data includes Swedish proximity care clinics and all other Swedish data includes St Göran acute hospital only.

3. Includes Hong Kong.



# caring for our communities



Ramsay Health Care recognises that it has an important role to play in the local communities we serve and society at large. Our focus on health care provides us the opportunity to commit significant resources to medical research, clinical teaching and training. We are focused on a global approach towards health care prevention and supporting local communities.

# Saving lives through medical research

The Ramsay Way of ‘people caring for people’ comes to life in our focus on medical research.

Investing in research and development not only works to improve the outcomes for our own patients, it can help advance health care outcomes for the broader community.

We do this through three main avenues:

- Clinical research in our hospitals is a focus of our Ramsay Santé (page 54) and Ramsay Australia (page 57) operations.
- Focus on medical research and prevention through the Ramsay Santé Foundation (page 55).
- Supporting medical research through the Ramsay Hospital Research Fund (page 57).

## Leading research in hospitals with Ramsay Santé

The Ramsay Santé Research and Teaching Department promotes the emergence of new therapeutic and diagnostic strategies for the benefit of patients.

This is seen by the team beyond their vocation to provide care, they are committed to advancing it. Their mission is to:

- Promote and develop research within the group: personalised support for the submission of calls for research projects, monitoring, management of industrial or institutional clinical trials, etc.
- Enhancing the teams’ areas of excellence and supporting the production of scientific publications
- Rationalise the organisation of clinical studies
- Collaboration between research teams
- Develop partnerships with institutional and industrial promoters
- Publicising projects through specialised and general public communication.

As a result, Ramsay Santé is the number one private group in medical and scientific research in France..

→ 1<sup>st</sup> private group in France in medical and scientific research



**3,262**  
scientific publications  
between 2015 and 2018



**1,300**  
authors of  
scientific articles



**3,200**  
patients included in  
475 studies in 2018

# Better outcomes by focusing on prevention

The Foundation of Ramsay Santé is an innovative and dynamic body, committed to a preventive health approach. Under the aegis of a scientific committee, its mission is to develop and promote innovative programs to raise awareness on health, inform and encourage the adoption of good healthy behaviours in terms of prevention and draws on the expertise of employees and physicians.

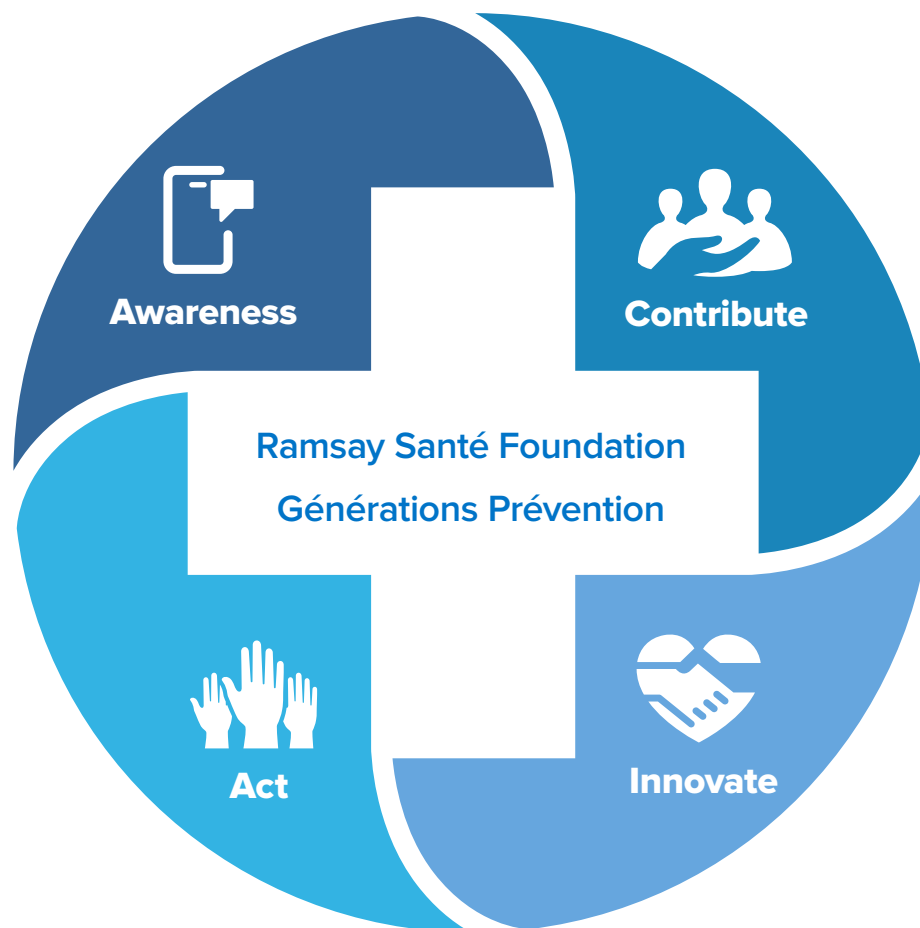
## Awareness

The Foundation intends to be a key player in the field of prevention information and is preparing a dedicated website called “My prevention questions”. This site will include fact sheets on key prevention topics: stopping smoking - sleep - physical activity - nutrition - stress - sexually transmitted diseases... with many questions/answers.

## Act

Ramsay Santé challenge employees to support Secours populaire français (€50,000) in its local prevention actions.

A key partnership is with the association Sport dans la Ville. Our carers and practitioners get involved by raising awareness of health prevention among young people in disadvantaged neighbourhoods.



## Contributing to change

Rencontres Prévention Santé is an annual conference dedicated to health prevention. The first Health Prevention Meeting was held in 2018. French and international experts, doctors, academics, members of parliament, government representatives, start-ups, etc. came to learn about the current place of prevention in the French health care system and to present different international experiences and perspectives.

Under the high patronage of the Ministry of Solidarity and Health, the second edition held in 2019. This allowed the examination of the relationship between young people and health prevention by health professionals, prevention experts and numerous actors present in the field. The results of a citizen consultation, organised with young people, was the common thread of the day of exchanges and debates.

## Innovate

The Foundation's Prevent2Care Lab is the only incubator for start-ups in the field of health prevention. The team also takes the innovative project to five major cities in France. (See Page 56 to find out more).

To find out more visit [www.ramsaygds.fr/le-groupe/la-fondation-dentreprise-ramsay-sante](http://www.ramsaygds.fr/le-groupe/la-fondation-dentreprise-ramsay-sante)

# Prevent2Care Lab

Created in 2018 by the Ramsay Santé Foundation, the Prevent2Care Lab accompanies and supports entrepreneurial initiatives that develop innovative solutions in the field of preventative health care and e-health. The program is operated by INCO, in partnership with Pfizer Innovation France.



Since inception, 33 projects have been through the incubator program and more than 50 experts and mentors have supported the entrepreneurs on their journeys.

The first two rounds were open to start-ups only and the upcoming third round in FY21 will also invite associations to get involved. The Prevent2Care Lab is leading the way by welcoming start-ups and associations into the incubator, the aim of creating synergies between the two models for the benefit of health prevention and e-health.

Last year, the Prevent2Care Tour, the health prevention tour de France organised by the Prevent2Care Lab, rewarded and valued associations working in this sector and demonstrated their remarkable vitality and ability to innovate. It also flagged the challenges to enable them to develop and deploy their projects. The opening of Prevent2Care Lab to these associations will help increase support and promote innovation in France in the field of preventative health care.

The Prevent2Care Lab supports start-ups that act in the primary, secondary and tertiary preventive health care through two main pillars:

- Think prevention - stimulate behavioural changes by acting on our lifestyles and habits (e.g. nutrition, physical inactivity, addictions, sleep, stress).
- Inform to better prevent - on risk factors, early detection of diseases, to establish a culture of prevention and, ultimately, better health throughout life.



**aiVision**

aiVision is fusing artificial intelligence and medical imaging to help doctors improve the early detection of vision diseases and reduce blindness.



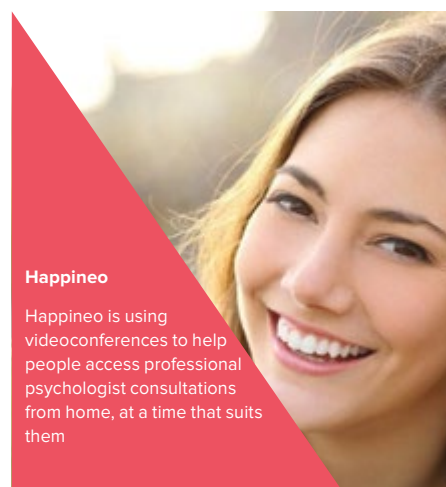
**DYNSEO**

DYNSEO develops the first cognitive games platform adapted to all generations, as well as other health care applications and reminiscence tests, in order to improve patient care.



**DAMAE Medical**

DAMAE Medical is using expertise in biophotonics to visualise skin tissues on a cellular scale, allowing early detection and accurate diagnosis of cutaneous pathologies.



**Happineo**

Happineo is using videoconferences to help people access professional psychologist consultations from home, at a time that suits them



**Kiplin**

A playful and connected platform, Kiplin reinvents Adapted Physical Activity to be an accessible, data and a collective user experience based non-drug therapy.

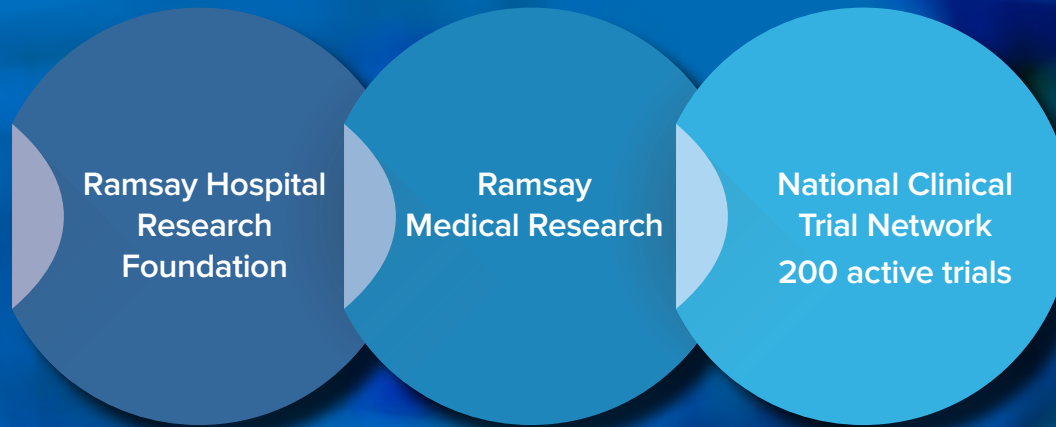


# Excellence in research with Ramsay Australia

Medical research is embedded in our Australian operations. We have an extensive network with 200 active trials underway. The Ramsay Hospital Research Foundation supports many of the trials and also funds 14 key research projects with a focus on innovation, technology and implementation approaches in the areas of mental health, rehabilitation and health services. All research undertaken is accountable under a robust governance and ethics framework.

## Ramsay Hospital Research Foundation projects:

- PATHways innovative rehabilitation programs for chronic conditions such as arthritis and back pain.
- ICHOM Depression and Anxiety Project
- Rehabilitation Outcomes Database
- Testing Risk Genes in Depression
- New 'precision rehabilitation' research for knee replacement patients
- Evaluating the Implementation of Delirium Education Intervention
- Text Me Well app based mental health support



## Research Ethics

As research involving human participants is experimental in nature, it is imperative that any projects are conducted in a manner which respects, protects, and minimises harm to participants. Any proposed research must demonstrate that it has merit and will be conducted with integrity, in order for the involvement of human participants in research to be ethically justified.

## Research Governance

The Ramsay Research Governance framework was established in accordance with the National Health and Medical Research Council guidance. This helps ensure that research undertaken in our facilities is subject to an accountability framework which includes established ethical principles, guidelines for responsible research conduct, relevant legislation and regulations and institutional policy. Not only does this provide for robust clinical outcomes but importantly it is vital to ensure patient safety during a research project.



# RUOK Day

We are proud to be one of the founding partners of RUOK Day. Our people really got behind the important mental health message of taking the time to check in with your families, friends and colleagues.



# Caring for our local communities

Caring for our communities is at the heart of The Ramsay Way of ‘people caring for people’. A key focus of our business model is delivering high-quality care in regional areas. This is extremely important as we do not want patients to have to travel to get the care they need. In addition, our facilities bring significant employment and career opportunities to the local regions which help these areas thrive.

When the people in our local areas suffer, we want to do everything we can to help. In Australia, our regional areas have had some hard years with prolonged drought and then an unprecedented bushfire season of summer 2020. We supported efforts through the Buy from the Bush campaign which promotes rural businesses affected by the drought. We raised money to help with recovery efforts for the NSW Rural Fire Service, Country Fire Authority in Victoria and South Australian Country Fire Service Foundations. To help with the impact on local businesses from COVID-19 restrictions, our people also got behind sourcing catering from local businesses.

As our hospitals and clinics are part of their local communities we feel it is important that each facility support their local community and charitable activities. The following is a snapshot of some of the activities our people have got behind. Whether it is raising some funds through a staff bake-off to supporting awareness on breast cancer – every bit helps make a difference.



To find out more visit our regional websites and newsletters.



### Subang Jaya Medical Centre Run

Subang Jaya Medical Centre hosts an annual run with 3,100 enthusiastic runners of all ages and abilities coming together for better health and to support a great cause. Themed 'Love Your Feet, Adios Diabetes.' It promoted healthy living and raised awareness on diabetes and its complications, particularly foot complications. Subang Jaya Medical Centre contributes RM1 for every run registration to a wheelchair fund, and successfully brought 100 wheelchairs for the needy throughout Malaysia. The first wheelchair was donated to Pusat Penjagaan Kanak-Kanak Cacat Taman Megah, a home for disabled children.



### Pink October

Ramsay Sime Darby Park Medical Centre team supporting the Breast Cancer Welfare Association. The activities, held across the month, included health talks, free breast check-ups, breast screening at reduced prices, breast self-examination demonstrations by CanCare, special fit-out and promotional bra offers by Neubodi.



### Adopt a Room

By sponsoring a room at Ronald McDonald House Charities Western Australia we are keeping WA families close together, during times of need. During the past year, Peel Health Campus provided accommodation for 49 seriously ill children and their families, including some from the Peel region, at Ronald McDonald House, which is next door to the Perth Children's Hospital.



### Donations

In the UK, the Woodland Hospital Ramsay team of volunteers were busy collecting and providing food to those in need during the crisis. The team delivered food, boxes of essential items donated by staff to Kettering Foodbank.



### Vertical Rush 2019

Our Ramsay UK team have been running to their limits in the Vertical Rush race to raise money for Shelter, a charity which support the homeless. Five teams got involved to race up 932 steps to reach the 42th floor and raised over £5,000 for the charity.

# Appendix Sustainability disclosures

Ramsay Health Care's material issues were identified and prioritised in the materiality assessment outlined in Section 2. The following outlines for our identified material issues:

- why they are important
- how we manage each issue (including our response to the COVID-19 pandemic)
- our impact boundary and key stakeholders
- our measures
- how each issue maps against the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) topic issues for health care and the relevant UN Sustainable Development Goals (SDGs).

The GRI Content Index can be found at page 71.

# Clinical quality and excellence

**Why it is important:** Delivering high-quality, safe and effective clinical care is at our core. In addition to clinical quality, we are focused on the patient experience and working with our doctors to support their wellbeing and effectiveness. We are also innovative and focused on identifying the best patient outcomes through continued efforts in research and development.

## Our management approach

Ramsay Health Care is focused on the delivery of high-quality, safe and effective clinical care in an environment where risks and issues are anticipated, identified early and responded to rapidly. We do this through continuously reviewing and improving our patient safety and quality system performance.

It is also important to assist our health care partners and visiting medical practitioners to monitor the standard of care they provide. Safety is everybody's business and is the cornerstone of quality. For this reason, we ensure accountability in this area at all levels of our organisation. The Ramsay Health Care Board and the Global Risk Management Committee demonstrate strong leadership in safety and quality. This supports Ramsay Health Care staff and accredited medical practitioners in their efforts to provide safe, high-quality care, and monitoring and responding to the performance of Ramsay's patient care systems.

Ramsay Health Care focused on a number of key quality and safety initiatives:

- Speaking up for Patient Safety (page 21)
- Promoting Professional Accountability
- Improving the Patient Experience
- Data Integrity and Transparency for Improvement
- Investment in Medical Research
- Safety Huddles and Clinical Rounding

For more information please see our Clinical Governance Framework [www.ramsayhealth.com/Sustainability/Patient-Safety-and-Quality](http://www.ramsayhealth.com/Sustainability/Patient-Safety-and-Quality)

## COVID-19 response

COVID-19 highlighted the importance of our focus on quality and patient safety. We were able to respond effectively in our operations globally including being able to step in and support national efforts. We responded quickly to the changing needs arising from the pandemic and implemented a range of precautionary measures including increased screening at hospital entry points and a relentless focus on infection control.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.

### Stakeholders



Patients



Doctors



Employees



Funding partners



Government & regulators



Investors



Community

## Measures

Our measures are provided in the Quality Scorecard (page 30) and include:

- Hospital accreditations
- Clinical incidents
- Patient experience

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 416-2 Customer health and safety

### SASB topic area

- Quality of care & patient satisfaction

### SDGs



# People and culture

**Why it is important:** Ramsay Health Care recognises that our people are our most important asset. Accordingly, we strive for excellence and continuous improvement in delivery of workplace practices and culture to promote a positive, harmonious and productive environment for all.

## Our management approach

Ramsay Health Care is recognised for its commitment to staff through the fostering and development of a special culture known as The Ramsay Way. The Ramsay Way focus on 'people caring for people' and recognises that our people are the key to our success.

Through our operations and through our policies and practices, Ramsay Health Care makes a genuine attempt to improve the quality of life of our employees, their families, the local community and society at large.

Ramsay Health Care empowers our local facility managers to develop productive working relationships with our people, doctors and other stakeholders. We pride ourselves on the excellent relationships we have built with these groups throughout the organisation. Our facilities are led by competent and experienced managers renowned for having an "open door" policy for doctors and staff.

The Ramsay team work in an environment that is receptive and flexible. They are actively engaged in shaping standards and quality of care. Our internal policies and processes aim to provide our people at all

levels with career expansion, training and development opportunities. Development and training of our people is a key focus of all our operations. We continually invest in engagement and recognition. We are actively ensuring we have a global pipeline of talent and can leverage knowledge sharing through our global Ramsay Leadership Academy.

## COVID-19 response

Many of our people have been on the frontline as we deal with the COVID-19 pandemic. From our nurses and doctors through to our food and environmental services teams helping to keep our patients and fellow health care workers safe. Our people have demonstrated great resilience and it is a testament to their commitment to 'people caring for people' – The Ramsay Way. No employees were stood down during the pandemic, despite the reduction in elective surgeries. We focused on wellbeing and employee assistance services and launched new resources for staff and doctors. A significant number of our people helped beyond their daily roles including assisting in public and aged care facilities.

## Impact boundary and stakeholders

### Internal stakeholders



Patients



Doctors



Employees

## Measures

Our measures are provided in the People Data and Scorecard (page 43) and include:

- Workforce gender diversity
- Retention (turnover)
- Safety
- Absenteeism

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 102-8 Employee information
- 401-1 Employee hires and turnover
- 403-9 Workplace injuries
- 405-1 Diversity

### SASB topic area

- Employee health & safety
- Employee recruitment development & retention

### SDGs



# Agile and resilient business model

**Why it is important:** Being able to deliver growth, clinical excellence, and respond to disruption generating strong shareholder returns.

## Our management approach

Ramsay Health Care has a robust and agile business model which enables us to deliver growth, clinical excellence and shareholder returns. The Board has oversight of the Ramsay Health Care's business and affairs and, as such, is responsible for the overall strategy, governance and performance.

The Annual Report outlines our strategy and performance as well as our material business risks. Ramsay Health Care is currently developing a new strategy to help position Ramsay for growth with a focus on delivery high-quality clinical outcomes, investing in innovation and technology and growing and developing our biggest asset – our people.

A key to Ramsay's success is having quality relationships with our stakeholders such as private health insurers, governments and regulators and our network of doctors.

## COVID-19 response

Ramsay Health Care has demonstrated as the pandemic has unfolded that we were able to quickly adapt and maintain our high-quality clinical outcomes, support our people and deliver a robust balance sheet in the challenging environment. We put caring for our people, our patients and doctors and safety first during this time. Whilst this has had an impact on our financial returns, we are still focused on delivering our strategy and we continued to be well positioned for growth.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.

 **Employees**

 **Funding partners**

 **Investors**

## Measures

Our measures are provided in the Annual Report (page 43) and include:

- Revenue
- Profit
- Shareholder return

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 201-1 Direct economic value

### SASB topic area

- Product design and lifecycle management





# Good governance

**Why it is important:** Ramsay Health Care recognises the importance of good governance in achieving our corporate objectives, in discharging our responsibilities and endeavouring to meet the expectations of all stakeholders.

## Our management approach

Ramsay Health Care's governance framework is designed to ensure that the company 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, honouring the architect of The Ramsay Way, the late Mr Paul Ramsay AO.

The Board continually reviews the governance policies and practices to ensure that they remain appropriate in light of changes in corporate governance expectations and developments. In its annual Corporate Governance Statement, Ramsay outlines its governance framework, policies and procedures in accordance with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Recommendations).

For further information please see the annual Corporate Governance Statement which outlines the Ramsay Health Care governance framework, policies and procedures. This includes information on our risk management and Board oversight.

## COVID-19 Response

The structure and nature of Board and Committee meetings, particularly the Risk Management Committee, shifted during FY20 in order that Board and management responded effectively to the COVID-19 pandemic.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Government & regulators



Investors



Community

## Measures

Our measures are provided in the People data and scorecard (page 43) and include:

- Director independence
- Board gender diversity
- Executive gender diversity

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 102 Governance
- 102 Ethics and integrity
- 207-1 Tax
- 405-1 Diversity

### SASB topic area

- Business ethics

### SDGs



# Digital, cyber security, data and privacy

**Why it is important:** Ramsay handles and stores personal information digitally and in paper form, including health information, for its customers and employees. With expanding information privacy and security regulations, and an increasingly hostile cyber environment, Ramsay recognises information privacy and cyber security as an increasing risk. The digitalisation of health care services and the increasing use of data to drive decision making is a major part of the health care industry's transformation.

## Our management approach

Ramsay Health Care recognises the significant importance of information privacy and cyber security to our business particularly in an environment of expanding information privacy and security regulations, and an increasingly hostile cyber environment.

Ramsay Health Care relies on its own- and third-party vendor information systems to perform key functions essential to our ability to operate, provide care and manage patient admissions and patient data, inventory, and administration.

Each regional business closely monitors cyber risks and data and privacy concerns. Each region has their own accountability framework to reduce risk, protect all data held and meet the regulatory requirements. As part of this each region has dedicated data protection and privacy officers (or equivalent). Each region is also delivering comprehensive training to staff and this is refreshed on a regular basis as part of our continual improvement. Any data security issues, or privacy concerns are formally addressed and we aim to resolve

all as soon as reasonably practicable, sharing lessons learnt from each incident to prevent future occurrence and implement necessary improvements.

Our approach is overseen by the Global Executive Committee and the Board's Risk Management Committee.

Ramsay Health Care is also focussed on key opportunities such as improving efficiency and performance and new models of care through digitisation.

## COVID-19 Response

The COVID-19 pandemic highlighted the importance of technology and digital. We were able to ensure that corporate staff worked remotely so that only essential staff were in our hospitals and clinics. We harnessed virtual technology solutions early in the pandemic for improved communications and to support employee assistance and provide wellbeing support services. We were also able to quickly pivot and deliver key mental health and antenatal care programs virtually.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



Patients



Doctors



Employees



Government & regulators

## Measures

Our measure is provided in the Quality Scorecard (page 30):

- Notifiable breaches of patient privacy

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 418-1 Customer privacy

### SASB topic area

- Patient privacy & electronic health care records

### SDGs



# Integrated quality assets and infrastructure

**Why it is important:** A key part of Ramsay's business strategy is driving stronger growth from the core and developing new growth platforms. This includes a pipeline of brownfield developments and potential acquisitions of additional hospitals, health services or businesses with relevant adjacencies. Ensuring these assets and new infrastructure are efficient and future-fit is essential to maintaining a resilient asset base.

## Our management approach

Regional Development Committees are responsible for the development pipeline in the regional businesses. The Group Business Development Manager sits on the regional committees. Significant projects are overseen and approved by the Group Development Committee at a global level. Major acquisitions and developments are provided to the Board for approval.

Ecologically sustainable development (ESD) requirements are considered on a case by case perspective and we see this as a growing opportunity and a focus going forward. Innovation and new models of care are important considerations in the development pipeline.

## COVID-19 Response

We have continued with investment in our brownfield developments during this challenging time. In FY20, in Australia, we completed \$225m in developments which delivered 295 gross beds (222 net), 11 theatres and 85 consulting suites. We have a significant pipeline (\$196m) approved for FY21 and beyond. We are also poised ready for growth through acquisitions as opportunities arise globally. We will continue to consider these projects and opportunities in light of the COVID-19 impacts, including from a capacity and restriction of movement perspective, in each of our regions.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



**Patients**



**Doctors**



**Employees**



**Government & regulators**



**Investors**

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

### SASB topic area

- Climate Change Impacts on Human Health and Infrastructure

### SDGs



# Climate action and environmental performance

**Why it is important:** Ramsay Health Care recognises that conserving and protecting the environment for future generations is a critical issue. We are committed to working toward the delivery of environmentally sustainable outcomes and achieving continual improvement in performance. We are focused on the key challenges of climate change, reducing greenhouse gas emissions, saving energy and water, reducing resource use such as single-use plastics where it safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.

## Our management approach

In 2020, Ramsay Health Care refreshed our approach to sustainability and developed the new Ramsay Cares Strategy. This includes the key pillar of Caring for our Planet. Each regional business is responsible for implementing the refreshed approach and improving our environmental performance.

Our approach to sustainability and any material environmental risks is overseen by the Global Risk Management Committee. A Group Sustainability Officer has been appointed and a Global Sustainability Committee has been established comprised of the Regional Sustainability Leads to provide support and guidance to the Executive Committee and Global Risk Management Committee.

## COVID-19 Response

The COVID-19 pandemic saw a significant increase in the use of personal protective equipment (PPE) and Ramsay Health Care's priority was the safety of our staff, patients and visitors. PPE is chosen based on the risk and is determined by the modes of transmission and the priority during this period has been in securing suitable PPE stock. The volume of waste grew during this period and PPE continues to be disposed of in accordance with our clinical waste management guidelines with general waste sorted and either diverted or sent to landfill and clinical waste being either sterilised and sent to landfill or incinerated.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



**Employees**



**Government & regulators**



**Investors**

## Measures

Our measures are provided in the Environment Scorecard (page 52) and include:

- Energy
- GHG emissions
- Water
- Waste

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 302-1 Energy use
- 303-5 Water consumption
- 305-1 Emissions (Scope 1)
- 305-2 Emissions (Scope 2)
- 306-3 Waste generation
- 306-4 Waste diversion

### SASB topic area

- Energy Management
- Waste Management
- Climate Change Impacts on Human Health and Infrastructure

### SDGs



# Caring for communities

**Why it is important:** Ramsay Health Care recognises that it has an important role to play in the local communities we serve and society at large. Our focus on health care provides us the opportunity to commit significant resources to medical research, clinical teaching and training. We are focused on a global approach towards health care prevention and supporting local communities.

## Our management approach

Ramsay Health Care makes significant contribution to communities in a range of ways including:

- Employment, particularly as our people often live in the same neighbourhoods as the patients for whom they care.
- Our commitment to regional and rural health care delivery - we are often one of the largest employers in the locality in which we operate.
- Improving social infrastructure through our investment in new hospitals and clinics (see Quality integrated assets and infrastructure). We are committed to investing not only in large-scale causes, but also in local projects near our facilities.
- Improving clinical outcomes by supporting medical research through the Ramsay Santé Foundation and the Ramsay Hospital Research Foundation.

## COVID-19 Response

During this time, we have continued our investment in communities and medical research. Our hospitals supported local businesses impacted during the pandemic such restaurants and cafes. We took a leading role in public hospitals and aged care facilities with beds, ventilators and importantly staff.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



## Alignment GRI / SASB / SDGs

### GRI disclosure

- 203-1 Infrastructure investments and services supported
- 203-2 Indirect economic impacts

### SASB topic area

- N/A

### SDGs



# Responsible sourcing

**Why it is important:** Ramsay Health Care recognises the importance of improving social and environmental outcomes in our supply chain.

## Our management approach

Regional businesses are responsible for procurement. Our direct supply chain consists primarily of medical consumables and associated capital equipment, pharmaceuticals, labour, food, linen services, energy and utilities.

Ramsay has a Supplier Due Diligence Program that is used to 'on-board' new suppliers which includes obtaining copies of the supplier's codes of conduct.

Linear, which primarily sources products in China and Taiwan, undertakes appropriate due diligence on proposed manufacturers prior to engaging them. This includes site visits in order to gain an understanding of the conditions in which Linear's products are manufactured and routine inspection by Linear representatives as part of its Manufacturer Audit Program.

For more information about our supply chain please see our **Modern Slavery Statement**.

## COVID-19 Response

The COVID-19 pandemic saw a significant increase in the use of personal protective equipment (PPE) and Ramsay Health Care's priority is the safety of our staff, patients and visitors. PPE is chosen based on the risk and is determined by the modes of transmission and the priority during this period has been in securing suitable PPE stock. Despite some initial challenges, we were able to leverage our global supply chain to limit shortfalls and will continue to review our processes to ensure security of local supply.

## Impact boundary and stakeholders

Internally and externally for our stakeholders.



**Employees**



**Suppliers & partners**

## Alignment GRI / SASB / SDGs

### GRI disclosure

- 102-9 Supply chain
- 102-10 Significant changes to the organisation and its supply chain

### SASB topic area

- Product design and lifecycle management

### SDGs



# GRI Content Index

## General disclosures

Indicator	Description	Reference
<b>Organisational profile</b>		
102-1	Name of the organization	Ramsay Health Care
102-2	Activities, brands, products, and services	About Ramsay Health Care (p6) Annual Report (p16)
102-3	Location of headquarters	L18, 126 Phillip Street, Sydney, Australia
102-4	Location of operations	About Ramsay Health Care (p6)
102-5	Ownership and legal form	Publicly listed company limited by shares under the Australian Corporations Act 2001 (Cth)
102-6	Markets served	About Ramsay Health Care (p6)
102-7	Scale of the organisation	About Ramsay Health Care (p6)
102-8	Information on employees and other workers	People data and scorecard (p43)
102-9	Supply chain	Sustainability disclosures (p71)
102-10	Significant changes to the organization and its supply chain	Sustainability disclosures (p71)
102-11	Precautionary Principle or approach	Global Sustainability Policy
102-12	External initiatives	Listed through report
102-13	Membership of associations	Memberships are managed at a regional business level.
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Message from our Managing Director and CEO (p8)
102-15	Key impacts, risks, and opportunities	External factors (p13) Materiality assessment (p15)
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	The Ramsay Way (p7)
102-17	Mechanisms for advice and concerns about ethics	2019 Corporate Governance Statement – Code of Code and Whistleblower Policy (p9)
<b>Governance</b>		
102-18	Governance structure	2019 Corporate Governance Statement – Governance Framework (p3) Our sustainability approach (p11)

Indicator	Description	Reference
102-19	Delegating authority	2019 Corporate Governance Statement – Governance Framework (p3)
102-20	Executive-level responsibility for economic, environmental, and social topics	Our sustainability approach (p11)
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholders (p14)
102-22	Composition of the highest governance body and its committees	2019 Corporate Governance Statement – Board composition (p9)
102-23	Chair of the highest governance body	Chair of the Ramsay Health Care Board is a non-executive director
102-24	Nominating and selecting the highest governance body	2019 Corporate Governance Statement – Appointment, Induction and Training (p7)
102-25	Conflicts of interest	2019 Corporate Governance Statement – Appointment, Induction and Training (p7)
102-26	Role of highest governance body in setting purpose, values, and strategy	2019 Corporate Governance Statement – Role of the Board p2)
102-27	Collective knowledge of highest governance body	2019 Corporate Governance Statement – Board composition (p9)
102-28	Evaluating the highest governance body's performance	2019 Corporate Governance Statement – Evaluating Board, Committee and Director Performance (p9)
102-29	Identifying and managing economic, environmental, and social impacts	2019 Corporate Governance Statement – Ethical and Responsible Behaviour (p12) and Risk management (p16)
102-30	Effectiveness of risk management processes	2019 Corporate Governance Statement – Risk management (p16)
102-31	Review of economic, environmental, and social topics	2019 Corporate Governance Statement – Risk management (p16)
102-32	Highest governance body's role in sustainability reporting	2019 Impact Report approved by the Board
102-33	Communicating critical concerns	2019 Corporate Governance Statement – Risk management (p16)
102-34	Nature and total number of critical concerns	2019 Corporate Governance Statement – Risk management (p16)

# GRI Content Index

Indicator	Description	Reference
102-35	Remuneration policies	2020 Annual Report – Remuneration Report (p26-52)
102-36	Process for determining remuneration	2020 Annual Report – Remuneration Report (p26-52)
102-37	Stakeholders' involvement in remuneration	2020 Annual Report – Remuneration Report (p26-52)
102-38	Annual total compensation ratio	Not reported
102-39	Percentage increase in annual total compensation ratio	Not reported
<b>Stakeholder engagement</b>		
102-40	List of stakeholder groups	Stakeholders (p14)
102-41	Collective bargaining agreements	People data and scorecard (p43)
102-42	Identifying and selecting stakeholders	Stakeholders (p14)
102-43	Approach to stakeholder engagement	Stakeholders (p14)
102-44	Key topics and concerns raised	Stakeholders (p14)
<b>Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	2020 Annual Report (p119)
102-46	Defining report content and topic Boundaries	Sustainability disclosures (p63-71)
102-47	List of material topics	Materiality assessment (p15)
102-48	Restatements of information	Noted in scorecards.
102-49	Changes in reporting	Materiality assessment (p15)
102-50	Reporting period	1 July 2019 -30 June 2020
102-51	Date of most recent report	2019 Impact Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Group Head of Investor Relations Group Sustainability Officer
102-54	Claims of reporting in accordance with the GRI Standards	About this report (p5)
102-55	GRI content index	Sustainability Disclosures (p71)
102-56	External assurance	The report is not externally assured.

## Material topics specific disclosures

Indicator	Description	Reference
103	Management approach	Sustainability disclosures (p63-71)
<b>Economic</b>		
201-1	Direct economic value generated and distributed	2020 Annual Report (p17)
203-1	Infrastructure investments and services supported	2020 Annual Report (p5, 19)
203-2	Significant indirect economic impacts	2020 Annual Report (p5, 19)
207-1	Approach to tax	Ramsay Australian Tax Governance Report ( <a href="http://www.ramsayhealth.com/-/media/Documents/RHC/Investor/documents/RHC-Australian-Tax-Governance-Report.pdf">www.ramsayhealth.com/-/media/Documents/RHC/Investor/documents/RHC-Australian-Tax-Governance-Report.pdf</a> )
<b>Environment</b>		
302-1	Energy consumption within the organization	Environment data and scorecard (p52)
303-5	Water consumption	Environment data and scorecard (p52)
305-1	Direct (Scope 1) GHG emissions	Environment data and scorecard (p52)
305-2	Energy indirect (Scope 2) GHG emissions	Environment data and scorecard (p52)
306-3	Waste generated	Environment data and scorecard (p52)
306-4	Waste diverted from disposal	Environment data and scorecard (p52)
<b>Social</b>		
401-1	New employee hires and employee turnover	People data and scorecard (p43)
403-9	Work-related injuries	People data and scorecard (p43)
405-1	Diversity of governance bodies and employees	People data and scorecard (p43)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	People data and scorecard (p43)
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality scorecard (p30)