



Caring
for our
people, planet
and communities



Sustainability Strategy

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Foreword

Our changing world has shone a bright light on the importance of being a sustainable and responsible business. We know that caring for our people, supporting our communities and looking after the environment are vital to our individual happiness, collective success and future way of life.

Ramsay Health Care decided to review its sustainability strategy, starting with an in-depth look at what we do and how we add value to our stakeholders, seen through the prism of the Company's guiding philosophy of "people caring for people" – The Ramsay Way.

Ramsay people across Australia, Europe, the United Kingdom and Asia were engaged with a global project to refresh Ramsay's sustainability strategy. This process has energised our commitment to long-term sustainability across the company.

Our **Ramsay Cares** strategy is focused on fostering healthier people, stronger communities and a thriving planet.

We are here to make a positive impact for current and future generations through health care services that are sustainable, innovative and delivered in The Ramsay Way.



Craig McNally
Managing Director and Chief Executive Officer



Why Ramsay Cares is important



Ramsay
Santé

“Ramsay Cares will contribute to making our group different and better in the eyes of all.”

Pascal Roché
Chief Executive Officer
Ramsay Santé Group



Ramsay
Health Care

“A great company is one that makes the world a better place.”

Carmel Monaghan
Chief Executive Officer
Ramsay Health Care Australia



Ramsay
Health Care

“The opportunity to make a positive impact for people, the environment and our communities is a passion shared by the entire Ramsay UK team.”

Nick Costa
Chief Executive Officer
Ramsay Health Care UK



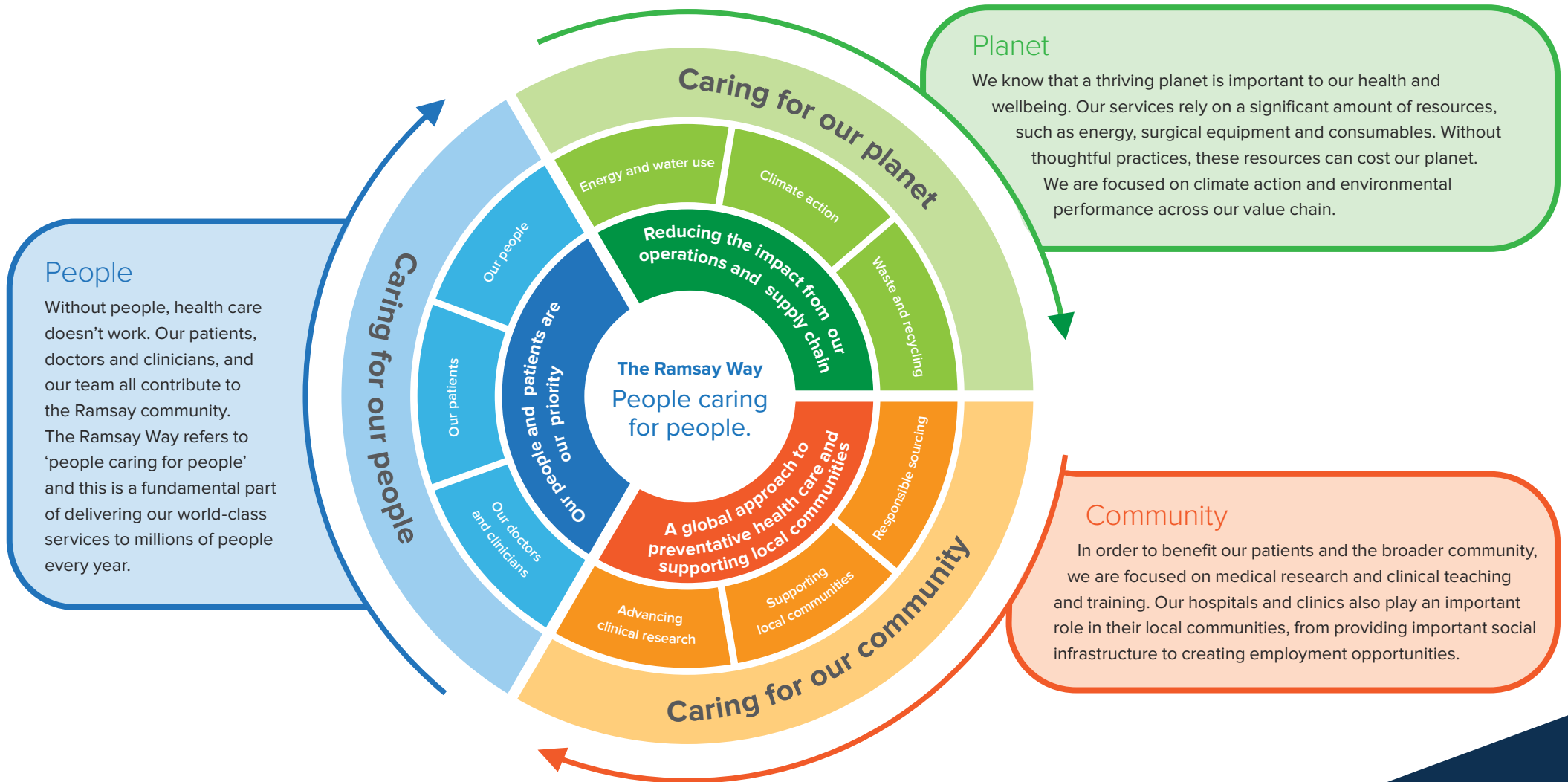
People caring for people

“We are as much part of our patient’s life as the community we exist in.”

Peter Hong
Chief Executive Officer
Ramsay Sime Darby Health Care Group

How Ramsay Cares works

Offering high-quality health care under The Ramsay Way means ensuring our people, our planet and our communities are all well cared for.



Our approach to Ramsay Cares



Our approach

The Ramsay Cares Sustainability Strategy (Ramsay Cares) unites our global businesses in a shared vision for sustainability.

“Ramsay Cares is made up of three sustainability pillars:

- Caring for our people
- Caring for our planet
- Caring for our community.

The Ramsay Cares strategy is led by the Global Sustainability Committee and overseen by the Group Executive and Board Risk Management Committee. The strategy outlines group-wide objectives and goals, which will be reviewed annually.

The goals reflect the different stages of progress across the issues and regions. For example, a goal may range from a specific target through to increasing our understanding and measurement for new areas of focus.



Our material issues

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

Our materiality assessment identified nine material issues. While many of the issues are interrelated, Ramsay Cares is focused on:

- Clinical quality and excellence
- People and culture
- Climate action and environment
- Supporting communities
- Responsible sourcing.

In terms of operational, risk and governance processes, the material issues identified are the need for:

- Agile and resilient business model
- Digital transformation, cyber security, data and privacy
- Integrated quality assets and infrastructure
- Good governance.



United Nations Sustainable Development Goals

Ramsay Health Care supports the United Nations Sustainable Development Goals (SDGs), which aim to promote peace and prosperity, while protecting our planet into the future.

The 17 goals are a call to action to achieve economic growth and address a range of social issues to end poverty. These include education, health, social protection and job opportunities, while tackling climate change and environmental protection.

We are committed to driving action on the relevant goals which underpin our Ramsay Cares approach.



All over the world, Ramsay Health Care is committed to putting sustainability at the core of our company. Ramsay Cares is a strategy to deliver healthier people, stronger communities and a thriving planet.



The Ramsay Way of people caring for people means patients, practitioners and our team are equally important in the Ramsay ecosystem.

We are focused on:

- Fostering a safe, caring and inclusive culture
- Engaging and developing our people
- Delivering high quality patient outcomes and experience
- Being a trusted partner for our doctors and clinicians
- Supporting the mental health and wellbeing all of our people



Ramsay Health Care recognises that protecting the environment for future generations is critical.

We are focused on:

- Reducing greenhouse emissions and acting against climate change
- Reducing energy and water usage
- Reducing resources use, including single use plastics, whenever it is safe to do so
- Increasing recycling and reducing waste
- Working with our suppliers on more sustainable product choices



Our responsibility in the community stretches beyond connecting patients to skilled practitioners. We realise that we have an important role to play in our local communities, and in serving society at large.

We are focused on:

- Advancing health outcomes through medical research, clinical teaching and training
- A global approach to preventative health care
- Supporting local communities
- Responsible sourcing and ethical supply chains



A photograph of three healthcare professionals standing in a hospital hallway. On the left is a woman with blonde hair tied back, wearing a light blue patterned short-sleeved shirt. In the center is a man with short brown hair, wearing blue scrubs and a stethoscope around his neck. On the right is a woman with long brown hair, wearing a light blue patterned short-sleeved shirt. They are all smiling and looking towards the camera. The background shows a hallway with a door labeled 'FIRE SAFETY DOOR' and wooden cabinets.

Caring for our people



- Fostering a safe, caring and inclusive culture
- Engaging and developing our people
- Delivering high-quality patient outcomes and experience
- A trusted partner to our doctors and clinicians
- Supporting the mental health and wellbeing of all our people



Our patients and partners

Our patients are our purpose. Across our global operations are world-leading doctors and clinicians who share our philosophy of being ‘people caring for people’.



Quality

We will always deliver high-quality patient care, maintain excellence in standards, safety and accreditation and invest in leading facilities and technologies.



Trusted partnering

We aim to be a trusted partner to our doctors and clinicians by supporting their wellbeing and their professional practice.



Experience

We are committed to ensuring our patients not only receive high-quality clinical care but also have a positive patient experience, through the entire care pathway.

“ *The Ramsay Way means being a trusted partner; our patients always come first.* ”



Our targets

- 100% accreditation
- Better than national quality benchmarks
- Maintain patient experience outcomes

UN Sustainable Development Goals





Our people

We are committed to keeping The Ramsay Way of ‘people caring for people’ at our cultural core.



Culture and engagement

We are fostering a caring, empowered and productive culture to deliver high-quality patient outcomes and experience.



Reward and recognition

We recognise the value of our people. We are committed to paying our employees fairly and competitively, having a supportive and rewarding workplace, celebrating our people and the positive impact they make in health care.



Safety

We always put the safety of our people at the fore and are committed to a high performing safety culture.



Diversity and inclusion

We are committed to an inclusive culture. We celebrate the diverse backgrounds and experience our people bring to the team, and encourage them to be their ‘real self’ at work.



Development and training

We are focused on delivering career development, professional training and experience that supports the career and progression of all of our people.



Mental health and wellness

We are committed to supporting our people’s mental health and wellbeing to create a positive, safe and resilient culture and workplace.

“ We are committed to adopting best practices which will support the mental health and care of our people. ”



Our targets

- Achieve gender balance with Board composition of 40:40:20 by 2025 and maintain senior management gender composition of 40:40:20
- Strong progress towards top quartile employee engagement
- Increasing the development of our people through the Global Leadership Academy
- Maintain focus on patient safety training (e.g. Speak up for Patient Safety)
- Maintain workplace safety performance
- Establish Group Mental Health, Wellness and Resilience Framework
- Train 3% of the workforce in mental health first aid by 2026*

UN Sustainable Development Goals



*Targets relate to wholly owned entities; baseline year 2020

caring for our planet



- Reducing greenhouse emissions and acting against climate change
- Reducing energy and water usage
- Reducing resource use, including single-use plastics, wherever it is safe to do so
- Increasing recycling and reducing waste
- Working with our suppliers on more sustainable product choices



Our planet

We recognise that protecting the environment for future generations is critical.



Energy and water

We are focused on energy and water efficiency measures and identifying opportunities to introduce more renewable energy in our operations and new developments.



Climate change action and reducing greenhouse gas emissions

We are undertaking a comprehensive review of climate risk to enable effective action on climate change and to take advantage of opportunities to support a transition to the low carbon economy.



Waste and recycling

We are seeking to improve recycling and to identify more opportunities to reduce single-use plastics where it is safe to.

“ Without a healthy planet, we cannot have healthy people. ”



Our targets

- Maintain recycling rates and identify single-use plastic and waste reduction opportunities
- Identify new water saving opportunities
- Achieve a 10% reduction in energy intensity by 2026*
- Achieve a 12% reduction in greenhouse gas emission intensity by 2026*
- Install 6.3MW renewable energy projects by 2026*
- Undertake a comprehensive review of climate risk across our regions

UN Sustainable Development Goals



*Targets relate to wholly owned entities; baseline year 2020



caring for our community



- Advancing health outcomes through medical research, clinical teaching and training
- A global approach to preventable health care
- Supporting local communities
- Responsible sourcing and ethical supply chains



Our Community

Our responsibility to communities stretches beyond connecting patients to skilled practitioners. We have an important role to play in our local communities and in serving society at large and across the value chain.



A community approach to health care innovation

We are investing in leading medical research and supporting clinical trials to advance patient and community outcomes.



Focusing on cause and prevention

We are partnering with a focus on preventative health care and mental health.



Supporting local communities

We are continuing to support local communities and promoting awareness of the importance of health and wellbeing.



Responsible sourcing

We will work with our suppliers to reduce the risk of modern slavery practices and identify opportunities to reduce the environmental impact of the value chain.

“ We are committed to a global approach towards preventative health care and support for the local communities in which we operate. ”



Our targets

- Continuing to facilitate leading medical research and clinical trials in our facilities to advance patient and community outcomes
- Partnering with a focus on preventative health care and mental health
- Support local communities and promoting awareness of the importance of health and wellbeing
- Achieve sustainability assessments covering 80% of external supplier spend by 2026*

UN Sustainable Development Goals



*Targets relate to wholly owned entities; baseline year 2020

A shared commitment

Collaboration is key to making real change. We value the strong relationships we have and seek to work together on delivering more sustainable outcomes. We are committed to supporting the United Nations Global Compact and 40:40 vision to ensure we are well-positioned to achieve our goals for sustainability.



The United Nations Global Compact is a special initiative of the UN Secretary-General calling to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals.

Ramsay Health Care has joined to help advance sustainability action as part of Ramsay Cares.

40:40 VISION

40:40 Vision is an investor-led initiative to achieve gender balance in the executive leadership across Australia's largest listed companies.

40:40 Vision seeks to achieve gender balance – 40 per cent women, 40 per cent men and 20 per cent any gender – across the senior leadership of all ASX200 companies by 2030.

Ramsay Health Care has joined to reflect our commitment to gender equality as significant employer of women.

“ Globally, Ramsay Health Care is a significant employer of women and we have long been committed to having strong female representation at all levels of the organisation.



Ramsay is determined to provide a caring and inclusive culture where staff can develop and feel empowered. By supporting 40:40 Vision, we hope to encourage other ASX200 companies to achieve gender equality, just as we have.

Colleen Harris

Group Chief People Officer





To find out more visit: ramsayhealth.com/ramsaycares

We look forward to sharing more information and engaging with our people in delivering our Ramsay Cares strategy. We welcome your ideas to help make a difference. Please email suggestions to: RamsayCares@ramsayhealth.com



Ramsay
cares