



Our strategy continued

03 Invest in our workforce

With the shortage of clinical staff across the healthcare sector, we aspire to attract, retain and develop the most talented people to our business.



Our goals

- Sector-leading colleague satisfaction
- Sector-leading consultant satisfaction
- Sector-leading private hospital apprenticeship scheme

Our performance

Progress during 2022

- Launched our new Equity, Diversity and Inclusion Strategy
- Continued to build on our sector-leading apprenticeship programmes, including new apprenticeship in cardio physiology
- Developing our own in-house resourcing service to attract talented people
- Launched our Helping Hands initiative for colleagues

Priorities for 2023

- Launch our new Reward Framework
- Further develop our employer brand and refresh our recruitment website
- Work with innovative technology partners to support our resourcing team
- Promote allyship across our hospitals and central functions

Relevant UN SDGs



Positive working environment

Making a positive difference to people's lives is what we're here for at Spire Healthcare. Not just as a company, but every one of us, from our nurses, theatre teams and allied health professionals, to our non-clinical support teams and bank colleagues. And that principle extends to the way we look after our people. We recognise that none of us have experienced the combination of factors we all face today – COVID-19, recession, political turmoil, and societal unrest. The need for wellbeing, inclusion, and a positive, rewarding working environment has never been greater.

That's why we work hard to share a welcoming culture that is characterised by openness, respect, collaborative working, a focus on clinical safety, and a spirit of continuous improvement. Attracting, retaining and developing great people is a high priority for us, and we can only do this if colleagues feel valued, rewarded, motivated, and supported by clearly defined career paths.

'Be your brilliant self'

Resourcing remains a challenge in the current healthcare market, and is the most significant barrier to building capacity across our services. We have developed our own in-house resourcing service to help us attract talented people to our teams, alongside actively recruiting people to new roles from within Spire Healthcare. Bank staff recruitment will also move in house in 2023.

Our recruitment branding 'Be your brilliant self' is based around authenticity, personal culture, and a personable employment experience. We will continue to build on our employer brand next year in full alignment with the work we are doing to build awareness and recognition of the Spire Healthcare brand through television advertising and other media channels, including with our 50,000+ followers on LinkedIn, and a refreshed recruitment website with better functionality.

Highlights

Colleagues proud to work for Spire Healthcare

80%

2021: 84%
Spire Healthcare annual survey 2022

Overseas nurses

520

2021: 545
Spire Healthcare recruitment data

Colleagues who get satisfaction from their work

84%

2021: 85%
Spire Healthcare annual survey 2022



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Valuing and rewarding colleagues

We're committed to supporting colleagues as they develop and grow with us, while ensuring that everyone is fairly rewarded for their contribution. We made an exceptional annual salary award for permanent, eligible colleagues from September this year with up to 16% for the lowest paid. These rises were in addition to the £100 thank you payment paid to colleagues in March, recognising work done during the pandemic, and the increases more than 4,000 colleagues received in April. All colleagues are now paid at least the Real Living Wage.

We have also been working on a new Reward Framework, which will define new job levels and job families for all roles, with competitive target salaries, and provide greater transparency to our permanent colleagues. Once these have been introduced in 2023, we will work towards recognising individual contribution and performance with further salary improvements.

Spotlight on engagement

We want our colleagues to have a successful and rewarding experience working at Spire Healthcare, where they feel engaged and can perform at their best. We use a range of two-way communications channels to communicate and engage with colleagues. These channels include our Ryalto colleague communications tool, which is used to build employee communities, publish key information and videos to colleagues from our chief executive officer, Justin Ash, and members of the executive committee every month.

We launched our 'Little book of making a positive difference: spotlight on engagement' in September. This provides practical ideas to improve engagement at Spire Healthcare. The aim is to capture better our 'colleague needs', and embed a culture of growth relevant to each individual.

We have also refitted our London headquarters at 3 Dorset Rise – creating a venue where people can come together again, but one that also facilitates hybrid working. We remain flexible, and colleagues are very pleased to be back together.

Colleague surveys

We also used Ryalto to hold a mid-year temperature check on colleague engagement, which was followed up by our full annual survey in October 2022. The overall response rate was 77%, with 80% of colleagues proud to work for Spire Healthcare (~4% from 2021, level with 2020) and 84% of colleagues get personal satisfaction from the work they do. 83% of colleagues would be happy if their friends or family needed treatment at Spire Healthcare and 72% would recommend it as a place to work. Following these results, teams across the business are developing action plans collaboratively to drive improvements.

Our new equity, diversity and inclusion strategy

Diversity and inclusion is core to everything that we do, and we are committed to delivering an environment where everyone is respected and cared for, and where difference is celebrated. That makes us stronger as a team and as an organisation, and it is only by ensuring all of our colleagues feel confident to bring their whole selves to work that we can be truly successful as a business.

Everyone's job is to create a working environment in which our people are able to realise their potential in a workplace where they feel comfortable to share their views and experiences. That's why we have launched our Equity, Diversity and Inclusion Strategy around four commitments that ensure that: (i) we recognise the value of diversity, (ii) we understand how it will help us deliver our purpose, (iii) we respect and appreciate each other for who we are, and (iv) we include diverse colleagues in our problem solving to make better, faster decisions.

Investing in apprenticeships

We now have around 550 apprentices across the business in a wide range of clinical areas such as biomedical science, physiotherapy, medical laboratory technicians, as well as non-clinical disciplines. In 2022, we introduced a new apprenticeship in cardiac physiology, and are looking at other expansion options. Our most significant scheme is our nurse degree apprenticeship programme in England, with 180 nurses apprentices on the programme. Read more on page 51.

Two Spire Healthcare medical technicians featured at the Science Museum

We were proud to see that Georgia Godwin, a medical laboratory technician from Spire Southampton, and Kelly Greaney, a radiology practitioner from Spire Leicester, were chosen to feature in the new Technicians' Gallery at London's Science Museum. The gallery is aimed at encouraging 11-16 year olds to consider a scientific or technical career. Young people who visit can 'have-a go' at being a technician and learn about exciting technician opportunities.

QR codes around the gallery direct people to a special website, where they can learn about Georgia's and Kelly's stories and those of the other technicians featured. Having studied forensics, Georgia now works in the pathology laboratory at Spire Southampton, analysing blood and other samples from patients who come for diagnosis and treatment at the hospital. Kelly was an administrator in Spire Leicester's radiology department, where she was encouraged by her manager to take on more patient-facing duties, and has now qualified as a radiology assistant practitioner.





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International nurses programme making a lasting difference to people's lives

The recruitment of overseas nurses has also proven highly beneficial to Spire Healthcare – not just adding valuable colleagues and capacity, but also broadening the cultures of our clinical colleagues. It has proved popular with our nurses joining from other countries, with many commenting on the welcoming experience of working with clinicians in our hospitals. By the end of the year, we had 520 international colleagues working in the business.

We are committed to ethical recruitment. This means that we only recruit actively from 'green' countries under the World Health Organization definition. Overseas colleagues are supported to connect with others making the journey. Each new colleague goes for Objective Standard Clinical Examination (OSCE) training and is individually welcomed, and we provide them with access to support teams 24/7.

Mental health and wellbeing

We continue to build on the wide range of practical and emotional support we put in place for colleagues in 2020, with Mental Health First Aiders (MHFAs) at all of our sites, and access to support networks. We also offer a comprehensive Employee Assistance Programme providing confidential advice and support online and via a free helpline, available 24 hours a day, 365 days a year.

While ordinarily mental health and wellbeing is not typically recognised as a diversity strand, it is such a huge and important workforce issue that we have included it in our new Equity, Diversity and Inclusion Strategy. This focus will further bolster our support for colleagues, and we will create a new network for all of our MHFAs to support them in what they do. We will also continue with wellbeing 1:1s to ensure that managers are having regular conversations with all colleagues about their wellbeing, and understand more about their experiences.

Freedom to Speak Up

We want all colleagues to feel confident and empowered to raise any issues, concerns or quality

improvement suggestions they may have. This is part of a healthy culture in which concerns are identified and speaking up is not only encouraged, but also embedded across all areas of the business. All colleagues can submit a Freedom to Speak Up (FTSU) concern via a dedicated module on Datix, our risk management software. The handler for the concern is a trained guardian. We have a dedicated FTSU month each October which raises the profile of speaking up and of the guardians at our sites, together with further support and training to ensure colleagues know who they are and how to contact them. Colleagues also have access to a confidential whistleblowing helpline, managed by an independent third-party provider, enabling them to raise any concerns anonymously. We now submit regular data to the National Guardian's Office.

Making a positive difference to each other

With the pressures of the past few years compounded by the cost of living, high inflation, and recession in the economy, supporting our colleagues' health and wellbeing is a top priority. We launched our Helping Hand initiative in September with bespoke notice boards now available at all sites where our people can ask for help, or share what they can help their colleagues with, from donating or loaning useful items to offering their skills and time to help.

To support colleagues with the rising cost of living, we launched affordable take home meals across all hospitals – with nutritionally balanced frozen foods available at cost price, ready for colleagues to cook at home. We also offer supermarket savings via our online colleague support network Spire for You, and have promoted Blue Light cards, which provide more than 15,000 discounts from national retailers to local businesses on holidays, cars, days out, fashion, insurance, phones, and more.

Absence and turnover

Managing absence and turnover is key to understanding colleagues and ensuring they are valued and rewarded. We use sickness absence and employee turnover data to flex our workforce and ensure we have sufficient capacity and resilience in

our teams. Our absence rates show a reduction in 2022 as the pressures of COVID-19 started to ease. The overall rate of absence was 5.6% compared to 6.3% in 2021. The cost of absences also reduced by over £1m across the group in hours lost to sickness. Our monthly turnover rate, while higher than 2021, reduced on average in Q4, suggesting that the recent pay award and increased development opportunities have had a positive impact on retention. The highest recorded reason for leaving has changed from pay and benefits to career progression, and our focus moving forward will continue to be on career development and talent. The market for talented

people remains highly competitive, with the demand for nurses particularly high. We are pleased however to see sustained and improving recruitment, and next year we will bring this in-house to further improve the recruitment experience for new joiners.



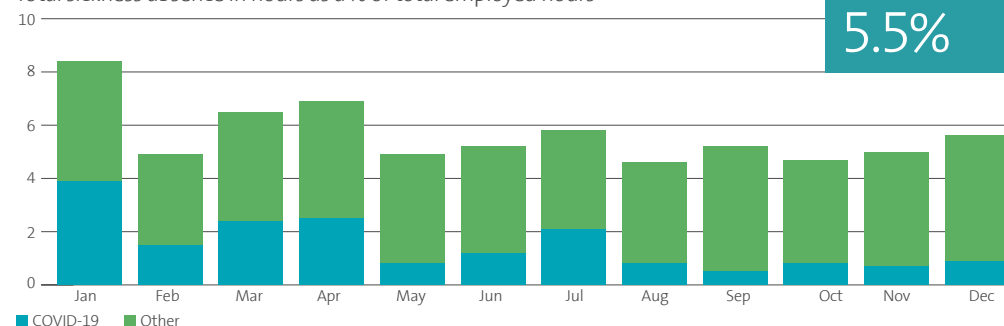
Read more about diversity networks, allyship and data in our sustainability section on page 52.



Read more about apprentices in our sustainability section on page 51.

Employee absence, 2022

Total sickness absence in hours as a % of total employed hours

**Employee turnover, 2022**

Starters and leavers by month for employed colleagues and 12 month rolling turnover rate as a % of total headcount

