



People caring for people

Ramsay Health Care Limited
ACN 001 288 768

Ramsay Australia Workforce Report 2016

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Ramsay Australia Workforce Report 2016

Overview

Ramsay Health Care recognises that its employees are essential to its success and accordingly, strives for excellence and continuous improvement in delivery of workplace practices to promote a positive, harmonious and productive workplace where people like to work.

Our strong focus on people is embedded throughout the organisation's ethos of People Caring for People, and this is represented by a unique culture and a set of values collectively known as "The Ramsay Way". As a large employer, ensuring a sustainable workforce of approximately 29,500 is key to achieving our goals and we must ensure that our workplace relations strategies and management practices support and enhance the delivery of high quality health care services.

Scope

The National, State and Site HR teams plan, develop and deliver an array of services and products for all facilities and workplaces of Ramsay Health Care Australia.

This includes:

- Development of HR systems, policies and procedures using clear standards and guidelines;
- Education, instruction and advice on HR management practice and appropriate action when dealing with workforce issues;
- Establishing performance standards and targets for the workforce, and monitoring organisational performance;
- Ensuring compliance with employment law and good faith bargaining in all industrial situations including both individual and collective bargaining;
- Monitoring organisational culture and engagement of the workforce and supporting both employees and management in continuously seeking ways to engage staff; and
- Development and implementation of learning and development (L&D) initiatives that support growth of both the organisation and individuals whilst also, through mandatory training requirements, ensuring compliance with relevant policies, practices and legislative/regulatory requirements.

Key Performance Indicators

- Employee turnover
- Employee absenteeism
- Learning and development: 100% mandatory training compliance, graduate/trainee recruitment targets, clinical placement numbers, intern training, total L&D spend as a % of total labour costs
- Compliance with the *Workplace Gender Equality Act 2012*
- Mitigation of industrial action & reduction in number of bullying/harassment or adverse action claims.

Major Initiatives And Achievements In Fiscal Year 2016

Clinical Placements - Student Placement Tool

In October 2015 a secure web based software was implemented to facilitate coordination and management of undergraduate clinical placements. The Student Placement Online Tool (SPOT) allows hospitals to more effectively

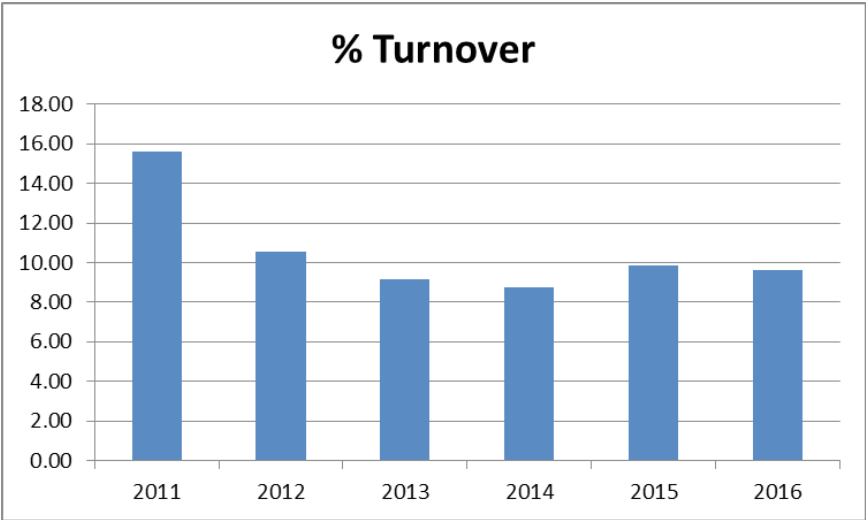
manage clinical placement requests, while enjoying increased access to clinical placement information, student evaluations and reports. The system has reduced administration hours, permitting a larger investment in educational initiatives. In the system’s first nine months of operations, 51,000 clinical placement days were coordinated

MyTime Implementation

MyTime is Ramsay’s time and attendance system and is a single convenient online system that improves on current payroll and HR processes, eliminating paper timesheets and rosters to achieve a new level of efficiency and accuracy. The *MyTime* time and attendance system has now been implemented in the majority of Ramsay facilities and workplaces.

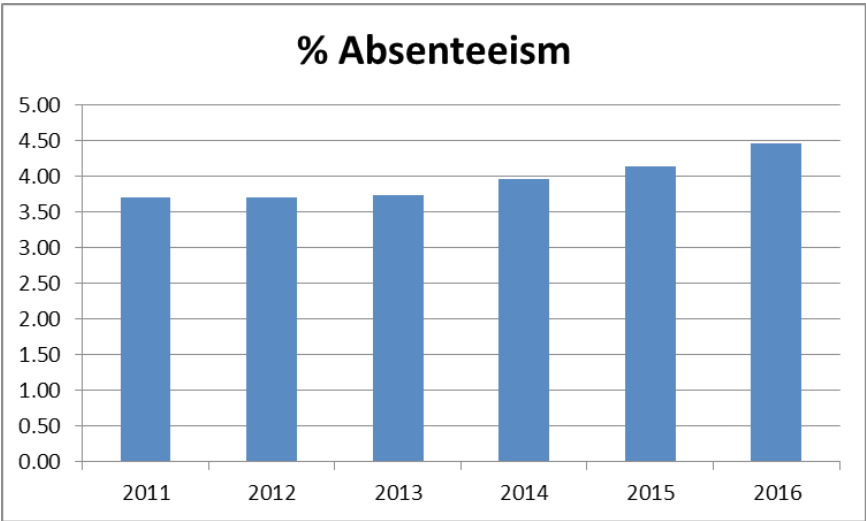
Employee Turnover

Ramsay Health Care’s employee turnover has remained steady at 9.63%, well below the Company’s KPI of 12%. “Onboardplus” a program that includes detailed screening, interviews, scheduled debriefs and regular reviews aimed at improving turnover outcomes, continues to play an important role in the low turnover rate.



Employee Absenteeism

The Company invests heavily in employee wellness programs, employee benefits and flexible working arrangements which contribute to low absenteeism rates. There have been no industrial disputes resulting in employee absenteeism. The absenteeism rate for the year is 4.47%, which represents an increase of 0.34% on 2015. This is being closely monitored by management to identify opportunities for improvement in the management of all absences.



Learning & Development

Ramsay Health Care is committed to the ongoing training of our existing employees and invests in the future workforce of Australia through training of students and graduates.

Ramsay Health Care has a robust education and training program across the company and has many strong links with the Tertiary Sector in relation to education. Our commitment to training and development is evidenced in the following ways:

- Employment of dedicated educators in all facilities
- Investment in graduate nursing programs. Ramsay employed 584 graduates in 2015 at a total wages cost of \$29 million
- Accredited Specialist Doctor training – 94 medical registrars hired in 2015-16 at a cost of \$9.31 million (wages)
- 51,000 clinical placement days offered to student nurses & midwives¹
- Continued partnership with TAFE in training of Enrolled nurses (Diploma of Nursing students)
- Study leave and education support provided to employees – \$4.893 million
- Strong use of trainees and apprentices throughout the organisation
- Continued investment in, and ownership of, a Registered Training Organisation (RTO) called the “Ramsay Training Institute”.

The Ramsay Training Institute

The Ramsay Training Institute (“RTI”) offers a wide range of education programs for new and existing employees. The RTI has education programs in place which include a number of scholarships for fully subsidised external tertiary training, diploma and certificate training programs run in conjunction with TAFE and other tertiary institutions, as well as a number of in-house training and development programs and a comprehensive e-learning program for a range of compulsory training modules for all employees.

The RTI has an annual budget of \$1.1 million to produce and deliver mandatory and other specialist training to all Ramsay Health Care facilities in Australia. The following is a breakdown of training undertaken by employees through the RTI in the last twelve months.

| | Modules completed | Total wages cost to undertake |
|--------------------------|-------------------|-------------------------------|
| Mandatory training | 164,267 | \$5.06 million |
| Orientation | 70,223 | \$2.16 million |
| Professional development | 17,269 | \$711,310 |
| Management development | 2,462 | \$101,410 |
| TOTAL | 254,221 | \$8.04 million |

Graduate Recruitment

Ramsay Health Care has a comprehensive graduate education program in place which resulted in the hiring of over 584 graduate nurses and midwives in Australia in 2015/16. This development program is run in all states where we operate and our ability to hire graduates is limited only by our ability to accommodate them within a balanced health care model. Wages for graduate nurses and midwives in our facilities in 2015/16 totalled over \$29 million.

Ramsay Health Care also partners with the Department of Health and Ageing to directly employ medical graduates in our facilities. During 2016, 66 medical graduates were employed by Ramsay Health Care.

Workforce Diversity, Gender Equality And Equal Opportunity

Leadership equality and gender diversity is evident throughout Ramsay Health Care. Some of the measures in place to promote gender equality within the company are:

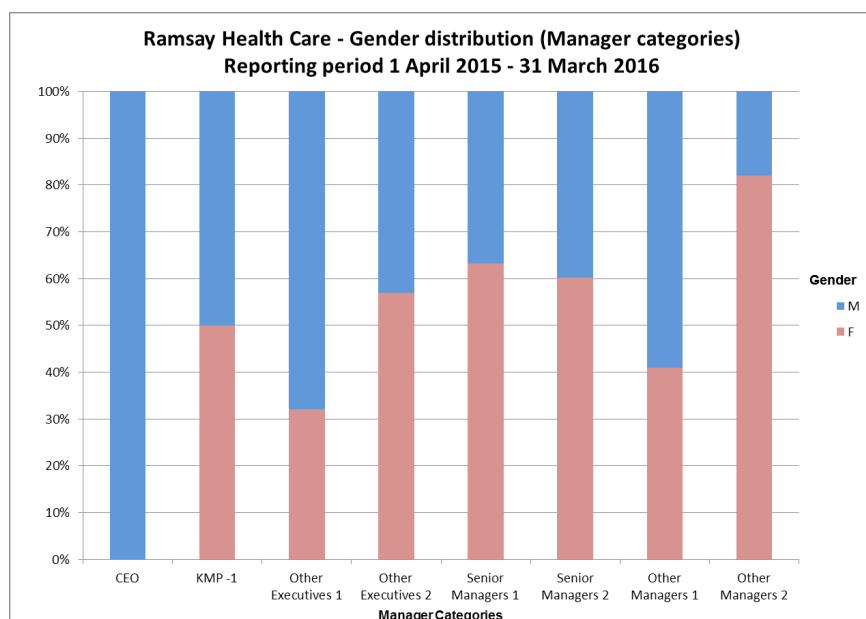
- Flexible working practices
- Job-sharing
- Purchased annual leave
- Paid parental leave
- On-site child care facilities (some hospitals)

¹ Please note: This figure reflects all undergraduate clinical placement days coordinated through Ramsay’s SPOT (Student Placement Online Tool). Additional placements which have occurred outside of SPOT are not included here.

Under the *Workplace Gender Equality Act 2012*, all non-public sector organisations with 100 or more employees are required to report on a series of gender equality indicators including representation and remuneration of women and men in the workforce, and policies and strategies to promote gender equality. Ramsay has lodged the required report and is compliant with the *Workplace Gender Equality Act 2012* for reporting period 1 April 2015 to 31 March 2016.

The representation of women throughout the organisation is strong. In 2016 women comprised 82% of employees throughout the Group. Women occupy 50% of senior executive positions² and 55% of senior management positions³. The representation of females in senior management positions within our hospital facilities is even higher at 60%, which is exceptional. In addition, women comprise 20% of the Ramsay Health Care Board.

Figures below are based on the Workplace Gender Equality Agency's standardised occupational categories of managers, as shown in the table.



Ramsay has a “50Plus” program which recognises and rewards the contribution of our experienced workforce, which is essential for delivery of complex health services. Trainee programs and apprenticeships are encouraged and supported and contribute to youth employment.

Additionally, the company has over 1000 sponsored overseas employees working in a variety of clinical roles, as well as overseas medical interns training in our hospitals, which evidences both our commitment to diversity and our commitment to training Australia's future healthcare workforce.

Workplace Relations

It is notable that Ramsay Health Care has negotiated enterprise agreements and managed workplace change during the past decade without any significant industrial issues. During this time, Ramsay has been able to maintain a cost efficient and productive workforce whilst maintaining our reputation as a highly respected employer where employees are recognised and valued.

Workplace relations at Ramsay is the responsibility of line managers', supported by our Human Resources team. Ramsay's HR policies and practices are driven by a fundamental principle of fair and equitable treatment of our employees. When workplace issues and/or conflict arise, our manager's adopt a fair and just approach when dealing with difficult situations. This approach is strongly linked to maintaining the “The Ramsay Way” which forms the core of our workplace culture.

² Senior executive positions are those reporting directly to Danny Sims, CEO

³ Senior management positions are those managers up to two levels below the senior executive positions

Grievances and Workplace Issues

There are a broad range of policies and guidelines available to manage workforce issues and to give employees a clear pathway for engaging with management and/or to raise complaints/grievances. Managers are trained in counselling techniques and in the use of Performance Management systems. Managers and employees also have access to Performance Management Guidelines by which poor performance and/or behaviour standards are managed. To ensure a comprehensive HR service is provided at all times our National HR Services Team operates as a HR “Helpdesk” to deliver workplace relations advice, support and coaching to managers and non-management employees alike. The National HR team supports the State based HR/ER specialists who have primary responsibility to support and advise operational and corporate managers to apply best practice HR principles.

Ramsay also provides an external Whistleblower Hotline service which provides employees with an additional way of raising concerns about their workplace experiences and their treatment by managers or simply raising matters of concern. When Whistleblower complaints are made they are immediately referred to HR for preliminary evaluation then they are either investigated using internal HR resources or they are referred externally depending on the particular circumstances. All Whistleblower reports and findings are referred back to the Ramsay Health Care Board once concluded.

There is also a comprehensive Employee Assistance Program (EAP) which provides confidential counselling and support to staff members who elect to utilise that confidential service. The EAP is staffed by qualified, independent and professional providers, and is available to all staff and their families for work related or personal issues they may be experiencing.

Employee Share Scheme

The purpose of the Employee Share Scheme is to provide long-serving employees with the opportunity to acquire an ownership interest in Ramsay and has been offered for the 4th successive year to eligible employees. The scheme has been a huge success and very well received with almost 14,000 employees that share in the financial future at Ramsay.



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[ramsayhealth.com](https://www.ramsayhealth.com)