

FY25 People data and scorecard

Workforce

		GENDER			EMPLOYMENT TYPE			AGE GROUP		
FY25 Employees (headcount) ¹		Total	Male	Female	Full time	Part time	Temporary	<30 years	30–50 years	>50 years
Ramsay Australia	Australia	34,948	7,044	27,875	7,327	16,621	11,000	6,925	16,913	11,110
Ramsay UK	UK Acute	7,901	1,596	6,275	4,421	1,512	1,968	1,168	3,257	3,476
	Elysium	9,703	3,519	6,184	7,237	1,253	1,213	1,576	5,713	2,414
Ramsay Santé	France	28,037	5,482	22,555	20,241	4,749	3,047	6,415	13,517	8,105
	Nordics	12,241	2,356	9,885	7,730	3,855	656	1,176	6,986	4,079
Group		92,830	19,997	72,774	46,956	27,990	17,884	17,260	46,386	29,184

Employee turnover ² (%)		FY23	FY24	FY25
Ramsay Australia	Australia	13.0	12.3	11.0 ³
Ramsay UK	UK Acute	18.2	16.5	13.0
	Elysium	32.6	21.9	16.5
Ramsay Santé	France	16.9	15.6	13.9
	Nordics	17.3	17.0	17.3

1. Full time and part time employees are permanent. Temporary employees are casual, bank, fixed term or non-guaranteed hours. Excludes agency labour. Totals may differ where individuals have not identified as male/female.
2. Percentage turnover is calculated to include all permanent employees who left during FY25 divided by the average of permanent head count from the start to end of the period.
3. Peel Health Campus employees excluded following transfer to the Western Australian Government in August 2024.

Diversity

FY25 Employees (headcount) ¹		Regional executive ²		Facility CEO		Manager		All other		Group			
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Ramsay Australia	Australia	4	4	22	24	377	712	6,641	27,135	Board (non-executive) ³		5	4
Ramsay UK	UK Acute	4	4	10	19	180	438	1,401	5,814			56%	44%
	Elysium	5	4	29	58	159	271	3,326	5,851	Global executive ⁴		5	4
Ramsay Santé	France	4	2	51	60	1,232	2,286	4,194	20,207			56%	44%
	Nordics	2	2	6	5	38	48	2,310	9,830	Senior leadership ⁵		30	30
Group		19	16	118	166	1,986	3,755	17,872	68,837			50%	50%
		54%	46%	42%	58%	35%	65%	21%	79%				

Workforce safety⁶

Workplace fatalities		FY23	FY24	FY25
Ramsay Australia	Australia	0	0	0
Ramsay UK	UK Acute	0	0	0
	Elysium	0	0	0
Ramsay Santé	France	0	0	0
	Nordics	0	0	0

1. Totals may differ where individuals have not identified as male/female.
2. Regional executive excluding regional CEO (counted as part of Group Executive).
3. Following Craig Drummond's appointment as a Director on 1 July 2025 and as at the date of this Report, the Company's female Board members account for 50% of all Board members and 44% of Non-Executive Directors. As at the end of FY25, the Company's female Board members account for 56% of all Board members and 50% of Non-Executive Directors.
4. As at 30 June 2025, Global executive included the MD & CEO, Group Chief People Officer, Group Chief Financial Officer, Chief Health & Strategy Officer, Group Chief Transformation & Digital Officer, Group General Counsel & Company Secretary and the regional CEOs. The current Group Executive Leadership is as per diagram on page 4 of this report.
5. Senior leadership is the direct reports of the Group executive and regional CEOs.
6. Safety figures generally include casual and outsourced employees.