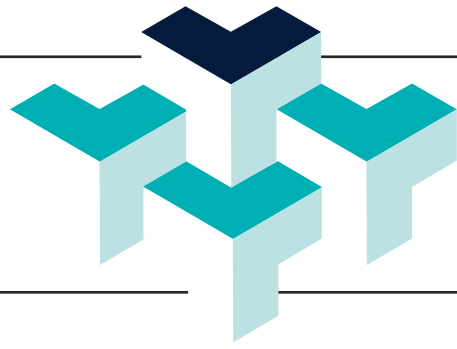


# Gender pay gap report 2023



At HCA Healthcare UK, our people are at the heart of our organisation. We are proud of the diverse workforce we have who deliver high quality, safe, compassionate care to our patients. We're passionately committed to creating a culture of fairness, equity, and inclusivity and ensuring all our colleagues feel seen and heard. This includes promoting gender equality across every level of the organisation.

- On the median pay calculation, HCA UK pays men **3.8%** more than women on average. This figure is below the UK average of **14.3%**.
- Our workforce is made up of **67%** women across varying roles and areas in the business.
- Our leadership team is well balanced between women (**52%**) and men (**48%**), in comparison to only **42%** of board roles being filled by women in the FTSE 100 companies.
- **Five** of the **seven** key hospital Chief Executive leadership roles are held by women.

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

We developed our Diversity, Equity, Inclusion and Belonging (DEIB) strategy in 2022 with four key areas of focus: leadership, culture, talent and patient care. In this strategy we seek to identify the factors that contribute to inequities so that we can take positive action to address them.

Our colleagues have been fundamental to the progress we have made so far. We continue to partner closely with our Diversity and Inclusion committees across our hospitals and sites, and leverage their passion and insights to help shape a more inclusive culture at HCA UK.

We acknowledge that a contributory factor to our gender pay gap is our employed consultants, who are predominantly male. These consultants hold senior positions within the company and are paid the fair market rate for their skills and clinical outcomes. We are actively looking to recruit more female employed consultants to address this balance.

In 2023, we ran inclusive behaviour and language webinars led by myGwork, which focused on how we can make changes in our language and day-to-day interactions to create greater inclusion and belonging. These were very well received, and we plan to invest further with more diversity, equity and inclusion training in 2024.

A key aspect of our DEIB strategy is to enable greater diversity in more senior roles. We are working in partnership with the Florence Nightingale Foundation to support a more diverse talent pipeline to ensure healthcare leaders of the future have a more diverse representation in the most senior positions. We also continue to work with Global Diversity Practice (GDP), our external partner, for their expertise and guidance to ensure we continue to drive our DEIB strategy forward.

We continually reflect and act to ensure we are always working to create an inclusive culture and diverse workplace where all our colleagues can feel represented, valued and heard.

Our gender pay gap data is presented overleaf, 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



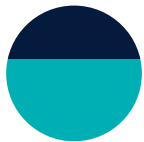
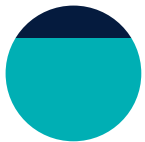
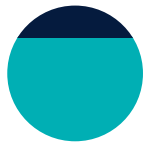
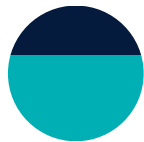


**Nicola Gillis**

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 2023.
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><b>Pay calculations</b> As at 5th April 2023</p>	Pay (median) <b>3.8%</b>	Pay (mean) <b>36.2%</b>	Bonus (median) <b>40.0%</b>	Bonus (mean) <b>67.6%</b>
<p><b>Bonus calculations</b> from April 2022 to April 2023</p>	Proportion of males receiving a bonus <b>17.6%</b>		Proportion of females receiving a bonus <b>13.2%</b>	
<p><b>Pay quartile</b> The ratio of <b>males</b> in each quartile from April 2022 to April 2023  The ratio of <b>females</b> in each quartile from April 2022 to April 2023</p>	<p>First <b>37.1%</b> 62.9%</p> 	<p>Second <b>27.3%</b> 72.7%</p> 	<p>Third <b>24.5%</b> 75.5%</p> 	<p>Fourth <b>44.2%</b> 55.8%</p> 
<p><b>Employment</b> The ratio of <b>men</b> and <b>women</b> HCA UK employ from April 2022 to April 2023</p>	<p>2,173  <b>33% Men</b></p> <p>4,354  <b>67% Women</b></p>			

## About HCA Healthcare UK

HCA Healthcare UK provides private healthcare across a system of world-class, award-winning 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.