

Caring for our People, Planet and Communities

Ramsay Health Care
IMPACT REPORT 2022



Ramsay
cares



Contents

Introduction

Ramsay Health Care's long-term commitment to sustainability is driven through the Ramsay Cares sustainability strategy.

Ramsay Cares focuses on a broad range of meaningful goals to foster healthier people, stronger communities and a thriving planet. It reaffirms our intention to have a positive impact for current and future generations.

This report provides an overview of how Ramsay advanced those goals in our Australian, United Kingdom, European and Asian operations during the financial year ending 30 June 2022.

It covers material sustainability issues that could influence the value that Ramsay Health Care creates for stakeholders over the short, medium and long-term.

This 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) healthcare sector guidance and the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). The assurance statement can be found on page 46.

Find out more at ramsayhealth.com/RamsayCares



The United Nations Global Compact calls on companies to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Ramsay Health Care is also committed to driving action on the relevant UN Sustainable Development Goals, a global blueprint to achieve a better and more sustainable future.

Important notices and disclaimer

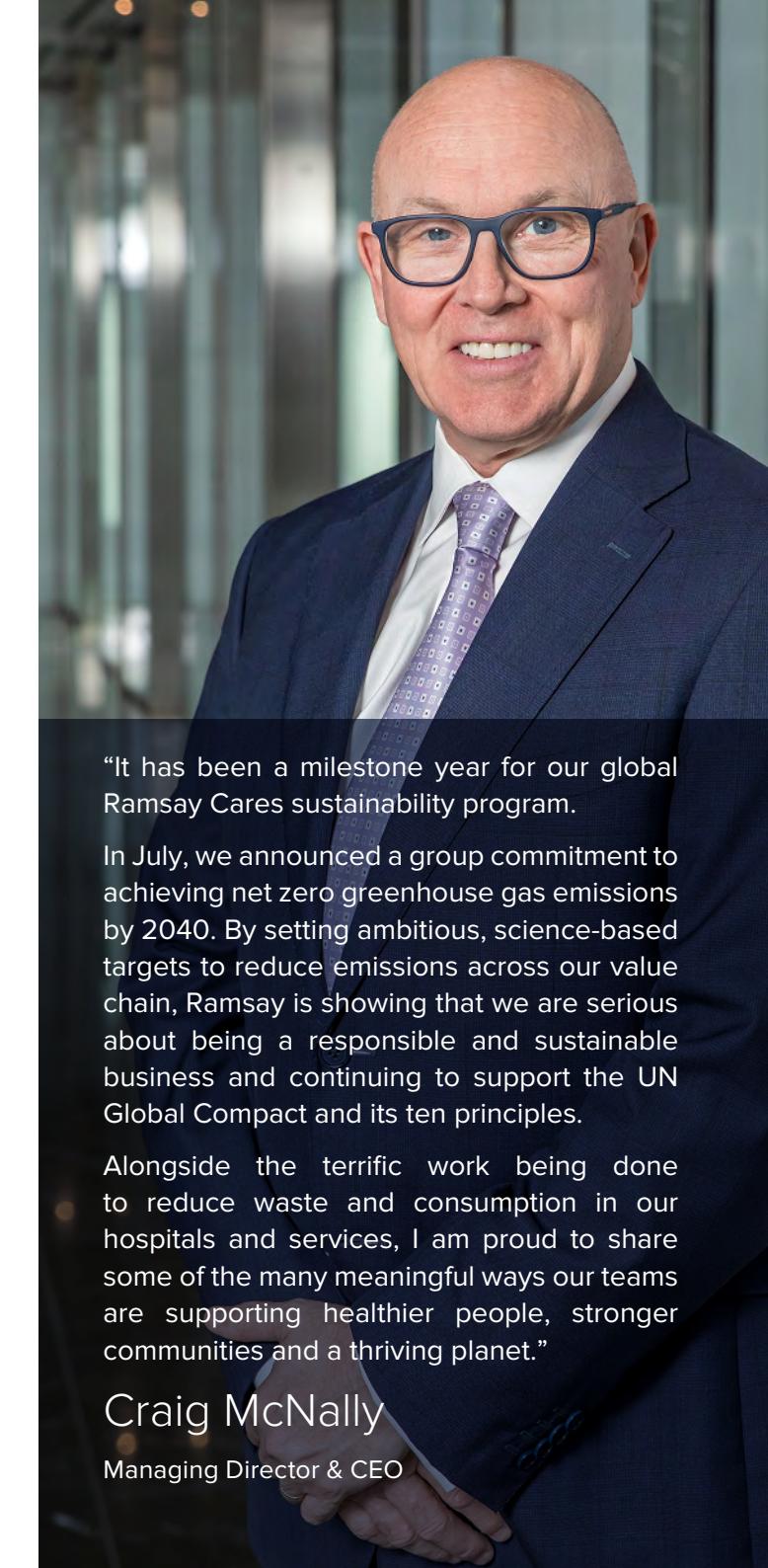
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"It has been a milestone year for our global Ramsay Cares sustainability program.

In July, we announced a group commitment to achieving net zero greenhouse gas emissions by 2040. By setting ambitious, science-based targets to reduce emissions across our value chain, Ramsay is showing that we are serious about being a responsible and sustainable business and continuing to support the UN Global Compact and its ten principles.

Alongside the terrific work being done to reduce waste and consumption in our hospitals and services, I am proud to share some of the many meaningful ways our teams are supporting healthier people, stronger communities and a thriving planet."

Craig McNally
Managing Director & CEO



About Ramsay

Ramsay Health Care was founded in 1964 by successful Australian businessman and philanthropist Paul Ramsay AO (1936–2014).

Ramsay is now one of the largest and most diverse private healthcare companies in the world, employing more than 88,000 people and treating millions of people every year.

We offer quality healthcare through hundreds of facilities and community services in Australia, the United Kingdom, Europe and Asia.

As well as a world class hospital network, Ramsay operates day surgeries, primary care clinics, diagnostics and imaging centres, mental health and rehabilitation services, pharmacies and a growing range of in-home and community healthcare options.

Ramsay's reach and expertise encourages us to innovate and share best practice. Our unique caring culture and commitment to clinical excellence mean we attract and support the best people in healthcare. Our enduring purpose is 'people caring for people'.

Australia

ramsayhealth.com.au

United Kingdom

ramsayhealth.co.uk
elysiumhealthcare.co.uk

Europe

ramsaysante.eu

Asia

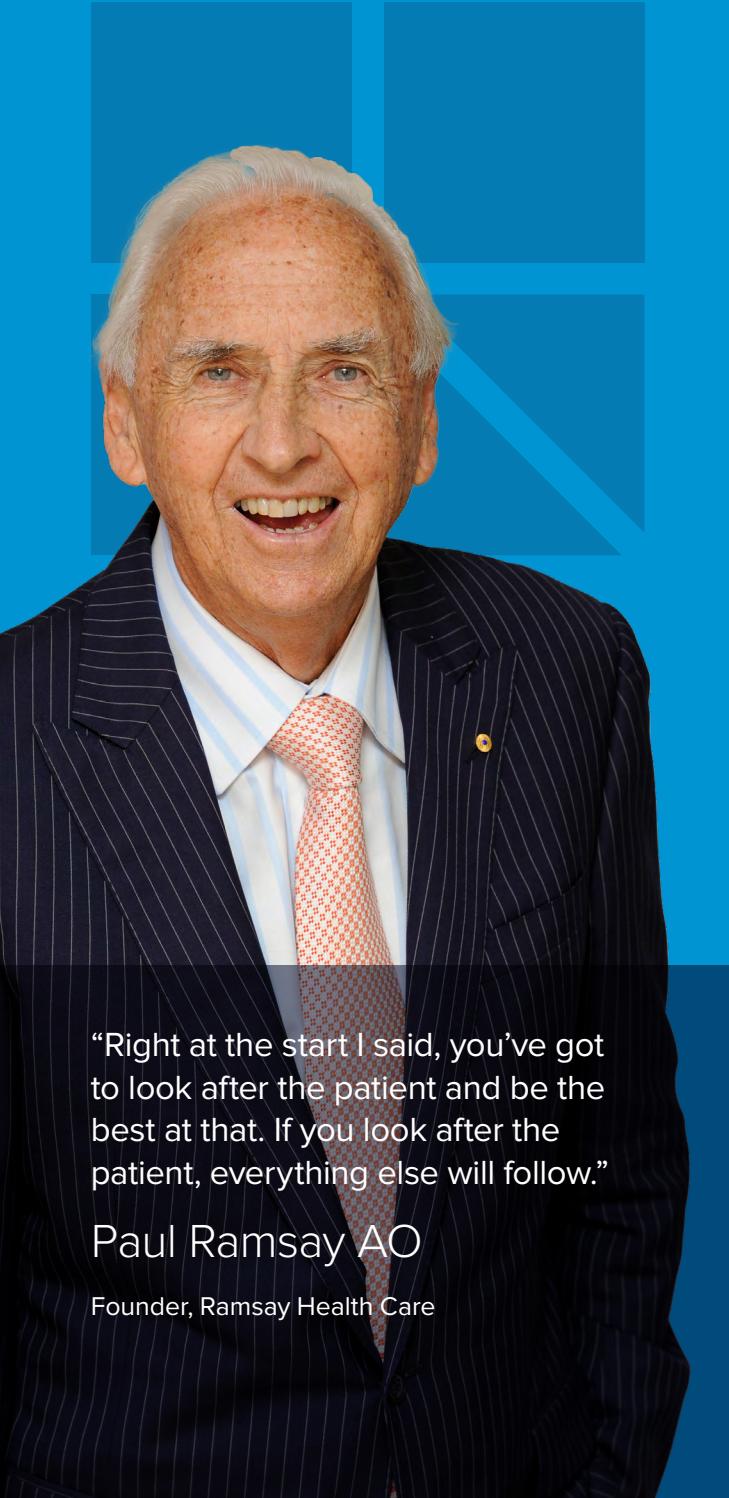
ramsaysimedarby.com



Global leadership

Craig McNally Managing Director & CEO
Carmel Monaghan Ramsay Australia CEO
Pascal Roché Ramsay Santé CEO
Nick Costa Ramsay UK CEO
Joy Chamberlain Elysium Healthcare CEO
Peter Hong Ramsay Sime Darby CEO
Martyn Roberts Group Chief Financial Officer
Colleen Harris Group Chief People Officer
Dr Rachna Gandhi Group Chief Data & Digital Officer*
Andrew Wearne Group Chief Risk Officer*
Prof Sir Edward Byrne Group Chief Medical Officer
Henrietta Rowe Group General Counsel & Company Secretary*
Dr Andy Jones Group Chief Growth Officer

*Non-members Global ExCo



Our values

The foundation of Ramsay Health Care and the strength of its culture are a source of pride and inspiration for our people. Underpinning our successful, long-standing values are Paul Ramsay's enduring belief that 'if you look after the people, success will follow'. To this day, Ramsay remains focussed on the best outcomes for our employees, patients, doctors and other significant stakeholders.

The Ramsay Way

People are at the heart of our success.

As 'people caring for people' there are three key ways we approach our work every day.



We value strong relationships

Healthy working relationships lead to positive outcomes for all.

We look out for the people we work with and we respect and recognise them.

Strong, healthy relationships are the foundation of our stakeholder loyalty.



We aim to constantly improve

We do things the right way.

We enjoy our work and take pride in our achievements.

We are not afraid to challenge the status quo to find better ways.



We seek to grow sustainably

Maintaining sustainable levels of profitability is only part of our success.

We prioritise long-term success over short-term financial gains because we care about our people, our community and our planet.

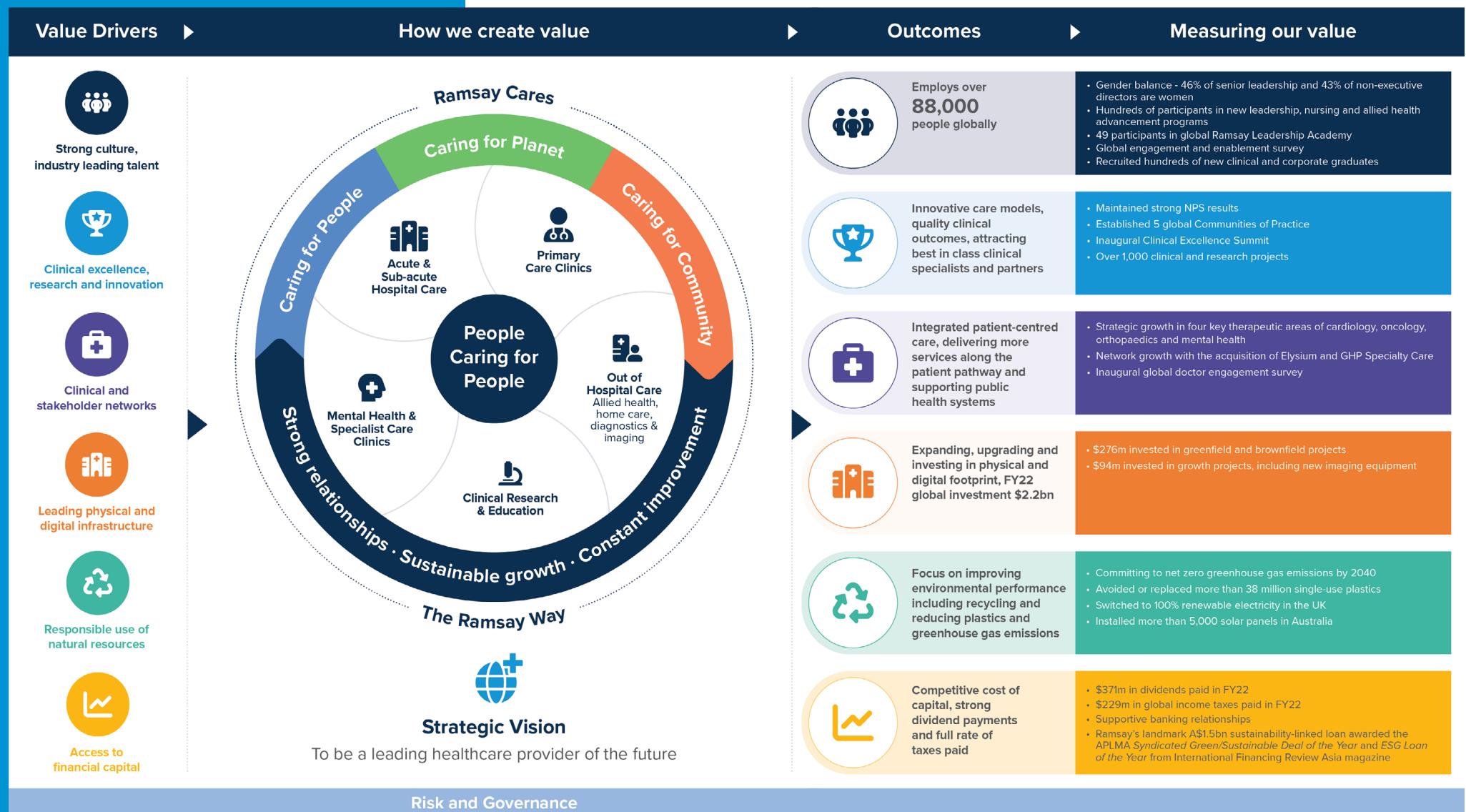
"Right at the start I said, you've got to look after the patient and be the best at that. If you look after the patient, everything else will follow."

Paul Ramsay AO

Founder, Ramsay Health Care

How we make a difference

We create value for our stakeholders by providing high quality healthcare through a global network of clinical practice, teaching and research that is integrated, convenient, efficient and sustainable.



Our sustainability approach

caring
for our
people, planet
and communities



Sustainability roadmap and governance

2020

Launch of Ramsay Cares strategy and global approach

Improved reporting

- First GRI aligned report
- First joint Modern Slavery Statement

2021

Launch of Ramsay Cares targets

Sustainability-linked financing

Shared commitments

- UN Global Compact
- Climate Leaders Coalition
- 40:40 Vision

Expanded reporting

- Commenced aligning reporting to TCFD recommendations

2022

Updated human rights and modern slavery approaches

Developed Global Responsible Sourcing Framework

Committed to aligning with science-based net zero targets

2030

Reduce greenhouse gas emissions by 42% (scope 1+2, baseline 2020)

2040

Become a net zero business across our value chain (scope 1+2+3)

Role of Board	2022 Highlights
<p>Ramsay Health Care Board</p> <p>Oversees our approach, including considering the social and environmental impact of Ramsay's activities, endorsing the Ramsay Cares sustainability strategy and approving key policies and disclosures.</p>	<ul style="list-style-type: none"> • Monitored safety, patient experience and clinical quality outcomes. • Focussed on developing our people, culture and engagement; strategic responses to workforce challenges.
<p>Global Risk Management Committee</p> <p>Oversees sustainability and any material social and environmental risks, including climate risks and opportunities.</p>	<ul style="list-style-type: none"> • Approved new Human Rights and Labour Policy and updates to Whistleblower Policy. • Approved net zero greenhouse gas emissions targets and initial TCFD disclosures.
<p>People and Remuneration Committee</p> <p>Oversees non-financial performance (including patient, people, customer and environmental) in-so-far as it relates to the Committee's people and remuneration responsibilities.</p>	<ul style="list-style-type: none"> • Monitored progress on Ramsay Cares, modern slavery and responsible sourcing. • Approved and monitored non-financial performance and executive remuneration.
<p>Audit Committee</p> <p>Oversees sustainability issues as they relate to financial matters e.g. financial reporting and financing activities, opportunities and risks.</p>	<ul style="list-style-type: none"> • Introduced greenhouse gas emission reduction targets to executive remuneration. • Approved and monitored sustainability targets embedded in sustainability-linked financing.
Role of Management	2022 Highlights
<p>Global Executive</p> <p>Oversees rollout of Ramsay Cares globally and in each region, integration with strategy and corporate plan; advises Board on material sustainability risks and opportunities including social, environmental and climate risk.</p>	<ul style="list-style-type: none"> • Embedding Ramsay Cares into global strategy and corporate plan. • CAPEX to support key programs and initiatives (e.g. solar and energy efficiency upgrades).
<p>Global Sustainability Committee Group Sustainability Officer Regional Sustainability Leads</p> <p>Provides support and guidance to the Group Executive Committee and Board.</p>	<ul style="list-style-type: none"> • Rollout of Ramsay Cares in each region through regional Ramsay Cares committees/teams. • Working with stakeholders to deliver key initiatives.

Our strategy

Ramsay believes a great company is one that makes the world a better place.

We are committed to making a meaningful, positive difference through our Ramsay Cares sustainability strategy, which focuses on action to promote healthier people, a thriving planet and stronger communities.

The Ramsay Cares strategy is underpinned by The Ramsay Way (see page 4) and centres on three pillars of sustainability:

**caring
for our
people**

**caring
for our
planet**

**caring
for our
community**

Learn more about our strategy at
ramsayhealth.com/ramsaycares

Material issues

In sustainability terms, the most pressing issues affecting an organisation are known as material issues.

In addition to engaging our stakeholders to understand shared and emerging issues, Ramsay's materiality assessment is informed by the Sustainability Accounting Standards Board (SASB) Materiality Map and the issues are reviewed annually by our Global Sustainability Committee. Our Sustainability Disclosures (see pages 38-42) explain how we manage our material issues and why they are important.

CLINICAL QUALITY & EXCELLENCE Quality, safety and patient experience Clinical outcomes Doctor and clinician wellbeing Research and development	PEOPLE & CULTURE Culture and engagement Global workforce challenges Safety, mental and physical wellbeing Diversity and inclusion Labour relations	DATA & DIGITAL Digital transformation Cyber security Protecting data and privacy Transform/adapt systems and processes to support workforce and patient outcomes
ROBUST & RESILIENT BUSINESS MODEL Being able to deliver growth, clinical excellence and shareholder returns and effectively respond to disruption and changing models of care	INTEGRATED QUALITY ASSETS & INFRASTRUCTURE Growth and development pipelines and renewal Strategic investments Physical and digital infrastructure	GOOD GOVERNANCE Governance, transparency, risk management, business ethics, diversity, independence and tax transparency
CLIMATE ACTION & ENVIRONMENT Net Zero and climate risk Energy, water and resource use (including single-use) Waste and Biodiversity	CARING FOR COMMUNITIES Delivering for the local and global community through R&D, teaching hospitals, partnerships and work of the foundations	RESPONSIBLE SOURCING Responsible sourcing to improve social and environmental outcomes and supply chain transparency and traceability
		
		
		

We value strong relationships

Partners for change

This year, Ramsay became a founding member of the newly created Asia-Pacific Chapter of Accounting for Sustainability (A4S).

A4S is a global network of Chief Financial Officers (CFOs) from large organisations who work together to develop and scale-up practical ways of embedding social and environmental risk and opportunity into strategic planning and decision making.

Ramsay's group CFO Martyn Roberts said sustainability must be a collaborative effort.

"As a group, our aim is to transform finance to make sustainable business, business as usual," he said.

"Ramsay wants to work more closely with our partners and suppliers on these important issues, particularly reducing emissions across our value chain."



Ramsay's ongoing success and ability to grow is based on being a trusted partner for our partners, patients and people. We have regular and meaningful engagement with our stakeholder groups, as summarised below.

PATIENTS

Caring for our patients includes engaging with them in a range of meaningful and effective ways. We are focused on safeguarding safety and clinical outcomes and maintaining excellent patient experience.

DOCTORS

We are a trusted partner for our doctors who help shape, develop and inform our healthcare services. We support and regularly engage with our doctors and clinicians and this year undertook a global doctors survey.

EMPLOYEES

We respect and recognise our large and diverse workforce, ensuring their voices, experience and expertise are reflected across Ramsay's decision-making.

COMMUNITY

We recognise the important role we can play in local communities and society at large. Investing in research and development helps improve healthcare outcomes for our patients and the broader community.

SUPPLIERS

Our complex global supply chain is supported by strong relationships at each regional level. We are broadening our supplier engagement to increase our focus on sustainability.

INVESTORS

Engagement with investors is facilitated through a consistent, transparent calendar of communication.

FUNDING PARTNERS

Strong, productive relationships with our partners are fostered through regular meetings, briefings and consultation around health sector issues.

GOVERNMENTS AND REGULATORS

Our regional businesses work closely with their respective governments to ensure cohesive public-private operation.

Tracking our progress

How we are progressing our sustainability goals

Clinical quality and excellence	Status	Progress	Climate action and environment	Status	Progress
100% accreditation for our facilities.	●	Ongoing, see p14	Maintain recycling rates and identify single-use plastic and waste reduction opportunities.	●	Partially met, see p27
Better than national quality benchmarks.	●	Achieved, see p14	Identify new water saving opportunities.	●	Partially met, see p29
Maintain patient experience outcomes.	●	Partially met, see p14	Achieve a 10% reduction in energy intensity by 2026*.	●	Partially met, see p28
People and culture	Status	Progress	Achieve a 12% reduction in greenhouse gas emission intensity by 2026*.		
Achieve gender balance with Board composition of 40:40:20 by 2025 and maintain senior management gender composition of 40:40:20.	●	Achieved, see p21	Install 6.3MW renewable energy projects by 2026*.	●	On track, see p27
Strong progress towards top quartile employee engagement.	●	Partially met, see p20	Undertake a comprehensive review of climate risk across our regions.	●	On track, see p30-31
Increase the development of our people through the Global Leadership Academy.	●	Ongoing, see p21	Supporting communities	Status	Progress
Maintain focus on patient safety training.	●	Ongoing, see p14	Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community health outcomes.	●	Ongoing, see p34
Maintain workplace safety performance.	●	Ongoing, see p24	Partner with a focus on preventative healthcare and mental health.	●	Ongoing, see p36
Establish Group Mental Health, Wellness and Resilience Framework.	●	Ongoing	Supporting local communities and promoting awareness of the importance of health and wellbeing.	●	Ongoing, see p35-36
Train 3% of the workforce in mental health first aid by 2026*.	●	On track, see p23	Responsible sourcing	Status	Progress
Achieve sustainability assessments covering 80% of external supplier spend by 2026*.			●	On track, see p37	

*Applies to wholly owned entities



caring for our patients, our partners and our people



This section of the Report highlights how we are supporting the achievement of five of the UN SDGs through our focus on good health, education, equality and decent work. More information is in the appendix.

This section relates to the material issues of Clinical Quality & Excellence, People & Culture, Data & Digital, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Good Governance and Caring for Communities.



Caring for our patients

Our purpose

Our purpose of 'people caring for people' is exemplified in our dedication to clinical excellence and outstanding patient care.

This commitment is critical to our success as a leading healthcare network.

This year, despite the ongoing challenges brought by COVID-19, we continued to grow specialist services needed in each region, with a global focus on four key therapeutic areas – cardiology, oncology, orthopaedics and mental health.

In addition, we have been expanding our services and operational capabilities to deliver better healthcare for more patients, in more communities.



Pandemic response

Ramsay people across the world continue to play a leading and active role in the COVID-19 response.

As well as delivering urgent care for COVID-19 patients, our people have made significant and wide-ranging contributions to combat the pandemic and protect our communities.

More than 10,000 COVID patients were treated at Ramsay Santé facilities in France including 4,500 in critical care.



Many Ramsay hospitals also facilitated surgical care for public patients, alleviating pressure on public systems, and have come up with new ways of delivering high-quality care to people in lockdown or isolation.

Our people redeployed to support the public health system in remote locations, testing clinics and other community health settings.



Clinical excellence

Collaborating on quality

Ramsay's Clinical Excellence Agenda commits us to strive for the best in

- clinical leadership, engagement and governance
- service design and patient experience
- research, innovation and education
- quality and safety.

Our doctors, clinicians and nurses approach this commitment through collaboration, curiosity and trust to deliver coordinated, safe and efficient healthcare of the highest quality.

This year, Ramsay's first global Clinical Excellence Summit brought together senior doctors and executive leaders from across the group. We also established five global Communities of Practice in cancer, cardiology, mental health, orthopaedics and research.

These communities harness the deep knowledge of our doctors and other experts to accelerate innovation and clinical excellence across Ramsay.



Summit participants: Prof Sir Ed Byrne (Global Chief Medical Officer), Prof Prokar Dasgupta (King's College London), Dr Margareta Danelius (Ramsay Santé - Capio), Craig McNally (Ramsay Managing Director & CEO).

Award winning care

Ramsay's global focus on excellence and innovation has been recognised by numerous professional and industry bodies this year.

Our flagship hospital in Malaysia, Subang Jaya Medical Centre (SJMC), won six Global Health Asia-Pacific Awards. Additionally, RS Premier Jatinegara was recognised as Hospital of the Year in Indonesia.

"The recognition of our accomplishments will spur us on to continue achieving the best for our patients," Ramsay Sime Darby Health Care Group CEO Peter Hong said.



In January, Ramsay UK won the LaingBuisson Healthcare Outcomes Award. The judges were particularly impressed with the roll-out of Ramsay's Speaking Up for Safety programme, which promotes a strong culture of professional accountability and freedom to raise safety issues.



APHA CEO Michael Roff with Mt Wilga Private Hospital CEO Lorrie Mohsen.

Mt Wilga Private Hospital received the 2022 Australian Private Hospitals Association (APHA) Award for Clinical Excellence in recognition of its multi-disciplinary lymphoedema rehabilitation program.

Hospital CEO Lorrie Mohsen said the program offered a tailored treatment pathway drawing on a range of allied health and medical expertise.

"This helps us deliver the greatest possible care in line with international best practice," she said.



Chief physician and head of the Prostate Cancer Center at Capio St Göran's Hospital Henrik Grönberg has been named Cancer Researcher of the Year 2022 by the Swedish Cancer Foundation.

Dr Grönberg was honoured for his world-leading research into detecting prostate cancer at an early stage.

Patient safety, experience and wellbeing

Every patient counts

We respect and welcome patients without distinction and we provide transparency in terms of quality of care, providing a safe and inclusive environment and protecting our patients' privacy.

Ramsay's enduring purpose of 'people caring for people' is fundamental to how we operate our business. Caring is not simply a value statement; it underpins the way we approach work every day to meet the expectations of our patients and partners.

This year, we updated our Global Human Rights and Labour Policy to articulate Ramsay's commitment to patients across five key areas:

1. access
2. patient safety
3. partners in care
4. privacy and information
5. continuous improvement through feedback.



A patient's journey is not just about achieving the best possible health outcomes - we want them to feel safe and have a positive experience overall.

Our regional businesses and Global Executive closely monitor our quality and experience performance across the following areas and report to the Board or relevant Board Committee:

Clinical quality outcomes

Clinical excellence is fundamental to our business and each region has robust clinical governance frameworks and programs which focus on continuous improvement. We continue to demonstrate high-quality outcomes (see Quality Scorecard, page 17).

Privacy

Privacy is also an essential commitment to our patients. The number of notifiable privacy breaches has remained low across our regions (see Quality Scorecard, page 17).

Accreditation

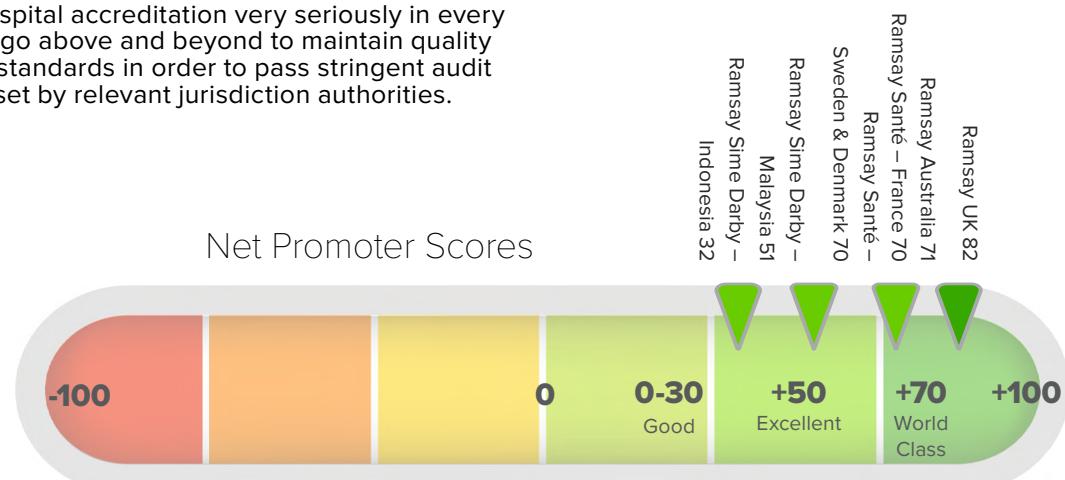
We take hospital accreditation very seriously in every facility. We go above and beyond to maintain quality and safety standards in order to pass stringent audit processes set by relevant jurisdiction authorities.

We also undertake thorough review processes to ensure our doctors and visiting medical officers have appropriate credentials and are operating within their allowed scope of work

Patient experience

We hold ourselves to high standards and regard patient experience as a critical measure of success. Feedback from our patients is routinely gathered in most of our regions using the patient experience measure Net Promoter Score¹. This gathers input on areas such as comfort and staff interaction.

We are committed to an excellent level of positive experience with the group meeting NPS targets in some, but not all, regions in FY22. However, we continued to deliver high scores across our operations: UK (82), Elysium (88)², Australia (71), France (70), Sweden and Denmark (70). Ramsay Sime Darby Health Care also continues to show solid results: Malaysia (51), Indonesia (32).



1. 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.

2. Elysium Healthcare Friends and Family Satisfaction Survey (88%)

Focus on mental health

A safe place for women

Ramsay's mental health services are expanding to meet growing demand in many regions.

Australia's first women-only, standalone, trauma-informed mental health facility opened this year.

The 43-bed Ramsay Clinic Thirroul provides a safe environment where women can deal with trauma-related mental health disorders through inpatient care and day programs.

Ramsay Australia Mental Health Director Anne Mortimer said it would also become a training centre for psychiatric, medical, psychological and other allied health and nursing students.

"This will help build a workforce for the future that is trauma-informed when managing complex mental health issues," she said.

Ramsay treats more than 70,000 mental health patients in Australia each year and partners with 370 visiting psychiatrists.



Elysium Healthcare CEO Joy Chamberlain opens a recruitment and training hub at Hatfield.

Building on six decades of mental health experience, Ramsay secured a strong foothold in the growing UK mental health market through the acquisition of Elysium Healthcare at the start of 2022.

Elysium is a leading independent operator of long-term medium and low secure hospitals and complex care homes for individuals with mental health conditions and has a strong partnership with the NHS.

Elysium's specialist hospitals, residential settings and community-based homes focus on personalised outcomes.

Elysium clinicians and therapists work together to provide holistic, person-centred care as part of complete care pathway for individuals with diverse and complex needs.

Mental Health - secure, acute and rehabilitation services for patients with acute mental health conditions or learning disabilities

Complex care - community residential services to complex patient groups with learning disabilities, autism and epilepsy

Neurological - neuro-rehabilitation services, typically in a nursing care home environment.



Ramsay Mental Health launched in Australia in February with a new strategy and distinctive new signage to make it easier for people to identify their local Ramsay Clinic and access high quality services.

Ramsay Mental Health has grown to 23 units offering care in standalone clinics and within Ramsay's acute hospital settings, with 1100 beds for both private and public patients.

Our clinics treat a range of issues including addictions, mood disorders, eating disorders, PTSD and trauma.

We also cater to Defence veterans at Greenslopes and Hollywood hospitals and Cremorne Clinic.

In a unique public-private trial partnership announced this year, Ramsay is working with the New South Wales government to provide additional inpatient and day program care for young people suffering from anxiety, eating disorders and complex trauma.

In France, Ramsay Santé runs 35 mental health facilities, including Clinique Le Gouz which is solely dedicated to the psychiatric care of healthcare professionals.

More choice and convenience

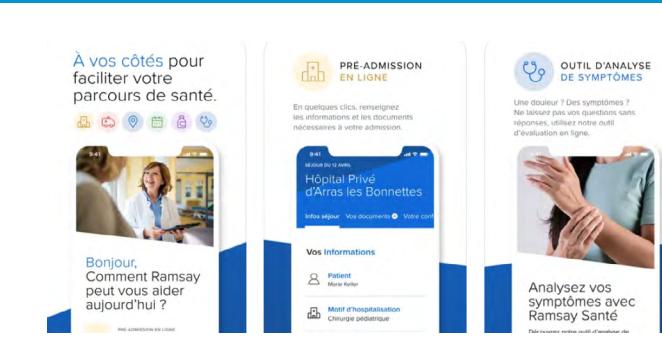
Improvement through innovation

Technology and innovation are giving patients more choice, convenience and control of their treatment and provider. To keep pace with these changes, we are growing our technological capabilities, developing new ways of working and creating the partnerships needed to make Ramsay a leading, integrated healthcare provider of the future.

Two senior appointments are leading this growth and transformation. Dr Rachna Gandhi, our new Global Chief Data & Digital Officer, is focused on using technology to support a world class patient experience and new models of care as part of a digitally enabled healthcare ecosystem. Dr Andy Jones, our first Group Chief Growth Officer, is leading work to expand Ramsay's patient pathway and accelerate strategic projects.



Ramsay's home hospital service in Australia, **Ramsay Connect** supports thousands of patients with acute and chronic conditions using remote monitoring, virtual care and home visits to support access to safe, quality care at home or in community settings.



Ramsay Santé has launched a mobile app and website offering a one-stop healthcare shop for patients and the general public.

Ramsay Services centralises access to digi-physical services such as preadmission, bookings and expert information, making it easier for more people to access a wide range of care. The app also supports medicine home delivery and an AI tool to help analyse symptoms and refer the user to the right health service.



This year, Ramsay UK became the first independent healthcare provider in the UK to implement a system of this scale across all its hospitals.

The EPR centralises and streamlines patient record keeping across our 35 hospitals to support modern, integrated healthcare.



Our hospitals in Indonesia have introduced numerous digital initiatives to improve patient care, including a WhatsApp Chatbot for making or rescheduling medical appointments and an inpatient meal ordering system that uses QR codes to provide patients with quick and easy menu options.



The 2022 Ramsay Santé Innovation Awards received more than 100 nominations, with the winners from Capio Närsjukvård in Sweden recognised for creating an automated COVID-19 vaccination process.

Quality scorecard

We believe that clinical quality is best measured in key patient outcomes and patient experience, which is why we include both in our Quality Scorecard. We continue to demonstrate high quality outcomes across both these aspects, showing our commitment to superior patient care. Our businesses operate in different local environments and have a varying patient mix in each region, which is reflected in the range of quality indicator results. We monitor clinical indicators closely and can demonstrate improvements across most indicators and all results within safe and acceptable standards. It is important to note that year-to-year movement in some measures does not necessarily reflect a lack of improvement or a decline in care. For example, an increase in the rate of return to theatre may reflect timely management of predominantly cardiac patients, where outcomes are improved by early intervention. We are very focused on wholly preventable Never Events, which reduced across most regions. Transparency around patient care is important and many facilities report quality and experience at a site level.

Ramsay Santé						Ramsay Sime Darby						Ramsay UK				Ramsay Australia				
Indicator	France			Nordics			Malaysia			Indonesia			UK (acute)			Elysium		Australia		
Clinical quality	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2022	2020	2021	2022	
Hospital accreditation (%)	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Never events (wholly preventable) ¹	21	29	35	39	55	32	0	0	0	0	0	0	10	10	5	0	11	22	13	
Rate of unplanned readmission within 28 days (%) ²	7.86	8.04	8.01	N/A	N/A	N/A	0.43	0.37	0.21	0.57	0.30	0.32	0.17	0.12	0.14	0	0.50	0.47	0.39	
Rate of unplanned return to theatre during same admission (%) ²	0.96	0.81	0.74	N/A	N/A	N/A	0.05	0.03	0.02	0.09	0.19	0.15	0.15	0.11	0.15	N/A	0.22	0.19	0.20	
Rate of hospital acquired staphylococcus aureus bacteraemia per 10,000 bed days	1.61	1.60	0.93	N/A	N/A	0	0	0	0.05	0	0	0.30	0.14	0.15	0.22	N/A	0.30	0.37	0.26	
Patient	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2022	2020	2021	2022	
Net promoter score (NPS)	56	70	70	77	71	70	56	35	51	41	36	32	74	84	82	88 ³	75	73	71	
Notifiable breaches of patient privacy	10	13	8	10	9	11	1	0	0	0	0	0	2	2	1	0	2	1	0	

1. Never events for our acute facilities include: 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. Never events for Elysium mental healthcare facilities include: misselection of a strong potassium solution, administration of medication by the wrong route, overdose of insulin due to abbreviations or incorrect device, overdose of methotrexate for non-cancer treatment, misselection of high strength midazolam during conscious sedation, failure to install functional collapsible shower or curtain rails, falls from poorly restricted windows, misplacement of naso- or oro-gastric tubes. In the Nordic region, these are called sentinel events, which are events that have caused or could have caused patient injury which are reported to the authorities in line with local legislation and results in root cause investigation to achieve relevant learning and take necessary corrective action.

2. France rates include planned and unplanned readmissions and are based in a fiscal year. Australian rates for unplanned readmissions and returns to theatre are calculated from the first six months of data, as H1 and H2 figures are not available for the second six months from ACHS at the time of reporting. Whilst readmissions occur in Elysium, these are typically either coordinated by agreement with carers or case managers or at the request of the NHS and are therefore not considered reportable as part of this unplanned readmission figure.

3. Elysium Healthcare Friends and Family Satisfaction Survey (88%).

NOTE: While efforts have been made to compile data across regions on a consistent basis, there may be differences. The table does not include data relating to facilities in Italy. The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare and Ramsay Sime Darby are subject to limited assurance, see page 46 for details.

Caring for our partners

Trusted by doctors

Across our global operations are world-leading doctors and clinicians who share our purpose of ‘people caring for people’. We aim to be a trusted partner by supporting them to deliver quality care through leading-edge facilities and modern technology.

We appreciate that cooperative workplaces and innovative technology are required to meet the expectations of our medical experts and the needs of their patients. We also respect the independence of the doctor-patient relationship and are strongly committed to the wellbeing and advancement of all our doctors and consultants.

Ramsay supports the broader practice of medicine and the long-term health of our communities by offering ongoing education, training and professional development opportunities, as well as clinical research, trials and academic partnerships.



Professional development

Ramsay provides Continuing Professional Development in a range of topics in medicine, surgery, obstetrics and gynaecology, paediatrics and mental health. In-person and virtual sessions are offered in partnership with our specialists and other health professions.

In 2022, Ramsay Australia held more than 400 education events with thousands of GP participants.

Ramsay also provides professional support for specialists moving into private practice.



Your views, Your voice

Our first global survey of doctors was held in early 2022 to better understand the experience of specialists and clinicians working at Ramsay and help us to identify and share best practice across our clinical network.

Thousands of doctors provided useful feedback and the survey demonstrated strong awareness of and alignment with our Ramsay values.



Number of doctors who said it was important for them to work with a healthcare provider that is taking action on social and environmental sustainability.



Innovation in care

Groundbreaking treatment

A 3D chest implant has been used in groundbreaking surgery to remove a large tumour wedged between a man's ribs and near his spine.

The 23-hour procedure at North Shore Private Hospital was performed over two days by a team of five consultant surgeons, led by cardiothoracic surgeon Dr Michael Harden and two anaesthetists.

"The tumour was enormous, between 25-30 centimetres, and seemed to be attached to his chest wall and it's that position that made it very difficult. It was in his back, nestled between three ribs and sitting very close to his aorta," Dr Harden explained.

"To prevent the patient's chest from caving in after surgery, we engineered a 3D-printed, customised chest cavity.

"I've never done anything like it ... the implant itself was unique and I think it's amazing that we can do it here, using Australian technology. This was very personalised surgery."



Hollywood Private Hospital has celebrated more than 250 surgeries at its multi-million dollar, purpose-built theatre. Hollywood is the biggest centre in Australasia for hybrid catheter and surgical ablation (HyCASA).

Director of Medical Services John Maxwell said it's also the only private hospital in Perth with a multidisciplinary cardiac rehabilitation program to help patients through their recovery.



Capio St Görans Hospital is the first large hospital in Sweden to introduce a broad-based speech recognition tool which uses AI to record patient information so it can be recorded, retrieved and updated in real-time.



Subang Jaya Medical Centre launched Home Connect (home care nursing and rehabilitation services) and Teleconnect Centre (a dedicated healthcare hotline) this year, as well as implementing a real-time, digital tracking system for all surgical operations.



The Le Bois Private Hospital opened a state-of-the-art rhythmology room in January.

Rhythmologist Dr Nicolas Détis said centralising the services would allow doctors to see more patients with shorter waiting times.

"It also makes the hospital more attractive for recruiting new practitioners," he added.

Caring for our people

Our people are our success

The safety, satisfaction, wellbeing and inclusion of our people is essential to delivering high-quality patient outcomes and experiences.

That is why our people are at the heart of delivering Ramsay's purpose and values.

We invest in our people and want them to have fulfilling careers, with opportunities for learning and advancement throughout their working life.

We make safety a top priority and integrate safety and risk management into our daily operations.

We reward and recognise our people for their important contribution to our success through initiatives such as our employee share program for eligible permanent employees in Australia.

Though the sector remains challenged by systemic workforce shortages and pandemic-related absenteeism, we are proud to employ many of the brightest, most dedicated people in healthcare.



Our group-wide People strategy revolves around developing capability, culture and the best people in healthcare. During the year, Ramsay established several global working groups to devise group-wide initiatives aimed at advancing our People strategy. The groups collaborated on several new projects, including:

Formulating a global Employee Value Proposition (EVP) that is unique to Ramsay and clearly articulates what we stand for, what we offer and why people choose to work with us. The global EVP is being augmented by regional EVPs to support relevant recruitment and retention strategies.

Establishing a Global Corporate Graduate Program with our first cohort of outstanding graduates undertaking an international rotation to learn in different parts of the Ramsay business.

Developing an Alumni Program Framework to leverage an additional recruitment and referral pool of former Ramsay employees.

Defining a Ramsay Leader to express the behaviours and skills we seek to advance for Ramsay's success.

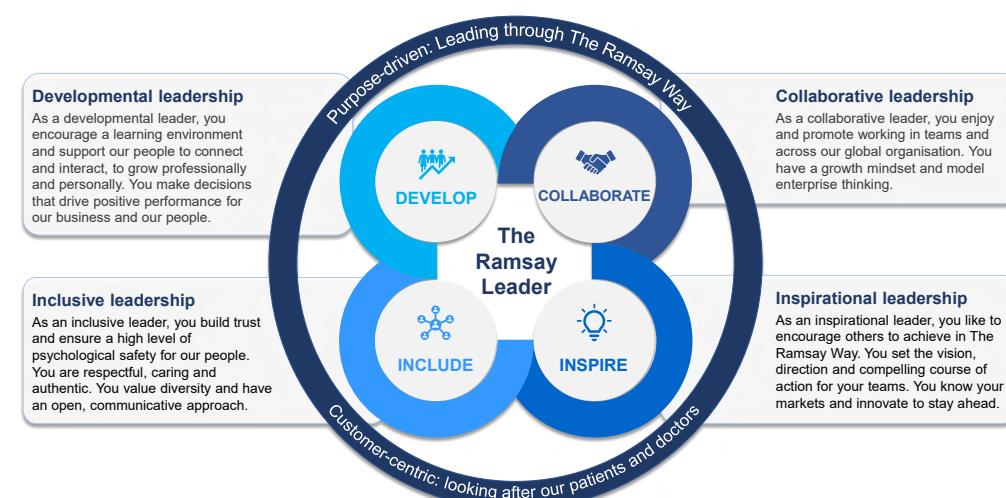
Employee engagement

Thousands of our people shared their ideas and feedback in our 2021 global employee survey and we saw improved engagement in six of eight countries.

The response has been used to develop regional action plans, focusing on local needs.

Our people priorities include:

- providing more flexible working conditions
- offering accessible learning and training opportunities
- expanding our leadership programs
- investing in technology to simplify processes and allow employees to spend more time with patients.



Our global workforce

Work-life balance

Ramsay Santé has become the first European healthcare provider to sign a Quality of Life & Working Conditions (QLWC) agreement with all its union partners.

The agreement covers more than 25,000 Ramsay Santé employees in France and centres on ways to improve health and safety, work-life balance, family care and hardship provisions for our people.

"We have developed this QLWC agreement with our social partners to reinforce a balanced, fulfilling and inclusive framework that will allow staff to grow within the company," explained Ramsay Santé CEO Pascal Roché.

The agreement's initiatives include a new hotline and education program to prevent workplace harassment, respecting work cycles and providing more childcare and accommodation for employees.



World class talent

The COVID-19 pandemic exacerbated labour market pressures that have been a challenge for many years. Workforce shortages in the healthcare sector continue to be felt globally, with high rates of turnover in most regions (see page 24).

As such, attracting and retaining our people remains an important focus. We are positioning our response to be agile, tailored and best fit for each service, region and circumstance. Our health workforce grew significantly over the year (11%) mainly through acquisitions, including Elysium Healthcare in the UK and GPH Specialty Care in Sweden.

"Ramsay is proud to employ the best people in healthcare by offering a supportive culture, flexible conditions and outstanding career opportunities. We respect and support each other to do our best work in The Ramsay Way."



Colleen Harris
Group Chief People Officer

Enterprise leadership

Our business leaders are focused on engagement, development, retention and attraction, while simultaneously managing waves of pandemic-related absenteeism, increasing turnover and higher costs.

This year, our successful Executive Leadership Program, run through the Ramsay Leadership Academy, was offered to 49 emerging leaders. The cross-sectional program aims to activate the potential of our future leaders, to accelerate their growth and reinforce the value of global collaboration.

Diversity and inclusion

Ramsay is a significant employer of women and is strongly committed to gender equality.

We employ great diversity of people spanning numerous cultures and backgrounds.

This variety promotes diversity of thought, new perspectives and a competitive advantage in innovation, understanding our patients, problem-solving and decision-making.

We are pleased at the strong representation of women across all levels of management, particularly that two of our five regional CEOs (40%) are women.

Group gender diversity

38%
Board members are women

43%
Non-Executive Directors are women

46%
Senior leadership are women

69%
Managers are women

57%
Facility CEOs are women

80%
All employees are women

The best people in healthcare

Investing in our people

Professional development and job satisfaction are important to the performance and wellbeing of our people and Ramsay has launched a range of training, upskilling and advancement programs to promote learning across the business.

From self-paced online courses to intensive, tailored on-the-job learning and executive group programs; our training and development offering encourages Ramsay people to be lifelong learners, to embrace challenges and realise their potential.

This year, Ramsay Australia expanded its Nursing and Midwifery Academy, adding two new programs

- Nurse and Midwifery Unit Manager (NUM) Leadership Pathway Program
- Undergraduate Cadetship Program.

"Ramsay nurses are committed to providing excellent health care for their patients and we're committed to helping them grow their skills and excel in their nursing careers," Ramsay Australia chief nurse Dr Bernadette Eather said.



The first graduates of Ramsay Australia's prestigious Nursing Leaders of Tomorrow program.



The Ramsay Leadership Academy's *Executive Leadership Program* brought together many of our global and emerging leaders to develop their skills and share experiences.



The latest round of Ramsay Australia's National Scholarship Program provided 33 employees or teams a share of almost \$80,000 to help grow their careers.



Hundreds of graduates and interns join Ramsay each year to experience a range of clinical settings.

In FY22, Ramsay Australia lifted its graduate intake to over 800 people and launched a new cadetship program, while Ramsay Santé expanded a study grants scheme to support final year students who commit to working at Ramsay Santé facilities for at least 18 months after they graduate.



Ramsay Santé Block Managers complete a tailored certificate from ESCP Business School. The course is designed to advance their management, operational and communication skills.

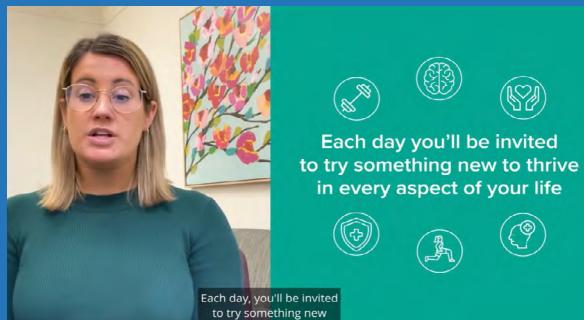
Safety and wellbeing

Mental health first aid

Taking care of our employees enables them to take better care of our patients, colleagues and communities. That is why we promote better physical and mental wellbeing for all our people.

As well as empowering our people to care for themselves and each other, we are building mental health literacy and support skills in the wider community.

In Australia and the UK, we have trained approximately 300 people in Mental Health First Aid. The skills-based, early intervention training program equips participants with the knowledge and confidence to recognise, connect and respond to someone experiencing a mental health problem or mental health crisis.



More than 2000 people, including many Ramsay employees, took part in the first [Ramsay Australia Wellbeing Challenge](#) during mental health week 2021. The community campaign provided daily tips and resources for building healthy habits and self care.

Safety

We continue to make safety a top priority for all our employees and people who visit our workplaces or access our services. We integrate safety and risk management into our daily operations to ensure that it is central to our business culture.

The ongoing challenges of the COVID-19 pandemic are still impacting our daily operations with high absenteeism rates in the regions (see page 24).



Regular safety huddles are part of our focus on patient safety and clinical excellence.

R U OK Day

We know that conversations can change lives and Ramsay is proud to be a founding partner of R U OK Day, a community campaign encouraging people across Australia to make time to check in with their families, friends and colleagues.

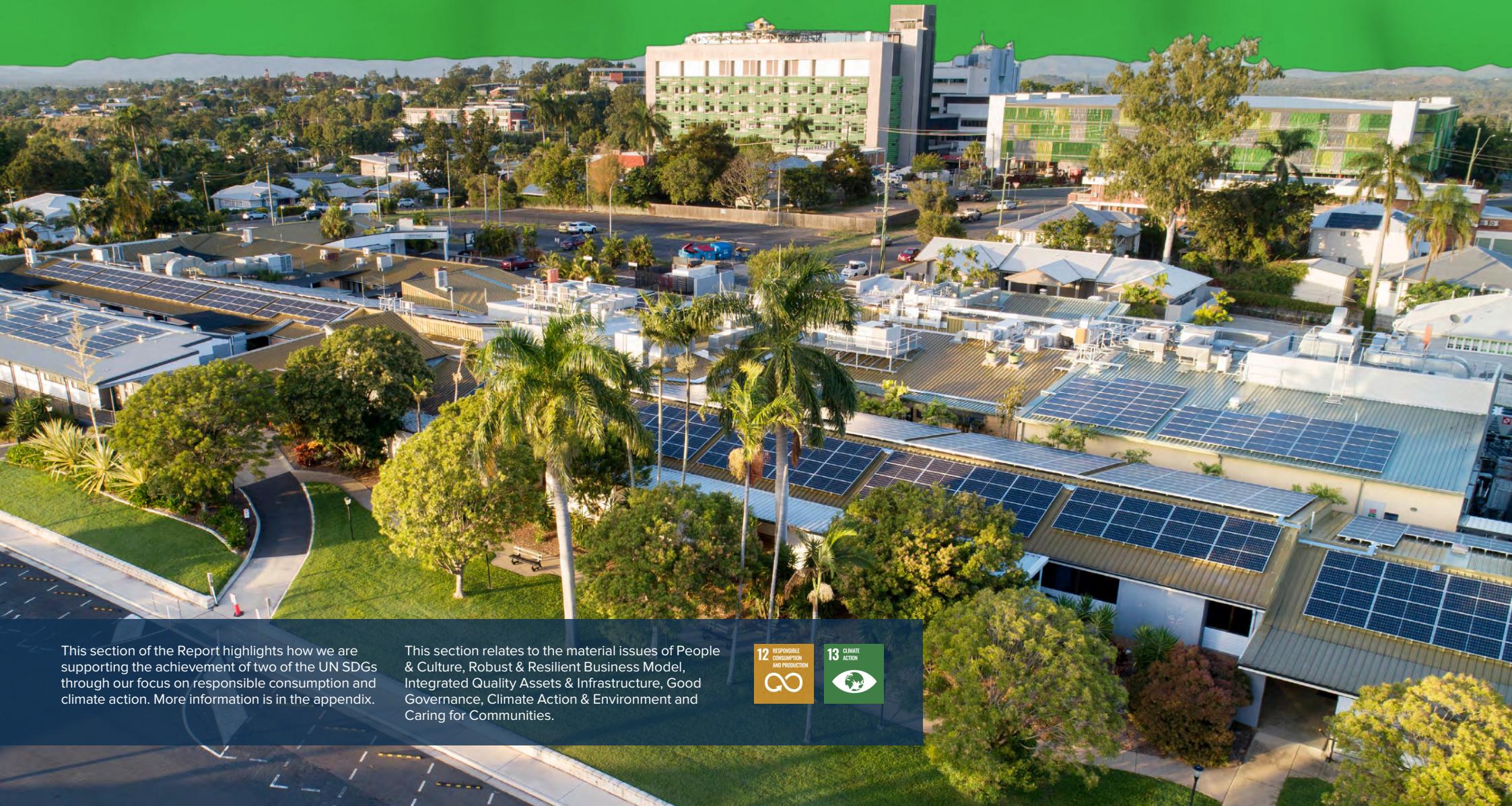


People data and scorecard

Ramsay Santé						Ramsay Sime Darby						Ramsay UK						Ramsay Australia						Ramsay Health Care							
	France			Nordics ¹			Malaysia			Indonesia			Ramsay UK (acute)			Elysium (mental health)			Australia			Group									
Number of employees ²	Permanent			Permanent			Permanent			Permanent			Permanent			Permanent			Permanent			Permanent			Permanent						
	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	Total				
Male	3,695	461	663	1,304	401	340	542	-	19	423	3	-	1,004	136	369	1,678	260	712	2,028	2,138	2,313	10,674	3,399	4,416	18,476						
Female	15,291	3,659	1,967	4,595	2,690	555	2,102	-	64	1,341	-	-	3,311	1,447	1,556	2,935	1,055	1,157	4,821	14,732	7,566	34,396	23,583	12,865	70,835						
Total^{7,8}	18,986	4,120	2,630	5,899	3,091	895	2,644	-	83	1,764	3	-	4,315	1,583	1,925	4,613	1,315	1,869	6,850	16,872	9,885	45,072	26,986	17,293	89,351						
Employees covered by collective bargaining agreements																															
Total (%)	100			92			NA			100			NA			1			89												
Number of new employee hired by age group²																															
	<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	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years				
Male	226	205	61	44	173	161	88	70	7	18	11	2	138	185	106	104	257	84	688	839	229	1,306	1,740	650							
Female	1,196	971	210	270	757	274	318	264	14	90	20	0	430	698	467	363	460	143	2,520	2,823	854	5,187	5,993	1,962							
Total⁸	1,422	1,176	271	314	930	435	406	334	21	108	31	2	568	883	573	467	717	227	3,212	3,667	1,083	6,497	7,738	2,612							
Employee turnover³																															
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022				
Total (%)	15.2	15	17.8	9.5	7.8	10.5	14.6	19.5	27.8	7.2	10.7	6.6	14.7	19.7	22.7 ⁴		27.7		10.1	10.3	14.0										
Workplace safety⁵																															
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022				
Number of workplace fatalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Number of workplace injuries that result in lost time (LTI)	1,207	501	856	-	-	-	4	3	7	-	6	6	18	35	17	-	-	-	63	65	66										
Rate of lost time due to workplace injury (LTIFR)	21.90	18.74	23.28	-	-	-	0.63	2.20	2.42 ⁶	-	1.55	1.47 ⁶	3.08	4.53	2.06	-	-	-	1.77	1.76	1.79										
Absenteeism rate (%)	15.7	15.2	13.9	6.3	6.3 ⁷	6.4	2.3	2.4	3.2	4.6	7.3	2.9	14.3	9.8	6.0	-	5.7	-	4.9	5.1	6.4										
Diversity⁸																															
	Male	Female	Total	Male	Female	Total	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	3	7
Group executive ⁹	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	3	10
Senior leadership ¹⁰	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	31	68
Regional executive	6	3	9	2	1	3	4	6	10	2	1	3	4	3	7	4	3	7	4	5	9	30	28	58							
Facility CEOs	56	59	115	17	10	27	1	2	3	1	2	3	10	20	30	19	42	61	17	24	41	122	159	281							
Managers ¹¹	797	1,634	2,431	43	127	170	25	44	69	8	15	22	183	474	657	213	38														



caring for our planet



This section of the Report highlights how we are supporting the achievement of two of the UN SDGs through our focus on responsible consumption and climate action. More information is in the appendix.

This section relates to the material issues of People & Culture, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Good Governance, Climate Action & Environment and Caring for Communities.



Caring for our planet

Our road to net zero

2022 Investing in renewables, solar and energy efficiency.
Reducing anaesthetic gas emissions.
Cutting waste and single-use plastic.
Increasing recycling.

2027 Engage with 80% of suppliers by spend to encourage reduction of emissions in line with science-based targets.

2030 Reduce greenhouse gas emissions by 42%
(scope 1+2, baseline 2020*)

2040 Become a net zero business across our value chain
(scope 1+2+3*)

*95% coverage for Scope 1 & 2 emissions and 90% for Scope 3

Making the world a better place

We know that a thriving planet is interconnected with a healthy population and Ramsay is committed to making a positive difference in the world. Being environmentally sustainable is also critical to the resilience and success of our business.

Ramsay is focused on climate action and environmental performance across our value chain.

This year, we were proud to announce a group-wide commitment to achieving net zero greenhouse gas emissions by 2040.

Our science-based emissions targets reflect the commitments of the countries in which we operate and support the United Nations Sustainable Development Goals.

We will commence a validation process for these targets with the Science Based Targets initiative (SBTi).

What does it mean?

To achieve net zero emissions by 2040, we are proactively changing many facets of how we operate, the resources we use and our supplier relationships.

Our global net zero strategies include:

- switching to renewable energy sources
- maximising energy efficiency
- cutting waste and boosting recycling
- reducing anaesthetic gas emissions
- embedding sustainable design in new facilities and upgrades
- engaging with suppliers to reduce supply chain emissions.

Why is it important?

Being sustainable is a priority for our people, patients, doctors and business success.

Being sustainable allows us to build a robust business that adapts to climate-related risks and takes advantage of opportunities from the transition to a low carbon economy.

Who is responsible?

Each business in the Ramsay Health Care group is responsible for implementing the strategy and improving our sustainability performance.

The Group Sustainability Officer and Global Sustainability Committee provide support and guidance to the Global Executive and Global Risk Management Committee on our approach and progress towards our goals.

Our greenhouse gas emissions will be reported annually against our targets. Our targets will be regularly reviewed for consistency with the latest climate science and to reflect any significant changes to business or baseline emissions.

“Global warming is exacerbating a wide range of illnesses, diseases and chronic health conditions, not to mention the impact on our mental health. I hope Ramsay’s action inspires other healthcare providers around the world to commit to net zero emissions.”



Prof Sir Edward Byrne
Group Chief Medical Officer

Environmental action

Greenhouse gas emissions and energy

We are committed to improving our reporting and have started including greenhouse gas emissions from anaesthetic gases in our Scope 1 direct emissions.

The inclusion of anaesthetic gases plus emissions from newly-acquired businesses Elysium Healthcare and GHP Specialty Care contributed to an increase in our total group emissions. However, at a regional level the results varied.

As a group, our greenhouse gas intensity reduced by more than 4 percent in FY22 (excluding anaesthetic gases).

This was largely due to switching to 100 per cent renewable electricity in the UK and the roll out of energy efficiency measures. However, energy intensity was impacted by reductions in activity (patient days), particularly in Australia.

Our results are expected to improve as key energy efficiency projects, such as the roll out of solar systems and energy efficient lighting, start to deliver full year savings.

Waste and recycling

Reducing waste and improving recycling has been challenging with the impacts of the pandemic.

Our businesses in the UK, Australia and France saw good reductions in total waste generated. The UK and Nordics saw more material diverted to recycling or energy recovery, however in Australia, there was a drop in the proportion diverted to recycling.



Switching on solar

Transitioning to renewable energy sources is part of our greenhouse gas emissions reduction strategy.

Ramsay UK and Elysium Healthcare have made the switch to 100 per cent renewable electricity, while Ramsay Australia is rolling out a significant solar energy program, already including over 5,000 rooftop panels across 16 facilities.

As at October 2022, one million kilowatt hours of solar energy had been produced at our sites since the start of the program.

Globally, we are also moving to install more energy efficient lighting, heating and cooling.

Sustainable design

We are continuously improving and want to maintain development performance standards through Environmentally Sustainable Design.

As part of our net zero commitment, we are developing climate adaptation and net zero plans so all our developments are future fit.

For example, Elysium's nurse-led community care homes for people with learning disabilities include energy efficient building materials, lighting and heating. The units use heat source pumps for warming and zoned lighting to reduce energy use.

All building materials have been chosen for maximum insulation and the apartments are oriented with bedrooms facing east or west, limiting the need for extra heating or cooling.

In addition, at least 10 per cent of Elysium's new parking spaces are built alongside electric vehicle charging stations.

CLC roadmap

In October, Ramsay joined other leading Australian companies in the Climate Leaders Coalition (CLC) to release a roadmap for achieving significant emissions reductions by 2030.

Ramsay Australia CEO Carmel Monaghan said endorsing the CLC Roadmap to 2030 was part of Ramsay's commitment to sustainability.

"Healthcare providers should not only prepare for the health emergency that will stem from climate change, we must also play a leading role in reducing our own significant use of resources," she said.

Green teams

Greener theatres

Anaesthetists are leading a ‘greener theatres’ campaign in hospitals across our network.

At the centre of the change is a switch to more environmentally friendly anaesthetic gases.

A growing number of hospitals have committed to phasing out or reducing the use of desflurane (which has a higher global warming potential compared to other gases).

Our commitment to change includes:

- Choosing the least polluting anaesthesia gas, when possible
- Reducing the gas diffusion flow
- Using the semi-automated functions available on new generation respirators.

Other green theatre initiatives include recycling batteries, PVC (e.g. masks and tubing) and medical plastics (e.g. bottles, syringes and trays).



The Avenue Hospital anaesthesia nurse Nhlanhla Siyakatshana with a desflurane vaporiser, which is only available for clinician use upon request.

Reduce, reuse, recycle

From investing in large-scale renewable energy systems to activating our local green teams, the Ramsay Cares sustainability strategy is coming to life across our global businesses.

Over the past year, Ramsay hospitals and services have made a concerted effort to reduce single-use plastic items and recycle plastic consumables, where possible.

Driven by our people and doctors, the campaign to cut waste is being supported by new purchasing practices and new monitoring and reporting processes.

The result is a notable reduction in plastic waste going to landfill. For example, this year Ramsay Australia has avoided or replaced 38 million single-use plastic items, recycled more than 580,000 PVC intravenous bags and committed to removing single-use plastic water bottles from all sites.



Operating room nurse Mathilde Roy Azcorra in the Green Zone, where recyclable materials are sorted, at Ramsay Santé's Médipôle Hôpital Privé.

Our hospitals in Australia are moving to replace the disposable blue plastic wrap that is typically used to protect sterilised surgical instruments.

Instead, we are using rigid metal containers which are re-usable, more cost-effective and last for years.

And, as part of our container supply agreement, more than 400 trees have been planted in the Yarra Yarra Biodiversity Corridor - a reforestation project in southwestern Australia.



CSSD manager at Sunshine Coast University Private Hospital Sue Fuller with the re-usable rigid containers.



Hollywood Private Hospital catering staff replaced their disposable hair nets with reusable fabric alternatives.

Healthier people, healthier planet

Nature and biodiversity

We know that a thriving planet is important to our health and wellbeing and taking action to improve our environmental performance helps us and the broader community.

A number of our facilities are incorporating nature and biodiversity into their operations.

From sustainable landscaping to vegetable gardens, insect farms and animal therapy, we are committed to learning more about nature-related risks and opportunities across our value chain.

Water

Ramsay recognises that sustainable water use is important, particularly in regions that can become water stressed.

We know that climate change will lead to increased variability in rainfall and increased demand for water, particularly where temperatures rise, so access to water will be a long-term issue.

This variability was seen in our water usage over the past year, with some regions experiencing unusually dry conditions (e.g. UK) and others, such as Australia, having notably wetter weather.

Through our development activities, we are adopting more water-efficient fittings and sensors and are continuing work to benchmark our facilities to identify waterwise opportunities and priorities.



Hospital director Jessica Wilson with
Aberbeeg's resident donkeys.

Aberbeeg Hospital, a mental health service for men in Wales, is also home to several donkeys, goats and other small farm animals. The furry friends provide emotional support for Aberbeeg patients, who are offered paid work roles to care for the animals.

**"It's a wonderful thing they've got here,
it's very rewarding and has made a
positive change in my mind."**

- Aberbeeg service user



The Aguilera, Belharra, Jean le Bon Clinics and the Basque Country Cardiology Centre teamed up to challenge their people to use alternative transport to work.



Ten hospitals within the Pôle Lille Métropole Ramsay Santé have launched a range of environmental initiatives including encouraging biodiversity with on-site beehives, insect hotels, fruit trees, vegetable gardens and eco pastures.



Ara Damansara Medical Centre CEO Miranda Harumal (centre, back) at SK Jalan U3 Subang Perdana school.

Ramsay Sime Darby Health Care (RSDH) has donated 320 refurbished computers and laptops to schools and underserved communities in the Klang Valley.

RSDH group CEO Peter Hong said repurposing the devices was good for the environment and the local community.

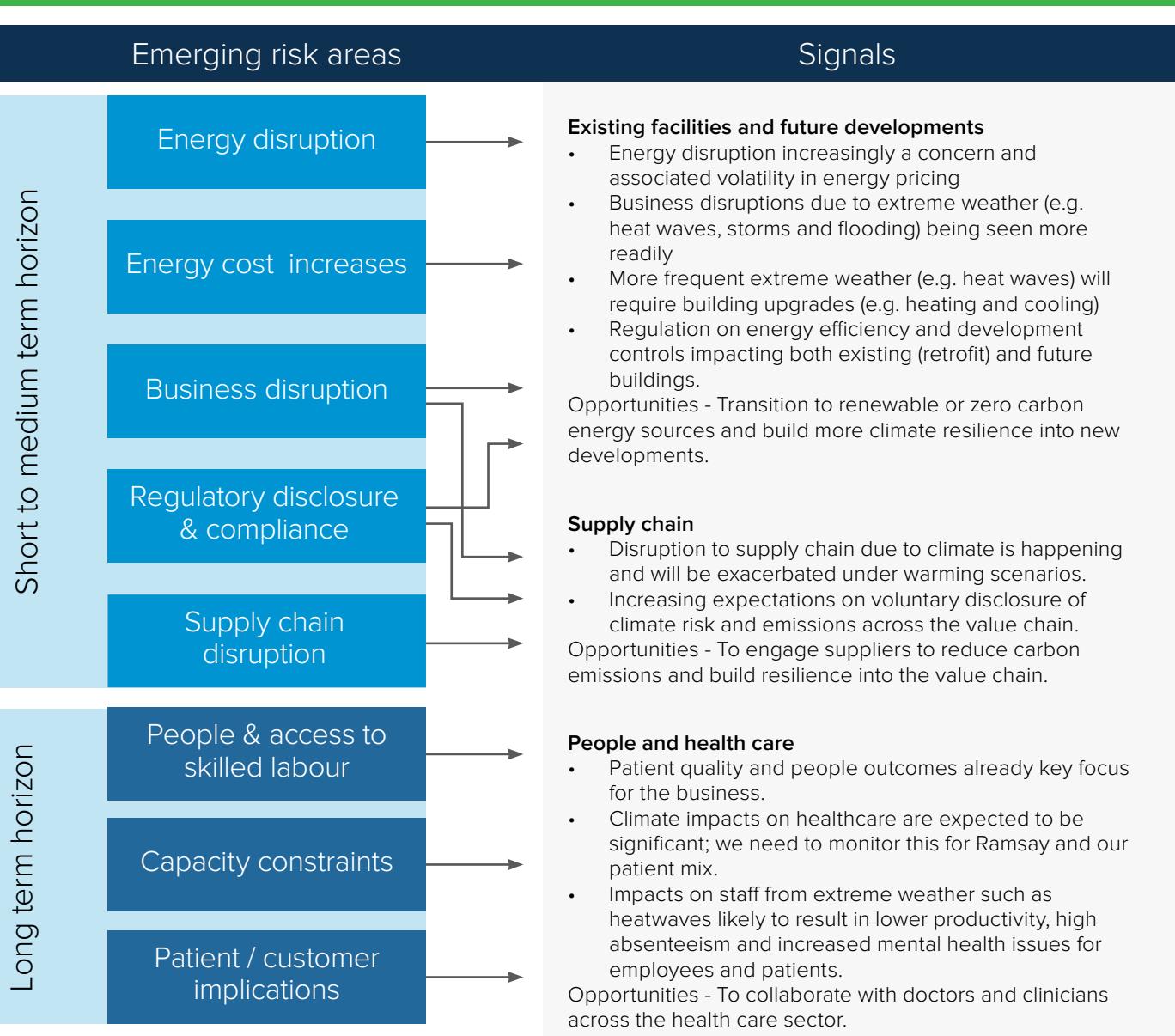
"By recycling these devices, we can give back to society while reducing our carbon footprint," he said. "It reflects our philosophy of 'people caring for people'".

Responding to climate change

This section outlines our approach as guided by the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. We will build on our disclosures each year, as we grow our understanding of how climate risks and opportunities may impact our business into the future and progress our work on action now.

GOVERNANCE	STRATEGY
<p>The Board and Management's role in overseeing Ramsay's approach to understanding and managing climate-related risks and opportunities as outlined in our sustainability governance approach (page 7).</p> <p>FY22 progress</p> <ul style="list-style-type: none"> As part of our commitment to taking action on climate change, Board oversight included approving aligning with science-based targets and Ramsay Health Care's commitment to near and long term targets to be net zero greenhouse gas emissions by 2040 - our net zero governance and reporting approach is outlined on page 26. GHG emissions reduction targets were included in FY22 STI scorecards for Executives, as approved by the Board on the recommendation of the People & Remuneration Committee. Management developed a Climate Risk Dashboard to assist with understanding physical risk at an asset level under different climate scenarios and timelines. <p>FY23 focus</p> <ul style="list-style-type: none"> Monitoring progress against the Ramsay Cares net zero by 2040 targets. Continue embedding climate risk considerations into global strategy and key business decision-making processes. 	<p>Ramsay's vision is to leverage our global platform to be a patient-centred healthcare provider of the future. The strategy balances the needs of all our stakeholders, taking into account the rapidly changing environment and the pressures this places on global healthcare systems.</p> <p>FY22 progress</p> <ul style="list-style-type: none"> Ramsay Cares Sustainability Strategy was incorporated into the Corporate Strategy as one of the organisational foundations (see Annual Report page 13). In FY21, a high-level risk assessment identified key common risk areas and the potential implications for strategic and operational areas, such as buildings and supply chain, and the need grow our understanding and identify actions (short- to medium-term risk focus) (see page 31). In FY22, we prioritised understanding the physical risks as we operate a large number of sites. We undertook a climate vulnerability assessment to explore how the physical risk exposure to different perils may change over time across more than 300 facilities (buildings) in Australia, Asia, the UK, France and the Nordic region (see page 31). <p>FY23 focus</p> <ul style="list-style-type: none"> Stress-test the corporate strategy under different climate scenarios and timeframes and focus on better understanding the related transitional risks (medium-term focus). Monitoring longer-term implications of climate change on our people and patients (long-term focus).
<p>RISK MANAGEMENT</p> <ul style="list-style-type: none"> Climate change risks are managed within the Group's risk management framework. Risk and opportunity identification - A high-level risk and opportunity assessment undertaken in FY21 identified a range of physical and transition climate-related risks and opportunities which may impact the health industry globally under the globally recognised scenarios: 1.5-degree, Paris Aligned Scenario (aligned to IPCC RCP-2.6 and SSP1) and 4-degree, business as usual scenario (IPCC RCP-8.5 and SSP5)¹ and other relevant modelling. A Physical Climate Analytics Dashboard has been created, so we can continue to explore a range of different climate scenarios, hazards and how they may affect our operations in each region project focussed on how risk exposure to different perils may change over time (2050 and 2100) under different Physical Climate Change Scenarios under the latest IPCC Climate Scenarios (SSP1-2.6, SSP 2-4.5, SSP5-8.5). <p>FY23 focus</p> <ul style="list-style-type: none"> Work with regional businesses, focusing on sites with highest exposure or biggest change in exposure to determine effectiveness of risk controls in place, need to introduce mitigating actions and update business continuity planning etc. 	<p>METRICS AND TARGETS</p> <p>Metrics</p> <ul style="list-style-type: none"> Currently disclose Scope 1 and Scope 2 greenhouse gas (GHG) emissions from use of electricity, fuel and Scope 3 emissions arising from major waste streams which is externally assured. In FY22, anaesthetic gases were included in Scope 1 emissions. Scope 3 emissions were estimated based on spend as part of developing our Net Zero emission goals and we will focus on engaging our suppliers to improve the data over time. <p>Targets</p> <ul style="list-style-type: none"> As part of the Ramsay Cares Sustainability Strategy, targets were set to reduce GHG emissions and energy intensity and drive a roll out of renewable energy installs on-site at key hospitals. GHG emission reductions targets are embedded in sustainability linked loans for the Wholly-Owned Funding Group and Ramsay Santé. Near and long term targets were set as part our Net Zero 2040 commitment. GHG emission reduction targets are included in Scorecards for our Executives. <p>FY23 focus</p> <ul style="list-style-type: none"> Continuing to improve and report on our performance and metrics annually. Working with our supply chain to grow our understanding of our Scope 3 emissions and abatement opportunities.

Climate-related risks and opportunities



Climate vulnerability assessment of our buildings

In FY22, we undertook a climate vulnerability assessment to explore how the physical risk exposure to different perils may change over time across more than 300 facilities (buildings) in Australia, Asia, the UK, France and the Nordic region.

The project focused on how risk exposure may change over time (2050 and 2100) for different perils under the latest IPCC Climate Scenarios (SSP1-2.6, SSP 2-4.5, SSP5-8.5). To stress-test resilience, the focus was on a climate scenario (SSP5-8.5) where global temperatures increase by greater than 4 degrees.

The outcomes of the assessment are only directional in nature and will help us prioritise where we need to focus further work. The preliminary analysis suggests that inherent exposure to damage across the portfolio (i.e. before considering mitigants such as building design) does not appear to change substantially between now and 2050, with much of the increased exposure being felt in the later half of the century. The analysis also suggests that inherent exposure to forgone revenue is more significant between 2050 and 2100.

In the next phase we will focus on:

- Sites that are currently low risk and expected to see the biggest increase in exposure by 2050 under a greater than 4 degree scenario. These include flooding in the UK and storms in Australia and France.
- Sites currently exposed to high levels of physical climate risk that are expected to see the biggest increase in a greater than 4 degree scenario. These include flooding in Sweden and heat in Australia and Asia.

Environment data and scorecard

			Ramsay Santé ¹						Ramsay Sime Darby						Ramsay UK				Ramsay Australia		
Indicator	Units	France			Nordics			Malaysia			Indonesia			UK (acute)			Elysium	Australia			
		2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2022	2020	2021	2022	
Energy consumed in facilities²																					
Electricity	MWh	230,012	215,938	235,835	12,807	14,142	13,196	41,190	40,854	49,563	12,235	16,606	16,377	27,552	28,979	-	-	189,961	188,501	189,158	
Renewable electricity	MWh	-	-	-	-	-	13,603	-	-	-	-	-	-	-	-	-	28,221	5,262	-	-	-
District heating	MWh	25,723	35,169	36,157	3,709	3,516	3,772	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gas	GJ	551,809	610,743	608,184	-	-	-	-	-	-	525	499	528	118,750	135,306	124,266	40,667	287,579	289,877	281,473	
Other fuels consumed in facilities	GJ	13,375	17,499	24,258	-	-	-	2,923	2,192	2,503	2,786	1,975	2,560	841	480	708	-	11,706	14,844	11,763	
Energy consumed in vehicles	GJ	22,285	19,868	22,742	-	3,065	5,600	-	-	-	1,000	843	908	2,383	2,798	2,602	5,651	6,378	3,862	4,310	
Total energy consumed																					
Total Energy consumed	GJ	1,508,119	1,552,101	1,652,795	59,481	66,638	116,716	151,209	153,039	180,931	48,358	63,101	62,953	221,163	242,910	229,172	65,262	989,523	987,187	978,514	
Energy intensity per In-patient and Day-only patient Admission (IPDA)	GJ/IPDA	0.535	0.544	0.65	0.014	0.015	0.023	0.844	0.967	0.888	0.374	0.571	0.618	1.126	1.199	0.987	0.239	0.369	0.362	0.372	
Greenhouse gas (GHG) emissions																					
Scope 1 Direct GHG emissions (Gas & fuel)	tCO ^{2-e}	31,859	31,100	34,142	307	266	1,341	175	133	151	269	205	250	6,745	7,139	6,592	2,501	16,189	16,139	15,548	
Scope 1 Direct GHG emissions (Anaesthetic gases) ³	tCO ^{2-e}	-	-	10,525	-	-	23	-	-	2,609	-	-	743	-	-	3,323	-	-	-	9,366	
Scope 2 Indirect GHG emissions (Electricity) ^{4 5}	tCO ^{2-e}	16,602	15,400	17,973	800	1,716	180	28,405	28,896	34,179	8,437	12,589	12,415	6,235	6,756	-	-	155,633	152,222	150,159	
Scope 3 Indirect GHG emissions (Waste)	tCO ^{2-e}	-	4,446	4,351	108	88	69	977	797	1,169	336	260	299	338	368	360	171	5,186	5,074	4,918	
Total GHG emissions	tCO ^{2-e}	48,461	56,221	66,992	1,107	1,981	2,335	29,561	29,826	38,108	8,706	13,055	13,707	13,318	14,263	10,274	2,672	177,008	173,435	179,992	
Total GHG emissions intensity per IPDA	tCO ^{2-e} /IPDA	0.017	0.020	0.026	0.0002	0.0005	0.0005	0.165	0.189	0.187	0.067	0.118	0.135	0.068	0.070	0.044	0.01	0.067	0.064	0.068	
Water																					
Water consumed in facilities	kL	-	1,876,910	1,817,749	42,661	32,661	41,660	322,754	315,047	372,331	162,665	158,465	151,952	206,067	185,519	190,632	103,128	1,186,070	1,329,304	1,264,415	
Water intensity per IPDA	kL/IPDA	-	0.66	0.71	0.01	0.01	0.01	1.80	1.99	1.83	1.26	1.43	1.49	1.04	0.93	0.82	0.38	0.45	0.49	0.48	
Waste																					
Clinical waste (controlled/hazardous)	t	5,649	5,026	5,422	33	83	111	291	386	468	133	218	172	957	1,453	1,283	180	1,125	1,720	1,210	
Waste diverted to recycling ⁶	t	-	4,090	2,916	607	590	712	83	52	50	137	141	116	1,079	1,203	1,200	86	3,332	4,587	3,392	
Waste disposed by landfill/incinerated	t	-	24,217	21,997	203	147	32	2,032	1,718	2,479	708	550	627	1,717	806	660	353	10,042	8,953	9,212	
Total waste generated	t	-	33,333	30,335	844	820	855	2,116	2,155	2,996	978	909	915	2,796	3,462	3,143	619	13,373	15,260	13,814	
Waste intensity per IPDA	t/IPDA	-	0.012	0.012	0.0002	0.0002	0.0002	0.012	0.014	0.015	0.008	0.008	0.009	0.014	0.017	0.014	0.002	0.005	0.006	0.005	
Percentage diverted to recycling	%	-	12	10	72	72	83	4	2	2	14	16	13	39	35	38	14	25	30	25	

¹ Figures for France are for the period April 2021 - March 2022. Data excludes Italy. Nordic data includes Sweden and Norway. No data available for Denmark.

² The source of energy is procured only, no on-site generation.

³ Anaesthetic gases include isoflurane, desflurane, sevoflurane, nitrous oxide and entonox (50% nitrous oxide and oxygen).

⁴ All electricity in Ramsay UK (Acute and Elysium) is from renewable energy, meaning there are no emissions associated with usage.

⁵ The emission loss factor for electricity usage is included for some sites in Australia.

⁶ Nordics and Elysium data includes waste diverted to energy recovery.

NOTE: Ramsay Health Care's businesses operate in a diverse mix of local business environments. As such, the scorecard results reflect a wide range of region-specific, internal and external influences. Selected indicators have been subject to limited assurance. Selected Ramsay Santé data has been assured as part of its annual reporting process. Efforts have been made to compile consistent data across regions but there may 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 data has been restated due to data improvements or change in reported metric. For example, the Australian waste data has been restated to reflect changes in data capture by waste contractors.



caring for our community



This section of the Report highlights how we are supporting the achievement of five of the UN SDGs through our focus on good health, education, decent work, equality and partnerships. More information is in the appendix.

This section relates to the material issues of People & Culture, Robust & Resilient Business Model, Integrated Quality Assets & Infrastructure, Caring for Communities and Responsible Sourcing.



New and better healthcare

Health research

Our values motivate us to constantly improve and find new and better ways of caring. That is why we support a wide range of health and medical research aimed at elevating the health and happiness of our patients and society as a whole.

Investing in preventative healthcare and life-changing research, teaching and training is part of our commitment to supporting stronger, healthier communities.

Across Ramsay, we encourage a positive culture of research that can explore ideas, communicate best practice and contribute to outstanding healthcare around the world.

This year, Ramsay established a global Community of Practice for our research leaders and experts to share their knowledge, experience, tools and approaches across our network of facilities and services.

"Research is global, it's all about your collaborators, but what's most important is that all research is meant to improve the lives of the service users that we have the privilege of treating."



Dr Piyal Sen
Medical Director
Elysium Healthcare



Ramsay Hospital Research Foundation

The Ramsay Hospital Research Foundation (RHRF) supports high quality research projects that improve patient outcomes and address key determinants of health linked to intergenerational change.

This year, the RHRF launched a new grants program, thanks to \$25 million from the Paul Ramsay Foundation.

The new program will focus on research into cancer, mental health, cardiovascular disease and orthopaedic surgery and musculoskeletal injury.

The RHRF has grown to support more than 1,000 clinical research projects, with Clinical Trials Network at 16 sites.

Ramsay Australia promotes **Research Month** in September to highlight a range of clinical trials and projects engaging tens of thousands of patients.

Foundation CEO Nicola Ware said more than 500 clinicians have been involved in research projects.

"Ramsay is committed to driving and participating in research that will shape the future of healthcare and improve methods of preventing, diagnosing, treating and controlling diseases," she said.

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Ramsay Santé Foundation

Fuelled by the adage that 'prevention is better than a cure', the Ramsay Santé Foundation promotes preventative health care and focuses on innovation.

This year, the Foundation's free incubator program, Prevent2Care Lab, expanded to include entrepreneurs and groups working in health prevention and e-health from Sweden and Denmark.

The Foundation also launched a website dedicated to answering common questions about preventative healthcare, while 20 health professionals, including four from Ramsay Santé, became the first cohort to complete a unique Diploma in Health Prevention offered by the University of Western Brittany in partnership with the Ramsay Santé Foundation.

The Ramsay Santé Research and Education Department is dedicated to the discovery of new diagnostic tools, treatments and therapies. In 2022, the department was awarded €13.5 million to support hundreds of clinical trials and scientific publications.

Stronger communities

People caring for people

Our responsibility goes beyond connecting patients to skilled practitioners. We have an important role in serving society-at-large.

Ramsay supports local and global communities in a wide range of ways, including

- Making high quality healthcare more accessible through facilities in a growing number of regional cities and towns
- Providing local job opportunities, promoting economic growth and regional stability
- Contributing to scientific and medical research capacity, building knowledge and partnerships
- Supporting important community causes, charities, awareness and education campaigns.



The Care4Klang food bank initiative at Bukit Tinggi Medical Centre provided community support during COVID-19 lockdowns.

Ukraine aid

The conflict in Ukraine has mobilised teams across Ramsay. As well as giving financial aid to support the humanitarian response, we have donated vital medical supplies to Ukrainian hospitals and offered free healthcare to those fleeing the conflict.



Capio emergency doctor Jennifer Rosdahl worked alongside the Swedish Migration Agency to care for Ukrainian refugees arriving in Nynäshamn by ferry from Poland.

Ramsay teams came up with creative ways to raise funds in support of the humanitarian effort.



Operation Ukraine at Ramsay Santé's Clinique des Cèdres sent pharmacy supplies to hospitals in Berdichev and Kremechuk.



Flood relief

Extraordinary flooding in early 2022 sparked a quick response from Ramsay teams in south-east Queensland and New South Wales.

Our people stepped up to cover stranded colleagues and worked together to keep water out of our facilities.

Ramsay provided special grants worth \$132,000 to help cover employees' costs, such as emergency accommodation and food, and donated \$50,000 to the Australian Red Cross flood appeal.



John Flynn Private Hospital put together hundreds of first aid packs for flood victims.

Caring for a cause



Riding for mental health

Psychs on Bikes is a group of motorcycling psychiatrists, psychologists and mental health nurses supported by Ramsay Australia to provide health checks in rural and remote areas.

Group founder and medical superintendent at Ramsay Clinic Cremorne Dr Joe Dunn said they had collectively ridden about 60,000 kilometres and delivered more than 1,000 one-on-one health checks in rural and remote communities since 2011.



St Andrew's Ipswich Private Hospital sponsors the annual Ipswich 100 charity ride.



Pindara Private and Warringal Private Hospitals donate used air mattresses to a wildlife rescue group for moving injured animals such as kangaroos.



ParkCity Medical Centre provided free health screening and vision tests for children from vulnerable communities in the Kepong area, who have been hard hit during the COVID-19 pandemic.



Ramsay Sime Darby Health Care organised blood donation drives to help boost supplies at Malaysia's National Blood Centre.



Ramsay Santé is a longtime supporter of Pink October, a month of activity to raise awareness around breast cancer prevention and treatment.

Responsible sourcing

Sustainable procurement

Ramsay is committed to ensuring our purchasing decisions have a positive impact on our people, the planet and the communities in which we operate.

We are supported by a large and complex global supply chain of over 15,000 suppliers operating across more than 30 countries.

We rely on suppliers to provide a broad range of goods and services such as

- medical consumables and equipment
- Personal Protective Equipment (PPE)
- laboratory and radiology services
- vaccines and pharmaceuticals
- food and nutrition
- linen services and textiles
- utilities and facility management
- travel and consultancy services.

Ramsay is committed to responsible sourcing and a key method for us to communicate our expectations of suppliers is through the Code of Conduct for Manufacturers, Suppliers and Agents (Code).

The Code clearly sets out expectation of suppliers in doing business with Ramsay regarding

- business ethics
- human rights and labour standards
- the environment
- society and the communities we operate within.

Ramsay is progressively incorporating contractual provisions into our standard supply and services agreements to require suppliers to comply with the Code and additional clauses to ensure compliance with relevant modern slavery laws.

Working with our suppliers

The global impact of the COVID-19 pandemic presents an ongoing risk to our supply chains.

As our people and clinicians work hard to support the pandemic response, our businesses continue to focus on delivering high quality care and keeping our people safe by minimising the pandemic impacts on medical supplies and equipment.

We manage these risks through our global supplier risk management framework, global supply chain and regional network of facilities.

Our commitment to responsible sourcing is essential to maintaining a resilient supply chain that delivers quality medical products, devices and equipment.

As part of our Responsible Sourcing Program, we have made a commitment that, by FY26, 80 per cent of our suppliers (by share of spend) will be assessed by an independent third-party, EcoVadis, for their performance against 21 Corporate Social Responsibility (CSR) criteria, including modern slavery.



Ramsay's supplies division, Linear Medical, donated 35,000 face shields to help frontline healthcare workers dealing with COVID-19 in Papua New Guinea.

We are on track to achieve this commitment, with over 20 per cent of suppliers (by share of spend) completing the EcoVadis CSR assessment in FY22.

We are committed to enforcing the minimum standards expected of suppliers and working with them to implement appropriate business processes or corrective action plans to ensure their compliance.

Medical supplies are a large proportion of our purchasing and is largely made up of medical consumables, equipment, implants and pharmaceuticals.

During FY22, we collaborated with our top medical suppliers in mapping our Tier 1 supply chain. These suppliers are global multinational organisations with complex and geographically diverse operations.

So far, we have identified that about 20 per cent of our medical products (by share of spend) are sourced from over 290 supplier facilities across more than 30 countries.

Our FY22 Modern Slavery Statement contains more detailed information about our supplier mapping.

A significant proportion of our greenhouse gas emissions come from our supply chain. We recognise that our responsible sourcing practices have a critical role to play in tackling climate change and reducing our Scope 3 emissions.

To achieve Ramsay's emissions targets, we must work in partnership with our suppliers and we are developing ways to encourage our suppliers to reduce their emissions in line with science-based targets.

Sustainability disclosures

Our material issues were identified and prioritised in the materiality assessment outlined on page 8.

The following section explains:

- Why they are important
- How we manage each issue
- Our impact boundary and key stakeholders
- How each issue maps against the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) topic issues for healthcare and the relevant UN Sustainable Development Goals (SDGs).



caring
for our
people, planet
and communities



CLINICAL QUALITY & 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 invest in identifying the best patient outcomes through research and development.

Our management approach

Ramsay Health Care strives to deliver high-quality, safe and effective clinical care in an environment where risks and issues are anticipated, identified early and responded to rapidly. We work to do this through reviewing and improving our patient safety and quality system performance. Safety is everyone's business and the cornerstone of quality. For this reason, we endorse accountability in this area at all levels of our organisation.

The Ramsay Health Care Board and the Global Risk Management Committee embed strong leadership in safety and quality. This supports Ramsay Health Care employees and accredited medical practitioners in their efforts to provide safe, high-quality care and monitor and respond to the performance of Ramsay's patient care systems.

Our Clinical Governance Framework:

ramsayhealth.com/Sustainability/Patient-Safety-and-Quality

Impact boundary and stakeholders

- Patients
- Doctors
- Employees
- Funding partners
- Government and regulators
- Investors
- Community

Measures

Our measures are provided in the Quality Scorecard (page 17) and include hospital accreditations, clinical incidents and patient experience.

Alignment GRI / SASB / SDGs

GRI disclosure: 416-2 Customer health and safety

SASB topic area: Quality of care and patient satisfaction

SDGs: 3 & 4

PEOPLE & CULTURE

Why it is important

Our people are our most important asset. We strive for excellence and continuous improvement in 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 professional development and fostering of a special culture known as The Ramsay Way. The Ramsay Way focuses on 'people caring for people' and recognises that our people are the key to our success. The Ramsay Way means that, through our operations and through our policies and practices, Ramsay Health Care can make a genuine attempt to improve the quality of life of our employees, their families, the local community and society at large.

Ramsay teams should work in an environment that is receptive and flexible. We want our facilities to be led by competent and experienced managers, with an 'open door' policy for doctors and staff. Ramsay empowers local facility managers to develop productive working relationships with our people, doctors and other stakeholders. We pride ourselves on the relationships we have built with these groups across the organisation.

Our internal policies and processes aim to provide our people at all levels with career expansion, training and development opportunities. We invest in engagement and recognition and are keen to develop a global pipeline of talent, such as through our global Ramsay Leadership Academy.



Impact boundary and stakeholders

- Patients
- Doctors
- Employees

Measures

Our measures are provided in the People Data and Scorecard (page 24) and include workforce gender diversity, retention (turnover), safety, absenteeism.

Alignment GRI / SASB / SDGs

GRI disclosures:

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

SASB topic areas:

- Employee health and safety
- Employee recruitment development and retention

SDGs: 3, 4, 5 & 10

DIGITAL & DATA

Why it is important

Expanding privacy and security regulations, and an increasingly hostile online environment, have made information privacy and cyber security an increasing concern. The digitisation of services and increasing use of data for decision-making are key drivers in 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 online landscape.

Ramsay 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 Ramsay regional business monitors cyber risks and data and privacy concerns. Each region has its 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 responsible for delivering comprehensive training to staff as part of our continual improvement.

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

Impact boundary and stakeholders

- Patients
- Doctors
- Employees
- Government and regulators

Measures

Our measure is provided in the Quality Scorecard (page 17):

- Notifiable breaches of patient privacy

Alignment GRI / SASB / SDGs

GRI disclosure: 418-1 Customer privacy

SASB topic area: Patient privacy and electronic health care records

SDGs: 3 & 16

ROBUST & RESILIENT BUSINESS MODEL

Why is it important

Being able to deliver growth, clinical excellence and shareholder returns and effectively respond to disruption and changing models of care.

Our management approach

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

The Annual Report outlines our strategy and performance as well as our material business risks. Ramsay Health Care is implementing its 2030 strategy to position the business for growth, with a focus on delivering high-quality clinical outcomes, investing in data and digital and growing and developing 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.

Impact boundary and stakeholders

- Patients
- Funding partners
- Investors

Measures

Our measures are provided in the Annual Report 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

SDG: 8

GOOD GOVERNANCE

Why is it important

We recognise 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's governance framework is designed to ensure that the company is effectively managed, that legal and regulatory obligations are met and that the culture of personal and corporate integrity – The Ramsay Way – is reinforced. Ramsay is steadfast in its commitment to maintaining the culture and principles of The Ramsay Way across all aspects of its business.

The Board continually reviews our governance policies and practices to ensure they remain appropriate in light of changes in corporate governance expectations and developments.

Impact boundary and stakeholders

- Patients
- Doctors
- Employees
- Government and regulators
- Funding partners
- Investors
- Community

Measures

Our measures are provided in the People Data & Scorecard (page 24) and include director independence, Board gender diversity, executive gender diversity.

Alignment GRI / SASB / SDGs

GRI disclosures:

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

SASB topic areas:

- Business ethics

SDG: 16

INTEGRATED QUALITY ASSETS & 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 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 our regional businesses. The Chief Business Development Officer 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 basis; we see this as a growing opportunity and a focus going forward. Innovation and new models of care are also important considerations in the development pipeline.



Impact boundary and stakeholders

- Patients
- Doctors
- Employees
- Government and regulators
- Investors

Alignment GRI / SASB / SDGs

GRI disclosures:

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

SASB topic area:

- Climate Change Impacts on Human Health and Infrastructure

SDGs: 3, 12 & 13

CARING FOR COMMUNITIES

Why it is important

Ramsay has an important role to play in the communities we serve and society at large. Our focus on health care allows us to commit significant resources to medical research, clinical teaching and training. We take a global approach to health care prevention and supporting local communities.

Our management approach

Ramsay makes meaningful contributions to local communities in a range of ways, including:

- **Employment** - our people often live near their patients.
- **Regional and rural health care** - we are often one of the largest employers in a locality.
- **Social infrastructure** - through our investment in new hospitals and clinics. We are committed to investing in large-scale causes and local projects near our facilities.
- **Clinical outcomes** - supporting medical research through the Ramsay Hospital Research Foundation in Australia and the Ramsay Santé Foundation in Europe.

Impact boundary and stakeholders

- Patients
- Doctors
- Employees
- Community

Alignment GRI / SASB / SDGs

GRI disclosures:

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

SASB topic area: N/A

SDGs: 3, 4 & 10

CLIMATE ACTION & ENVIRONMENT

Why it is important

Ramsay recognises that conserving and protecting the environment is a critical issue. We are committed to working toward 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 where it safe to do so, increasing recycling and promoting sustainable development and procurement outcomes.

Our management approach

The Ramsay Cares sustainability strategy includes the key pillar of Caring for our Planet. Each regional business is responsible for implementing the approach and improving our environmental performance.

Our approach to sustainability and any material environmental risks is overseen by the Global Risk Management Committee. The Group Sustainability Officer and Global Sustainability Committee, comprised of the Regional Sustainability Leads, provide support and guidance to the Global Executive and Global Risk Management Committee.

Measures

Our measures are provided in the Environment Scorecard (page 32) and include:

- Energy
- GHG emissions
- Water
- Waste

Alignment GRI / SASB / SDGs

GRI disclosures:

- 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 areas:

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

SDGs: 3, 12 & 13

RESPONSIBLE SOURCING

Why it is important

Ramsay recognises the importance of improving social and environmental outcomes in our global supply chain.

Our management approach

Ramsay's 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 is committed to ensuring our purchasing decisions have a positive impact on people, the planet and the communities in which we operate. In FY22, we procured goods and services from a large and complex global supply chain of over 15,000 suppliers in more than 30 countries.

Ramsay continued to apply its Code of Conduct for Manufacturers, Suppliers and Agents (Code) which sets out the minimum standards we expect of our suppliers in key areas of

- legal compliance
- human and labour rights
- business ethics
- environmental impact.

As part of our Responsible Sourcing Program, in FY22 more than 20 per cent of our suppliers (by share of spend) were assessed by an independent third-party, EcoVadis, for their performance against 21 Corporate Social Responsibility (CSR) criteria, including modern slavery.

Ramsay is committed to enforcing the minimum standards expected of suppliers and working with them to implement appropriate business processes or corrective action plans to ensure their compliance.

For more information about our supply chain, please see our [Modern Slavery Statement](#).



Impact boundary and stakeholders

- Employees
- Suppliers and partners

Alignment GRI / SASB / SDGs

GRI disclosures:

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

SASB topic area: Product design and lifecycle management

SDG: 8

UN Global Compact – Communication on Progress (CoP) 2022

Ramsay is pleased to affirm continuing support for the [Ten Principles of the United Nations Global Compact](#), which focuses on human rights, labour, environment and anti-corruption. Ramsay signed the UN Global Compact in January 2021 to deliver our commitment to the world's largest corporate sustainability initiative. This annual Communication on Progress provides an outline of how Ramsay supports these important principles through policy and where to find information on our actions, progress and outcomes.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Human Rights Principles	Policy	Progress
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	<ul style="list-style-type: none">• Human Rights and Labour Policy• Code of Conduct• Code of Conduct for Agents, Manufacturers and Suppliers• Work Health and Safety Policy• Diversity and Inclusion Policy	Sustainability Governance (page 7) and Material Issues (page 8) Caring for our patients and partners (pages 11-19) Caring for our people (pages 20-23) Measures - People scorecard (page 24) Modern Slavery Statement 2021/2022
Labour Principles	Policy	Progress
Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none">• Human Rights and Labour Policy• Code of Conduct• Code of Conduct for Agents, Manufacturers and Suppliers• Diversity and Inclusion Policy• Work Health and Safety Policy	Sustainability Governance (page 7) and Material Issues (page 8) Caring for our patients and partners (pages 11-19) Caring for our people (pages 20-23) Measures - People scorecard (page 24) Modern Slavery Statement 2021/2022
Principle 4: The elimination of all forms of forced and compulsory behaviour.		
Principle 5: The effective abolition of child labour.		
Principle 6: The elimination of discrimination in respect of employment and occupation.		
Environmental Principles	Policy	Progress
Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none">• Global Sustainability Policy• Code of Conduct• Code of Conduct for Agents, Manufacturers and Suppliers• Ramsay Cares Sustainability Strategy	Targets - Ramsay Cares (page 10) Caring for our planet (pages 25-31) Measures - Environment scorecard (page 32)
Principle 8: Undertake initiatives to promote greater environmental responsibility.		
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.		
Anti-corruption Principles	Policy	Progress
Principle 10: Business should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none">• Global Anti Bribery and Corruption Policy• Code of Conduct• Code of Conduct for Agents, Manufacturers and Suppliers• Whistle-blower Policy	Corporate Governance Statement 2022 (page 3)

GRI Content Index

General disclosures

Indicator	Description	Reference
Organisational profile		
102-1	Name of the organization	Ramsay Health Care
102-2	Activities, brands, products, and services	Annual Report (p8)
102-3	Location of headquarters	L18, 126 Phillip Street, Sydney, Australia
102-4	Location of operations	About Ramsay Health Care (p3)
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 (p3)
102-7	Scale of the organisation	About Ramsay Health Care (p3)
102-8	Information on employees and other workers	People data and scorecard (p24)
102-9	Supply chain	Sustainability disclosures (p42)
102-10	Significant changes to the organization and its supply chain	Sustainability disclosures (p39-42)
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
Strategy		
102-14	Statement from senior decision-maker	Message from our Managing Director and CEO (p2)
102-15	Key impacts, risks, and opportunities	Materiality assessment (p8)
Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	The Ramsay Way (p4)
102-17	Mechanisms for advice and concerns about ethics	2022 Corporate Governance Statement – Code of Code and Whistleblower Policy (p3)
Governance		
102-18	Governance structure	2022 Corporate Governance Statement – Governance Framework (p5) Our sustainability approach (p7)

Indicator	Description	Reference
102-19	Delegating authority	2022 Corporate Governance Statement – Governance Framework (p5)
102-20	Executive-level responsibility for economic, environmental, and social topics	Our sustainability approach (p7)
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholders (p9)
102-22	Composition of the highest governance body and its committees	2022 Corporate Governance Statement – Board composition (p7)
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	2022 Corporate Governance Statement – Appointment, Induction and Training (p10)
102-25	Conflicts of interest	2022 Corporate Governance Statement – Appointment, Induction and Training (p10)
102-26	Role of highest governance body in setting purpose, values, and strategy	2022 Corporate Governance Statement – Role of the Board (p7)
102-27	Collective knowledge of highest governance body	2022 Corporate Governance Statement – Board composition (p7)
102-28	Evaluating the highest governance body's performance	2022 Corporate Governance Statement – Evaluating Board, Committee and Director Performance (p10)
102-29	Identifying and managing economic, environmental, and social impacts	2022 Corporate Governance Statement – Ethical and Responsible Behaviour (p3) and Risk management (p14)
102-30	Effectiveness of risk management processes	2022 Corporate Governance Statement – Risk management (p14)
102-31	Review of economic, environmental, and social topics	2022 Corporate Governance Statement – Risk management (p14)
102-32	Highest governance body's role in sustainability reporting	2022 Impact Report approved by the Board
102-33	Communicating critical concerns	2022 Corporate Governance Statement – Risk management (p14)
102-34	Nature and total number of critical concerns	2022 Corporate Governance Statement – Risk management (p14)

GRI Content Index

Indicator	Description	Reference
102-35	Remuneration policies	2022 Annual Report – Remuneration Report (p43-64)
102-36	Process for determining remuneration	2022 Annual Report – Remuneration Report (p43-64)
102-37	Stakeholders' involvement in remuneration	2021 Annual Report – Remuneration Report (p43-64)
102-38	Annual total compensation ratio	Not reported
102-39	Percentage increase in annual total compensation ratio	Not reported
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholders (p9)
102-41	Collective bargaining agreements	People data and scorecard (p24)
102-42	Identifying and selecting stakeholders	Stakeholders (p9)
102-43	Approach to stakeholder engagement	Stakeholders (p9)
102-44	Key topics and concerns raised	Stakeholders (p9)
Reporting practice		
102-45	Entities included in the consolidated financial statements	2022 Annual Report (p8)
102-46	Defining report content and topic Boundaries	Sustainability disclosures (p39-42)
102-47	List of material topics	Materiality assessment (p8)
102-48	Restatements of information	Noted in scorecards
102-49	Changes in reporting	Materiality assessment (p8)
102-50	Reporting period	1 July 2021-30 June 2022
102-51	Date of most recent report	2021 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	Contents (p2)
102-55	GRI content index	Sustainability Disclosures (p39-42)
102-56	External assurance	Information on indicators subject to limited assurance for Ramsay Australia, Ramsay UK and Ramsay Sime Darby can be found on p46-49. Information on Ramsay Santé assurance processes can be found in the 2022 Universal Registration Document (ramsaySanté.fr).

Material specific disclosures

Indicator	Description	Reference
103	Management approach	Sustainability disclosures (p39-42)
Economic		
201-1	Direct economic value generated and distributed	2022 Annual Report (p10-11)
203-1	Infrastructure investments and services supported	2022 Annual Report (p9)
203-2	Significant indirect economic impacts	2022 Annual Report (p10-11)
207-1	Approach to tax	Ramsay Australian Tax Governance Report (https://www.ramsayhealth.com/-/media/Documents/RHC/Investor/documents/RHC-AU-Tax-Governance-Report.ashx)
Environment		
302-1	Energy consumption within the organization	Environment data and scorecard (p32)
303-5	Water consumption	Environment data and scorecard (p32)
305-1	Direct (Scope 1) GHG emissions	Environment data and scorecard (p32)
305-2	Energy indirect (Scope 2) GHG emissions	Environment data and scorecard (p32)
306-3	Waste generated	Environment data and scorecard (p32)
306-4	Waste diverted from disposal	Environment data and scorecard (p32)
Social		
401-1	New employee hires and employee turnover	People data and scorecard (p24)
403-9	Work-related injuries	People data and scorecard (p24)
405-1	Diversity of governance bodies and employees	People data and scorecard (p24)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	People data and scorecard (p24)
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality scorecard (p17)

Assurance Statement

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Independent Limited Assurance Report to the directors and management of Ramsay Health Care Limited

Conclusion

We have undertaken a limited assurance engagement on Ramsay Health Care Limited's ('RHCL') 'Subject Matter Information' disclosed in RHCL's 2022 Impact Report for the year ended 30 June 2022.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the 'Subject Matter Information' is not prepared in all material respects, in accordance with RHCL's Basis of Preparation, policies and procedures and definitions (the 'Reporting Criteria') detailed below for the year ended 30 June 2022.

Subject Matter Information and Reporting Criteria

The 'Subject Matter Information' for our limited assurance engagement for the year ended 30 June 2022 is as follows:

Selected Sustainability Performance Indicators ('Subject Matter Information')	Regions included in scope	Page number in Impact Report
Clinical Quality		
Hospital accreditation (%)	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Never events	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Rate of unplanned readmissions within 28 days (%)	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Rate of unplanned return to theatre (during same admission) (%)	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Rate of hospital acquired staphylococcus aureus bacteraemia (per 10,000 bed days) (%)	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Customer		
Net Promotor Score	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
Notifiable breaches of patient privacy	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.17
People and Culture		
Number of male and female employees by: <ul style="list-style-type: none">• Full time• Part time• Casual	Ramsay Australia, Ramsay UK, Ramsay Sime Darby	p.24
Number of male and female employees in: <ul style="list-style-type: none">• Board (non-executive)• Group executive (including regional CEOs)	Ramsay Australia, Ramsay UK, Ramsay Sime Darby	p.24

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<ul style="list-style-type: none"> • Senior leadership (Group executive and direct reports) • Regional executive • Facility CEOs • Managers • All other employees 		
Employees covered by collective bargaining agreements (%)	Ramsay Australia, Ramsay UK, Ramsay Sime Darby	p.24
New employees hired by age group	Ramsay Australia, Ramsay UK, Ramsay Sime Darby	p.24
Employee turnover (%)	Ramsay Australia, Ramsay Sime Darby	p.24
Environment		
Total energy consumed (GJ): <ul style="list-style-type: none"> • In facilities: <ul style="list-style-type: none"> ◦ Electricity (kWh) ◦ District heating (kWh) ◦ Gas (GJ) ◦ Other fuels consumed in facilities (GJ) • In vehicles (GJ) 	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.32
Total scope 1 and 2 GHG emissions (tCO2e)	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.32
Emissions intensity (tCO2e/patient days) <ul style="list-style-type: none"> • Total scope 1, 2 and 3 (defined waste) emissions 	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.32
Waste: <ul style="list-style-type: none"> • Clinical/medical (tonnes) • Waste diverted to recycling (tonnes) • Total waste generated (tonnes) • Percentage diverted to recycling (%) 	Ramsay Australia, Ramsay UK, Elysium, Ramsay Sime Darby	p.32
Supply chain		
Percentage of Eligible Suppliers with a satisfactory Sustainability Rating	Ramsay Australia and Ramsay UK	p.37

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ASAE 3000"), issued by the Australian Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Management's Responsibilities

Management is responsible for:

- ensuring that the 'Subject Matter Information' is prepared in accordance with the 'Reporting Criteria';
- confirming the measurement or evaluation of the underlying subject matter against the 'Reporting Criteria', including that all relevant matters are reflected in the 'Subject Matter Information';

- c) designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations; and
- d) the electronic presentation of the 'Subject Matter Information' and our limited assurance report on their website.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements* in undertaking this assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on RHCL's 'Subject Matter Information' as evaluated against the 'Reporting Criteria' based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the 'Subject Matter Information' is not properly prepared, in all material respects, in accordance with the 'Reporting Criteria'.

A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the 'Subject Matter Information' is likely to arise, addressing the areas identified and considering the process used to prepare the 'Subject Matter Information'. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the 'Subject Matter Information' has been properly prepared, in all material respects, in accordance with the 'Reporting Criteria'.

Our procedures included:

- Inquiries with Subject Matter data owners and sustainability report responsible management to understand and assess the approach for collating, calculating and reporting the respective 'Subject Matter Information' across the reporting period ended 30 June 2022
- Inspection of documents as part of the walk throughs of key systems and processes for collating, calculating and reporting the respective 'Subject Matter Information' for RHCL's 2022 Impact Report.
- Selection on a sample basis items to test from the selected sustainability performance indicators and agree to relevant supporting documentation.
- Analytical reviews over material data streams to identify any material anomalies for the 'Subject Matter Information' and investigate further where required
- Agreeing overall data sets for the 'Subject Matter Information' to the final data contained in RHCL's 2022 Impact Report.

Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that it is possible that fraud, error, or non-

compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

Restricted use

The applicable criteria used for this engagement was designed for a specific purpose of assisting the directors and management report on the 'Subject Matter Information' presented in RHCL's 2022 Impact Report, as a result, the 'Subject Matter Information' may not be suitable for another purpose.

This report has been prepared for use by the directors and management for the purpose of reporting on the 'Subject Matter Information' presented in RHCL's 2022 Impact Report.

We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management or for any purpose other than that for which it was prepared.

It is our understanding that the RHCL may publish a copy of this report on their website. We do not accept responsibility for the electronic presentation of our report on the RHCL's website. The security and controls over information on the web site is not evaluated or addressed by the independent auditor. The examination of the controls over the electronic presentation of this Report on RHCL's web site is beyond the scope of this engagement.

Deloitte Touche Tohmatsu
DELOITTE TOUCHE TOHMATSU



PR Dobson
Partner
Sydney, 22 November 2022



Ramsay
Health Care

ramsayhealth.com/ramsaycares

