



Ramsay
Health Care

2025 Impact Report



caring
for our
people, planet
and communities



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Important notices and disclaimer

This document has been prepared by Ramsay Health Care Limited ACN 001 288 768 (Ramsay) for inclusion on Ramsay's website. The document is based on information available at the time of preparation and which is general in nature and should be read with Ramsay's other periodic reports and disclosures, in particular the 2025 Annual Report and 2025 Corporate Governance Statement.

This Report contains forward looking statements, including statements regarding climate change and other sustainability issues for the Ramsay Group. While these forward looking statements reflect Ramsay's expectations at the date of this Report, they are not guarantees or predictions of future performance or statements of fact. These statements involve known and unknown risks and uncertainties. Many factors could cause outcomes to differ, possibly materially, from those expressed in the forward-looking statements. These factors include general economic conditions, changes in government and policy, actions of regulatory bodies and other governmental authorities such as changes in taxation or regulation, technological changes, the extent, nature and location of physical impacts of climate change and geopolitical developments. Ramsay makes no representation, assurance or guarantee

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The Impact Report is for informational purposes only and is not a product disclosure statement or prospectus, financial product or investment advice, or a recommendation to acquire securities.

Shaping a healthier future

Ramsay Health Care is committed to making a positive impact on our people, our planet, and our community, now and into the future.

Our commitment to sustainability is guided by our [Ramsay Cares](#) strategy, which outlines our sustainability goals, focusing on three key pillars:



This work is driven by our people across Australia, the United Kingdom and Europe working together to bring these goals to life and drive us forward.

A range of our sustainability initiatives are illustrated in this report, which provides an overview of how we progressed the Ramsay Cares goals in our Australian and UK operations and in Europe through Ramsay Santé¹ during the financial year ended 30 June 2025.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 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).

“

At Ramsay, we believe in the power of health care to improve lives, not just in our hospitals but across the communities we serve. That belief is reflected in our purpose, *people caring for people*, and in the way we support patients, one another and the broader health system.

This Impact Report shares some of the practical ways our teams strive to make our business more sustainable and resilient – from improving workforce wellbeing to reducing energy use and strengthening partnerships in the community.

This year, we were proud to receive one of Australia's top sustainability honours, a national Banksia Award recognising our leadership in advancing sustainability across our operations. We also introduced a new sustainability award for our teams as part of Ramsay's first Global Innovation Awards, celebrating practical ideas that are making a genuine difference in our hospitals, services and communities.

Ramsay's commitment to the UN Global Compact continues to guide how we contribute to a healthier, more sustainable future.

Thank you to everyone at Ramsay and to the clinicians, suppliers and partners who help advance this important work. ”



Natalie Davis

*Group CEO &
Managing Director*

1. Ramsay Health Care owns 52.8% of Ramsay Santé which is listed on the European financial market's platform Euronext.

About Ramsay

Ramsay Health Care is a trusted leading provider of private health care, delivering high-quality services to millions of patients across Australia, Europe and the United Kingdom.

Founded in 1964 by Australian entrepreneur and philanthropist Paul Ramsay AO, the company has grown with a clear and consistent purpose: *people caring for people*.

This commitment lives on through *The Ramsay Way* – a values-led approach grounded in strong relationships, continuous improvement and sustainable growth.

Ramsay now operates a network of modern hospitals, specialist clinics and integrated home and community health services across eight countries. We employ more than 90,000 people globally.

Our strength lies in trusted, innovative partnerships with our doctors, clinicians and the communities we serve.

We are focused on delivering safe, modern care and invest in technology, clinical leadership and connected models to meet future needs and build a stronger health system.



Ramsay Health Care Group Executive Leadership Team



Natalie Davis
Group CEO &
Managing Director



Stuart Winters
Chief Operating
Officer Australia



Andrew Coombs
Chief Commercial
Officer Australia
Commencing November 2025



Nick Costa
Managing Director
UK Hospitals,
Acting Managing
Director Elysium



Pascal Roché
Managing Director
Ramsay Santé



Colleen Harris
Group Executive
People & Sustainability



Michael Hirner
Acting Group Executive
Finance



Dr Brindan Suresh
Group Executive
Health & Strategy



Dr John Doulis
Group Executive
Technology & Digital
Commencing November 2025



Henrietta Rowe
Group Executive Legal
& Company Secretariat

Our Strategy

The Ramsay 2030 Strategy and Ramsay Cares Strategy are connected in purpose and ambition.

While the 2030 Strategy sets out our vision for long-term growth, quality and innovation in health care, Ramsay Cares provides the social and sustainability foundations to help realise that vision.

Achieving our goals across all five pillars of the Ramsay 2030 Strategy is closely linked with our Ramsay Cares priorities. Initiatives to deliver more preventive health care, strengthen patient and doctor journeys, invest in new medical technologies, expand our hospital procedural capacity and partner with communities all reinforce our work to advance equity, resilience and sustainability.

Through Ramsay Cares, we extend our impact beyond our hospital walls, partnering with others to support healthier people, stronger communities and a thriving planet.



MEASURES

- Patient NPS
- Clinical outcomes
- Employee engagement
- Doctor NPS
- Revenue growth
- Admissions growth
- EBIT growth
- Return on Invested Capital

Our sustainability approach

caring
for our
people, planet
and communities



Sustainability strategy

At Ramsay, we believe business success and social impact go hand in hand.

Sustainability matters to our people, our patients and our doctors and we are committed to making a positive difference through our core operations.

Our Ramsay Cares strategy brings this commitment to life, focusing on three pillars: **healthier people**, **a thriving planet** and **stronger communities**. It guides how we work together to build a responsible and resilient global business.

These priorities are integrated into Ramsay's corporate plan and long-term growth strategy, supported by strong governance and transparent reporting.

Sustainable finance

Sustainability is embedded in how we manage capital and risk. Most of Ramsay's Group funding is now linked to environmental and social performance through sustainability-linked loans. These financing arrangements hold us accountable to measurable goals, including emissions reduction, employee mental health and responsible sourcing.

83% of the Funding Group and 98% of Ramsay Santé loan facilities are sustainability linked (91% of total facilities as at 30 June 2025, approximately A\$6 billion).

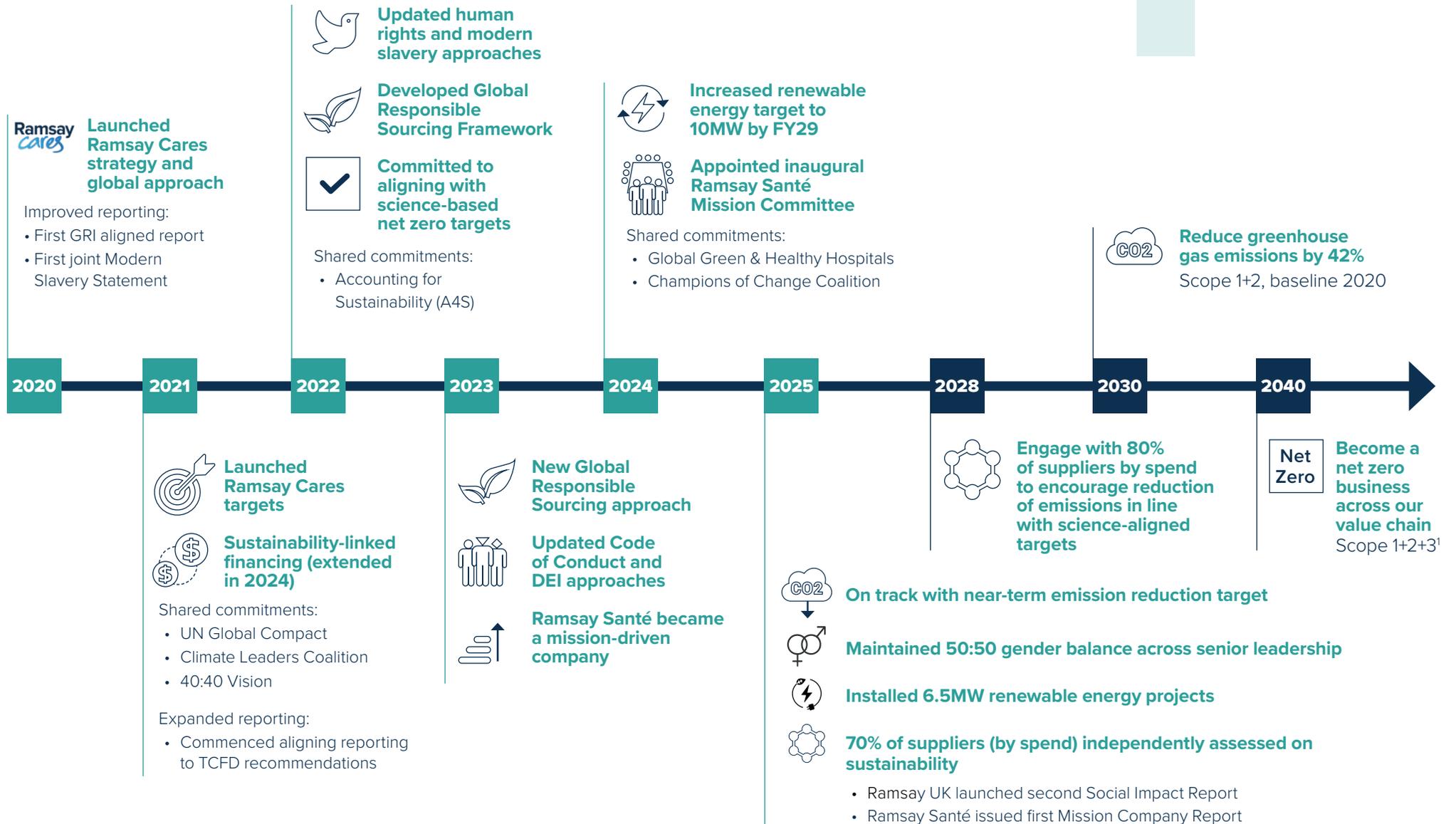
The Funding Group introduced a Sustainability Deed Poll in August 2024, creating an opportunity to readily convert a further A\$850 million of bilateral facilities to sustainability-linked facilities.

By tying financial outcomes to our Ramsay Cares strategy, we are aligning capital decisions with long-term value creation and stakeholder expectations. In 2025, Ramsay won [Environmental Finance's Sustainability-linked Loan of the Year Award-corporate \(APAC\)](#) in recognition of our continuous efforts to improve and deepen the sustainability finance framework.



Learn more about our strategy at ramsayhealth.com/ramsaycares

Sustainability roadmap



Tracking our goals

The Ramsay Cares strategy outlines our global sustainability priorities and goals across people, planet and community.

These goals reflect the different stages of progress across regions, from established targets to newer areas where we are building capability and improving measurement. Progress is tracked through regular updates to the Global Sustainability Committee and overseen by the Group Executive and Board.

PRIORITY AREA	STATUS
Clinical quality and excellence	
100% accreditation for our facilities.	Tracking behind See page 21
Better than national quality benchmarks.	On track See pages 17, 19, 21
Maintain patient experience outcomes.	On track See page 21
People and culture	
Maintain gender balance with Board composition of 40:40:20 and maintain senior executive gender composition of 40:40:20.	On track See page 29
Strong progress towards top quartile employee engagement.	On track See pages 24-30
Increase the development of our people through the Ramsay Global Leadership Academy.	On track See pages 25, 26
Maintain focus on patient safety training.	On track See pages 21, 30
Maintain workplace safety performance.	On track See page 32
Train 3% of the workforce in mental health first aid by FY29.*	On track See page 30

■ On track
 ■ Tracking behind

*Applies to wholly-owned entities.

PRIORITY AREA	STATUS
Climate action and environment	
Maintain recycling rates and identify single-use plastic and waste reduction opportunities.	On track See pages 38, 42
Identify new water saving opportunities.	On track See pages 42
Achieve a 10% reduction in energy intensity by FY29 from a FY23 baseline.*	Tracking behind See pages 34, 41
Achieve a 12% reduction in greenhouse gas emission intensity by FY26.*	On track See pages 34, 41
Near term GHG emission target of 42% by FY30 (2020 baseline, Scope 1 & 2).	On track See pages 34, 41
Install 10MW renewable energy projects by FY29.*	On track See page 34, 41
Undertake a comprehensive review of climate risk across our regions.	On track See page 52
Supporting communities	
Continue to facilitate leading medical research and clinical trials in our facilities to advance patient and community health outcomes.	On track See pages 22, 44
Partnerships focusing on promoting and advancing preventive health care and mental health.	On track See page 44
Supporting local communities and promoting education and awareness of the importance of health and wellbeing.	On track See pages 44, 45
Responsible sourcing	
Achieve sustainability assessments covering 80% of external supplier spend by FY26.*	On track See pages 47

Supporting the SDGs

Ramsay's sustainability approach aligns with the United Nations Sustainable Development Goals (SDGs) – a global framework for advancing peace, prosperity and environmental stewardship.

The SDGs call for inclusive economic growth, social equity, access to health care and education, and urgent action on climate change. Achieving them requires collective effort from governments, business and civil society.

As a multinational healthcare provider, Ramsay contributes through practical actions that support healthier people, a thriving planet and stronger communities. These pillars guide our efforts to deliver care responsibly, build system resilience and create long-term value for the communities we serve.

Our global commitment

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, anti-corruption and environment.

Ramsay's Modern Slavery Statement demonstrates our ongoing efforts and provide transparency on the steps taken to identify, prevent and address risks of modern slavery in our operations and supply chains.



Sustainable Development Goals supported by Ramsay Cares initiatives



Good health and wellbeing: Focusing on healthier people through employee health and wellbeing, patient safety and clinical advancement.



Quality education: Supporting the ongoing professional development of health professionals and providing pathways for people into health care.



Gender equality: Promoting gender equality through opportunities for women and achieving gender balance across senior leadership.



Decent work and economic growth: Creating employment opportunities, providing social infrastructure and facilitating investment in high quality health services. We also focus on reducing risks of modern slavery in our supply chains.



Reduced inequalities: Prioritising preventive health care and supporting underserved communities through better access to quality health care.



Responsible consumption and production: Focusing on reducing waste, increasing recycling and sustainable procurement practices.



Climate action: Reducing greenhouse gas emissions (e.g. anaesthetic gas emissions) and improving energy efficiency across our facilities.



Partnerships for the Goals: Collaborating with local groups and organisations and participating in partnerships for wide ranging initiatives including health research and health workforce education.



Improving maternity care in Tanzania

With support from Ramsay Australia, four midwives from Frances Perry House in Melbourne volunteered at Mt Meru Hospital in Arusha, Tanzania, working side-by-side with local teams to improve maternal and newborn care.

Over three weeks, they trained more than 100 midwives and doctors in neonatal resuscitation, donated vital equipment, including resuscitation kits, phototherapy lights and a fully stocked emergency trolley, and helped establish special care nurseries at five hospitals.

Material issues

Material issues are the sustainability topics that matter most to our stakeholders and may influence Ramsay's performance, reputation and long-term value.

We identify and prioritise these issues through regular stakeholder engagement and in line with the Materiality Map for healthcare delivery developed by the Sustainability Accounting Standards Board (now part of the IFRS Foundation).

These issues were first integrated into our Annual Report in 2023 to strengthen alignment across our reporting. They are reviewed annually by the Global Sustainability Committee and no changes were made in FY25.

Learn more about how we manage each of our material issues, why they are important and how they are measured at ramsayhealth.com/ramsaycares.



Clinical Quality and Excellence

- Quality, safety and patient experience
- Clinical outcomes
- Doctor and clinician wellbeing
- Research and development




People and culture

- Cultural and engagement
- Global workforce challenges
- Safety, mental and physical wellbeing
- Diversity and inclusion
- Labour relations




Data and digital

- Digital transformation
- Cyber security
- Protecting data and privacy
- Transform/adapt systems and processes to support workforce and patient outcomes




Robust and 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 and 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 and environment

- Net zero emissions 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 the work of the foundations.




Responsible sourcing

Responsible sourcing to improve social and environmental outcomes and supply chain transparency and traceability.



Sustainability governance

ROLE OF THE BOARD & COMMITTEES	FY25 HIGHLIGHTS AND ACTIVITIES
<p><u>Ramsay Health Care Board</u></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. The Board is supported by the Board Committees, as set out below.</p>	<ul style="list-style-type: none"> • Monitored safety, patient experience and clinical quality outcomes. • Focused on our people and organisational culture and oversight of strategic responses to workforce challenges. • Oversaw sustainability and climate-related matters, including: <ul style="list-style-type: none"> – monitoring Ramsay’s performance on sustainability (including climate-related) targets – approving the conversion of existing bank guarantee facilities to being sustainability-linked facilities, on the terms set out in the Sustainability Deed Poll – approving the Group’s FY24 Impact Report (and the associated climate-related and broader strategy). • Approved the Global Responsible Sourcing Policy and updates to other governance policies, including Ramsay’s Whistleblower Policy, Security Trading Policy, Disclosure & Communication Policy.
<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"> • Oversaw the sustainability-linked loan facilities and targets. • Reviewed and endorsed for Board approval, the conversion of existing bank guarantee facilities to being sustainability-linked facilities. • Considered disclosures, including in relation to sustainability and climate change, as well as the FY24 Impact Report. • Maintained oversight of the Group’s ongoing preparation in relation to the new mandatory Australian climate reporting regime. • Maintained oversight over mandatory UK climate-related disclosure requirements for certain Ramsay UK Acute and Elysium entities and reviewed their respective FY24 climate-related disclosures under the UK Companies Act 2006.
<p>Risk Management Committee</p> <p>Oversees financial and non-financial risks including exposure to climate change and other material social and environmental risks.</p>	<ul style="list-style-type: none"> • Monitored key environmental, social and governance risks (including climate change, modern slavery and other sustainability risks) and frameworks. • Received deep dive updates on approach to clinical governance across the Group. • Reviewed updates on progress against our net zero and sustainability-linked loan targets. • Endorsed for Board approval the Global Responsible Sourcing Policy and updates to Ramsay’s Whistleblower Policy and Global Sustainability Policy.
<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"> • Focused on people, engagement and culture and supported the Board in overseeing strategic responses to workforce challenges. • Received updates on the Group’s non-financial performance (including patient, people, customer and environmental) for FY25, including in relation to the greenhouse gas reduction target in the scorecard of the MD & CEO and other members of the Executive team.

Sustainability governance

Nomination and Governance Committee

Oversees Committee roles and responsibilities including as they relate to environmental, social and governance matters, reviews Board and Committee composition and Director skills and experience and monitors processes in place in relation to ongoing education.

- Considered the skills and experience currently represented on the Board and in the context of NED succession planning, including ability to assess governance, environmental and social issues and the effectiveness of organisational policies and procedures.
- Endorsed for Board approval updates to Ramsay’s Security Trading Policy and Disclosure & Communication Policy.

ROLE OF MANAGEMENT

FY25 HIGHLIGHTS AND ACTIVITIES

Group Executive

Oversees the rollout of the Ramsay Cares Strategy (which includes climate-related elements) globally and in each region, as well as integration with strategy and Ramsay’s corporate plan; considers material sustainability risks and opportunities including social, environmental and climate risks. Members of the Global Executive regularly report to the Board and Board Committees on material and relevant climate-related issues and broader sustainability matters.

Relevant focus areas included:

- Overseeing progress on Ramsay’s net zero emissions commitment, performance against sustainability-linked loan targets (including energy and greenhouse gas emission reduction targets) and the Ramsay Cares Strategy.
- Embedding the Net Zero Roadmap approach into Corporate Plan out to 2030.
- Reviewing updated governance policies e.g. Global Responsible Sourcing Policy.

Global Sustainability Committee, Group Sustainability Officer and Regional Sustainability Leads

Supports the Global Executive, focusing on delivery of the Ramsay Cares strategy. The Committee consists of the Group Executive People & Sustainability, Group Sustainability Officer, Regional Sustainability Leads and Group Finance, Risk and Procurement representatives. Subject matter experts, legal, strategy-level leads are invited to Committee meetings as required to inform the Committee about climate-related and broader sustainability matters.

Relevant focus areas included:

- Ongoing implementation of global priorities at a regional level, including through the development of regional initiatives that are tailored to each of Ramsay’s businesses.
- Rollout of the Ramsay Cares strategy and the Net Zero Emissions Roadmap in each region through regional Ramsay Cares strategy commitments and teams.
- Identifying and monitoring progress in relation to key emission reduction initiatives such as energy efficiency and greener theatre approaches.
- Working with suppliers and other stakeholders to understand their net zero commitments.
- Overseeing the ongoing preparation for new or expected sustainability (including climate) reporting requirements (for example in Australia and Europe).

Stakeholder engagement

Trusted relationships with our patients, doctors, employees and communities are central to Ramsay's long-term success. We engage regularly with stakeholders across all regions to build understanding, align on shared goals and strengthen the delivery of safe, modern and sustainable health care.



Partnering for public health

Western Australia's Minister for Health and Mental Health, Meredith Hammat, toured Joondalup Health Campus (JHC) to mark the next phase of the longstanding public-private partnership between Ramsay Health Care and the WA Government, which includes a \$190 million investment to expand and upgrade Ramsay's co-located private hospital.

The redevelopment will increase surgical and medical capacity and support the delivery of high-quality care to both public and private patients in Perth's growing northern corridor.

[Pictured above] WA North Metropolitan Health Service Chief Executive Robert Toms; JHC Director of Clinical Services Mary Ferrier; Minister for Health Meredith Hammat; JHC Chief Executive Officer Renaud Mazy; JHC Director of Medical Services Dr Kevin Hartley.



Engaging UK policymakers

Ramsay Health Care UK welcomed Members of Parliament to hospitals across the country as part of efforts to promote innovation and improve access to health care. These visits gave policymakers direct insight into how Ramsay is supporting the NHS through high-quality care, shorter wait times and modern healthcare delivery.



Shaping Sweden's health future

During Almedalen Week 2025, Sweden's largest political and societal forum, Capio hosted five panel events on topics including public-private healthcare collaboration, healthcare workforce sustainability, digital transformation and health care's role in global security. These sessions reflected Capio's leadership in shaping practical solutions to today's most complex healthcare challenges.



Everyday actions, lasting impact

Ramsay Health Care was honoured to receive the Large Business Leadership Award at the [36th Banksia National Sustainability Awards](#), one of Australia's most respected accolades for sustainability leadership.

This national recognition reflects the commitment of our people across Australia who are driving practical, measurable change in how we deliver care, manage resources and support communities. From reducing waste and emissions in our hospitals to partnering on local health initiatives, our teams continue to demonstrate that sustainability is not a side project, it is part of how we work every day.

Responsive and targeted stakeholder engagement



Patients



Doctors



Employees



Community

Purpose	<p>We respect and welcome all patients without distinction. We ensure transparency in the quality of care, providing a safe and inclusive environment while protecting patient privacy. Our focus is on safeguarding safety and clinical outcomes and maintaining excellent patient experience.</p>	<p>We are proud to partner with our doctors who help shape, develop and inform our healthcare services.</p>	<p>We respect and acknowledge our large and diverse workforce, ensuring their voices, experience, and expertise are reflected in Ramsay's decision-making.</p>	<p>We acknowledge the significant role we play in local communities and society as a whole. By investing in research and development, we enhance healthcare outcomes for our patients and the broader community.</p>
Engagement approach	<p>Each region upholds a charter of commitment to patients, addressing areas such as access to care, patient safety, respect, partnership, privacy of information and continuous improvement. We gather feedback through forms, patient experience surveys (e.g. Net Promoter Score) and patient safety channels (e.g. The Ramsay Rule, Speak Up for Patient Safety). Where relevant, consumer representation is directly sought via facility-level consumer advisory committees.</p>	<p>We support and regularly engage with our doctors and clinicians through Medical Advisory Committees, GP liaison roles, education and awareness activities, one-on-one dialogue, and periodic feedback surveys.</p>	<p>We ensure all voices are heard and people stay connected by conducting engagement and culture surveys, as well as pulse checks. We hold various meetings, including in-person and virtual town hall meetings, team meetings (e.g. safety huddles). Our internal communication channels include the intranet, newsletters and social media.</p>	<p>We participate in community and industry-led communities of practice to expand our knowledge and collaborate on shared goals. Key membership associations, listed in the GRI Content Index (see page 50), include the UN Global Compact, private hospital associations, employer groups, and other healthcare-related organisations. We have reviewed each key association for alignment with our sustainability goals, finding that most were aligned, while a few were neutral.</p>



Suppliers



Investors



Funding partners



Government and regulators

Purpose	<p>Our complex global supply chain is supported by strong relationships at each regional level. We are broadening our supplier engagement to enhance and support our focus on sustainability.</p>	<p>We facilitate investor engagement to ensure transparent communication regarding our approach, strategy, and performance, covering both financial and non-financial aspects.</p>	<p>We are dedicated to cultivating strong, productive relationships with our partners.</p>	<p>Our regional businesses collaborate closely with their respective governments to ensure seamless public-private operations.</p>
Engagement approach	<p>Our procurement programs involve significant engagement with key suppliers through meetings, business reviews, and briefings. Our Global Responsible Sourcing Program requires key suppliers to actively participate in our third-party supplier assessments.</p>	<p>Our Investor Relations team leads our engagement activities including our Annual General Meetings, briefings, meetings, dialogues and investor days. Investors and other stakeholders can also access our corporate reporting suite.</p>	<p>Our regional payor (funding partners) relations teams support and maintain strong working relations through regular meetings, briefings and consultation around health sector issues.</p>	<p>Our regional teams support regular meetings, briefings and consultation around health sector issues.</p>

Caring for our patients, partners and people



This section of the Report highlights how we are supporting the achievement of five UN SDGs through our focus on good health, education, equality, decent work and economic growth.

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

Putting people first

Our purpose – people caring for people – is the foundation of everything we do.

Every patient deserves to feel respected, informed and supported throughout their healthcare journey. By working in collaboration with patients, clinicians and communities we can deliver high-quality outcomes and compassionate care backed by robust governance, innovation and a growing network of integrated services.

We are fostering inclusive, transparent environments that build trust and prioritise the safety, privacy and experience of every individual in our care.



Leading with safety and quality

Quality care is built on safety and accountability at all levels of the organisation.

Our Board and Risk Management Committee support teams and accredited medical practitioners in delivering safe, high-quality care. This framework also enables us to more effectively monitor and respond to the performance of our patient care systems.

The main aim of Ramsay's clinical excellence agenda is to improve patient care by ensuring high-quality, safe and effective treatments. It is driven by our Chief Medical Officers and focuses on:

- clinical leadership and doctor engagement
- exceptional patient experience
- ongoing research
- innovation and education
- a commitment to quality and safety.

Listening, learning, improving

Creating a safe, 'speak-up' culture is one of the most powerful ways we can protect our patients. Our *Speak Up* programs in Australia and the UK, as well as Elysium's *Freedom to Speak Up* initiative, empower employees, patients, families and clinicians to raise concerns, reinforcing our commitment to accountability and continuous improvement.

R.A.I.S.E (Recognise. Act. Initiate. Support. Evaluate) the Ramsay Rule was launched in Australia in August 2024 to help promote the Ramsay Rule and each person's role in protecting patient safety. The FY25 campaign included e-learning modules completed by 86% of employees nationally and clinical and non-clinical site champions.

ARE YOU WORRIED?
RAISE
the
Ramsay
Rule

WHAT TO DO:

1. Speak to your nurse about your concerns.
2. If you are not happy with their response, you can ask to speak with the nurse in charge.
3. If you remain concerned you can **RAISE the Ramsay Rule** by calling **00 0000 0000**

The Ramsay Rule is one of the ways Ramsay is working hard to protect our patients' safety.

National recognition for surgical safety

In 2024, all 25 Ramsay Health Care UK hospitals offering orthopaedic procedures received the Gold Level Award in the National Joint Registry (NJR) Quality Data Provider scheme, the highest level of recognition for clinical data accuracy and transparency.

The NJR monitors joint replacement outcomes for hips, knees, ankles, elbows and shoulders, helping to improve patient safety, surgical performance and long-term implant outcomes. The award recognises hospitals that fully comply with the NJR's rigorous data submission and audit standards.

"This Gold Level Award from the NJR is a testament to our team's dedication to data accuracy and patient safety," said Jo Dickson, Chief Clinical and Quality Officer. "By meeting these rigorous standards, we ensure the best outcomes for our patients and set a benchmark in care quality across the UK."

NJR Quality Data Provider Award 2024

Gold for commitment to patient safety through the registry

CERTIFICATION FOR DATA SUBMISSION & QUALITY

Putting patients at the centre

Patient satisfaction

The overall experience of every patient is a key indicator of Ramsay's success. One of the ways we measure patient and customer satisfaction is using the Net Promoter Score (NPS), which ranges from -100 to +100 and reflects how likely customers are to recommend our services.

In FY25, Ramsay consistently maintained high Net Promoter Scores of 70+ in Australia, Ramsay UK and France.



Net Promoter Scores



Embedding NPS in daily care

At Westmead Private Hospital in Sydney, NPS is more than a number — it's a shared language. Over the past year, the team has worked to embed customer experience into daily routines, breaking down silos and building a more consistent, patient-centred culture.

Employees read patient comments, reflect on feedback and take ownership of improvements — from preparing personalised meals for returning patients to celebrating small wins as a team. Regular workshops, huddles and site inductions reinforce the idea that great service starts with the little things.

"It's these small things that make the big things matter... when customer service becomes part of our DNA, it becomes effortless and that's what we're aiming for."
- Judi Sice, Clinical Nurse Educator

It starts with Hello

Building stronger personal connections is a key part of Ramsay Australia's work to improve patient experience and lift NPS.

As part of our new Customer Matters service program, all employees now wear standardised *Hello, my name is...* badges and are encouraged to offer warm, personal introductions in every interaction.

This simple step helps build trust, eases anxiety and reinforces our culture of kindness and personalised care, helping patients feel seen, safe and supported. It's one of several initiatives aimed at strengthening communication and connection across Ramsay hospitals and services.

Better access, experience, outcomes

Ramsay is investing in people, places and technology to improve how patients access care, experience treatment and recover well — wherever they are.

Health care close to home

Ramsay is investing in local health infrastructure to meet growing demand for high-quality care in communities across Australia, the UK and France.

In Charlestown, New South Wales (below), a \$20 million surgical centre opened in July 2025 with three operating theatres, 12 beds and state-of-the-art equipment to deliver procedures including endoscopy, ENT and skin cancer treatment.

In Truro, UK, Duchy Hospital's new £1.4 million cardiac catheter lab is improving access to advanced cardiac care across Cornwall and south west England.

In coastal Australia, Sunshine Coast residents can look forward to upgraded health care following the reopening of Caloundra Private Day Hospital after a \$10 million redevelopment. The facility now focuses on ophthalmology and endoscopy services with three new state-of-the-art operating theatres and expanded patient support areas.



New models of care to meet patient needs

Ramsay is reshaping how care is delivered, ensuring it's not only high quality but also aligned with people's needs, preferences and recovery goals.

Ramsay has partnered with Rare Cancers Australia (RCA) to improve support for people diagnosed with rare, less common or complex cancers. The partnership creates an integrated referral pathway, linking Ramsay's care navigators with RCA's specialist team to ensure patients are connected with the right expertise and don't fall through gaps in the system. The collaboration will also expand RCA's KnowledgeBase directory to include Ramsay specialists.

Together, Ramsay and RCA are working to raise awareness among healthcare professionals, provide more coordinated support and ultimately improve outcomes for people facing some of the most challenging cancer diagnoses.

In France, Ramsay Santé opened a new pain institute at Paul d'Egine Private Hospital to support people with complex chronic conditions. A multidisciplinary team provides personalised, evidence-informed care for conditions such as fibromyalgia, endometriosis and neuropathy.

These initiatives reflect Ramsay's commitment to providing more connected, compassionate and coordinated care.

Technology transforming care

Ramsay is using technology to enhance safety, decision-making and patient experience — across hospital, home and pharmacy settings.

Ramsay UK's Digital Front Door has delivered over 6,000 self-pay bookings since launch and achieved a 200% increase in usage compared with the prior year, improving access and experience. This is also providing a platform which could in future allow all patients to access their own information and be key partners in their care.

Ramsay is piloting AI-powered listening tools to support clinical documentation and improve patient care.

The ambient technology captures clinician-patient conversations and automatically generates draft notes, reducing time spent on manual data entry. Early trials have shown strong support from our people, with the tool helping them stay focused on patients while maintaining accurate, timely records.



Ramsay sites across our regions are also using robotic surgical systems — from the Mako and CORI® robots in joint replacement to the Da Vinci system for gynaecological procedures. These innovations improve precision, reduce blood loss and shorten recovery time.

In North Bundaberg, Queensland, a new robotic dispensing system at Ramsay Pharmacy is improving medication accuracy and freeing up pharmacists to focus on patient support.

"The robot arm is capable of retrieving multiple boxes at once... to increase speed and efficiency when filling prescriptions."

— Michelle Lynch, Ramsay Pharmacy CEO



Evolving our services and support

At Ramsay, we are adapting our services to meet the changing needs of patients and the communities we serve – expanding access, strengthening support and delivering care in more connected ways.



Smarter, faster cardiac care

Ramsay is reshaping the way patients access and experience cardiac care, combining innovation and personalised support.

In Australia, Ramsay Home Health's award winning [Virtual Heart Failure Service](#) supports patients to manage their condition at home. Wearable devices transmit vital information to Ramsay cardiovascular nurses, enabling early intervention and reducing hospital admissions. The service is available to BUPA, HCF and Australian Unity health fund members and is delivered in partnership with the patient's treating doctor.

At Fitzwilliam Hospital in the UK, patients can now self-refer for heart monitoring using the Zio patch, a discreet wearable device that tracks heart rhythms for up to 14 days. The detailed data supports timely, accurate diagnosis by cardiologists. The hospital has also introduced a state-of-the-art ultrasound scanner to help reduce the national echo backlog and improve access to cardiac diagnostics.



Innovating mental health care

Ramsay Australia is partnering with private health insurers to trial new, more connected models of mental health care that better meet the needs of patients and support recovery beyond hospital walls.

Through our partnership with the private health fund Medibank, we are testing a short-stay model with at-home support for people experiencing anxiety and depression, aiming to improve continuity of care and reduce time away from home.

In partnership with the private health fund Bupa, we are expanding a flexible, hospital-in-the-home model that allows eligible patients to access mental health support in more personalised settings, while remaining under the care of their treating psychiatrist.

Both initiatives reflect Ramsay's commitment to collaborative, person-centred innovation that delivers better outcomes for patients and value for the health system.



Caring for new parents

Ramsay Australia has partnered with the Gidget Foundation to expand access to free, GP-referred perinatal counselling. Sessions are available face-to-face or via telehealth, helping parents experiencing perinatal depression and anxiety access timely, specialist support.

In December 2024, Queensland's first Gidget House opened at Greenslopes Private Hospital. In July, a centre reopened at North Shore Private Hospital in Sydney.

Gidget Foundation's CEO Arabella Gibson described the Brisbane service as a "landmark development" that reduces barriers to care and provides a safe space for open conversations with clinicians.

Greenslopes CEO Justin Greenwell said the partnership strengthens Ramsay's maternity services: "Expanding support for parents with perinatal anxiety and depression ensures we continue to meet the needs of our community."



Healing and learning

At Elysium's Bere Clinic School, students receiving care for eating disorders continue their education with tailored academic support, exam preparation and on-site assessments.

"We'll do everything we can to make sure pupils get the qualifications they need to achieve their goals," said Head Teacher Sarah Taylor. "We try to keep as many doors open as possible, so they're not disadvantaged later."

Elysium carers work closely with each client to identify their learning needs, including previously undiagnosed challenges linked to their health. This approach helps protect future opportunities in study or work, ensuring young people can recover without falling behind.

FY25 Quality scorecard

Our businesses and Group Executive closely monitor quality and performance and report to the Board or Board Committee on these areas:

Clinical quality outcomes

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.

Clinical excellence is the consistent delivery of evidence-based care that prioritises safety, positive outcomes and continuous improvement. It is at the core of our business, supported by strong governance frameworks and improvement programs. Last year, both Ramsay UK and Elysium introduced new Patient Safety Incident Response Frameworks to strengthen this focus.

Our businesses serve different local environments and patient mixes, reflected in varied quality indicator results. Key indicators are closely monitored and remain within safe and acceptable standards.

Many Ramsay facilities publicly report quality and experience at site level.

Quality management

Hospital accreditation is a critical process that ensures our facilities consistently meet high standards of quality and safety. To achieve and maintain accreditation, we must adhere to rigorous national standards set by relevant regulatory bodies¹.

This involves ongoing monitoring, regular reviews and a strong commitment to continuous improvement in all aspects of care and service delivery.

The accreditation and performance of each of Ramsay's hospitals in Australia is publicly available on the [Australian Commission on Safety and Quality in Health Care website](#) and the UK's [Care Quality Commission website](#).

In Australia, hospitals and day surgeries undergo short-notice assessments as part of the accreditation process. These unannounced audits reinforce the importance of maintaining compliance at all times and help embed a culture of safety and accountability across our operations.

In France, one hospital did not maintain accreditation, however, it is still operational whilst addressing these issues.

Accreditation includes credentialing to confirm doctors and visiting medical officers are qualified and practising within their approved scope, safeguarding patient care and supporting clinical excellence. We continue to demonstrate high quality outcomes across both these aspects, showing our commitment to patient care.

Patient privacy

Trust is built on integrity. Ramsay has data protection and privacy officers in each region, supported by training and strong safeguards as digital capabilities expand. Notifiable patient privacy breaches remain relatively low across all regions.

Clinical quality indicators

Hospital accreditation ¹ (%)		FY23	FY24	FY25
Ramsay Australia	Australia	100	100	100
Ramsay UK	UK Acute	100	100	100
	Elysium	100	100	100
Ramsay Santé	France	100	100	99
	Nordics	100	100	N/A ¹

Patient indicators

Net Promoter Score (NPS) ²		FY23	FY24	FY25
Ramsay Australia	Australia	72	72	72
Ramsay UK	UK Acute	85	87	89
	France	70	72	74
Ramsay Santé	Nordics	70	N/A ³	72

Notifiable breaches of patient privacy		FY23	FY24	FY25
Ramsay Australia	Australia	1	2	4
	UK Acute	1	1	0
Ramsay UK	Elysium	1	2	1
	France	2	2	2

- Standards are set by the [Australian Commission on Safety and Quality in Health Care](#) and details of Ramsay Australia's hospitals are available here. UK standards are set by the [Care Quality Commissions \(CQC\)](#). [Haute Autorité de Santé \(HAS\)](#) set standards in France. The Nordic countries do not have national accreditation bodies.
- Net Promoter Score = (% of promoters) – (% of detractors). Australia's score is based on an aggregate of all survey respondents. UK Acute is average of hospital NPS scores. France NPS is measured continuously, the result is an average of the four quarters of FY25. Nordics is a weighted average of Sweden and Denmark for calendar year 2024.
- Data not comparable due to a methodology change.

Note: The table does not include data relating to facilities in Italy. The figures in the Quality Scorecard for Ramsay Australia, Ramsay UK and Elysium Healthcare are subject to limited assurance, see page 53 for details.

Stronger partnerships in care

Doctors and clinicians are central to Ramsay's model of care. We respect the independence of the doctor-patient relationship while providing collaborative, multidisciplinary environments supporting high-quality practice.

Ramsay's refreshed 2030 Strategy reinforces the importance of clinical leadership, quality outcomes and strong patient and doctor experiences. A key pillar is investment in priority therapeutic areas to build a differentiated, clinically leading service.

To support this, we continue to invest in professional development, education, technology, clinical research and our industry-leading Clinical Trials Network.

We also provide forums for networking and shared learning, and maintain close connections with GPs and referrers through targeted education and outreach, helping to strengthen care across the health system.

Clinical collaboration

Ramsay maintained a strong commitment to clinical excellence in FY25, leveraging our global network to advance clinical practice and support knowledge sharing across regions.

Networks in Australia, the UK and France connected clinicians to share best practice in surgical and medical specialties including cardiology, orthopaedics and sports medicine, obstetrics, oncology, obesity and brain health.

Collaboration highlights included:

- The Ramsay Psychiatry Symposia, hosted by Ramsay Australia and Elysium, engaged more than 1,000 participants covering topics like bipolar disorder, addiction, adult ADHD, and PTSD.
- The Ramsay International Cardiology Series "Heart Matters: Debating the Unsettled" promoted advances in structural valve disease diagnosis and treatment.
- Elysium co-led the Brain Capital UK Summit, forming the UK Brain Capital Alliance and Working Group to advise on integrating brain and mental health into government strategies.



Ramsay UK hosted the inaugural Health Leadership Council meeting, uniting leaders from across public, private and not-for-profit health care to share insights and explore ways to improve patient outcomes.

Expanding Ramsay Research and clinical trials network

Ramsay Research strives to improve outcomes for patients through our national network of high-quality clinical trial and research sites. Ramsay Research offers a unique value proposition to patients, clinicians and the sector:

- Embedded in Australia's largest private hospital operator, enabling access to clinicians, patients and infrastructure.
- National coverage and diverse patient population across all major therapeutic areas.
- Speed and experience – trials can be established in less than one month (vs more than three months for competitors).
- Focus on cutting-edge treatments, offering new options for patients and opportunities for clinicians to develop research interests.

In 2025, Ramsay Research grew its clinical trial activities significantly, including new partnerships with leading pharmaceutical, medical device and research organisations.

New partner in Sweden

Capio S:t Göran Hospital and AstraZeneca have launched a long-term partnership to expand clinical trials.

The collaboration aims to increase the number of trials and interest in participating, as well as making the process easier for patients and clinicians.



- 21** Clinical trial sites
- 300** Active clinical trials
- 160+** Active principal + sub investigators
- 70** Active trial participants per week
- 81** Clinical trial NPS
- 31** Days average trial start-up time

The focus is on advancing new treatments in cancer, cardiovascular disease and obesity, giving patients earlier access to potential medical innovations.

Training, technology and teamwork

Ramsay supports doctors with education, training, research and partnerships to strengthen skills and promote long-term community health.

Ramsay is a leading provider of Continuing Professional Development (CPD) in partnership with the Royal Australian College of General Practitioners, offering education across various clinical areas.

In FY25, Ramsay Australia held 7,400+ CPD events, featuring 825 Visiting Medical Officers (VMOs) and attended by 8,300 GPs. Ramsay also provides education and marketing support for specialists transitioning to private practice.



GP learning in aged care

Figtree Private Hospital in New South Wales brought local GPs together for targeted training on rehabilitation and care for older adults. The session equipped participants with practical strategies to support older patients across hospital and community settings, strengthening coordinated, multidisciplinary care.



Advancing sports medicine

895 healthcare professionals, primarily physiotherapists, completed training at Nimi Academy (Ramsay Santé, Norway) between January 2024 and April 2025.

A recognised centre of excellence in sports medicine, Nimi delivers high-quality programs in partnership with leading international experts.



Training the next gen

Joondalup Health Campus welcomed 47 medical interns in 2025, strengthening the pipeline of skilled clinicians in Western Australia. The interns, both locally trained and international graduates, are part of a structured program developed over several years, offering a rich case mix across public and private hospital settings.

Technology in care

Ramsay continues to invest in critical technology, digital infrastructure and new care pathways to improve clinical outcomes and patient experience. Highlights include:

- Ramsay Australia - Preparations were made for the FY26 launch of the K2 foetal monitoring and maternity information system, giving clinicians real-time, comprehensive data to support better clinical decision-making, patient safety and efficiency.
- Ramsay Santé - Innovative treatments and technologies such as hospital-level intravenous antibiotic therapy at home in Sweden enabled earlier discharge, improved comfort and continuity of care.

Artificial Intelligence at Ramsay

Ramsay is trialling Artificial Intelligence (AI) tools to improve clinical outcomes and ease frontline workload:

- Australia - Ramsay Scribe at St Andrew's Ipswich Private Hospital generated structured clinical documentation, saving clinicians time and allowing more focus on patients.
- Sweden - Capiro piloted an AI scribe that drafts patient notes during primary care appointments; positive early feedback has led to broader rollout.
- France - AI-assisted radiotherapy planning improved precision, consistency and efficiency, cutting planning time by 50%.

To support safe implementation, Ramsay has introduced additional governance and protections, including a new AI Governance Committee and cyberattack scenario testing.

Ramsay continues to invest in robotics, with new surgical systems in use across hospitals in Australia, the UK and France.



Faster, quieter MRI

Duchy Hospital in Cornwall (Ramsay UK) has opened a £6.5 million imaging centre featuring a state-of-the-art MRI scanner that reduces scan times by up to 70%.

Its wider bore and quieter technology help ease anxiety for patients who may feel claustrophobic, improving comfort and overall experience. The scanner also uses 40% less energy than standard models, supporting Ramsay's commitment to more sustainable health care.

Caring for our people

Our people – the heart of health care

Every Ramsay employee plays a vital role in delivering exceptional care. Their safety, wellbeing, satisfaction and inclusion are critical to strong patient outcomes and to sustaining our culture of people caring for people.

We are committed to supporting our people at every stage of their career, with a focus on meaningful work, professional development and a strong sense of belonging. Safety remains embedded in how we operate, guided by robust risk management processes that provide a secure workplace.

We are proud to recognise and celebrate the contributions of our teams, including through a relaunched employee benefits program offering discounted goods and services. Despite industry-wide workforce pressures, we continue to attract and retain some of the most talented, hardworking and dedicated people in health care and we are privileged to work alongside them every day.



People and culture priorities

Our group-wide People strategy focuses on developing capability, fostering a positive culture and supporting the best people in health care. It also prioritises innovation and high performance, alongside strategic partnerships that position Ramsay for long-term success.

We are committed to creating opportunities for growth and learning, promoting diversity and inclusion, recognising and rewarding contributions, and building strong succession pipelines to sustain leadership, innovation and performance across the business.

At 30 June 2025, Ramsay employed more than 90,000 people across eight countries. Addressing labour market pressures through recruitment, development and recognition remains a priority. Employee turnover has improved in most regions over the past two years, with notable reductions in the UK, Elysium, Australia and France.

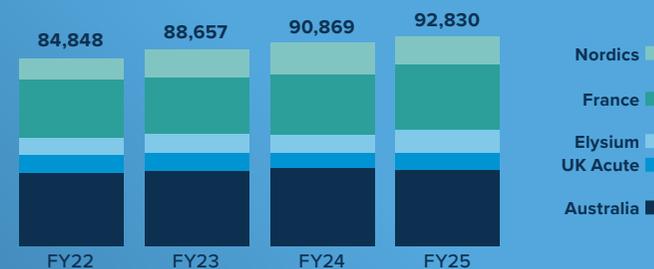
“We are evolving our culture to embrace new ideas and diverse perspectives, while staying true to our purpose of *people caring for people*.”

This balance gives our people the skills and confidence to innovate and shape the future of health care.”

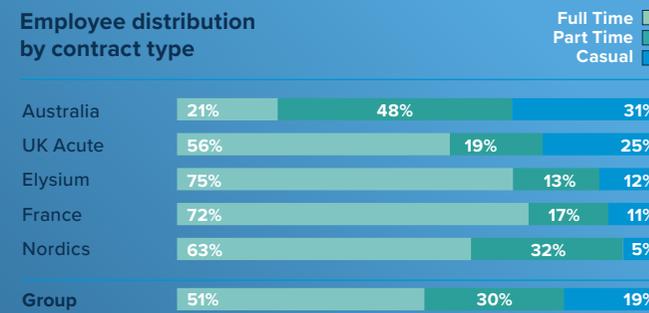
Colleen Harris

Group Executive People and Sustainability

Number of employees by headcount and region



Employee distribution by contract type



Employee turnover by region

		FY25	Change from FY24
Ramsay Australia	Australia	11%	-1%
	UK Acute	13%	-4%
Ramsay UK	Elysium	16.5%	-5%
	France	13.9%	-2%
Ramsay Santé	Nordics	17.3%	0%

Investing in our people

Ramsay is proud to offer structured and supportive programs designed to encourage a culture of lifelong learning and skill development.

Nursing and clinical skills

We provide clear pathways for our people to grow their skills and careers. In 2025, Ramsay Australia and Bupa launched a nurse exchange program, enabling graduate nurses to swap placements between hospital and aged care settings. The program broadens experience across sectors while building capability.

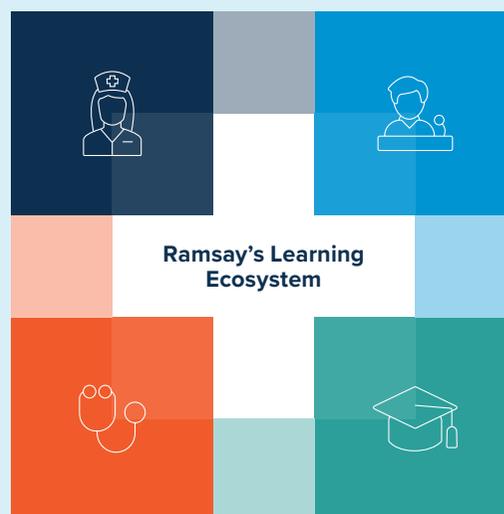
Ramsay Australia's Nursing and Midwifery Academy delivers programs that integrate research, mentorship and clinical experience to build professional excellence. We also support more than one million hours of student placements across Australia each year, in partnership with over 60 Higher Education Providers in nursing, midwifery, allied health and medicine.

In the UK, 180 active apprentices came together this year to celebrate their progress, adding to more than 900 who have already completed Ramsay apprenticeships and built their careers through learning at work.

Doctor and consultant teaching and training

Ramsay offers tailored professional development and private practice training programs designed to support every stage of a doctor's career, from medical student and intern to experienced specialist. Our programs focus on practical skills that strengthen clinical leadership, enhance private practice capability and build lasting professional networks.

We also invest in health research and clinical trials, giving doctors the opportunity to expand their expertise while contributing to evidence-based care and better outcomes for patients (read more on page 22).



Corporate and compliance learning

Across Ramsay, employees are building knowledge that strengthens care, compliance and culture. Training provided includes, but is not limited to:

- Ethics and responsible business - anti-bribery and corruption, privacy and cybersecurity
- Behaviours and expectations - code of conduct, diversity and inclusion, sexual discrimination and harassment, managing aggressive behaviour, patient safety
- Safety - manual handling and emergency preparedness
- Clinical - hand hygiene, infection control, handling drugs and waste
- Vulnerable groups - modern slavery and child safety

In FY24/25, Ramsay Australia employees completed more than 166,000 e-learning training hours. At Elysium, learning activity was equally strong with over 80,000 in-person and online sessions, and more than 122,000 e-learning modules completed. Ramsay Santé also reported more than 383,000 hours of training across its workforce in 2024, underscoring the scale of our investment in building knowledge and capability.

Ramsay Leadership Academies

Strong, adaptable leaders are central to our purpose of people caring for people. More than 266 leaders have now completed **Ramsay's Global Executive Leadership Program**, including 29 this year, gaining skills that foster innovation, agility and high-quality care. The program also provides a clear pathway to senior roles.

Since 2024, the **Ramsay Australia Leadership Academy** has supported more than 625 leaders to learn and grow. Its five progressive tiers are matched to career stage, with each participant building self-awareness, strategic thinking and collaborative problem-solving skills. Grounded in Ramsay's CARE Leadership Foundations, the Academy prepares leaders to act with purpose and integrity.

Ramsay's Regional Academies complement this by providing development opportunities tailored to the needs of each business, ensuring leadership growth across all parts of the organisation.

Cultivating leaders

Ramsay is growing a new generation of leaders who are skilled, compassionate and focused on delivering purpose-led care. Our leadership programs support people at every stage, giving them the confidence to lead teams, improve performance and make a lasting difference in health care.



Building leadership capability

Across the UK and Europe, tailored leadership programs are building capability at every level. Ramsay UK introduced new Leadership Behaviours to promote developmental, collaborative, inclusive and inspirational leadership.

At Elysium, more than 70 hospital directors and managers are taking part in a new program combining workshops and masterclasses on governance, safety and regulation

Developed in-house, the program combines an introductory workshop with 12 online masterclasses on clinical governance, HR, health and safety and regulation.

The cohort plans to reunite in January 2026 for a final in-person session to consolidate learning and celebrate progress.



In 2025, 56 managers from Ramsay Santé commenced the 13th edition of the Local Supervision Course, delivered in partnership with ESCP Business School.

This certified program equips clinical and non-clinical managers with the skills to support teams, manage performance and lead transformation projects.

Since its launch, more than 1,000 managers have completed the course, strengthening leadership capability and driving cultural and organisational change across Ramsay Santé.

Capio Academy is also building skills and confidence through local training in medical ethics and patient safety. Programs include 'ethical cafés' and talks on medical ethics, alongside online training in patient safety, designed to reduce the stigma of mistakes and provide practical tools to minimise risks.



Launching healthy careers

Ramsay's Global Graduate Program offers graduates a unique, purpose-driven start to their careers in health care.

In September 2024, six graduates were selected from more than 700 applicants to join the program across Australia, Ramsay UK and Elysium.

During the year, the cohort attended the Ramsay Health Care UK & Elysium Leadership Conference in Windsor, where they explored innovation, purpose-led leadership and compassionate care.

They also presented their ideas on integrating artificial intelligence into health care, joined workshops on professional and personal development, and visited Ashted Hospital to experience first-hand the dedication and excellence that underpin Ramsay's approach to care.



Nursing academy

Ramsay Australia's Nursing and Midwifery Academy delivers programs that integrate research, mentorship and clinical experience to build professional excellence. Each year, we support more than one million hours of student placements in partnership with over 60 Higher Education Providers.

The Academy provides clear career pathways for every stage, from student placements and cadetships through to graduate, enrolled and registered nurse programs. Opportunities for specialisation span more than 20 streams, including oncology, perioperative services, endoscopy and mental health, alongside leadership development for nurse and midwifery unit managers.

Through flexible online study, postgraduate partnerships and clinical placements, the Academy is helping our people grow their careers while delivering the best care for patients.

Clinical training

Across our facilities, Ramsay is opening doors for students, graduates and clinicians to learn, share knowledge and build their careers.

Investing in the future

Ramsay is committed to supporting the next generation of healthcare professionals by creating opportunities for practical experience and global collaboration.

In 2025, Woodthorpe Hospital in the UK partnered with Nottingham Medical School to establish the Ramsay Bursary, designed to help medical students access valuable overseas placements that are increasingly difficult to secure.

Through the bursary, three final-year students were selected from 50 applicants to undertake two-week clinical placements in Australia, working alongside Ramsay colleagues at Greenslopes Private Hospital in Brisbane.

The program gave students the chance to gain new perspectives on clinical practice, build skills in different healthcare settings and strengthen international networks.

The initiative was made possible through close collaboration between Ramsay teams in the UK and Australia, with strong support from clinical leaders and the wider organisation.



It demonstrates how Ramsay's people are living our commitment to education, training and sharing knowledge across borders.

Woodthorpe Hospital Director Paul Scott said it was a great example of effective collaboration across Ramsay regions:

"This shows how committed we are, as part of the independent healthcare sector, to building a better healthcare system and supporting future consultants through the formative stages of their careers."

Growing clinical talent

Ramsay UK and Elysium are expanding their clinical education programs to equip teams with the skills and resilience needed for high-quality care.

In the UK, a new one-day Acute Illness Management (AIM) instructor development event brought together faculty and clinical educators to share best practice in simulation and adult education, generating strong momentum for the future of AIM training.

At Elysium, the Psychology Graduate Academy entered its second cohort and now includes all Assistant Psychologists, with an expanded online format increasing accessibility.

Academic partnerships with the University of Birmingham and Nottingham Forensic Doctorate also continue to grow, ensuring integration of leading research into practice.

In addition, two senior nurses became the first in Elysium to complete the Professional Nurse Advocate Preparation Programme, positioning them to embed restorative supervision and reflective practice across clinical teams.

Together, these initiatives are strengthening Ramsay's learning culture, supporting staff wellbeing and advancing clinical excellence across our services.



Supporting early-career pharmacists

Ramsay Pharmacy has partnered with Advanced Pharmacy Australia (AdPha) to deliver a national first - the Community Pharmacist Resident Training Program.

The initiative expands structured career pathways for pharmacists in community settings, strengthening the profession's role in primary health care.

The inaugural resident, Tyron Hochmuth, is based at Ramsay Pharmacy Mt Pleasant in Mackay, Queensland while also completing Queensland University of Technology's Safe Prescribing and Quality Use of Medicines course.

By combining hands-on training with academic study, the program is equipping pharmacists with advanced skills to meet the changing needs of our patients and communities.

Recognising and celebrating our people

Ramsay Way Awards

The second annual Ramsay Way Awards recognised individuals and teams across Australia who live our purpose and values. With more than 300 nominations, the awards highlighted compassion, innovation and care, reinforcing Ramsay's positive culture and refreshed 2030 strategy.

Award winners

- **People Caring for People:** David Butler, Clinical Nurse Specialist, Baringa Private Hospital (NSW)
- **Innovation and Excellence:** Juliet James, Director of Allied Health, Donvale Rehabilitation Hospital (VIC)
- **Ramsay Cares:** Annie Edmonstone, Nurse Unit Manager, Frances Perry House (VIC)



Innovation driving impact

In March, Ramsay held its first **Global Innovation Awards**, celebrating bold initiatives shaping a healthier future for patients, people and communities.

Ramsay UK received the *Best Impact for Society and Planet Award* for its work to cut hospital carbon emissions including replacing diesel with a renewable biofuel in backup generators. The first site to switch was Berkshire Independent Hospital with full roll out across Ramsay UK hospitals planned over the coming year.

Other award winners showed how Ramsay people are reimagining care in practical ways, including a breakthrough breast cancer diagnostic service at Strathfield Private

Hospital now delivers same-day results; a new employee benefits platform in Australia supports employees with rising living costs; and innovative digital platforms in Europe are improving access to care and strengthening patient connections.

The 2025 **Ramsay Santé Innovation Awards** drew 122 submissions across France, Sweden, Norway, Denmark and Italy.

Winning projects included an AI-guided radiation planning tool in France, an internal communication system in Sweden, and the Health Prevention Bus in France, which delivers preventive health care directly to local communities.



Diversity and inclusion

Ramsay is committed to creating workplaces where every person feels they belong and can contribute meaningfully.

Respect, safety and inclusion are not add-ons, they are central to our purpose. By valuing diverse perspectives and supporting people to thrive, we strengthen wellbeing, spark innovation and further our efforts to be a leading employer of choice.

We are a major employer of women and in FY25 maintained our gender diversity targets across leadership and management, reflecting our commitment to lasting progress.

FY25 female representation



Note: Following Craig Drummond's appointment as a Director on 1 July 2025 and as at the date of this Report, the Company's female Board members account for 50% of all Board members and 44% of Non-Executive Directors. As at the end of FY25, the Company's female Board members account for 56% of all Board members and 50% of Non-Executive Directors.

Belonging and inclusion

From regional Australia to Stockholm and Manchester, Ramsay employees and allies joined Pride celebrations that reinforced our commitment to belonging and visibility. These events highlighted a simple message: every employee, patient and partner deserves to feel safe, seen and celebrated.

In Australia, Ramsay is a Gold Partner of the Pinnacle Foundation, funding scholarships for young LGBTQIA+ Australians studying health care.



Across Europe and the UK, employee resource groups are strengthening inclusion for underrepresented communities, while Ramsay Santé launched a campaign to support colleagues with invisible disabilities.

Creating meaningful employment is also part of this commitment. For example, in October 2024, Woodthorpe Hospital (Ramsay UK) welcomed Jack to the Support Services team through WorkFit, the Down's Syndrome Association's employment program.



Ramsay UK wins Defence award

Ramsay Health Care UK has received the UK Ministry of Defence's highest honour — the 2025 Defence Employer Recognition Scheme (ERS) Gold Award.

The award recognises organisations that provide outstanding support to serving personnel, veterans, reservists and their families.

Over the past year, Ramsay UK has expanded its commitment through initiatives such as flexible HR policies for service families and reservists, and a formal Armed Forces Policy with additional leave and mobilisation support.

"We are proud to provide an environment where Defence personnel can thrive and continue to build their careers beyond military service."

— Nick Costa, Ramsay Health Care UK CEO



Honouring culture and connection

Figtree Private Hospital in New South Wales unveiled a striking Aboriginal totem, created by Aunty Marie and Aunty Odette from the Koori Kulcha Aboriginal Corporation.

The artwork celebrates the rich cultural heritage of Aboriginal and Torres Strait Islander peoples and strengthens the hospital's connection with local communities.



St George Private Hospital celebrated [NAIDOC Week](#) with a morning tea and Welcome to Country, featuring a didgeridoo performance. In partnership with the Metropolitan Local Aboriginal Land Council, the event honoured the history, culture and achievements of First Nations people.

Safety and wellbeing at work

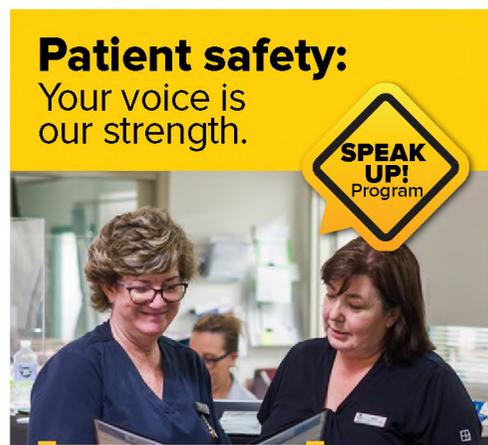
Creating a safe, respectful and psychologically supportive workplace is central to Ramsay's 2030 strategy and underpins the delivery of excellent care. Across the organisation, we are investing in initiatives that aim to strengthen psychological safety, expand wellbeing support and make health care more accessible for our people and their families.

Building a 'speak up' culture

Ramsay UK has partnered with the Cognitive Institute to roll out the *Speaking Up for Safety* program, with six employees trained as master trainers through a train-the-trainer model to enable a national rollout.

In Australia, the *Speak Up for Patient Safety* program is being reinvigorated to equip employees with tools to raise concerns with confidence. At Elysium, the *Freedom to Speak Up* program continues to expand, supported by a dedicated Guardian and 66 Champions across sites.

Together, these initiatives embed psychological safety and empower employees to act when they see risks to themselves, their colleagues or their patients.



Workplace wellbeing

Ramsay Santé continues to demonstrate its commitment to workplace wellbeing as the first private hospital group to have signed a unanimous agreement with employees and unions on Quality of Life and Working Conditions. The agreement sets a benchmark in Europe, strengthening protections, embedding a zero-tolerance stance on inappropriate behaviour and supporting a wide range of wellbeing initiatives.

Ramsay Santé also offers PREVIA, a confidential psychological listening service available 24/7, providing both emergency and ongoing support for frontline staff.

Education and awareness

In response to new Work Health and Safety (WHS) requirements, Ramsay Australia launched the Educate and Ask webinar series in late 2024. Sessions were held around the clock to maximise accessibility.

Led by the Chief Risk Officer, the sessions covered psychosocial safety, harm and the new code of practice. Feedback was overwhelmingly positive, with employees reporting more open dialogue on discrimination, diversity and inclusion.

The series also supported union and regulator inquiries and Ramsay is exploring broader use of this format for WHS and Comcare education.

Mental health first aid

Elysium launched Mental Health First Aid training this year to help our people identify when someone may be experiencing mental health challenges and to provide initial support.

With Elysium joining the program, there are now over 800 Ramsay people certified as Mental Health First Aiders across Australia and the UK.

Improving access to primary care

In early 2025, Elysium introduced a free 24/7 GP service for employees and their families, making health care more convenient and responsive to staff needs.

Since launch, the service has delivered

- nearly 300 consultations
- 40% outside normal GP hours
- 76% resulted in an agreed care plan
- 12% required referral
- 71 prescriptions were provided.

By reducing barriers to care and offering timely access to doctors, the program is helping our people stay healthy, supported and able to focus on providing high-quality care for patients.



FY25 People data and scorecard

Workforce

FY25 Employees (headcount) ¹		GENDER			EMPLOYMENT TYPE			AGE GROUP		
		Total	Male	Female	Full time	Part time	Temporary	<30 years	30–50 years	>50 years
Ramsay Australia	Australia	34,948	7,044	27,875	7,327	16,621	11,000	6,925	16,913	11,110
Ramsay UK	UK Acute	7,901	1,596	6,275	4,421	1,512	1,968	1,168	3,257	3,476
	Elysium	9,703	3,519	6,184	7,237	1,253	1,213	1,576	5,713	2,414
Ramsay Santé	France	28,037	5,482	22,555	20,241	4,749	3,047	6,415	13,517	8,105
	Nordics	12,241	2,356	9,885	7,730	3,855	656	1,176	6,986	4,079
Group		92,830	19,997	72,774	46,956	27,990	17,884	17,260	46,386	29,184

Employee turnover ² (%)		FY23	FY24	FY25
Ramsay Australia	Australia	13.0	12.3	11.0 ³
Ramsay UK	UK Acute	18.2	16.5	13.0
	Elysium	32.6	21.9	16.5
Ramsay Santé	France	16.9	15.6	13.9
	Nordics	17.3	17.0	17.3

1. Full time and part time employees are permanent. Temporary employees are casual, bank, fixed term or non-guaranteed hours. Excludes agency labour. Totals may differ where individuals have not identified as male/female.
2. Percentage turnover is calculated to include all permanent employees who left during FY25 divided by the average of permanent head count from the start to end of the period.
3. Peel Health Campus employees excluded following transfer to the Western Australian Government in August 2024.

Diversity

FY25 Employees (headcount) ¹		Regional executive ²		Facility CEO		Manager		All other	
		Male	Female	Male	Female	Male	Female	Male	Female
Ramsay Australia	Australia	4	4	22	24	377	712	6,641	27,135
Ramsay UK	UK Acute	4	4	10	19	180	438	1,401	5,814
	Elysium	5	4	29	58	159	271	3,326	5,851
Ramsay Santé	France	4	2	51	60	1,232	2,286	4,194	20,207
	Nordics	2	2	6	5	38	48	2,310	9,830
Group		19	16	118	166	1,986	3,755	17,872	68,837
		54%	46%	42%	58%	35%	65%	21%	79%

	Group		56%	44%
	Male	Female		
Board (non-executive) ³	5	4		
Global executive ⁴	5	4		
Senior leadership ⁵	30	30		

Workforce safety⁶

Workplace fatalities		FY23	FY24	FY25
Ramsay Australia	Australia	0	0	0
Ramsay UK	UK Acute	0	0	0
	Elysium	0	0	0
Ramsay Santé	France	0	0	0
	Nordics	0	0	0

1. Totals may differ where individuals have not identified as male/female.
2. Regional executive excluding regional CEO (counted as part of Group Executive).
3. Following Craig Drummond's appointment as a Director on 1 July 2025 and as at the date of this Report, the Company's female Board members account for 50% of all Board members and 44% of Non-Executive Directors. As at the end of FY25, the Company's female Board members account for 56% of all Board members and 50% of Non-Executive Directors.
4. As at 30 June 2025, Global executive included the MD & CEO, Group Chief People Officer, Group Chief Financial Officer, Chief Health & Strategy Officer, Group Chief Transformation & Digital Officer, Group General Counsel & Company Secretary and the regional CEOs. The current Group Executive Leadership is as per diagram on page 4 of this report.
5. Senior leadership is the direct reports of the Group executive and regional CEOs.
6. Safety figures generally include casual and outsourced employees.

Caring for our planet



This section of the Report highlights how we are supporting the achievement of three UN SDGs through our focus on responsible consumption and climate action.

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.

Healthy people, healthy planet

Progress to net zero

By reducing emissions, waste and resource consumption across our operations, we are actively working to embed sustainability into the way we care for people and communities.

The Group remains on track to meet our near-term goal of reducing Scope 1 and 2 greenhouse gas (GHG) emissions by 42% by 2030, using 2020 as the baseline. As of 30 June 2025, the Group achieved a 28% reduction in GHG emissions compared to 2020 (market-based approach).

This progress is primarily attributed to minimising emissions from anaesthetic gases (17% reduction from FY24), implementing energy efficiency projects and expanding coverage of renewable electricity.

Ramsay's ability to achieve our 2040 target is dependent on many factors, including the effectiveness of GHG reduction activities by our suppliers and partners, as well as broader industry collaboration and government policy.

While Ramsay is committed to working with our partners to understand and address GHG emissions across our large and complex supply chain, our ability to meet our 2040 Net Zero target will be limited to how quickly our suppliers are able to reduce and manage their own Scope 1 and 2 GHG emissions.

These efforts are supported by including net zero roadmaps in the 2030 Corporate Plan as part of our regional planning.

FY25 Progress

- Achieved FY25 target to reduce Scope 1 and 2 GHG emissions by 21% from a 2020 baseline. On track for a 42% reduction by 2030.
- Achieved 65% of FY29 target to install 10MW of renewable energy projects (FY25 6.5MW installed).
- The Science Based Targets initiative (SBTi) validated that our ambition on Scope 1 & 2 emissions is in line with a 1.5°C trajectory.
- Generated 5.8 million kWh of electricity via rooftop solar (14 million kWh since 2021)
- 17% reduction GHG emissions from anaesthetic gas use compared to FY24.
- Finance leaders built capability through the Accounting for Sustainability (A4S) Academy and a March transition planning workshop with group and regional CFOs.

2028 target

Engage with 80% of suppliers by spend to encourage reduction of greenhouse gas emissions aligned with science

2030 target

Reduce Scope 1+2 greenhouse gas emissions by 42% across our global operations

Scope 1+2, 2020 baseline

2040 target

Become a net zero business across the value chain¹

Scope 1+2, 2020 baseline, Scope 3 2023 baseline

Note: Scope 1+2 GHG emissions reduction by 90% from FY2020 base year. Scope 3 GHG emissions reduction by 90% from FY2023 base year from purchased good and services, capital goods, fuel and energy-related activities and waste generated in operations. Updated as part of SBTi validation.

Engaging our suppliers

Achieving our long-term goals depends on our suppliers taking credible climate action. We aim to engage with 80% of our key suppliers (by spend) by 2028 to ensure their climate goals align with science. The first phase focuses on Science Based Targets initiative (SBTi) commitments. In FY25, 35% of our suppliers (by spend) have SBTi commitments or validated targets aligned with science, up from 27% in FY24.

We are continuing to engage suppliers on their climate and sustainability commitments. We monitor our Scope 3 emissions annually and focused on readiness for mandatory climate-related disclosures and timeframes.

1. Ramsay's ability to achieve the 2040 net zero target depends on factors including GHG reduction activity by suppliers, industry collaboration and government policy.

Improving energy efficiency

In Australia, Ramsay has established a dedicated sustainability capex fund to support upgrades that cut energy use and improve performance across hospital infrastructure.

The fund has already enabled solar and lighting projects and is now focused on major heating and cooling improvements, including the installation of heat pumps and replacing end-of-life boiler and chiller equipment.

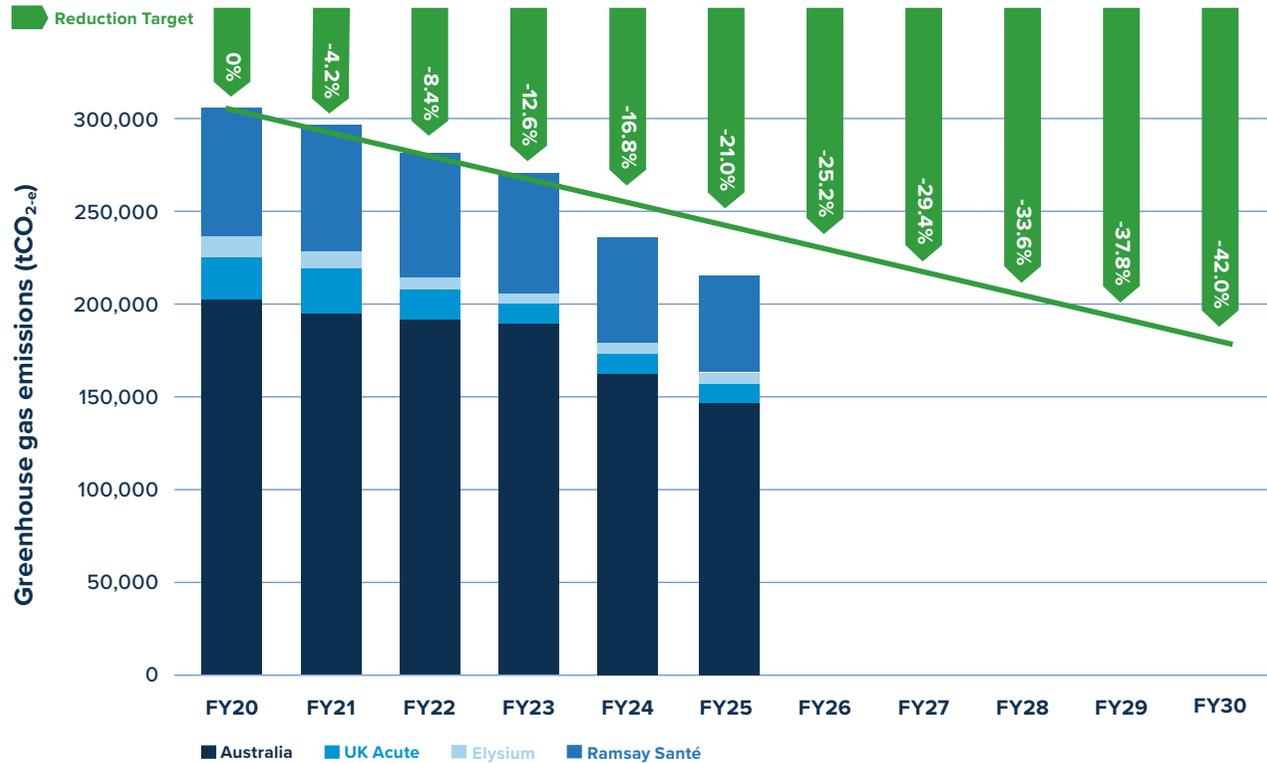
"As a result of investing in sustainable infrastructure, we've reduced our energy bills significantly each month and improved reliability, while exceeding our expected return on investment," said Ben Watty, Facility Manager at Greenslopes Private Hospital.



In Europe, Ramsay Santé launched a comprehensive energy audit campaign in 2022 to identify and accelerate efficiency opportunities. This work has led to wide-ranging projects, including improved insulation, upgraded cooling units, a shift to district heating, enhanced building control systems and the replacement of oil-fired boilers in French facilities.

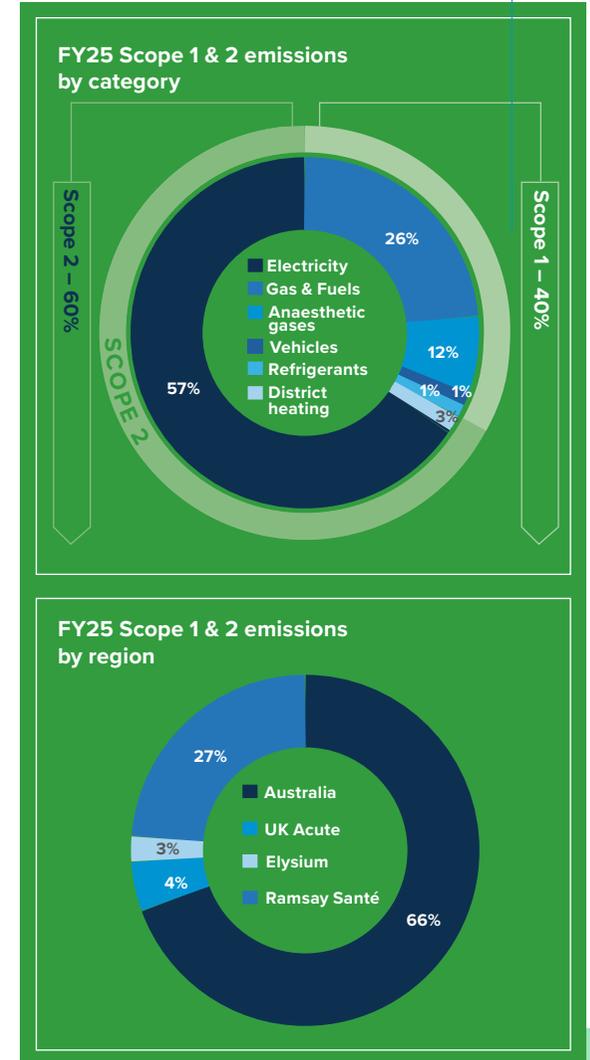
Road to net zero

Progress against near-term target (Scope 1 & 2 emissions)



Baseline adjustments

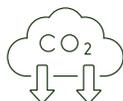
- Baseline based on Scope 2 (electricity) market-based approach. This accounts for any contractual purchase of renewable energy certificates (e.g. Australia, UK and Nordics) and the mandatory Renewable Power Percentage (RPP) in Australia. A Residual Mix Factor (RMF) is then applied to the remaining electricity used (e.g. AIB residual mix in UK and Europe, National Greenhouse Accounts residual mix for Australia). In FY23, applying the RMF (2022) to France resulted in significantly higher emissions due to the significant change in energy mix in 2022.
- Baseline adjusted to account for the acquisition of Elysium in FY22. Elysium's emission reporting in SECR in 2020 is used.
- Baseline adjusted to account for Ramsay Sante's acquisition of GHP Specialty Care and PR Vard by using 2022 data for Nordics. 2021 data used for France.
- Anaesthetic gas emissions data based on FY22 emissions (first group-wide calculation) and figures updated to include nitrous oxide used in Ramsay Sante.
- Refrigerant leakage emissions data has been estimated in 2020 for Ramsay Australia, Elysium and the Nordics. Actuals used in FY25 (estimated for Nordics).



Net zero strategies

KEY STRATEGIES¹

Reduce



Maximise energy efficiency

Continue to invest in energy efficiency projects such as lower energy lighting and heating and cooling upgrades. This includes working with landlords to achieve efficiency in leased assets.

Greener theatres

Reduce anaesthetic gas emissions by choosing more environmentally friendly options.

Increase recycling and reduce single-use and waste

Reduce unnecessary use of single-use items, where safe to do so; improve recycling and reduce waste in facilities.

Switch



Optimise onsite renewable energy and storage

Continue to invest in onsite renewable electricity generation. Focus on reducing fossil fuel use in facilities (i.e. moving away from gas), as new technologies come online (e.g. greener hydrogen, batteries).

Switch to renewable and cleaner energy sources

Increase sourcing of renewable and less carbon-intensive electricity supply.

Engage



Understand Scope 3 emissions

Understanding our Scope 3 emissions is a challenging and evolving area. We are working with our partners and suppliers to improve our data.

Supplier engagement

We engage with our suppliers encouraging them to take a science-aligned approach to setting targets. This will help reduce our emissions and help transform the healthcare sector.

Grow



Embed Environmentally Sustainable Design (ESD) in developments

Working to improve and maintain performance standards for developments (minor through to major).

Transform

Grow and transform our business sustainably and adapt and be resilient to a changing climate.

PROGRESS

- Energy efficiency measures being rolled out in each region (including LEDs, replacing gas equipment with electric, upgrading cooling equipment and upgrading insulation).
- Installed over 51,000 LED lights across 47 projects in Australia saving an estimated >43,000 GJ of energy and >7,000 tCO₂-e per annum.
- Numerous energy audits completed across the UK, France and in Australia.
- Switching away from desflurane and reducing nitrous oxide use delivered a 38% reduction in anaesthetic gas emissions since FY22 (17% since FY24).
- 100 million single-use items in Australia avoided or swapped.

- 6.5MW solar installed since 2021 in Australia and UK across more than 40 sites.
- Generated more than 5.8-million kWh of renewable electricity in Australia (FY25).
- Ramsay Santé switching oil-fired boilers and connecting facilities to urban heating networks.
- Ramsay Santé (Sweden) committing to be fossil fuel free where contracts are controlled.
- 100% renewable electricity procured by Ramsay UK and Elysium.

- Scope 3 emissions calculated annually primarily based on spend and activities data were available (e.g. waste). Baseline was updated to be 2023 due to data improvements.
- Global Responsible Sourcing Policy sets out expectations of suppliers in relation to environmental and resource sustainability, including encouraging suppliers to measure their greenhouse gas emissions and establish a baseline and adopt science-aligned emissions targets using Science Based Target Initiative (SBTi) guidance and tools.
- 35% of our Group suppliers (based on spend) have SBTi commitments (up from 27% in FY24).

- Energy efficiency measures included in major new developments such as Emerald Place Clinic, Glendon Wood Hospital, Northern Private Hospital and Clinque Maussins Nollet.
- Transforming the business by embedding net zero in the 2030 Corporate Plan and ongoing work developing regional transition plans.
- Greenhouse gas emission reduction targets have been included in Executive short-term incentive scorecards since FY22.

Impact through efficiency

Cutting emissions from anaesthetic and nitrous gases

Since 2022, Ramsay clinicians have shifted to more environmentally friendly anaesthetic gases that maintain clinical efficacy while cutting emissions.

Anaesthetic gas emissions have fallen 38% since FY22, including a 17% drop from FY24 to FY25.

Led by anaesthetists across regions, the focus has been on replacing desflurane, which has a 100-year Global Warming Potential (GWP) of 2,540, with alternatives at just 130 GWP. Training and work to standardise and automate equipment is helping reduce unnecessary gas use.

Efforts to minimise nitrous oxide leaks are also delivering results. In France, 22 of 60 facilities with wall-mounted circuits shut them down between late 2023 and early 2025, with more sites to follow. Ramsay UK is transitioning from pipelines to bottled nitrous oxide where needed. Overall, nitrous oxide emissions are down 18% since FY24 and 24% since FY22.



Reduction of emissions in theatres by region FY25 vs FY24

	% change anaesthetic gas emissions	% change desflurane emissions	% nitrous gas emissions (nitrous oxide and oxygen/nitrous mix)
Ramsay Australia	-10% (-26% since FY22)	-19% (-68% since FY22)	-10% (-7% since FY22)
Ramsay UK	-11% (-34% since FY22)	-100% (-100% since FY22)	-13% (-18% since FY22)
Ramsay Santé	France	-22% (-46% since FY22)	-24% (-36% since FY22)
	Nordics	-2%	N/A

More sustainable design

Ramsay continues to invest in energy efficiency measures and incorporating more sustainable design elements into developments and upgrades.

Overall, energy consumption was steady with 1-2% decreases across Australia and Ramsay UK, despite hot and humid weather conditions. Elysium added new sites but was also steady. France and the Nordics recorded an increase due to business growth and data improvements.



Greener upgrades

In France, Clinique Maussins Nollet is undergoing major renovations to meet new environmental standards.

In addition to improving thermal and acoustic insulation, the project is designed to significantly reduce the hospital's energy consumption, supporting Ramsay Santé's sustainability goals and Corporate Social Responsibility charter.



Solar power milestone

Ramsay Australia has generated over 14 million kilowatt hours of solar energy since launching its national rooftop program in May 2021. Southern Highland Private Hospital (above) is one of 39 sites now with a solar panel system.

As the program expands, it will continue to support Ramsay's transition to utilising more sustainable energy.

6.5 megawatts solar installed since 2021

Achieved 65% of FY29 target to install 10 megawatts.

Rethinking resource use



Reducing waste and single use plastic

Ramsay Australia has reached its goal to eliminate or replace 100 million pieces of single-use plastic, an ambitious extension of the prior 75 million target.

The healthcare sector generates substantial waste due to the necessary use of disposable items to maintain sterility and protect patients. This presents complex environmental challenges. Ramsay is committed to identifying and adopting more sustainable alternatives wherever possible, reducing waste without compromising patient safety.

Across UK and France, 69% of Ramsay's waste, including clinical waste, is directed to waste-to-energy recovery. In contrast, 73% of waste in Australia is sent to landfill, reflecting the different infrastructure and market conditions across regions.

Despite these variations, Australia and UK improved their recycling rates in FY25, diverting more than 28% of total waste to recycling while France improved their waste-to-energy rate from 64% to 69%.

Paper cuts

Capio's proximity care units in Sweden are reducing paper use by digitising patient communications. One unit has cut its paper-based correspondence by 78%, contributing to an overall reduction of more than 30% compared to 2023.

Saving our supplies

Ramsay Australia Registered Nurse Katie Foy saw how many excess unused medical items were going to waste and decided to do something about it.

She launched Save Our Supplies (SOS), a program at North West Private Hospital that collects excess medical equipment and sends it to hospitals and communities in need, both in Australia and overseas. SOS has reduced clinical waste and extended the life of valuable resources that would otherwise go unused.

Plant based innovation

Ramsay UK hospitals have introduced sugarcane-based high-density polyethylene (HDPE) bags as an alternative to traditional single-use plastic bags. The new bags are durable, recyclable and derived from a renewable resource. Because sugarcane absorbs carbon dioxide during growth, this plant-based material may contribute to lower emissions compared to fossil fuel-based plastic.

Driving continuous improvement

Most Ramsay Santé facilities in Sweden and Norway are now certified to the ISO 14001 environmental management standard – a globally recognised benchmark for effective and accountable environmental performance.

This achievement reflects the implementation of a robust, independently audited framework focused on continuous improvement and operational excellence. It also underscores our commitment to reducing energy use, waste and greenhouse gas emissions across our Nordic operations.

More sustainable dialysis

Hôpital Privé de la Montagne Lambert (Ramsay Santé) is leading a regional rollout of eco-dialysis practices aligned with sustainability guidelines from the Société Francophone de Néphrologie. The initiative demonstrates how hospitals can reduce environmental impact while maintaining high standards of care. Key outcomes include:

- 32% reduction in water use, despite increased patient volumes
- Installation of a 600-litre acid plant to reduce single-use plastic waste
- 33% reduction in medical waste, avoiding an estimated 120 tonnes of CO₂ emissions.

By embedding environmental responsibility into routine care, the program sets a benchmark for more sustainable renal treatment across the region.



Ramsay Australia finalised several water audits through the year and we continue to review opportunities for water efficiencies across our sites.

Across most regions, water consumption slightly decreased in FY25. Water savings and water efficient equipment are a key part of all new designs.

Growing skills

Across Ramsay, sustainability is part of everyday work. From Green Teams trialling local initiatives to formal training programs that build specialist knowledge, our people are developing the skills needed for long-term impact.



Green teams

In January 2025, Green Teams were relaunched across Ramsay UK hospitals to strengthen local action on sustainability. Led by Heads of Operations and made up of representatives from across departments, the teams provide a practical way for staff to share ideas, trial initiatives and track progress. A dedicated Teams channel supports collaboration between hospitals, giving access to shared resources and action logs so that successful initiatives can be rolled out more widely.

To build knowledge and skills, we introduced a program of guest speaker sessions for Green Teams. Topics have included monitoring energy consumption against budget, practical steps to reduce gas and electricity use, out-of-hours energy management, and waste segregation strategies, including the cost impact of different disposal methods.

Green Teams have also worked with procurement and catering experts to implement change, resulting in the introduction of fully compostable patient discharge bags and biodegradable catering containers. These local initiatives are building momentum, reducing waste and energy use, and developing the green skills needed to embed sustainability across Ramsay.



Linking health and environment

In January, Ramsay Santé began rolling out Plan Health Faire workshops across its hospitals in France. So far, 120 people in the Île-de-France region have taken part.

Inspired by the Fresque du Climat (Climate Frescoes), the two-hour sessions use dialogue and education to explore the mechanisms of global warming, the link between health and the environment, and the impact of healthcare practices.

Workshops are open to all hospital roles — from carers and practitioners to technical staff, managers and administrators — creating a shared understanding of sustainability challenges and opportunities. The aim is to raise awareness, foster collaboration and identify practical short-term actions that improve Ramsay Santé’s environmental and social impact.



Building sustainability skills

Elysium is among the first independent healthcare providers in the UK to enrol employees in the LDN Sustainable Healthcare Academy and the Level 4 Corporate Responsibility and Sustainability Practitioner apprenticeship. The program builds sector-specific skills that support NHS-aligned sustainability goals.

Capex Project Manager Daniella Martyn-Jones says learning has become part of her daily work: “Sustainability really is something at the forefront of people’s minds. In terms of the apprenticeship it’s developing my career but most importantly, it’s going to make an impact on the environment.”

For Jamie Devine, one of the first to take part, the training led to a garden project at Crossley House through the North West Sustainability Group. The project created a greener space and encouraged community engagement.

Greening communities

Hospitals across Ramsay are also taking practical steps to protect biodiversity and support local ecosystems. From tree planting and gardening projects to innovative partnerships with community groups, these activities bring colleagues, patients and communities together to create greener spaces.



Greening with grevilleas

To mark World Environment Day 2025, employees at Warners Bay Private Hospital in New South Wales planted drought-tolerant native grevilleas in the hospital's Hope Garden. These resilient plants support bird and bee populations while enhancing biodiversity and promoting sustainable landscaping.

Led by the hospital's Deputy CEO Ash Baker, the initiative extended across hospital grounds and reflects Ramsay Australia's local contribution to global restoration goals. It's a simple but meaningful example of how healthcare settings can care for both people and the environment.



Caring for our coastline

Employees from Ramsay UK's Mount Stuart Hospital joined forces with family members for a beach clean in Torbay, contributing to Ramsay's wider sustainability efforts.

Over a few hours, the group collected debris along the coast between Broadbands and Elberry Cove, helping to protect local habitats and marine life while strengthening community connections.

Operations Manager, Ema Proctor, said: "The team thoroughly enjoyed the clean-up exercise and has agreed to meet again for a sunset beach clean in the near future."



From garden to cuppa

Elysium's Aberbeeg Hospital a co-designed sustainability project has blossomed into a herbal tea enterprise. Individuals supported at the service grow mint, fennel and chamomile in handmade planters, then dry and blend the herbs into teas served at the on-site café.

The initiative, which won Elysium's "Can You Dig It?" gardening award, has fostered more than sustainable practices – it's strengthened pride, engagement and ownership among participants. "It's wonderful to see their plants turned into something so special," said Hospital Director Jessica Jones.



Biodiversity boost

Hospitals across Ramsay Santé are taking practical steps to support local ecosystems – from planting trees to protecting pollinators. Insect hotels, nesting boxes and beehives have been installed at multiple sites, while new 'micro-forests' are bringing green space into urban environments. At Clinique de l'Union in Toulouse, 800 trees were planted in spring 2025.

Villeneuve d'Ascq and Claude Bernard clinics are piloting eco-pasturing programs, where sheep and ponies maintain hospital grounds in place of lawnmowers. The initiative reduces noise and emissions while enriching biodiversity and creating a more calming setting for patients and employee. These programs are delivered in partnership with local organisations such as Beezou, Ionaka and Nord Pâturages, supporting both the environment and the local economy.

FY25 Environment data and scorecard

Energy

Energy consumed in facilities and vehicles

		Total energy (GJ)			Energy intensity (GJ/IPDA)		
		FY23	FY24	FY25	FY23	FY24	FY25
Ramsay Australia	Australia	961,040	1,000,996	992,975	0.35	0.36	0.36
Ramsay UK	UK Acute	230,577	235,994	231,311	0.97	0.94	0.88
	Elysium	145,831	157,651	159,832	0.20	0.21	0.21
Ramsay Santé	France	1,547,125	1,423,028	1,483,371	0.27	0.24	0.26
	Nordics	165,196	176,850	258,317	0.44	0.40	0.60
Group		3,049,769	2,994,519	3,125,806	0.31	0.30	0.32

FY25 Energy composition

	Renewable electricity (GJ) ¹	Non-renewable electricity (GJ) ¹	District heating (GJ)	Gas (GJ)	Vehicles (GJ)	Other fuels (GJ)	Renewable energy (%)
Australia	172,242 ²	516,725	0	277,904	5,723	20,381	17
UK Acute	104,598	0	0	120,686	5,236	791	45
Elysium	52,107	48	0	85,925	8,228	13,524	33
France	0	774,670	124,627	554,515	20,089	9,470	0
Nordics	90,136	28,473	132,922	0	6,786	0	35
Group	419,083	1,319,916	257,549	1,039,030	46,062	44,166	13

Greenhouse gas emissions (GHG)

		FY20 Baseline	FY25 Total emissions			FY25 Emissions composition				
		Scope 1+2 market-based	Scope 1+2 market-based	Scope 1+2 location-based	Scope 1+2 market-based	Scope 1			Scope 2 market-based	Scope 2 location-based
		Total scope 1-2 emissions (tCO ₂ +e)	Total scope 1-2 emissions (tCO ₂ +e)	Total scope 1-2 emissions (tCO ₂ +e)	GHG emissions intensity (tCO ₂ -e/IPDA)	Gas and fuel (tCO ₂ -e)	Anaesthetic gases (tCO ₂ -e) ³	Refrigerants (tCO ₂ -e)	Electricity (tCO ₂ -e)	Electricity (tCO ₂ -e)
Ramsay Australia	Australia	182,071	143,418	154,748	0.052	16,051	9,372	1,731	116,264	127,594
Ramsay UK	UK Acute	25,158	9,590	15,606	0.036	7,215	2,228	147	0	6,016
	Elysium	11,639	6,235	9,222	0.008	6,213	N/A	16	6	2,993
Ramsay Santé	France	79,263	54,123	56,594	0.010	29,992	14,253	395	9,483	11,954
	Nordics	5,456	4,570	2,749	0.011	478	391	229 ⁴	3,472	1,651
Group		303,587	217,936	238,919	0.022	59,949	26,244	2,518	129,225	150,208

1. The source of energy is procured only, no on-site generation included.
2. 25% renewable electricity including the mandatory renewable power percentage (average across calendar 2024-2025) as procured through retail electricity contracts.
3. Anaesthetic gases include isoflurane, desflurane, sevoflurane, nitrous oxide and entonox (50% nitrous oxide and oxygen).
4. Estimated for Nordics.

Note: Totals subject to rounding. Refer p35 for adjustments to baseline figures. Baseline based on Scope 2 (electricity) market-based approach. This accounts for any contractual purchase of renewable energy certificates (e.g. UK and Nordics) and in Australian the mandatory Renewable Power Percentage (RPP). A Residual Mix Factor (RMF) is then applied to the remaining electricity used (e.g. AIB residual mix in UK and Europe, National Greenhouse Accounts residual mix for Australia). Australian data does not include pharmacy franchisee environmental data. Energy figures for France are estimated for Q4 FY25 based on Q4 FY24. Data excludes Italy. Data from Nordic countries includes additional facilities and businesses in FY25. Where Nordic energy consumption data was unavailable at the time of consolidation, estimates were derived based on average consumption from previous months or from comparable facilities. Elysium estimates infrequent and irregular monthly readings not supplied by utilities, based on prior year data or average consumption from previous months. IPDA is In-Patient days and Day-only patient Admissions. The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK, Elysium Healthcare are subject to limited assurance, see details p53.

Waste

Waste generated in facilities

		Total waste generated (tonnes)			Waste intensity (kg/IPDA)		
		FY23	FY24	FY25	FY23	FY24	FY25
Ramsay Australia	Australia	14,186	14,890	16,757	5.2	5.4	6.1
Ramsay UK	UK Acute	3,097	2,870	2,793	13.1	11.4	10.6
	Elysium	1,376	1,691	2,217	1.9	2.2	2.9
Ramsay Santé	France	27,180	26,333	27,224	4.7	4.5	4.8
Group		45,839	45,784	48,991	4.8	4.8	5.2

FY25 Waste composition

	Clinical/medical waste (tonnes)	Waste diverted to recycling (tonnes)	Waste sent to energy recovery (tonnes)	Waste sent to landfill (tonnes)	Waste diverted to recycling (%)
Australia	1,166	4,561	-	11,030	27
UK Acute	944	1,003	846	-	36
Elysium	317	424	1,475	1	19
France	2,640	3,451	16,143	4,990	13
Group	5,067	9,439	18,464	16,021	19

Water

Water consumed in facilities

		Water – municipal/potable (kL)			Water intensity (L/IPDA)		
		FY23	FY24	FY25	FY23	FY24	FY25
Ramsay Australia	Australia	1,436,004	1,479,375	1,467,988	530	536	537
Ramsay UK	UK Acute	193,723	209,417	202,230	813	834	768
	Elysium	231,519	N/A	N/A	318	N/A	N/A
Ramsay Santé	France	1,765,998	1,808,620	1,746,998	305	312	309
	Nordics	62,512	93,385	213,693	165	212	493
Group		3,689,756	3,590,797	3,630,909	375	358	369

Note: FY24 Ramsay Australia waste figures have been updated to reflect revised assumptions relating to weight of volumes sent to landfill (FY24 waste diverted to recycling rate is restated as 25%). Elysium waste figures exclude a small amount of sites (e.g. small sites with local council collections) where the waste service provider do not supply data. FY24 Ramsay UK water figures have been revised due to updated data. Water data for Sweden and Denmark is based on the calendar year 2024. Data from Nordic countries and Elysium includes additional facilities and businesses in FY25. Data excludes Italy. IPDA is In-Patient days and Day-only patient Admissions. The figures in the Environment Scorecard for Ramsay Australia, Ramsay UK and Elysium Healthcare (excluding water) are subject to limited assurance, see page 53 for details.

Caring for 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.

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



Caring for community

Our Ramsay Cares strategy focuses on contributing to healthier, more resilient communities in four key areas:



Improving health outcomes

We invest in medical research, clinical trials and education to enhance patient and community wellbeing.



Preventive health care

Partnering globally to address the root causes of illness and promote long-term health.



Community engagement

Raising awareness and supporting health and wellbeing education and initiatives in the areas we serve.



Ethical sourcing

Working with our suppliers to reduce the risk of modern slavery and minimise our environmental impact.

[Ramsay Hospital Research Foundation](#) (RHRF) has awarded \$29 million in funding since 2017 to improve healthcare delivery and patient outcomes in Australia.

In 2024, \$2.3 million was allocated to three Social Determinants of Health Innovation projects, focused on sustainable, partnership-based approaches to issues such as housing, income, education and isolation.

Targeting women, older people and rural and regional communities, these projects invest in prevention, strengthen local partnerships and support Ramsay's ambition to deliver better, more equitable care.

Projects funded by RHRF

55

- 5 in cancer
- 5 in cardiovascular health
- 18 in mental health
- 16 in orthopaedics /musculoskeletal injury
- 11 in other areas

72

publications from RHRF funded research projects

Driving innovation in preventive health care

The [Ramsay Santé Corporate Foundation](#) continues to champion preventive health care through its PREVENT2CARE program and annual public forums.

In 2024, 20 new innovations, including five Nordic start-ups, were selected for the Foundation's incubator program. Since its launch in 2018, [PREVENT2CARE](#) has supported 160 projects, raised €113 million and reached more than 6 million users. Each project receives nine months of tailored strategic support to accelerate ideas into practical solutions.

The 8th Rencontres Prévention Santé brought together experts, civil society and the French Ministry of Health to focus on young people and stress. Broadcast nationally, the event shared results from a landmark survey and explored practical strategies to prevent and manage stress among young people.

Driving innovation in oncology

Ramsay Hospital Research Foundation has signed a Memorandum of Understanding with the [Australian and New Zealand Urogenital and Prostate Cancer Trials Group](#), forming a partnership to advance clinical trials in genitourinary oncology.

This collaboration aims to accelerate the development of innovative treatments for prostate, bladder, kidney, testicular and other urogenital cancers. It also expands opportunities for grant funding, research and new ideas that improve care.



Our teams make a difference every day in hospitals, clinics and communities. From volunteering and awareness campaigns to research partnerships and international aid, these initiatives show how our people live our purpose of *people caring for people*.



Giving back

Ramsay UK employees donated more than 80 workdays to local schools, charities and fundraising efforts in 2024–25 through the Giving Back initiative.

As part of this, the Customer Team volunteered at the Age UK Healthy Living & Learning Centre in Bermondsey, which provides older people with a safe, welcoming space to access support and stay warm.

50 years of support

Hollywood Private Hospital has supported the Red Cross Soup Patrol for more than 50 years, helping provide meals to vulnerable people across Western Australia.

In recognition of this long-standing partnership, the hospital received the Red Cross Humanitarian Partner Award. Its kitchen continues to prepare up to 70 litres of soup a day for those in need.

Health on wheels

Five Ramsay Santé hospitals partnered with a French health tech start-up Hocoia to deliver mobile health consultations across the Landes and Basque Country.

The initiative targets undiagnosed chronic conditions and health inequalities, providing easy access to a multidisciplinary team through a fully accessible mobile clinic.

Connecting at Järva Week

In Sweden, teams from Capio Proximity Care and Capio S:t Görans Mammography Clinic joined Järva Week – a major civic festival celebrating diversity and inclusion.

Visitors could check their blood pressure, speak with professionals and book mammogram appointments.



Reality TV

In March 2025, the Swedish documentary series *S:t Görans sjukhus* premiered across the Nordics, offering viewers an unfiltered look at life inside Capio S:t Göran Hospital in Stockholm.

The ten-part series shines a light on the human, clinical and emotional realities of delivering emergency care. By opening its doors to the cameras, Capio showcases the challenges, pressures and teamwork in caring for patients at one of Sweden's busiest hospitals.



Sharing care

Clifton Park Hospital is proud to support sustainable health care by donating recycled walking aids through Ramsay UK's partnership with PhysioNet.

In partnership with Satya Special School in Pondicherry, India, hundreds of mobility and therapy items have been shipped, including specialist paediatric equipment. These donations reduce waste, extend the life of quality equipment and support access to care for those who need it most.



Celebrating progress in social impact

Ramsay UK launched its 2025 Social Impact Report at an event in Westminster, bringing together leaders, partners and policymakers.

The report highlights continued progress in delivering high-quality care, improving equity and supporting the wellbeing of employees, patients and communities. It also reaffirms Ramsay UK's ambition to be a recognised leader in social impact, not only through clinical excellence, but through strong NHS partnerships, deep local engagement and a workforce committed to making a difference every day.

Speaking at the launch, Ramsay UK CEO Nick Costa acknowledged the dedication of teams across the country: "This report reflects the work of thousands of people who bring our values to life – caring for patients, supporting colleagues and strengthening communities. It's a privilege to lead an organisation where purpose and impact go hand in hand."



Life-changing surgery

In November, consultants from Ramsay's UK's The Yorkshire Clinic travelled to Sierra Leone to deliver essential hand and wrist surgery through a partnership with the charity Resurge Africa. The team performed 27 complex procedures for 17 patients, many of them children with severe burn injuries.



Run for a cause

Ramsay Australia is a long-term partner of Triathlon Pink, a program of events that raises awareness of breast cancer, promote community connection and fund vital research.

Our partnership reflects our commitment to improving women's health through prevention, early detection and community engagement.



Raising awareness

The Women's Health Unit at Le Bois Private Hospital marked Women's Health Week with a series of events including a round table on childbirth, an information stand in the maternity ward and a discussion on endocrine disruptors.

These initiatives gave clinicians and the public a chance to share experiences and raise awareness.



Protecting players

Lake Macquarie Private Hospital has partnered with a local rugby team to deliver baseline brain scans ahead of the 2025 season — a first in Australian Rugby Union. Using the hospital's new NeuroCatch platform, players underwent quick, non-invasive scans to record key markers of brain function, providing a baseline for future concussion assessment.

More sustainable procurement

Running our hospitals, clinics, pharmacies and integrated health services depends on a large and complex supply chain of 20,000+ suppliers across more than 40 countries.

Collaborating for responsible sourcing

We recognise the importance of working closely with our suppliers and industry partners to address interconnected issues such as human rights, modern slavery, decarbonisation and waste management.

Ramsay's Global Responsible Sourcing Policy sets clear expectations across five key areas: business ethics, human rights, labour standards, community engagement and environmental responsibility. These standards guide our procurement decisions and shape how we build and manage supplier relationships.

The policy is aligned with leading global frameworks, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and UN Global Compact.

To support implementation, we partner with EcoVadis, which assesses suppliers against 21 Corporate Social Responsibility criteria, and with FairSupply, which helps deliver a scalable approach to supplier due diligence.

In FY25, we launched the FairSupply Modern Slavery Questionnaire as part of our broader Responsible Sourcing Program, adding another tool to assess supplier risk and support compliance with the Australian and UK Modern Slavery Acts.

Ramsay works with various organisations, industry bodies, governments and special interest groups to enhance our responsible sourcing and human rights practices.

Ramsay's involvement includes:

- **Global Compact Network Australia**
As a member of the Modern Slavery Community of Practice, Ramsay engages in education and dialogue on managing and communicating risks associated with modern slavery.
- **EcoVadis APAC Roundtable**
Ramsay takes part in EcoVadis' APAC Round Table, a quarterly forum for discussing sustainability and corporate social responsibility in the Asia Pacific region, where industry participants share best practices.
- **Knowledge sharing**
Ramsay contributes procedures to ensure robust mechanisms are to sector-wide and cross-industry learning by sharing our experiences and insights on responsible practices through briefings, roundtables and conferences.

Detail on our efforts to address modern slavery risks is provided in our [Modern Slavery Statement](#).

Tackling modern slavery risks in nursing agencies

Elysium Healthcare relies on nursing agencies to meet fluctuating demand across its mental health and neurological services.

To strengthen ethical sourcing in this high-risk labour hire sector, Elysium partnered with FairSupply, an Australian company that provides advanced tools to map and assess modern slavery risks across global supply chains.

Together they piloted a tailored Modern Slavery Questionnaire (MSQ) with more than 100 nursing agencies. The MSQ combined customised questions, supplier benchmarking and FairSupply's risk assessment tools.

Responses were monitored, with low-scoring agencies receiving targeted follow-up and access to training.

The initiative has improved visibility of modern slavery risks, built stronger engagement with suppliers and reinforced Ramsay's leadership in responsible sourcing.

Achieved in FY25

70%

of suppliers (by share of spend) assessed by the independent services.¹
On track for 80% by FY26.

Maintained in FY25

40%

of suppliers (by share of spend) mapped through supplier engagement, with a focus on high-risk categories and the use of Multi-Regional Input-Output (MRIO) technology which leverages global trade and industry data to map supply chains across multiple tiers.

Achieved in FY25

\$2.2M

spent with Australian First Nations businesses.

1. EY has provided limited assurance over the consolidated figure for Ramsay AU, Ramsay UK and Elysium, where 69% of eligible suppliers have a satisfactory sustainability rating for FY25.

Sustainability disclosures



UN Global Impact – Communication on Progress 2025

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.

Our policies can be found online: ramsayhealth.com/en/sustainability/sustainability-governance

Human Rights Principles	Policy	Progress
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> Global Human Rights and Labour Policy Code of Conduct Global Responsible Sourcing Policy Work Health and Safety Policy Diversity and Inclusion Policy 	Sustainability Governance (pages 12–13) and Material Issues (page 11) Caring for our patients and partners (pages 17–22) Caring for our people (pages 24–32) Measures – People scorecard (page 31-32) Modern Slavery Statement 2024
Principle 2: Make sure that they are not complicit in human rights abuses.		
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"> Global Human Rights and Labour Policy Code of Conduct Global Responsible Sourcing Policy Diversity and Inclusion Policy Work Health and Safety Policy 	Sustainability Governance (pages 12–13) and Material Issues (page 11) Caring for our patients and partners (pages 17–22) Caring for our people (pages 24–32) Measures – People scorecard (page 31-32) Modern Slavery Statement 2024
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 Global Responsible Sourcing Policy Ramsay Cares Sustainability Strategy 	Targets – Ramsay Cares (page 9) Caring for our planet (pages 33–42) Measures – Environment scorecard (pages 41–42)
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 Global Responsible Sourcing Policy Whistleblower Policy 	2025 Corporate Governance Statement

GRI Content Index

Our reporting has been undertaken with reference to the Global Reporting Index (GRI) Standards and outlined in our GRI Content Index below.

Our material issues were identified and prioritised in the materiality assessment outlined on page 11. To learn more about how we manage our material issues please see our Sustainability Disclosures at ramsayhealth.com/en/sustainability/material-issues

Statement of use Ramsay Health Care has reported the information cited in this GRI content index for the period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

DISCLOSURE	LOCATION	DISCLOSURE	LOCATION
GRI 2 General Disclosures		GRI 2 General Disclosures	
The organisation and reporting practices		Governance	
2-1 Organizational details	Ramsay Health Care Limited Publicly listed company limited by shares under the Australian Corporations Act 2001 (Cth) Level 18, 126 Phillip Street, Sydney, 2000, Australia About Ramsay Health Care (p4) 2025 Annual Report (p10)	2-9 Governance structure and composition	2025 Corporate Governance Statement 2025 Annual Report (p11)
2-2 Entities included in the organization's sustainability reporting	Introduction (p3)	2-10 Nomination and selection of the highest governance body	2025 Corporate Governance Statement
2-3 Reporting period, frequency and contact point	Reporting period is 1 July 2024 to 30 June 2025, reporting is undertaken annually. Financial reporting period is 1 July 2024 to 30 June 2025 and sustainability reporting is aligned unless otherwise stated. Publication date is October 2025. Contact point regarding the report is Group Sustainability Officer.	2-11 Chair of the highest governance body	Chair of Ramsay Health Care Board is a non-executive director.
2-4 Restatements of information	Noted in Scorecards	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance (pages 12–13) 2025 Corporate Governance Statement Our Governance Framework (p7), Role of the Board (p9), Senior Executive (p14)
2-5 External assurance	Information on indicators subject to limited assurance for Ramsay Australia, Ramsay UK and Elysium can be found on page 53. Information on Ramsay Santé assurance processes can be found in the 2025 Universal Registration Document (ramsaysante.fr)	2-13 Delegation of responsibility for managing impacts	Sustainability Governance (pages 12-13) 2025 Corporate Governance Statement: Our Governance Framework (p7), Role of the Board (p9), Senior Executive (p14)
Activities and workers		2-14 Role of the highest governance body in sustainability reporting	The 2025 Impact Report is approved by the RHC Board.
2-6 Activities, value chain and other business relationships	2025 Annual Report (p10) Responsible Sourcing (p47) 2024 Modern Slavery Statement	2-15 Conflicts of interest	2025 Corporate Governance Statement: Appointment, Induction and Training (p12) . RHC Nomination and Governance Committee Charter: Selection and Appointment of New Directors (p3)
2-7 Employees	People scorecard (pages 31–32)	2-16 Communication of critical concerns	2025 Corporate Governance Statement Risk Management (p16) RHC Whistleblower Policy
2-8 Workers who are not employees	Not reported	2-17 Collective knowledge of the highest governance body	2025 Corporate Governance Statement: Board composition and skills matrix (pages 9–11)
		2-18 Evaluation of the performance of the highest governance body	2025 Corporate Governance Statement: Performance reviews and evaluation (p12)
		2-19 Remuneration policies	2025 Corporate Governance Statement: Remuneration (p17) 2025 Annual Report: Remuneration Report (pages 44–66)

GRI Standards

DISCLOSURE	LOCATION
GRI 2 General Disclosures	
Governance	
2-20 Process to determine remuneration	2025 Corporate Governance Statement : Remuneration (p17) 2025 Annual Report : Remuneration Report (p44–66)
2-21 Annual total compensation ratio	Not reported.
Strategies, policies and practices	
2-22 Statement on sustainable development strategy	Global Sustainability Policy
2-23 Policy commitments	Policy commitments are outlined in publicly available policies including: <ul style="list-style-type: none"> • Global Sustainability Policy • Global Human Rights and Labour Policy • Global Diversity and Inclusion Policy • Global Responsible Sourcing Policy • Code of Conduct
2-24 Embedding policy commitments	The approach to embed policy commitments are outlined in each policy.
2-25 Processes to remediate negative impacts	Global Human Rights and Labour Policy Whistleblower Policy Modern Slavery Statement 2024
2-26 Mechanisms for seeking advice and raising concerns	Whistleblower Policy
2-27 Compliance with laws and regulations	2025 Annual Report : Director's Report (p67–74)
2-28 Membership associations	See Table A (p52)
Stakeholder engagement	
2-29 Approach to stakeholder engagement	Stakeholder engagement (pages 14–15)
2-30 Collective bargaining agreements	Global Human Rights and Labour Policy

DISCLOSURE	LOCATION
GRI 3 Material topics	
3-1 Process to determine material topics	Material issues (p11)
3-2 List of material topics	Material issues (p11)
3-3 Management of material topics	ramsayhealth.com/en/sustainability/material-issues/
Economic	
201-1 Direct economic value generated and distributed	2025 Annual Report (p29–43)
203-1 Infrastructure investments and services supported	2025 Annual Report (p29–43)
203-2 Significant indirect economic impacts	2025 Annual Report (p29–43)
207-1 Approach to tax	Australian Tax Governance Report
Environment	
302-1 Energy consumption within the organisation	Environment Scorecard (p41–42)
303-5 Water consumption	Environment Scorecard (p41–42)
305-1 Direct (Scope 1) GHG emissions	Environment Scorecard (p41–42)
305-2 Energy indirect (Scope 2) GHG emissions	Environment Scorecard (p41–42)
306-3 Waste generated	Environment Scorecard (p41–42)
306-4 Waste diverted from disposal	Environment Scorecard (p41–42)
306-5 Waste directed to disposal	Environment Scorecard (p41–42)
Social	
401-1 New employee hires and employee turnover	People scorecard (p31)
403-9 Work-related injuries	People scorecard (p32)
405-1 Diversity of governance bodies and employees	People scorecard (p32)
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Quality Scorecard (p21)
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Quality Scorecard (p21)

Table A

Key membership associations

REGION	ORGANISATION
Global	Accounting for Sustainability Advisory Board Australian Institute of Company Directors Champions of Change Coalition Chief Executive Women Governance Institute of Australia Group of 100 HESTA 40:40 Vision UN Global Compact
Ramsay Australia	Australian Climate Leaders Coalition Australian Private Hospital Association B Well Coalition Business Council of Australia Clinical Trials: Impact & Quality (CT:IQ) Gallipoli Medical Research Global Green and Healthy Hospitals
Ramsay UK	Independent Healthcare Providers Network The Purpose Coalition Australian-UK Chamber of Commerce. Employers Network for Equality & Inclusion
Elysium Healthcare	Inclusive Employers Race Equality Matters
Ramsay Santé	Association française des entreprises privées (L'Afep) (French Association of Large Companies) Fédération de l'Hospitalisation privée (Private Hospital Federation) Mouvement des Entreprises de France (MEDEF) (French companies associations) Næringslivets Hovedorganisasjon (NHO) (Business association Norway) Spekter (Norwegian Employers' Association) Stockholms Handelskammare (Stockholm Chamber of Commerce) Sundhed Danmark (Association of Danish healthcare companies) Vårdföretagarna (Association of Swedish healthcare companies)

Taskforce for Climate-related Financial Disclosures (TCFD) recommendations reporting index

RECOMMENDATION	LOCATION
Governance	
Disclose the organisation's governance around climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities.	2025 Annual Report (p24)
b) Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, long term.	2025 Annual Report (p26)
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	
Disclose how the organisation identifies, assesses, and manages climate-related risks.	
a) Describe the organisation's processes for identifying and assessing climate-related risks.	2025 Annual Report (p25-27)
b) Describe the organisation's processes for managing climate-related risks.	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
Metrics and targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	2025 Annual Report (p28)
b) Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2025 Annual Report (p28) Environment Scorecard (p41–42)
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	2025 Annual Report (p28) Road to net zero (p35)

Assurance statement



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Independent Limited Assurance Report to the Management and Directors of Ramsay Health Care Limited

Our Conclusion: Ernst & Young ("EY", "we") were engaged by Ramsay Health Care Limited to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a "review", over the Subject Matter defined below for the year ended 30 June 2025. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

What our review covered

We reviewed the following Subject Matter in Ramsay Health Care Limited's Impact Report (the "Report") for the year ended 30 June 2025:

Selected sustainability metrics, as outlined in Appendix A of this Independent Limited Assurance Report.

Other than as described in the preceding paragraphs and in Appendix A, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

Criteria applied by Ramsay Health Care Limited

In preparing the Subject Matter, Ramsay Health Care Limited applied the following Criteria:

- ▶ Ramsay Health Care Limited's custom criteria (defined within clarifying footnotes in the Impact Report), including reference to selected Global Reporting Initiative (GRI) Topic Standards.
- ▶ In relation to greenhouse gas emissions, Ramsay Health Care Limited also applied:
 - ▶ *National Greenhouse and Energy Reporting Act 2007*;
 - ▶ *National Greenhouse and Energy Reporting Regulations 2008* (the "NGER Regulations");
 - ▶ *National Greenhouse and Energy Reporting (Measurement) Determination 2008 as amended* (the "NGER (Measurement) Determination"); and
 - ▶ The Greenhouse Gas (GHG) Protocol.

Key responsibilities

Ramsay Health Care Limited's responsibility

Ramsay Health Care Limited's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls,

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maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review.

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's *Australian Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ASAE 3000"); *Assurance Engagements on Greenhouse Gas Statements* ("ASAE 3410") and the terms of reference for this engagement as agreed with Ramsay Health Care Limited on 27 August 2025. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Subject Matter



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and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

- ▶ Conducting interviews with personnel to understand the business and reporting process
- ▶ Conducting interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period
- ▶ Assessing that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- ▶ Undertaking analytical review procedures to support the reasonableness of the data
- ▶ Identifying and testing assumptions supporting calculations
- ▶ Assessing the presentation of the Subject Matter in Ramsay Health Care Limited's FY25 Impact Report.

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

Inherent limitations

Procedures performed in a review 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 review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on

internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

The greenhouse gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Other matters

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Subject Matter. Our report does not extend to any disclosures or assertions made by Ramsay Health Care Limited relating to future performance plans and/or strategies disclosed in Ramsay Health Care Limited's Impact Report and supporting disclosures online.

Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the Directors of Ramsay Health Care Limited, or for any purpose other than that for which it was prepared.

Ernst & Young
Sydney, Australia
28 October 2025

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Assurance statement



Appendix A - Subject Matter

Selected Sustainability Performance Indicators	Regions included in scope	Page Reference
Clinical Quality		
Hospital accreditation (%)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 21
Patient Indicators		
Net Promoter Score (#)	Ramsay Australia, Ramsay UK (Acute)	Pg 21
Notifiable breaches of patient privacy (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	
People and Culture		
Number of male and female employees by: <ul style="list-style-type: none"> Full time Part time Casual Age group 	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 31
Number of male and female employees in: <ul style="list-style-type: none"> Board (non-executive) Group executive (including regional CEOs) Senior leadership (Group executive and direct reports) 	Group	Pg 32
Number of male and female employees in: <ul style="list-style-type: none"> Regional executive Facility CEOs Managers All other employees 	Ramsay Australia, Ramsay UK (Acute and Elysium)	
Employee turnover (%)		Pg 31
Environment		
Energy consumed: <ul style="list-style-type: none"> In facilities: <ul style="list-style-type: none"> Electricity (GJ) Renewable electricity (GJ) District heating (GJ) Gas (GJ) Other fuels consumed in facilities (GJ) In vehicles (GJ): <ul style="list-style-type: none"> Total energy consumed (GJ) 	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 41
Energy intensity (GJ/In-patient and Day-only patient admissions)		
For Elysium: Energy intensity (GJ/bed occupancy)		
Greenhouse gas emissions: <ul style="list-style-type: none"> Scope 1 (Gas & fuel) (tCO₂-e) Scope 1 (Anaesthetic Gases) (tCO₂-e) Scope 1 (Refrigerants) (tCO₂-e) Scope 2 (Electricity) - Location-based (tCO₂-e) Scope 2 (Electricity) - Market-based (tCO₂-e) 		
Emissions intensity (tCO ₂ -e/In-patient and Day-only patient admissions)		
Waste: <ul style="list-style-type: none"> Clinical waste (tonnes) Waste diverted to recycling (tonnes) Waste diverted to energy recovery (tonnes) Total waste generated (tonnes) Percentage diverted to recycling (%) 		Pg 42
Waste intensity (tonnes/In-patient and Day-only patient admissions)		Pg 42
Renewable Energy Installed (kW)		Pg 36
Training		
Mental Health First Aid Training (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 30

Supply Chain		
Percentage of Eligible Suppliers with a satisfactory Sustainability Rating (%)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 47
Workplace Safety		
Workplace Fatalities (#)	Ramsay Australia, Ramsay UK (Acute and Elysium)	Pg 32



Ramsay
Health Care