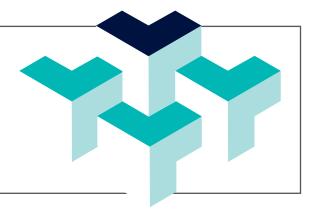
Gender pay gap report 2018



At HCA UK, people are at the heart of our organisation. We're committed to ensuring fairness, equality and inclusivity for our colleagues. This includes promoting gender equality.

Gender pay gap data covers the difference in the average hourly wage of all men and women across the organisation.

HCA UK performs well on both measures of gender pay reporting

On the median pay calculation, HCA UK pays men 1.3% more than women on average. These figures compare favourably with the UK average of 17.9% difference between median average pay for men versus women. On the mean pay calculation HCA UK pays men 14.2% more than women on average.

HCA UK is committed to delivering the highest possible levels of fairness, equality and opportunity for all our colleagues

We are proud to have built a leadership team which is equally split between men and women. This compares with only 29% of board roles being filled by women in the FTSE 100 companies.

HCA UK is 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.

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.

Michael Neeb

Michael Lel

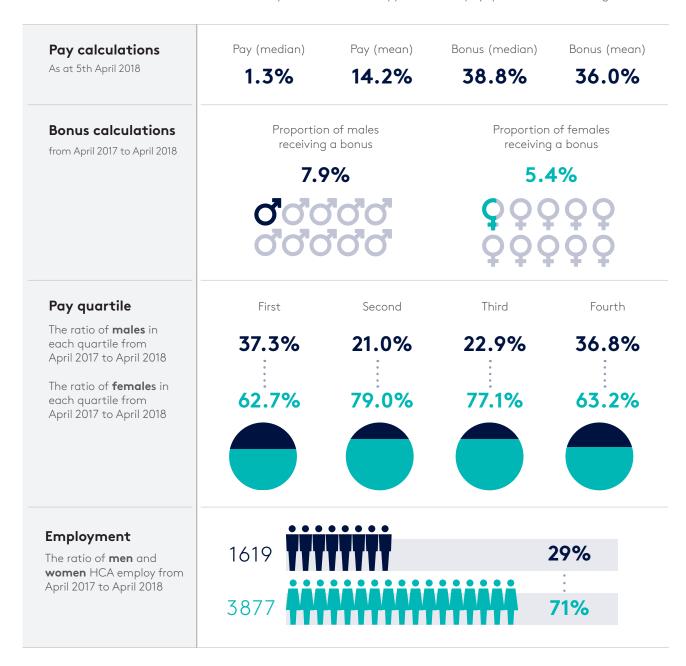
CEO and President HCA Healthcare UK Nicola Gillis

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 2018.
- 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.



About HCA Healthcare UK

HCA Healthcare UK is a network of outstanding healthcare facilities in London and Manchester, from urgent care centres and GP practices, to research labs and hospitals.