

We are the UK's largest healthcare charity and our purpose is to build a healthier nation.



- Hospitals
- Diagnostics
- Pathology
- Physiotherapy
- GP services
- HSSU



- 1.72m people reached
- 111,800 people living on lower resources reached
- £72.0m social value*

Who we are

+

the services we offer

+

where & how we offer them

=

the value we create

We deliver outstanding clinical and wellbeing services and Programmes For All that address unmet health needs; partner with organisations to reach those living on lower resources or in underserved communities; and collaborate on research to improve health outcomes.

*Social value is the £ value of the wider impact on society that is generated through an activity. This can be through Programmes For All or as an 'over and above' component of a trading service. (See page 12) **Excludes Aspen Hospitals. ***Excludes Nuffield Health at St Bartholomew's Hospital, which is yet to undergo Care Quality Commission assessment.

- Fitness and wellbeing
- Personal training
- Programmes For All
- Mental health
- Workplace wellbeing
- Health assessments

- 37 Hospitals
- 114 Fitness and wellbeing centres
- 105 Corporate fitness and wellbeing sites
- 7 Hospitals Sterile Services Units (HSSU)
- 1 Research and development facility

- 365,000 fitness and wellbeing members
- 223,000 hospital episodes**
- 100% of our hospitals rated Good or Outstanding by national regulators***

Our connected health and wellbeing services



Hospitals – Consultant-led treatment, delivering the highest standards of care to patients referred from the NHS, private medical insurers, and self-pay





Diagnostics – Wide range of scans and imaging, giving immediate insight into a person's health, and assisting in diagnosis of early signs of disease





Pathology – Laboratory blood science, blood transfusion and microbiology services, tailored to requirements, to aid diagnosis





Physiotherapy – Treatments to heal and prevent injuries. We combine physiotherapy with fitness and mental health, for long-term benefits





GP services – Access to private GP services, offering people flexibility to fit appointments around busy schedules, including during the evening






HSSU – Purpose-built Hospitals Sterile Services Units (HSSU), delivering decontamination and sterilisation services for reusable medical equipment







Nuffield Health is the only major health and wellbeing provider to operate fitness and wellbeing centres, medical clinics, and hospitals, allowing us to provide a wide range of healthcare services. Our connected healthcare model joins together our network of experts, facilities and services, both face-to-face and online. From prevention and keeping well, through to diagnosis, treatment, rehabilitation and recovery, we can help. By offering connected healthcare, we aim to improve the experience and outcomes for our beneficiaries.




Fitness and wellbeing – Industry-leading personal trainers (PT) and gyms equipped with the latest technology, fitness classes and swimming pools



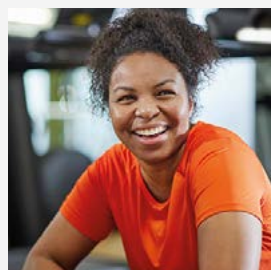
Personal training – CIMPSA accredited personal trainers deliver tailored fitness plans and specialise in rehabilitating long-term health conditions



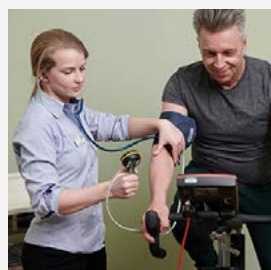
Programmes For All – Unique, free community programmes, addressing unmet health needs, delivered by our expert PTs and Rehabilitation Specialists



Mental health – Preventative and curative treatments, including cognitive behavioural therapy and counselling supported by BABCP and BACP therapists



Workplace wellbeing – A range of connected services to meet employee' health and wellbeing needs, delivered through onsite clinics and gyms



Health assessments – In-person and online comprehensive health checks, covering concerns such as diabetes, heart health, cancer risk and emotional wellbeing

Our strategy

Underpinned by
OUR VALUES

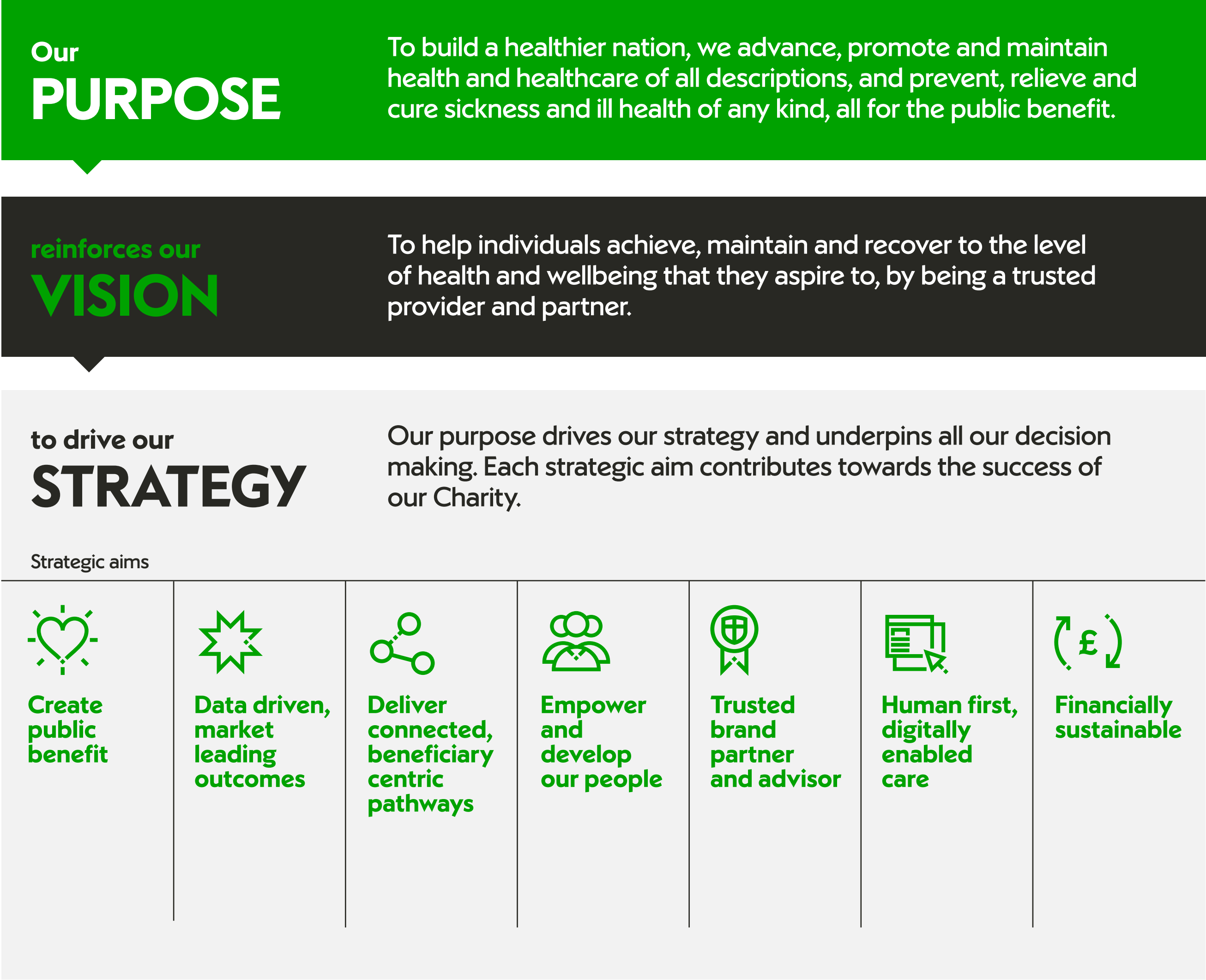
- C

Connected
We work together as one Nuffield Health to deliver the best experience to our patients, customers and colleagues
- A

Aspirational
We inspire individual and collective health and wellbeing
- R

Responsive
We listen, communicate and act in an open, straightforward way
- E

Ethical
We demonstrate our commitment to individuals, our communities, society and the environment



Empower and develop our people

We strive to deliver an outstanding environment in which our 17,000 people can thrive and build attractive career paths. We invest in providing excellent learning and development opportunities, and in looking after the health and wellbeing of our employees. We're committed to pay equity, and to ensuring Nuffield Health is a diverse and inclusive place to work.

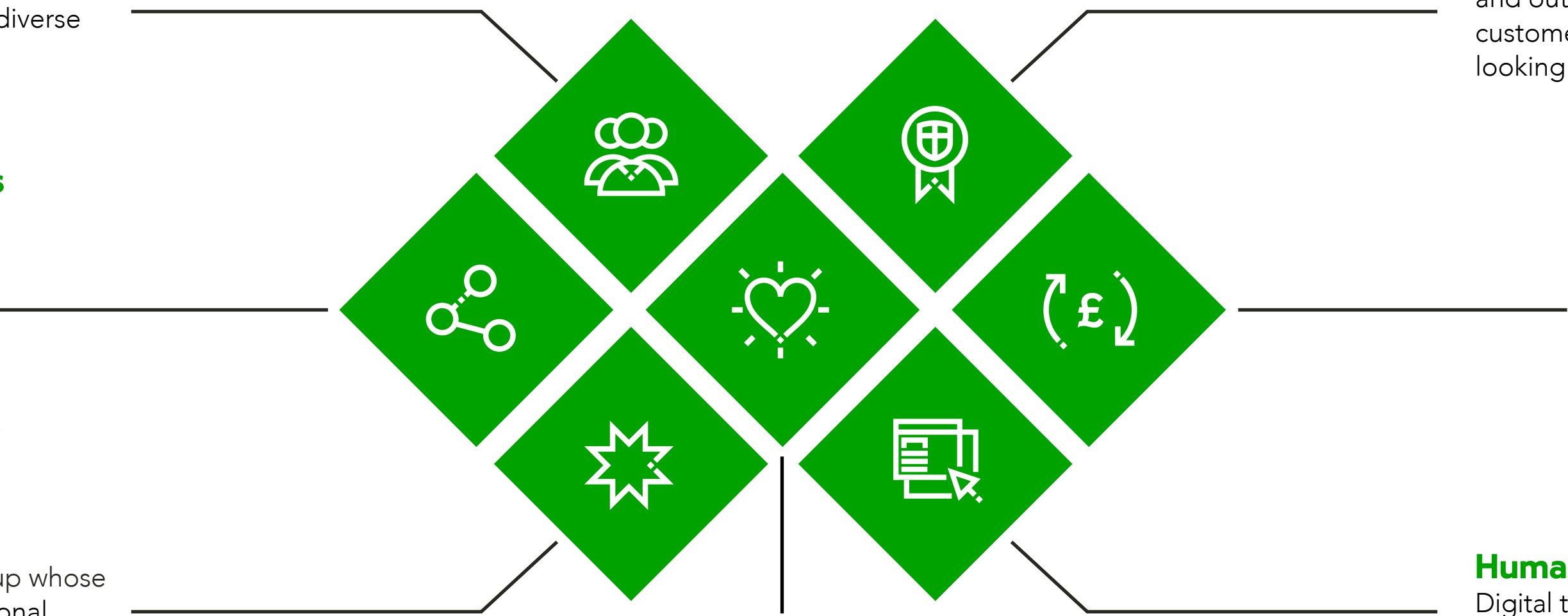
Deliver connected, beneficiary centric pathways

We're the UK's only large provider operating fitness and wellbeing centres, medical clinics and hospitals. This allows us to support our beneficiaries across all their health and wellbeing needs. We're connecting our services so the transition of care from one setting to another is seamless. When creating or researching a new service, we put the beneficiary first, so we always deliver the highest-quality care.

Data driven, market leading outcomes

We're the only UK-wide independent hospital group whose facilities are all rated Outstanding or Good by national regulators.* We want our beneficiaries to achieve the best outcomes, so we're investing in our ability to capture broader data across our services. This will enable us to make evidence-based decisions on how we might improve, in order to maintain market-leading results for our beneficiaries.

Our strategic aims explained



Trusted brand partner and advisor

A strong and trusted brand helps attract and retain employees and beneficiaries, and enables us to support more people with their health and wellbeing. Trust is built by ensuring beneficiaries receive the highest-quality care and outcomes, and that our services deliver an exceptional customer experience with every interaction. We're always looking at ways to improve the brand experience.

Financially sustainable

As a trading charity, we have no shareholders or dividends to pay. Surplus funds are invested back into providing services that generate public benefit. The income allows us to invest in our communities, Programmes For All, research partnerships and other social impact initiatives. Financial health is key to ensuring we can continue to invest and deliver our services and create social value.



Human first, digitally enabled care

Digital technology is becoming more integral to healthcare, but we understand the value that human interaction provides during healthcare delivery. Our services will be digitally augmented to ensure the best outcomes and processes for our beneficiaries, but they will always remain human first. We are continuously scoping new technologies and innovative care solutions to enable us to provide improved quality of care our beneficiaries.



Create public benefit

Creating public benefit underpins our strategic aims. We achieve this through delivery of our paid-for and free services, from prevention through to treatment and cure; our research and partnerships to further health outcomes; our community outreach programmes; and innovative initiatives to raise awareness of the importance of exercise in maintaining health and wellbeing.



Our strategy in action





Create public benefit – our Programmes For All address unmet health needs in diverse communities





Data driven, market leading outcomes – we're being recognised for our quality services and outcomes



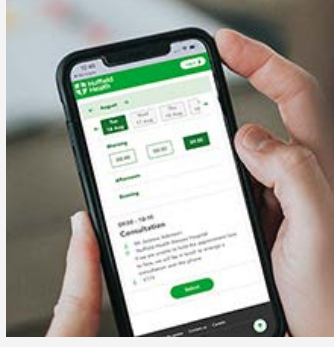

Deliver connected, beneficiary centric pathways – we're working with the NHS to offer free rehabilitation programmes



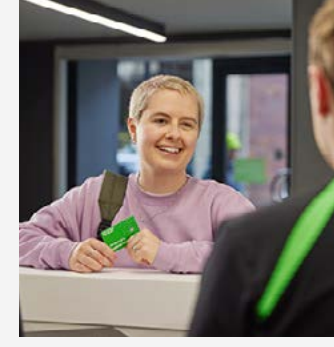

Trusted brand partner and advisor – we've joined forces with the FA to support more people with their health



Empower and develop our people – we're putting apprenticeships first



Human first, digitally enabled care – we're making it easier for our patients to access our services



Financially sustainable – we're consistently growing our fitness and wellbeing membership

*Excludes Nuffield Health at St Bartholomew's Hospital, which is yet to undergo CQC assessment.

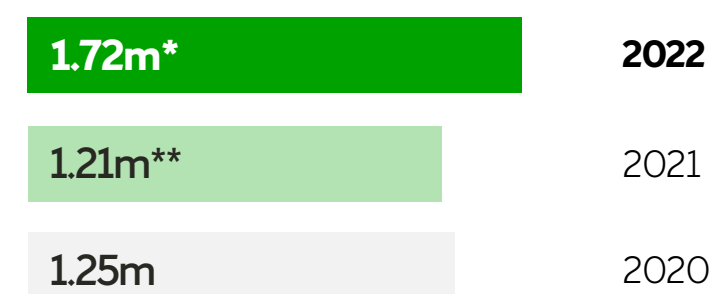


2022 key performance indicators

Our key performance indicators¹ (KPIs) comprise a number of financial and non-financial metrics that enable us to evaluate our performance against our strategic aims.

1.72m

People reached



Innovative programmes aimed at encouraging people of all ages to get healthier, combined with the acquisition of the Aspen Hospital Group, and strong growth in membership at our fitness and wellbeing centres ending the year at 365,000, a significant 36,000 more than at the same period last year, have extended the Charity's reach.

*Based on lives touched through the delivery of our services, free and paid for, to beneficiaries and the indirect impact on their families (180,042) due to the individual's improved health and wellbeing. Includes full year of Aspen patients (102,660).

**2021 did not include Aspen.

6.5%

Percentage of people reached living on lower resources*



We're engaging with a growing proportion of people living with lower resources, and the success of our programmes drives us to do more. We're always reviewing our community and social impact initiatives to improve our offerings and increase our ability to support the disadvantaged who may not otherwise have access to our expertise.

*Based on evidenced demographics of 1.3 million beneficiaries.

£72.0_m

Social value

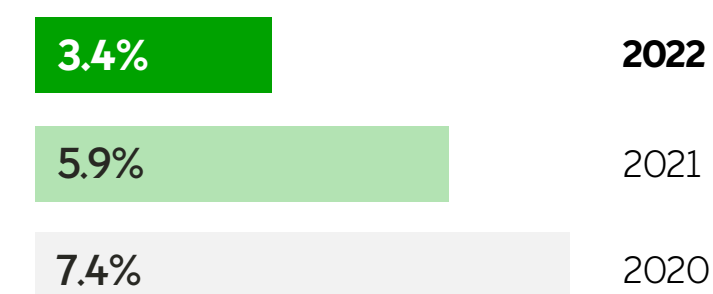


Expansion of our free community programmes has increased our social value. We calculate this by measuring the impact of a service on four beneficiary areas, health change for an individual, change in wellbeing of family/carer, cost savings to health and social care, and change in productivity of the economy. The calculation incorporates indicator values evidenced from published research, which may fluctuate depending on the health gain achieved over time, or economic factors.

*In 2021 we saw 4,227 rehab programme beneficiaries and achieved £18.0m social value, Using the 2022 indicator values this produces a social value of £37.6 million for the same volume of beneficiaries. In 2020, the equivalent based on 1,064 beneficiaries would have been £9.4 million.

3.4%

Gender pay gap



At 3.4%, our gender pay gap is at its lowest level since we first started reporting it six years ago. And according to the latest ONS publication, it's significantly below the national pay gap of 14.9%. We remain committed to reducing this to zero, as part of our broader equity, diversity and inclusion agenda.

£70.4m

Adjusted EBITDA*



The return to normal, following the pandemic, supported strong trading across our estate. However, energy inflation and our decision to give all employees a pay increase had impacted our adjusted EBITDA. As a trading charity, our surplus is reinvested into improving our capability to support the UK's health and wellbeing, in line with our purpose to build a healthier nation.

*Adjusted EBITDA is calculated as total operating deficit (£56.1 million, 2021 – £15.3 million) with adjusting items (£53.6 million, 2021 – £17.2 million), depreciation and amortisation (£72.9 million, 2021 – £75.6 million) added back.

16.5%

Carbon reduction for
Scope 1 and 2, against
2019 baseline*



Carbon reduction is a new KPI for 2022 and reflects our commitment to be net zero in our own emissions by 2030 and net zero by 2040. Energy usage campaigns and thinking differently about how we deliver services for our beneficiaries all play a part in achieving our targets. We will be using our 2022 carbon emissions as our new baseline moving forwards.

*Based on a like-for-like comparison of 151 sites.