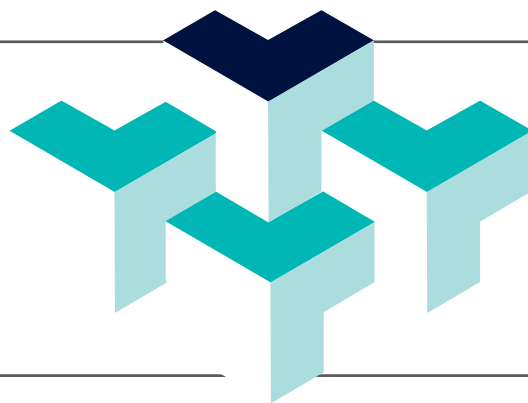


Gender pay gap report 2019



At HCA UK, people are at the heart of our organisation. Without our exceptional people, we wouldn't be able to deliver exceptional care. We are proud of the diverse workforce we have who deliver high-quality, safe compassionate care to our patients. We're committed to ensuring fairness, equality and inclusivity for all our colleagues. This includes promoting gender equality across the organisation, at every level.

We perform well on gender pay reporting and we are making progress

- On the median pay calculation, HCA UK pays men 1.9% more than women on average. This figure is far below the UK average of 17.3%.
- Our median bonus gap has reduced from 40% in 2017 to 33.2% in 2019.
- Our workforce is made up of 70% women across varying roles and areas in the business.

We are committed to fairness, equality and inclusivity for all our colleagues

We are proud our leadership team is equally balanced between women (53%) and men (47%), in comparison to only 32% of board roles being filled by women in the FTSE 100 companies.

We are dedicated to developing all our colleagues and identifying opportunities for growth and progression. We want to not only offer exciting and dynamic places to work, but to support our colleagues to realise their full potential. Over the last year we have launched a number of new initiatives to help us to attract the very best people and help us to support our colleagues to move and grow their career within HCA UK.

This included our new careers website which enables a better experience for our candidates, and a new internal careers hub so our current colleagues have easy access to internal career opportunities. We launched talent workshops for our managers focusing on developing our colleagues to learn and grow. As well as our existing ILM leadership programmes we run, we also launched a new ILM leadership programme for aspiring managers and team leaders to grow their skill set. We're also building our relationship with CASS business school to develop our leaders.

We want to ensure all our colleagues have the opportunity to learn, grow and develop at HCA UK and will be looking at more ways to do this.

Our gender pay gap data is presented overleaf in full, in line with the government legislation which requires all large employers to report on their gender pay gap data in specific ways. We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

John Reay

CEO and President
HCA Healthcare UK



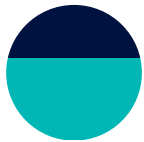
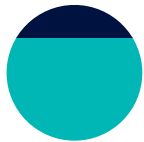
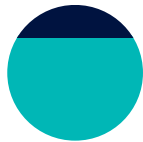
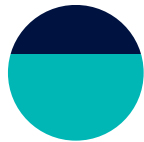
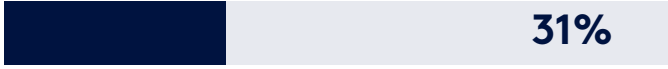

Nicola Gillis

Vice President, Human Resources
HCA Healthcare UK

Calculating our gender pay gap

The government asks all organisations to calculate their gender pay and bonus gaps in four different ways (see table below):

1. The average difference in pay between men and women (this is calculated as both a mean and median value). A number greater than zero indicates that, on average, men earn more than women. A number less than zero indicates that, on average, women earn more than men.
2. The average difference in performance bonuses and incentive schemes between men and women in the year up to April 2019.
3. The number of men and women who received a performance bonus including incentive scheme payments over the same 12-month period
4. How many men and women appear in each pay quartile across the organisation.

<p>Pay calculations As at 5th April 2019</p>	<p>Pay (median) 1.9%</p>	<p>Pay (mean) 17.1%</p>	<p>Bonus (median) 33.2%</p>	<p>Bonus (mean) 37.0%</p>
<p>Bonus calculations from April 2018 to April 2019</p>	<p>Proportion of males receiving a bonus 10.6%</p> 		<p>Proportion of females receiving a bonus 7.4%</p> 	
<p>Pay quartile The ratio of males in each quartile from April 2018 to April 2019 The ratio of females in each quartile from April 2018 to April 2019</p>	<p>First 37.9% 62.1%</p> 	<p>Second 22.1% 77.9%</p> 	<p>Third 23.4% 76.6%</p> 	<p>Fourth 38.7% 61.3%</p> 
<p>Employment The ratio of men and women HCA UK employ from April 2018 to April 2019</p>	<p>1,698  31%</p> <p>3,868  69%</p>			

About HCA Healthcare UK

HCA Healthcare UK provides healthcare care across a group of world-class, award-winning private hospitals, specialist clinics, outpatient and diagnostics centres and private GP services spread across the UK. As well as providing advanced, high quality care to patients in these environments, we also partner with leading NHS Trusts.