



Ramsay Health Care Limited

# Impact Report FY2019

People Caring For People



**Ramsay**  
Health Care

# About our report

This report contains information about the way Ramsay Health Care operates its business to ensure sustainable practices.

Among other initiatives, a series of policies and guidelines have been designed to assist employees and other stakeholders achieve good environmental, social and governance (ESG) practices. These policies and guidelines also help to promote compliance with the regulations and laws of each country in which the Ramsay Group operates.

Data contained in this report is for the 2018/19 financial year or as at 30 June 2019, unless stated otherwise. It provides an overview of the performance of our operations in Australia, Continental Europe, the United Kingdom and Asia.

This report does not include information pertaining to our Scandinavian operations as they were aquired part way through the reporting period.

An interactive version of our Impact Report is available via Ramsay Health Care's online Investor Centre. This webpage also contains our FY2019 Annual Report and Corporate Governance Statement along with other market announcements.

For more information, please visit the Investor Centre located at: [www.ramsayhealth.com](http://www.ramsayhealth.com)





**Ramsay**  
Health Care

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## Who we are

Ramsay Health Care has been operating high-quality services for 55 years and is one of the largest and most diverse private health care companies in the world.

We believe in investing in quality health care operations to maintain our commitment to excellent care.

Focusing on fostering relationships with staff and doctors, delivering the best outcomes for patients, and investing for the future is at the forefront of our success.

Our goal is to deliver best practice treatments and services in a responsible, ethical and transparent way.

We strive to make a positive impact on the lives of our patients, our staff and health care partners, the communities in which we operate, and society as a whole.

# The Ramsay Health Care Global Network



**Ramsay**  
Health Care

Norway  
Sweden  
United Kingdom  
Denmark  
Germany  
France  
Italy

Hong Kong

Malaysia

Indonesia

Australia

**8,500,000**

Patient visits/admissions per annum

**11**

Countries

**480**

Locations

**77,000**

Employees

“

*We have an important responsibility to deliver the highest standards of health care while making a positive impact on the world around us. This means always operating by The Ramsay Way culture and philosophy of ‘people caring for people’.*

”

**Craig McNally**

Managing Director and  
CEO Ramsay Health Care





## The Ramsay Way Culture

We are caring, progressive, enjoy our work and use a positive spirit to succeed.

We take pride in our achievements and actively seek new ways of doing things better.

We value integrity, credibility and respect for the individual.

We build constructive relationships to achieve positive outcomes for all.

We believe that success comes through recognising and encouraging the value of people and teams.

We aim to grow our business while maintaining sustainable levels of profitability, providing a basis for stakeholder loyalty.

## We are people caring for people

Caring for people is how we continue to make a meaningful difference in the lives of others.

For this reason, our philosophy “People Caring for People” is central to all activities we undertake.

Our founder, Paul Ramsay AO, developed this way of thinking and underpinned it with a set of guiding principles known as The Ramsay Way.



# How we make a meaningful difference

FY2019 was a significant year in terms of growth for Ramsay Health Care, with the acquisition of the pan European health care company, Capiro, by our French joint venture, Ramsay Générale de Santé (now Ramsay Santé). Ramsay is now one of the largest international private health care operators, operating in 11 countries, with circa 500 facilities and employing almost 80,000 people. However, being the biggest has never been our goal. Delivering high quality care to the 8.5 million patients who pass through our facilities each year and working collaboratively with our doctors and staff to create one of the world's most reliable and respected healthcare networks is our number one aim.

Importantly, we recognise that we have an enormous responsibility to ensure we are maintaining the highest standards of quality and safety; that we are creating a great place to work; and that, in all areas, we are operating our business according to The Ramsay Way philosophy: "People Caring for People". The vision of our founder, Paul Ramsay, was to concentrate on caring for our staff and caring for our patients, and despite the

increasing complexity of our business, we remain focused on this principle – partnering with our doctors, nurses and other staff, to achieve excellent outcomes for our patients.

We also recognise that we must take a leadership role in shaping the world that we live in through strong corporate governance, good environmental practices and meaningful contributions to the communities in which we operate.

In FY2019, Ramsay's sustainability program focused on three key pillars:





This FY2019 Impact Report highlights the achievements we have made across these three key areas. Recognising the intrinsic value of our people, we actively increased our investment in their development. I am pleased to report that, in 2019, we launched the Ramsay Health Care Global Leadership Academy. The programmes offered through this Academy will better equip our employees across the world, with leadership skills for the future. As a global organization with almost 80,000 staff, we have the capacity to expand and enhance the professional and career opportunities for all our staff.

In FY2019, we continued the global rollout of our Speak Up for Patient Safety initiative which commenced in FY2018. This initiative is already delivering positive results in terms of improving the culture of safety and reliability in our hospitals.

We also introduced the Net Promoter Score (NPS) as a key customer metric. In FY19, I am pleased to report that Ramsay's Australian hospitals achieved an overall NPS rating of 73. We are

very pleased with this result and will continue to strive to deliver above and beyond our customer expectations.

In terms of the environment, we continue to ensure we are minimising our footprint through a range of excellent initiatives highlighted in this Report. With the acquisition of Capio, there is a lot more we can learn given the Scandinavian's leadership in this area. Already, as we head into 2020, Ramsay Australia has committed to reducing single use plastic waste by 24 million items per annum by World Environment Day in June 2020. This is an impressive aim and we look forward to reporting on these results in our next Impact Report.

Finally, we remain committed to the communities in which we operate through several significant community initiatives in particular the Prevent2Care incubator that has been implemented by our French business – Ramsay Santé – and we hope to extend across the world in FY2020. The Paul Ramsay Foundation, one of the top 50 charities in the world and one of the largest in Australia, continues as a 21 percent shareholder in Ramsay Health Care. This means

almost one third of the profits paid to Ramsay shareholders by way of dividend are directed back into charitable causes funded by the Foundation. The Foundation funds projects for disadvantaged communities in Australia, which will enable lasting change.


I hope you enjoy reading this FY2019 Impact Report.

**Craig McNally**  
Managing Director



# Quality Scorecard FY2019





All figures in the following table are as at 30 June 2019<sup>1</sup>

Indicator	Australia	UK	France <sup>2</sup>	Indonesia	Malaysia
 <b>Quality and Safety</b>					
% of hospitals with full accreditation	100%	100%	94%	100%	100%
# of never events (wholly preventable) <sup>3</sup>	24	10	21	1	0
Rate of unplanned readmission within 28 days	0.49% <sup>4</sup>	0.20%	7.52%	0.35%	0.81%
Rate of unplanned return to theatre (during same admission)	0.22%	0.14%	0.88%	0.15%	0.06%
Rate of hospital acquired staphylococcus aureus bacteraemia (per 100,000 bed days)	0.37	0.2	1.35	0	0
% of operations with a deep hip surgical site infection rate	0.49%	0.4%	1.17%	0%	0%
% of operations with a deep knee surgical site infection	0.34%	0.4%	0.67%	0%	0%
Net Promoter Score (NPS) <sup>5</sup>	73	74.5	48 <sup>6</sup>	N/A	N/A
Patient experience score	N/A	96.7%	N/A	99%	89%
Number of notifiable breaches of patient privacy	0	5	14	0	2

See notes on page 30

# ESG Scorecard FY2019

All figures in the following table are as at 30 June 2019<sup>1</sup>

Indicator	Ramsay Health Care Limited				
 <b>Corporate Governance</b>					
1. % independent directors	77%				
2. % female board directors	22%				
3. % females reporting to Managing Director	25%				
Indicator	Australia	UK	France <sup>2</sup>	Indonesia	Malaysia
 <b>Workplace Safety</b>					
6. # workplace fatalities	0	0	0	0	0
7. Rate of lost time due to workplace injury	1.76	2.41	N/A	0.9	0.94
 <b>Workforce &amp; Labour Standards</b>					
8. % turnover <sup>7</sup>	16.53%	19%	6.37% <sup>8</sup>	9%	17%
9. % absenteeism	5.57%	3.3%	6.93% <sup>8</sup>	1%	2%
10. % female diversity (all employees)	81%	81%	82%	78%	
 <b>Environmental Management</b>					
11. Energy consumed (GJ)	1,046,703	219,788	1,276,200	61,563	150,001
12. GHG/CO2e emissions (tonnes)	185,431	14,537	N/A	13,327	29,125
13. Water consumed (kL)	1,234,317	223,385	1,900,000	193,767	329,417
14. % waste diverted from landfill	40.67%	54%	N/A	9.8%	21.4%
15. Waste to landfill (tonnes)	21,093	1,154	N/A	1,194.8	1,306

See notes on page 30

## Ramsay Hospitals Feature in Top 50 best hospitals in France

The 23rd annual ranking, published independently by national magazine Le Point, ranked 14 Ramsay Santé hospitals in the Top 50 hospitals for 2019 (see opposite).

To be included, the establishments had to offer a complete medical and surgical service, and over 70 medical specialties were included in the list. The ranking also took into account the hospitals' level of care, security, and comfort.

The final list was compiled from a selection of 1,400 establishments across the country.

HP Jean Mermoz in Lyon tops the list for Ramsay Santé at #5 position.

In addition, seven Ramsay Santé facilities rank #1 in key specialties as follows:

### **Obesity Surgery – ranking of the best 25 private clinics**

1st Clinique des Cèdres, Toulouse

### **Gallbladder – ranking of the best 50 private clinics**

1st HP Jean Mermoz, Lyon

### **Back Surgery – ranking of the best 40 private clinics**

1st HP Versailles les Franciscaines, IDF Sud Ouest

### **Carpal Tunnel Surgery – ranking of the best 30 private clinics**

1st Clinique Lille Sud, Lille

### **Shoulder Surgery – ranking of the best 30 private clinics**

1st HP Jean Mermoz, Lyon

### **Foot Surgery – ranking of the best 30 private clinics**

1st Clinique Lille Sud, Lille

### **Thyroid Cancer – ranking of the best 15 private clinics**

1st Clinique des Cèdres, Toulouse



## Roll of Honour of the best 50 private clinics

### 14 Ramsay Santé facilities included

5th	HP Jean Mermoz – Lyon
10th	HP St Martin – Caen
11th	Clinique La Croix du Sud – Toulouse
14th	Clinique de L'Union – Toulouse
16th	Clinique des Cèdres – Toulouse
19th	Clinique Belharra – Aquitaine
20th	HP Le Bois – Lille
22nd	HP La Loire – St Etienne
24th	HP La Louvière – Lille
25th	HP Antony – IDF Sud
27th	Médipôle Lyon-Villeurbanne – Lyon
37th	Clinique Saint-Vincent – Grand Est
47th	Clinique de la Sauvegarde – Lyon
50th	Hôpital privé Dijon Bourgogne – Dijon



HP Jean Mermoz – Lyon



# Caring for our People

## Delivering excellent care to our patients

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 continuously review and improve the performance of our patient safety and quality systems. 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 Risk Management Committee endeavour at all times to fulfil their governance responsibilities by demonstrating strong strategic leadership in safety and quality, supporting 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.

We are pleased to report that all Ramsay hospitals and facilities maintain accreditation with the relevant jurisdictions in which they operate. Accreditation (or certification) is an

important indication of quality and safety standards. Our facilities are regularly audited by the appropriate regulatory bodies in each jurisdiction. We are pleased to report that in FY2019, 87 percent of Ramsay's UK facilities were rated "good" or "outstanding" by the Care Quality Commission (CQC).

In France, our joint venture Ramsay Santé, operates some truly excellent facilities and this was recognised in the annual Le Point Top 50 when their survey named 14 Ramsay Santé hospitals in the top 50 best hospitals in France (out of 1400 hospitals and clinics surveyed).

While we have an excellent record in delivering quality patient care and managing risks, we continuously strive for further improvements that will ensure we remain at the forefront of delivering the highest quality healthcare. In FY2019, Ramsay Health Care focused on a number of new quality and safety initiatives:

- Speak up for Patient Safety
- Promoting Professional Accountability
- Improving the Patient Experience
- Data for Improvement
- Investment in medical research



## Speak Up for Patient Safety

Speak Up for Patient Safety is a culture that supports all staff, both clinical and non-clinical, and credentialed clinicians to speak up when they perceive a patient to be at risk. In 2018, Ramsay Health Care commenced the rollout of the Speak Up for Patient Safety Programme. The Program is designed to empower our staff to challenge potentially poor and unsafe practices. This increases the chance that small mistakes – in communication, leadership, prioritisation, judgment, decision-making and situation awareness – are picked up and discussed in real time. It allows staff to work more collaboratively with their colleagues and to share a mental model of what is happening now and what the plan is for future care. As a direct result, patients are safer in our hospitals.

In FY2019, Speak Up for Patient Safety training, which involves the ‘speaking up’ graded assertiveness training for all staff who interact with patients, has been undertaken across our global facilities in Australia, UK and Malaysia and will commence in FY2020 in Indonesia.



## Ramsay Australia achieves full completion of patient safety initiative

Ramsay Health Care is on track to fully complete the Australian roll-out of its patient safety program by the end of 2019.

The Speak Up For Patient Safety (SUFPS) Program is designed to empower staff to challenge potentially poor and unsafe practices. It recognises we can all be wrong – no matter how good we are – because we are all human.

Ramsay developed SUFPS – which is a Vanderbilt-based scheme – in conjunction with the Cognitive Institute.

Chief Risk Officer, Chanelle McEnallay, said breaking down the barriers of communication centres the conversation on patient safety.

“This increases staff satisfaction because they are involved and heard; therefore retention rates may be higher and a SUFPS culture underpins the

Ramsay Way and Ramsay’s reputation for providing the safest possible care,” Ms McEnallay said.

All hospitals which have implemented the framework have undertaken “speaking up” graded assertiveness training for all staff who interact with patients, attended executive and organisational readiness workshops with the Cognitive Institute and had peer messenger and leader training undertaken by a specialist medical trainer.

Work has commenced on producing a case study paper on the roll-out of the Vanderbilt program in Ramsay Australia and the impact it has had on clinical outcomes.

Preliminary advice from the National Clinical Governance Unit has indicated a positive influence on the clinical outcomes has been observed.



## Promoting Professional Accountability

In FY2019, the Vanderbilt framework for Promoting Professional Accountability has been adopted across Ramsay Health Care via our Speak Up for Patient Safety initiative together with the Cognitive Institute. In FY2019, Ramsay Health Care continued the global rollout of this programme with the aim of achieving the highest levels of safety and reliability.

Built on the work of Vanderbilt University Medical Centre in the United States, the programme is being implemented to help Ramsay identify and address behaviours that do not align with The Ramsay Way. The programme is assisting to contextualise unsafe behaviours and provide the tools and mechanisms to address them. The Promoting Professional Accountability programme

helps identify, engage with and hold accountable staff who demonstrate repeated unprofessional behaviour. It provides a framework for defining critical safety and professionalism standards, and identifying, measuring and addressing behaviours that undermine them. The framework aims to create a checking culture, where people can speak up in the moment and it is welcomed. In the event it is not safe or effective to speak up, a peer-to-peer support model delivers feedback and provides the opportunity for professionals to self-regulate.

Under the banner of the Speak Up for Patient Safety programme, the Promoting Professional Accountability program is also being rolled out across Australia, UK and Asia with the rollout expected to be completed in FY2020.

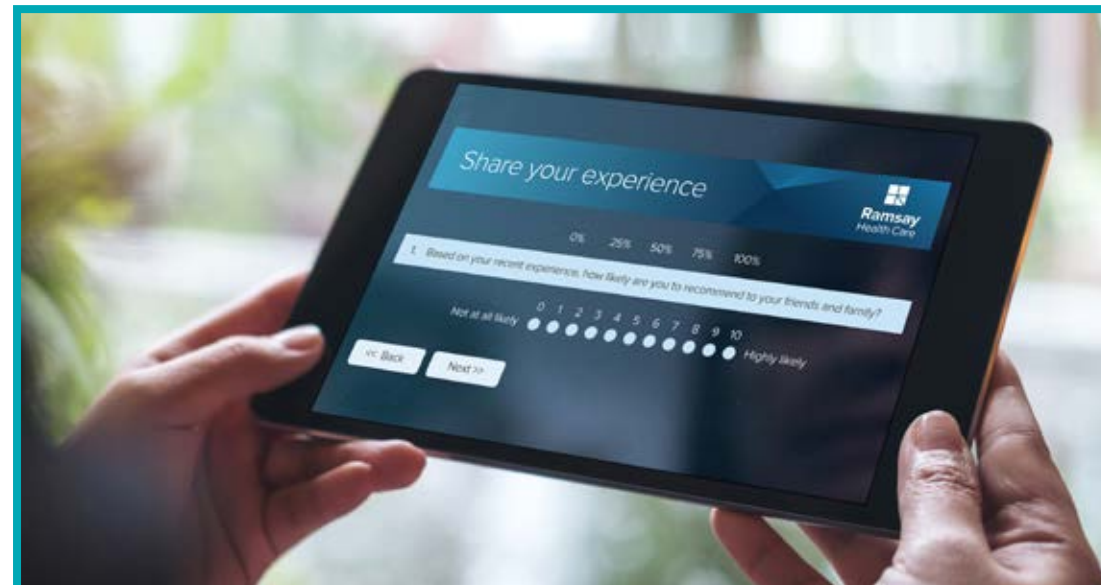
## Patient experience

Ramsay Health Care is committed to providing excellent care and encourages patients to be proactive partners in this endeavour. We routinely collect and publish data on patient experience, develop action plans to address feedback, and ensure our strategic and business planning are informed by patient and consumer experience.

In addition to the extensive patient experience feedback we have always received, Ramsay Health Care went one step further in FY2019, rolling out a simple Net Promoter Score (NPS) survey which is sent via email or SMS to every patient after their discharge.

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. These surveys are independently conducted by a third party and were rolled out across Australia's medical and surgical facilities in FY2019. The results of this surveys are published quarterly on the home page of each hospital website.

In FY2019, the Ramsay Australian hospital NPS was 73, which is an excellent score. The NPS as a global measurement is now being rolled out to our hospitals worldwide.





## Survey reveals ‘world-class’ patient satisfaction across Ramsay’s Australian hospitals

One year after Ramsay Health Care launched a major survey to better understand its Australian customers’ experiences, new data has revealed world-class patient satisfaction scores at its facilities.

Ramsay launched the internationally-renowned Net Promoter Score (NPS) system across all sites in October 2018, following a successful pilot period.

The NPS is an index ranging from -100 to 100 that measures customers’ willingness to recommend products or services to others.

Patient satisfaction scores between 70 and 100 are considered world-class. Ramsay’s score across all Australian hospitals for FY19 was 73.

Ramsay Australia CEO, Danny Sims, said: “It is fantastic to see the latest scores pointing to very high satisfaction at our facilities.”

“I want to congratulate and thank everyone who contributes to delivering excellent care for our patients,” Mr Sims said.

Ramsay’s score was significantly higher than that of other Australian industries, according to Cemplicity (a world leader in patient reporting software). Cemplicity analysed the NPS results

of its Australian clients, revealing charities recorded an NPS of 27, retail companies scored 15, financial services received -2, energy companies were given -14.

Since launching this patient satisfaction initiative, more than 260,000 surveys have been sent to people who received treatment in Ramsay’s Australian facilities. This has led to more than 80,000 patient responses across 62 hospitals and day surgeries.

Digital and Customer Experience Manager, Lyndall Plumb, said the NPS was an indicator that Ramsay’s team-based nursing model of care works.

“Our excellent Net Promoter Scores provide concrete evidence that our team members are doing a fantastic job of meeting the needs of our patients,” Ms Plumb said.

“The data also allows us to constantly find ways to improve our services because we can drill down into the patient comments for all hospitals on any topic – for example food, services, even linens – to see what people responded positively to and what they would like to see improved.”

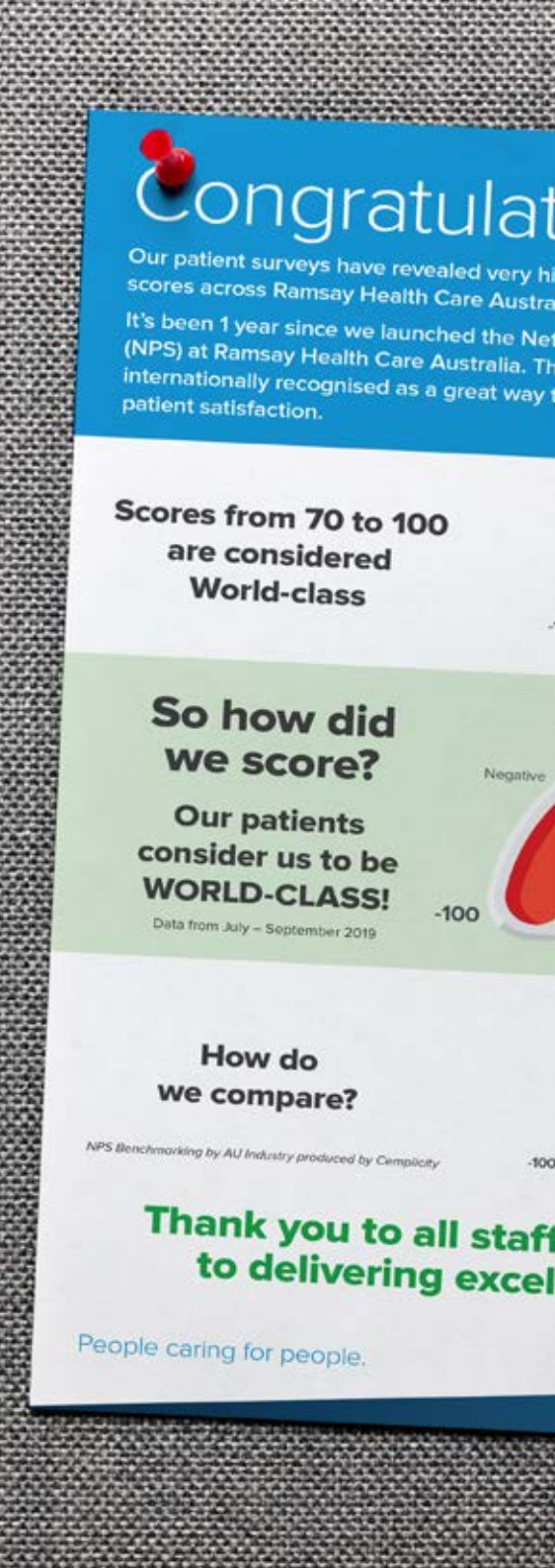
Ramsay’s Net Promoter Score surveys are distributed by a third party and the results are published quarterly on hospitals’ websites.

Patients are contacted either by email or SMS once they have returned home. The scores for each facility are calculated based on customer responses to a single question: “Based on your recent experience, how likely are you to recommend us to your friends and family?”

Ms Plumb said: “We’re really proud of our hospital teams and the innovative ways they’ve used their NPS feedback to improve their services. Some sites display their comments in staff rooms so those team members can read about the positive feedback their patients have provided.”

“Many of the comments mention team members by name – which means their treatment was so good that even up to two weeks after they go home, they still remember how amazing that person was.”

The NPS was first introduced in 2003 by the Harvard Business Review and has since been widely adopted by more than two thirds of ‘Fortune 1000’ companies and by top organisations across the world.







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## Data for Improvement

The use of data to identify high performance and opportunities for improvement is encouraged and was further embedded in our quality and safety framework in FY2019. Transparency in reporting occurs across the organisation, and patient safety and clinical quality data includes reliability measures, both process and outcome measures, and is appropriately benchmarked wherever possible.

We also believe in a culture of transparency which centres on the consumer. When we are honest and

open with our patients and with each other, it creates a sense of trust. Trust ultimately underpins all that we do; it fosters collaboration and it encourages our clinicians and partners to share best practice across their respective specialties. By publishing information about our clinical quality outcomes on our hospital websites, we are opening up a dialogue with our patients and our broader stakeholder groups.

In FY2019, our Ramsay Australian team commenced work on a new platform for reporting patient outcomes to consumers.

The Clinical Quality and Safety webpage includes information about how patients can play an active role in the care they receive. Patients can learn what to expect when going to hospital, what actions they can take and questions they can ask. This information empowers patients to be proactive partners in their own health care journeys.

This new and improved reporting system will be ready to roll out by hospital in early 2020. Our ongoing work in this space will further ensure safer practices and better outcomes for everyone.





## Changing lives through medical research

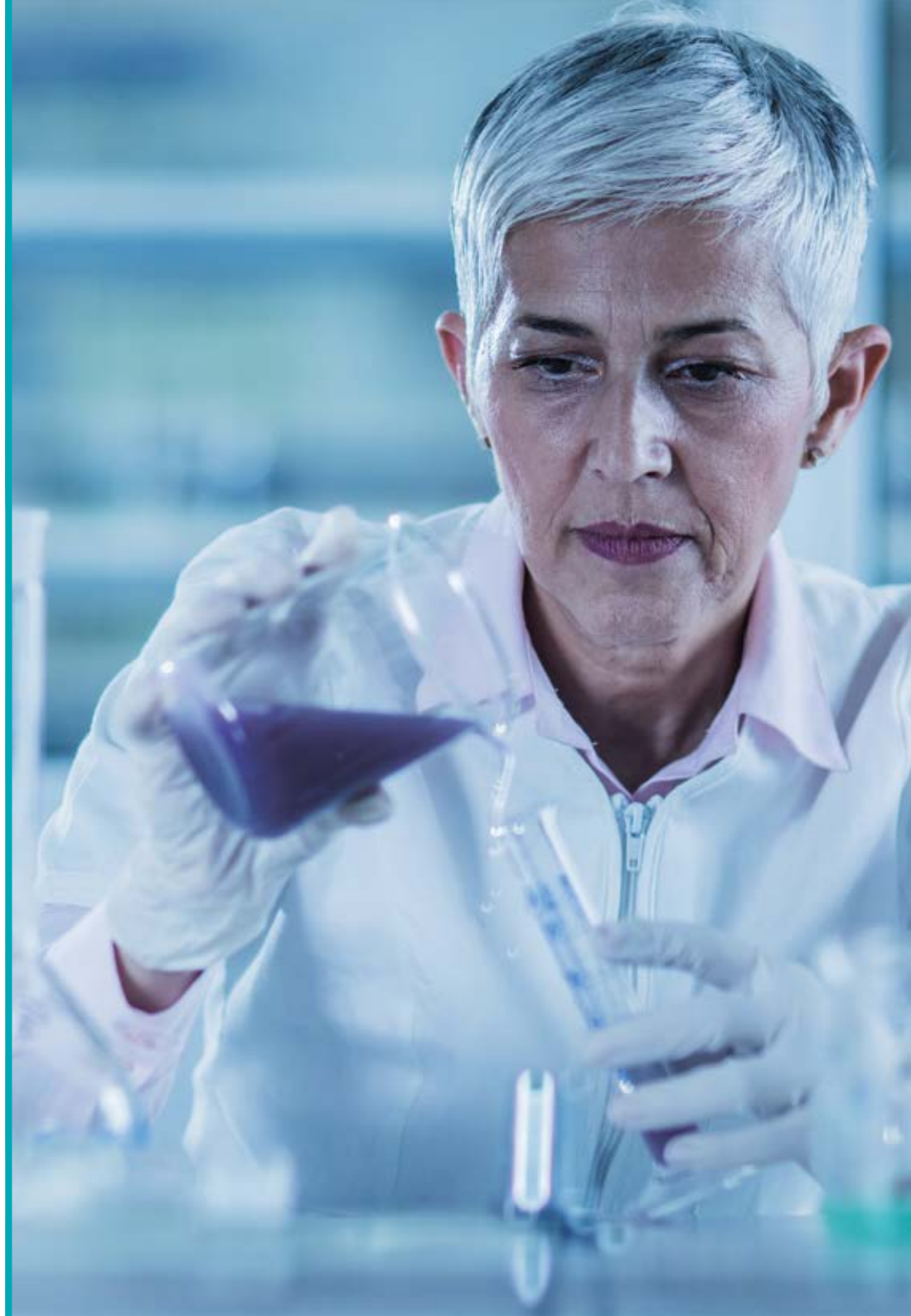
Our focus on health care also provides the opportunity to commit significant resources to medical research.

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

The Ramsay Hospital Research Foundation (RHRF) in Australia is committed to providing better outcomes to our patients, to investigate the diseases and illnesses which affect them and to progress the learning and development of those who care for them. The Ramsay Clinical Trials Network, which was established in 2017, has grown to 14 sites with more than 150 active trials. RHRF has also been focused on the development of key research projects that, if successful, will provide long term value to Ramsay hospitals and will lead to the improvement in patient outcomes.

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

Two large hospital-based medical research foundations in Ramsay's largest private hospitals Greenslopes Private Hospital in Brisbane and Hollywood Private Hospital in Perth – are supported by Ramsay Health Care.





## Ramsay Hospital Research Foundation – Year of Activities

The Ramsay Hospital Research Foundation (RHRF) has now been operational for three years and, in that time, has established a reputation for funding high quality research with the potential to improve patient outcomes.

With the support of the Paul Ramsay Foundation, RHRF has successfully funded a broad range of research projects that align with the RHRF mission to provide better outcomes for our patients, to investigate the diseases and illnesses which affect them, and to progress the learning and development of those who care for them.

RHRF has continued to provide funding support to the **Ramsay Clinical Trials Network** over the past year and has also awarded a number of **Strategic Research Grants** in key focus areas of mental health, rehabilitation and health services.

These grants serve to develop and support strategic research projects alongside internal and external investigators within Ramsay. Projects that have received funding to date include the “CNS Dose” and “Text Me Well” initiatives.

The **CNS Dose study** was awarded \$762,216 to use genetic testing to assess multiple patient factors. The aim

is to help clinicians to select optimal first-time treatment options for anti-depressant medication to give patients better results and reduce the risks of adverse medical reactions.

The **Text Me Well** project received \$834,255 to develop a structured set of text messages to be sent out to recently discharged mental health patients to facilitate optimal after care.

Both of these projects aim to improve patient outcomes in mental health, combining two key priority areas of all RHRF funded research activities. They will be led by Professor Mal Hopwood at Albert Road Clinic and will ultimately expand to involve at least two other Ramsay facilities.

RHRF has committed \$70,000 of funding per year for the next three years to the Digital Health CRC. The **Digital Health CRC** is a government, industry and academic collaboration looking at how digital health can be actively embedded in the health system.

As a result of this partnership, Ramsay has the opportunity to participate in significant research projects that run across multiple organisations.

RHRF CEO Nicola Ware said another RHRF-funded initiative has been established involving PhD students.

“At RHRF, we know that where active PhD students are in place within a hospital, it contributes dramatically to the establishment of a research culture,” Ms Ware said.

“The **Ramsay PhD program** is designed to encourage staff to become involved in research by undertaking a PhD.

All PhD topics are aligned to the RHRF areas of interest and will support the development of other research projects at the site.”

“Ramsay PhD students have external supervisors at one of the Group of Eight Universities, as well as internal supervisors to help them navigate the details of projects within Ramsay Health Care.”

To date, RHRF has funded PhDs which are examining the most effective rehabilitation outcome measures to use and whether educating staff about delirium in a more interactive setting can improve patient outcomes.



# Investing in our workforce for tomorrow



Ramsay Health Care recognises that its employees are essential to its success and accordingly, strives for excellence and continuous improvement in delivery of workplace practices to promote a positive, harmonious and productive workplace where people like to work. From the moment Paul Ramsay AO founded our company in 1964, he emphasised the importance of looking after people. Our goal is to ensure the legacy of ‘People Caring For People’ always remains at the centre of everything we do.

## Ramsay Global Leadership Academy

In FY2019 Ramsay Health Care established the Ramsay Global Leadership Academy to guide and develop the potential of our future executive leaders. This is because we believe that to grow as a business, we must also grow as people.

The Academy will better equip our leaders to take the organisation forward in an evolving healthcare 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.

The first Programme of the Ramsay Leadership Academy is called ‘Executive Leadership – The Ramsay Way’. Through this programme, leaders from across all parts of our business globally, will undergo practical, experiential, and collaborative learning sessions. Topics include global health care sector trends, executive leadership, communication, and change management.

We want Ramsay’s future leaders to develop a broader enterprise thinking perspective, build on current strength in financial capability and business acumen, foster engagement with key stakeholders, and encourage an open mindset to explore, evaluate and embrace different ideas and opportunities.



## Teaching and training

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. Currently Ramsay Health Care invests approximately \$20 million per annum in Australia on teaching and training the future clinical workforce.

## Eradicating modern slavery

Modern slavery is the antithesis of The Ramsay Way and we take our responsibility to play our part in eradicating this international problem extremely seriously. Leadership is required to ensure that staff are committed to integrity, ownership, positive spirit, innovation and team work strengthening Ramsay's holistic management of human rights and position against modern slavery.

The company has a number of policies aimed at helping us to identify and mitigate the risk of modern slavery in our business and supply chains. These include the Ramsay Code of Conduct for Employees, Human Rights and Labour Policy, and the Code of Conduct for Suppliers, Manufacturers and Agents. We also have a global anti-bribery and corruption policy which outlines our position on conducting business in an open, honest, fair and ethical way.

We aim at all times to choose, promote and develop relationships with manufacturers, suppliers and agents involved in the conduct of its business to align with our expectations of best practice and ethical behaviour.

## Building an inclusive workplace in France

Ramsay Santé has chosen to work towards a meaningful societal contribution by committing 12 years ago to welcoming six per cent of people with disabilities into its workforce.

Ramsay Santé implemented three initiatives to make this positive inclusion policy a success:

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

To achieve its goal, Ramsay Santé has built important partnerships with nursing schools to interact with more than 25 students who are interested in the health care profession. 70 positions each year have been adapted to improve the quality of work life of employees with disabilities. In addition, regular information meetings and communications drive the success of this project.

French law does require companies with workforces of more than 20 people to comply with measures which aim to boost the employment of people with disabilities. Six per cent of employees at these companies must be registered as having a disability. Ramsay Santé's inclusive policy has made it possible to successfully achieve an ambitious commitment of reaching the benchmark rate.



# Caring for our Planet

## Environmental management

Conserving and protecting the environment for future generations is a critical issue. We have invested significant resources in this area and continue to work on several important environmental initiatives that will lead to better outcomes for all.

The benefits of environmental protection are clear and reducing unnecessary waste and minimising consumption is increasingly becoming an expectation of our customers.

We recognise our responsibility as a corporate citizen to continuously improve our environmental performance. We believe sustainability principles should be incorporated into Ramsay activities and decision making at all levels.

We are committed to working toward the delivery of environmentally sustainable outcomes and to achieving continual improvement in environmental performance. Key areas of focus include:

- Seeking to continuously reduce energy consumption and carbon emissions, within the parameters and requirements of delivering high quality health care;

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

We also value relationships with suppliers who respect the natural environment and are committed to reviewing and improving their environmental performance.



## PVC Recycling in Hospitals Program

Ramsay Australia employees have diverted more than 11 tonnes of hospital waste from landfill, as part of the PVC Recycling in Hospitals Program in conjunction with Baxter Healthcare and Vinyl Council of Australia.

This initiative involves collecting high-quality, used PVC medical products from hospitals for recycling into useful new products. 25 Ramsay hospitals participated in the initiative during FY2019 at locations throughout Victoria, New South Wales, Queensland and Western Australia.

Staff identified items such as intravenous fluids bags, PVC oxygen masks and tubing, which would otherwise have been destined for landfill. These items were collected, processed, treated and then manufactured into playground mats, garden hoses and floor coverings.

Ramsay Australia's collection during FY2019 was more than 200 per cent higher than the amount collected in FY2018 – enough to make 78 kilometres of garden hose or more than 3,800 playground mats.

Staff also collected more than 144kg of aluminium for recycling in FY2019 as part of the program, which was a 25 per cent increase from the previous financial year. The aluminium was reused and repurposed into new products, including bike frames.



## Rainwater and battery recycling projects make a difference on Sunshine Coast

Sunshine Coast University Private Hospital is saving up to 21,000 litres of water per day by re-using rain water.

Three large water holding tanks have been installed under the carpark. Water is pumped from these tanks to the fourth floor of the hospital and used for flushing toilets.

The hospital is making a number of environmentally-friendly changes to encourage sustainability.

Enough batteries to fill a 120-litre wheelie bin are being recycled every three months.

The batteries are collected from the hospital's wards and theatres and are

generally used in intravenous machines and other medical equipment which require back up power.

The metallic components in rechargeable batteries, as well as precious metals (such as silver, iron and mercury) found in single-use batteries, can all be recycled.

Hospital staff have also started saving approximately 45 cubic metres of cardboard from ending up in landfill each week, through two onsite recycling bins provided by J & J Richards.



## John Flynn staff turn to composting to curb waste

John Flynn Private Hospital is saving nearly three tonnes of food from going to land fill each month, with a renewed focus on composting.

The hospital has implemented a new organic waste stream for all food waste, which composts scraps from the kitchen and left-overs from the staff canteen and patient meals.

It has also introduced biodegradable plates, cutlery and napkins – all of which can be composted – leading to the removal of a dozen 240 litre bins filled with compost each week.

Throughout the entire hospital, coffee cups have also been replaced with new ones made from plant-based materials.

John Flynn Private Hospital Catering Manager, Daniel Walker, said: “They look greener, they are biodegradable which is great and the feedback from staff and patients has been really positive.”



## Nowra Private’s war on waste helps the homeless

Food products which have not been used at Nowra Private Hospital are being donated to the local homeless hub to help those doing it tough in the community.

Around 12 kilograms of returned portion-controlled food, which would normally go to waste, is being taken to the Nowra Homeless Hub each week to feed the community.

The items include 150mL milk bottles, cereals, spreads, juices, fruit compotes and jellies.

Staff from the hospital are also saving plastic water bottles for St Vincent de Paul’s Container Deposit Scheme, which has raised \$1,034 for the charity since January and saved more than 10,000 bottles from going to landfill.

Hotel services manager, Adam Godfrey, said: “In the future we would like to recycle all soft plastics, bread bags, frozen vegetable bags and juice cups.”

## Recycling ramps up at Joondalup Health Campus

Joondalup Health Campus (JHC), located in Western Australia, has made great strides in waste management by diverting 465 tonnes (28 per cent) of its total waste from landfill to recycling during FY2019. JHC has increased its number of waste streams from 12 to 28, with programs underway including:

- Sending towel and sheet donations to homeless support service Youth With A Mission.
- Returning used ink cartridges to be recycled
- Sending food to OzHarvest twice a week (8610kg has been donated since 2017)
- Donating 1000L of used cooking oil each year to create bio-fuel
- Donating products including syringes, sutures and bandages to Volunteer Vietnam, which provides medical support in Vietnam
- Repurposing wooden pallets to create gardens

A further 11 programs have also been identified for future implementation.





## Cairns Private Hospital supports initiative to turn bottle tops into prosthetic hands for children

Staff at Cairns Private Hospital are donating hundreds of plastic bottles tops each week to be converted into prosthetic aids for children in need.

3D printers are used to turn the recycled plastic into prosthetic hands, as part of a not-for-profit “Envision Hands” environmental and humanitarian initiative.

Registered nurse, Michelle Thompson, said: “When I read what they did it was such an overwhelming sense of joy.

It is minimal to no effort to achieve something that is going to change a child’s life.”

Mrs Thompson initially emailed a request to her colleagues to collect the lids to help her son’s school; by the end of the first week she had received more than 1000 lids.

Each unit at Cairns Private Hospital now has its own collection bin and Michelle has started donating directly to the charity.

“At the end of each week, I take the collections home and sort through them and give the staff feedback. It has been getting bigger and bigger every week,” Mrs Thompson said.

The plastic tops are almost entirely made from high density poly-

ethylene, which can be used to create functioning filler for 3D printers.

The filler is used to print all components that make up prosthetic hands, which are then distributed to children in need.

“It takes 370 lids to create one hand and, so far, Cairns Private Hospital staff have collected enough to make four hands,” Michelle said.

The charity is fitting the prosthetic hands for free, for children from a couple of years old, right up to teenagers.

So far, the prosthetics have been distributed to children in Australia and India.

Cairns Private Hospital, CEO Ben Tooth, said:

“I am extremely proud of the way the staff have come together to support this initiative and it has been a testament to the positive culture and teamwork that I see on a daily basis.”

Staff at Cairns Private Hospital plan to collect the bottle tops indefinitely.





## Peel Health Campus recognised for water efficiencies

Peel Health Campus (PHC) has been recognised by the Water Corporation for reducing its water consumption levels by 13 per cent, or 450 litres per patient bed day.

Reaching the status of ‘most water wise’ in Western Australia’s ‘Water Wise Business Program’, PHC’s new Chief Executive Officer, Andrew Tome, says the hospital is committed to managing its water use more efficiently.

“It is rewarding to see such a significant reduction in our water consumption thanks to the efforts of our building and engineering team and staff across the hospital,” Mr Tome said.

“It really goes to show what can be achieved through small incremental improvements.”

The hospital’s multi-faceted approach to water conservation has included:

- Staff education on water wise issues, such as using the half flush on toilets and reporting leaks
- Prompt repair of water leaks
- Planting of native trees to reduce irrigation in hospital grounds
- Timers to shut down evaporative air conditioners out of hours
- Automatic stop button on the main dishwasher conveyor to prevent continuous operation of the dishwasher when empty
- Careful selection of new equipment that uses water to choose most water-efficient models
- Water wise shower heads fitted to all showers

Mr Tome said the hospital was also looking at a raft of other strategies to help reduce its carbon footprint.





### North Shore Private Hospital phases out single use plastic straws

Hundreds of plastic straws have been replaced with the paper equivalent at North Shore Private Hospital, as part of a push to become more environmentally friendly.

Previously, the hospital had provided approximately 750 plastic straws per day to patients during meal times.

Health, Safety and Environment Manager, Samantha Grant, said: “The straws are now distributed to patients on an asneeded basis, which is working really well and also saving a lot of waste.”

Plastic sandwich cases provided to patients, staff and visitors have also been replaced by paper or biodegradable material, which stops at

least 200 plastic cases from going to landfill each day.

The hospital has also reduced its use of plastic bottles.

The installation of a filtered water tap in the education room saves the use of up to 60 bottles each conference.

“The changes have really come from the staff’s interest in becoming more sustainable,” Mrs Grant said.

Other changes made by the hospital include a 75 per cent increase in the use of silver cutlery, substituting plastic spoons for wooden stirrers, and eliminating tray mats from patient meal trays.

### Baringa turns plastic into donations for local charities

Staff at Baringa Private Hospital have recycled 30,000 plastic water bottles in a year to raise money for various local charities.

The hospital started collecting water bottles to donate to a local scout group 18 months ago. The bottles were then

taken to a nearby recycling centre, where the group obtained money for

their donations through New South Wales’ container deposit scheme, Return and Earn.

Baringa has recently chosen two new organisations to assist through donations: the RSPCA and the Special Education Unit at Toormina High School.

Baringa staff donate their plastic bottles to the RSPCA, which then receives

about \$60 each month for the recycling effort.

Students from Toormina’s Special Education Unit take the bottles to the recycling centre themselves and use the funds for resource materials.





# Caring for our Communities

Ramsay Health Care has an important role to play in the local communities in which it serves. Many of our workers live in the same neighbourhoods as the patients for whom they care. Because of our commitment to regional and rural healthcare delivery, we are often one of the largest employers in the locality in which we operate. We are therefore committed to investing not only in large-scale causes, but also in local projects in close proximity to our facilities.

By working together, we can strengthen our cultural competence and generate goodwill. Focusing on local community engagement strategies resonates strongly with the people who make up the fabric of our organisation. Our people enjoy being part of initiatives that 'give back' to their communities.

## The Paul Ramsay Foundation

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

During FY2019, PRF was a 32% shareholder of Ramsay Health Care. This meant more than a third of the profits paid to Ramsay Health Care shareholders by way of dividend were directed back into charitable causes funded by the foundation.

## Ramsay Santé Foundation

Initially focused on umbilical cord blood donation, the Ramsay Générale de Santé Corporate Foundation undertook a Health Prevention initiative.

In order to alleviate means and knowledge shortages, the Corporate Foundation put forward innovative programs to raise awareness, inform and create collective awareness for prevention. Furthermore, it works to generate a smooth transition by developing partnerships and relying on targeted expertise of health professionals, scientists, start-ups, associations.

It is a choice that is consistent with the "Ramsay Santé" Group's role as a health operator, to stimulate, unite and animate a community of generations, convinced that prevention is the best response to stay healthy throughout life.



## The Prevent2 Care Lab

The Prevent2Care Lab run by Ramsay Santé is open to start-ups regardless of their degree of maturity and development. It responds directly to a strong need to support entrepreneurs in e-health. For the 2019 promotion, the second one, the 20 winning start-ups (12 in Paris, 18 in Marseille) will once again be selected for the innovative nature of their products or services, the viability of their business model, their development potential and their ability to meet a clearly identified need, in connection with one of the three prevention types:

- Primary prevention, aimed at preventing the emergence of a health problem by informing about the behaviours to be adopted and encouraging action;

- Secondary prevention, the objective of which is to diagnose and act at an early stage of the evolution of a pathology in order to eliminate risk factors and prevent its evolution;
- Tertiary prevention, aimed at preventing potential relapses in people who have already been ill.

The Prevent2Care Lab allows start-ups to benefit from tailor-made, high value-added support including individual strategic monitoring, mentoring – including by experts from the Ramsay santé Health Group and the Pfizer Group, customized training with experts, etc. Throughout the 9-month incubation program, they will be in contact with potential investors and partners and will benefit from the INCO network of 500 green and social start-ups in 20 countries. Personalized support at different stages of development of their company.

## The 2018 promotion

Out of the 100 applications received during the call for proposals phase, 13 start-ups were selected by a jury composed of members of INCO, the Ramsay General Corporate Health Foundation, start-ups and digital professionals. Two examples:

### DAMAE MEDICAL

The start-up DAMAE Medical was created in September 2014 by Anais Barut, David Siret and Pr. Arnaud Dubois. Benefiting from its expertise in biophotonics, DAMAE Medical has developed the OCTAV® device based on an innovative optical technique that allows the visualization of skin tissues on a cellular scale, allowing early detection and accurate diagnosis of cutaneous pathologies

## The partnership with Ramsay Santé

- The start-up has just set up a partnership for clinical trials with Dr Becherel of Antony Private Hospital with the objective of installing about ten manual probes in hospitals this year.
- LC-OCT imaging tests at Antony Hospital for several weeks. Collection of images of 42 ex vivo skin lesions from the Hospital's dermatology department.
- Validation of several improvements concerning the image quality and software suite of the Damae solution.
- This study made it possible to valorize the data collected at Anthony as part of a preliminary retrospective study of the LC-OCT 3D of basal cell carcinomas (BCC) ex vivo. Project to publish these unpublished results with Antony Hospital and their clinical partners ready to support data analysis



- Longer-term projects discussed with Ramsay during P2CL: implementation of an in vivo clinical study at Antony Hospital, testing of a tele-interpretation model in other centres in the group

#### **KIPLIN**

A playful and connected platform, Kiplin reinvents Adapted Physical Activity (APA). Accessible to all, based on data and a collective user experience, Kiplin positions APA as a truly Scalable Digital Non-Drug Therapy. Result: more commitment (72% participation) and more impact (63% of users adopt new health reflexes).

#### **The partnership with Ramsay Santé**

- Adapted physical activity project (APA) connected to the Moulin mental health clinic, winner of a call for projects from the Regional Health Agency of Brittany on new organizations of care pathways.

- Project within the framework of article 51 filed with the Regional Health Agency of the Hauts de France on the subject of connected APA for patients with digestive or breast cancer in 4 establishments in the Pole Lille Métropole. First step completed.
- Collaboration with the Ramsay Santé Health Foundation, which used the Kiplin application for its connected and solidarity walking challenge

### **Breaking down barriers for migrant and refugee communities**

Ramsay Health Care supports a partnership which aims to improve the health and wellbeing of migrant and refugee women and communities in Australia.

The Migrant and Refugee Women’s Health Partnership includes Ramsay Health Care, the Commonwealth Departments of Health and Department of Social Sciences, Migration Council of Australia, as well as 11 Medical Colleges, the College of Nursing and the College of Midwives.

During FY19, the partnership launched the Competency Standards Framework for Culturally Responsive Clinical Practice. This framework is a groundbreaking development in improving access to health care for migrants and refugees. It is underpinned by five key principles: person-centred and family-

focused care, access and equity, quality and safety, dignity and respect, and effective communication.

Ramsay provides health care for communities with increasing migrant populations, particularly in our regional Australia. Caring for the sick has always required compassion, but that is even more the case when a person feels both sick and vulnerable.

We have introduced a policy which incorporates the framework – with the assistance of the work of the partnership.

Ramsay has adopted the tagline ‘Be Kind and Curious’ in seeking an understanding of others and how their unique values, culture, religion and life experiences frame what they value in their health care.



## Paul Ramsay Foundation expands philanthropic scope and activities in 2019

Programs for disadvantaged schools, disabled young people, Indigenous eye health and suicide prevention were among a range of initiatives supported by the Paul Ramsay Foundation in 2019.

Since 2016, the Foundation has invested more than \$220 million in health, education and early childhood initiatives, drawing from the generous bequest of its founder, Paul Ramsay.

The Foundation has also drawn on Paul Ramsay's life stories and values as well as the operating culture of the company he founded to articulate its own values which include: valuing people, integrity, humility, learning, loyalty, courage and innovation. The Foundation remains the largest philanthropic foundation in Australia and, in 2019, continued to expand its philanthropic scope and activities.

The past year has seen considerable growth and change in the organisation. In February, distinguished academic, Professor Glyn Davis AC, was appointed CEO.

Under the leadership of Professor Davis, the Foundation has reviewed and refined its ambition to "breaking the cycle of disadvantage" by partnering with people, organisations and communities. The aim is to achieve lasting, systemic change in Australia. The outcome of the review will be announced in early 2020.

The Foundation remains committed to building rich and deep relations through collaboration and partnerships with the for-purpose sector. It continues to expand its network of partnerships and held its third annual partner workshop in November. These partnerships provide key learnings and insights about the nature and complexity of entrenched disadvantage.

The Foundation is also working with its partners and others in the for-purpose sector to improve outcomes for disadvantaged communities by building skills, expertise and capability in the sector.

The Foundation has substantially expanded its own highly skilled team from five to almost 20 people, in keeping with similarly sized foundations operating in other countries. Recent hires have built on the founding team's expertise by bringing experience from government, business, academia, the law, think tanks and beyond. The Foundation has also built out its back office and operational capability to better support growth into the future. As a consequence, it has outgrown its offices in St Leonards so will relocate to a temporary home in Darlinghurst before moving to permanent, nearby premises in 2021.

Due to the high volume of requests it receives, the Foundation has made a decision to reach out directly to groups and organisations it believes could be potential partners rather than accept unsolicited proposals.

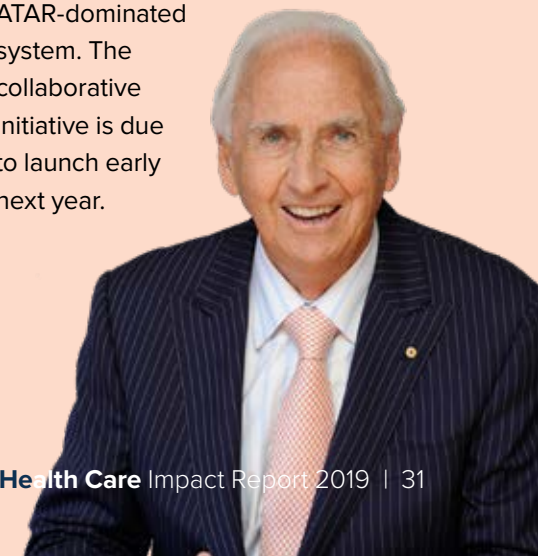
For more information, go to [paulramsayfoundation.org.au](http://paulramsayfoundation.org.au)

### Here is a selection of the partnerships the Foundation is proud to support:

- A partnership with Ticket to Work has found jobs on the open market for more than 200 young people with disabilities through better co-operation between their families, schools, local service providers and businesses
- In education, grants are delivering improvements to the quality of teaching in schools across NSW, Victoria and the ACT through a partnership with Quality Teaching Rounds
- A partnership with Teach for Australia has placed 150 new, high-performing young teachers in disadvantaged schools in Tasmania, the Northern Territory, Victoria and Western Australia, with another 165 teachers recruited for placement in 2020
- In partnering The Black Dog Institute, the Foundation is supporting a new suicide prevention program, Lifespan,

which is the largest philanthropic contribution to suicide prevention in Australia

- The Foundation recently launched a new partnership with Indigenous Eye Health at the University of Melbourne to improve regional efforts to close the gap in Indigenous vision by reducing avoidable blindness caused by diseases like trachoma
- A new partnership with the Foundation for Young Australians, PwC's The Impact Assembly, and Melbourne University will develop new pathways from school to further education, training and employment for disadvantaged young people. Validated by communities and backed by worldleading research, the new learning pathways will help create opportunities for young people disadvantaged by the current ATAR-dominated system. The collaborative initiative is due to launch early next year.





## Medical Equipment Donation Program

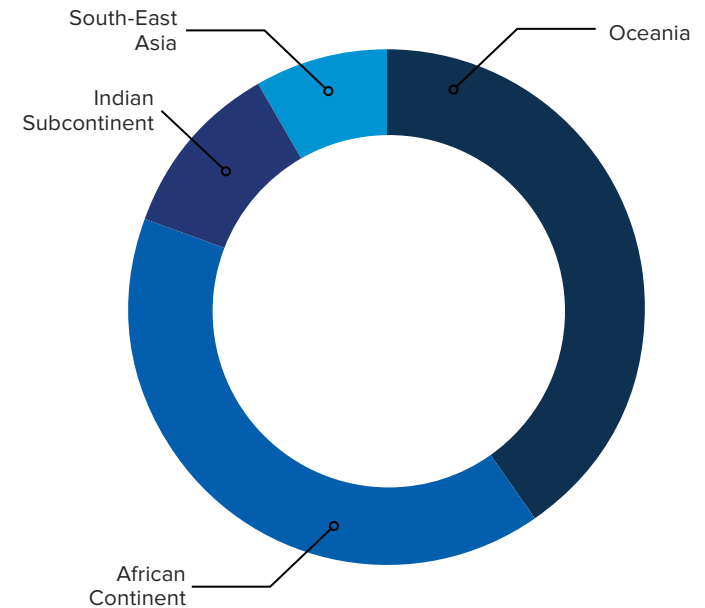
Ramsay Australia has partnered with Berrima District Rotary to establish an efficient and effective program of distributing medical equipment and goods to disadvantaged communities.

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

During FY2019, the Medical Aid for Oceania and Worldwide (MAFO) project continued its core business of shipping suitable items to developing countries and assisting shippers and consignees with door-to-door logistics.

Ramsay Health Care donated items such as beds, patient lockers, medical recliners, operating theatre tables and an ultrasound. Donating facilities included Mount Wilga, Hunters Hill, Southern Highlands and Berkeley Vale Private Hospitals in New South Wales, Greenslopes Private Hospital in Queensland and Glengarry Private Hospital in Western Australia. Ramsay Health Care also provides \$10,000 per year in financial contributions towards the costs of delivery.

During the year, 15 x 20ft equivalent units (TEUs) were prepared and shipped to hospitals, clinics and other medical facilities in the Solomon Islands, Sri Lanka, Zambia and Zimbabwe. Eight less-than-container-load (LCLs) shipments were made including four contributions to Rotary projects in Papua New Guinea and Cambodia. Two air freight consignments were also shipped to the Democratic Republic of Congo and Papua New Guinea respectively. MAFO contributed \$12,000 to three of these shipments and to domestic cartage, funded from the Ramsay annual contribution and grants.





## Ramsay Health Care Triathlon Pink

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

With women making up the largest proportion of Ramsay Health Care staff and as many Ramsay hospitals have a focus on women's health, sponsoring the Triathlon Pink series is seen as a perfect fit for the organisation. Ramsay is proud to be associated with an event that promotes health and fitness in the community as well as contributing funds towards a worthwhile cause.

Over 3,800 women and their families took part in the 2018/19 series at locations in Sydney, Brisbane, Perth, Melbourne, Gold Coast and Sunshine Coast, raising more than \$81,500 for the National Breast Cancer Foundation.

This year marked the 12th anniversary of the Ramsay Health Care's involvement in the Triathlon Pink event. More than 64,000 athletes have taken part in the experience since 2007, raising more than \$2.19 million for breast cancer charities.





## Psychs on Bikes take mental health care to the bush

Ramsay Health Care is a major supporter of assisting mental health professionals to take their skills to rural Australia, by supporting an organisation called 'Psychs on Bikes'.

The group is made up of mental health medical staff who motorbike around the country. They take on two major rides each year and a few smaller rides in between, providing free health checks for men at each stop.

In 2019, they notched up their 40,000th kilometre and increased the number of people to whom they have provided free assistance. They have now helped approximately 1,000 men in rural Australia.

During a ride from Adelaide to Darwin in 2019, they provided free men's health checks at Wharfest, an annual festival for families. They then headed north for presentations to senior students at the Coober Pedy School,

and Tennant Creek Senior School and to staff at the Alice Springs Hospital Emergency Department, attracting extensive media interest along the way. The convoy also attended the Psychs on Bikes half-day conference at Tennant Creek and started a program to assist school students to understand and repair their motorcycles.

Ramsay Health Care has been supporting Psychs on Bikes since its inception in 2011. The organisation has now grown its member base to 250 people.

Psychiatrist and Psychs on Bikes founder Dr Joe Dunn said: "In rural and remote Australia, the suicide rate is nearly double what it is in the cities. So naturally we want to help, we want to break down the barriers around mental health."



# Appendices

- Note 1: The table sets out the manner in which data has been used to calculate performance. While efforts have been made to compile data across regions on a consistent basis, there may nevertheless be differences. It does not include data relating to facilities in Scandinavia, Germany, Italy or Hong Kong. The figures in the ESG scorecard have not been audited. Ramsay makes no representation or warranty, express or implied, as to the appropriateness, accuracy or completeness of the information contained in this ESG Scorecard for the any user's purposes.
- Note 2: Data relating to France excludes figures from Capio facilities (purchased in November 2018) unless otherwise stated.
- Note 3: 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.

- Note 4: Includes mental health readmissions.
- Note 5: 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.
- Note 6: Includes NPS from mental health facilities.
- Note 7: % turnover includes all employees who left Ramsay regardless of whether they resigned, were dismissed or retrenched, retired, had their fixed-term contracts ended or casual employment arrangements terminated etc.
- Note 8: Turnover/absenteeism rates in France excludes fixed term contracts, as most of the fixed term contracts are short term.



**Ramsay**  
Health Care