

Charity profile

Who we are

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

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.

Our values

- C. We are Connected
- A. We are Aspirational
- R. We are Responsive
- E. We are Ethical

Where and how we offer our services

37

Hospitals

112

Fitness and wellbeing centres

122

Corporate fitness and wellbeing locations

7

Hospitals Sterile Services Units (HSSU)

1

Research and development facility



The value we create

1.79m

people reached

137,800

people living on lower resources reached (7.7% of total people reached)

£100m

Social Value*

11.4%

carbon emissions reductions in 2023**

374,724

fitness and wellbeing members

289,910

hospital episodes

100%

of our hospitals rated 'Good' or 'Outstanding' by national regulators***

18,000

colleagues across our services

* 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.

** Across Scope 1, 2 and 3, compared to 2022 baseline.

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

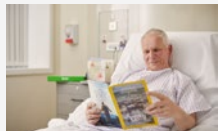
Charity profile continued

Our connected health approach

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. By offering connected healthcare, we aim to improve the experience and outcomes for our beneficiaries.

Health services



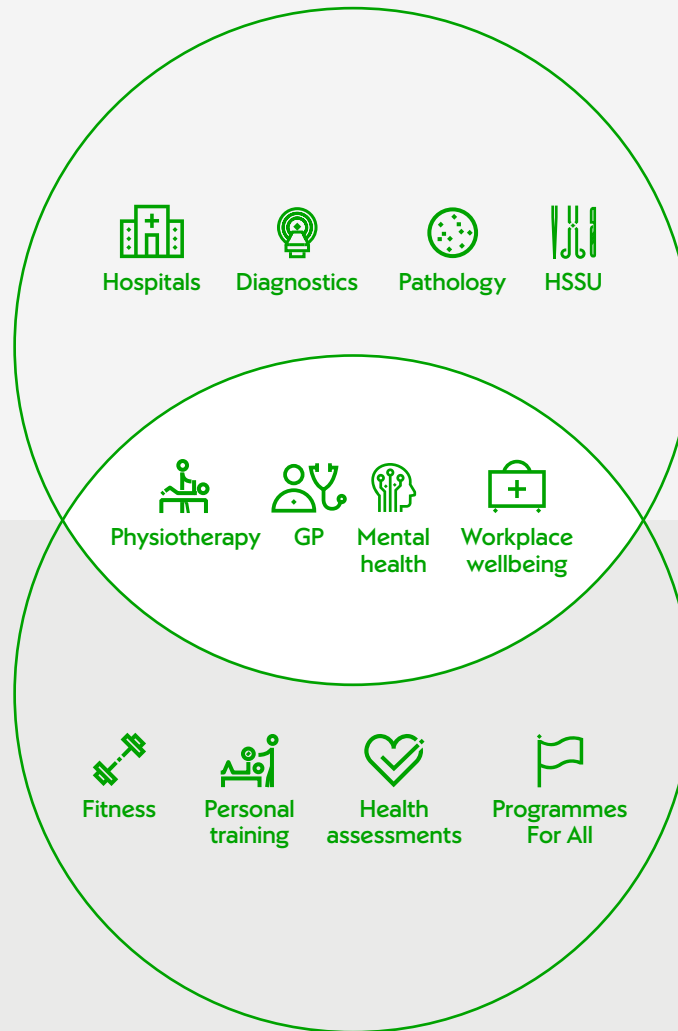
Hospitals
Consultant-led treatment, delivering the highest standards of care to patients referred from the NHS, private medical insurers, and self-pay customers



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



Hospital Sterile Services Units (HSSU)
Delivering decontamination and sterilisation services for reusable medical equipment

Wellbeing services



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



Personal training
CIMPISA 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 on-site clinics and fitness and wellbeing centres



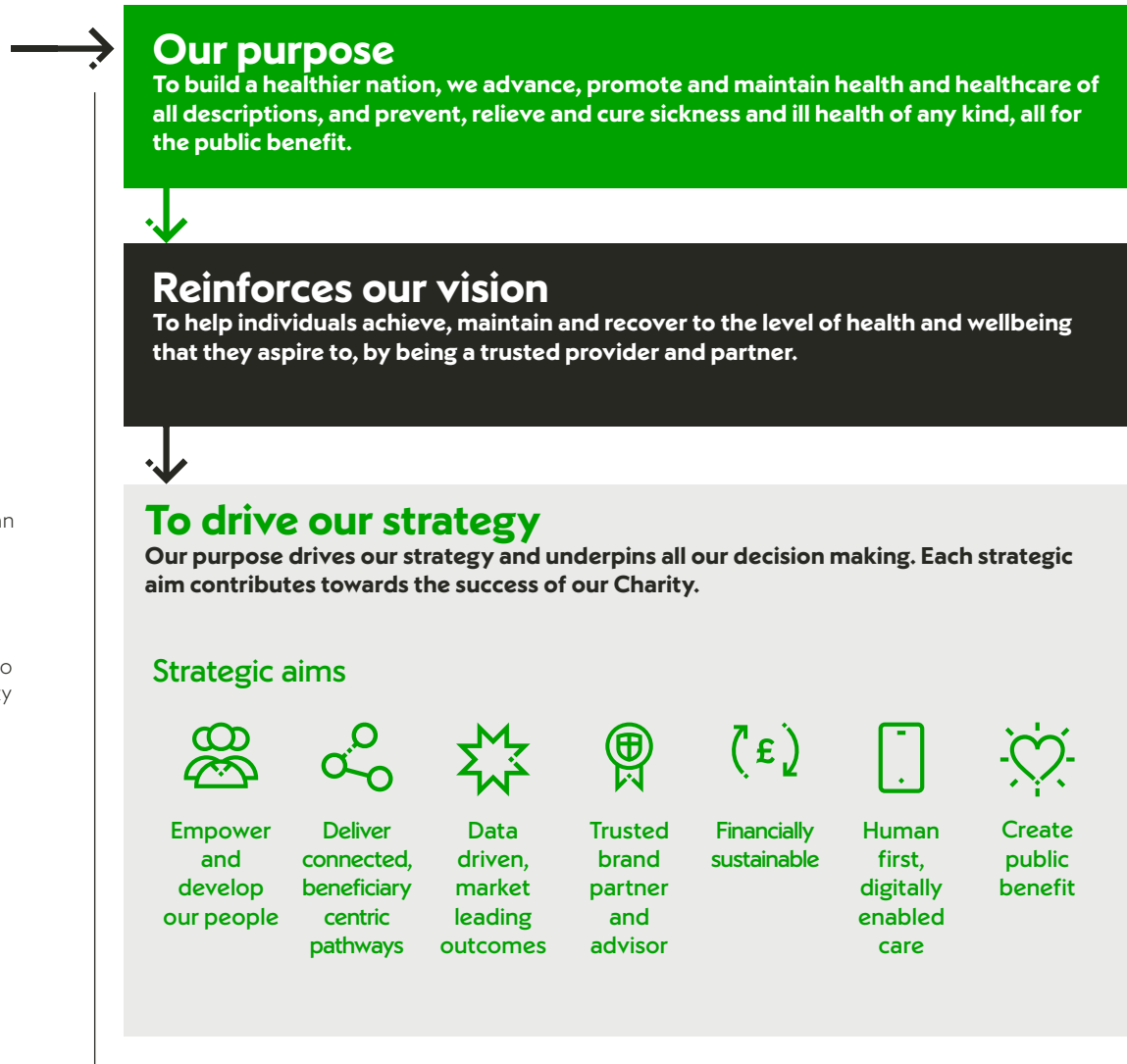
Health assessments
In-person and online comprehensive health checks, covering concerns such as diabetes, heart health, cancer risk and emotional wellbeing

Strategy at a glance

Our strategy

Underpinned by our values

- C Connected**
We work together as one 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 our environment



Our purpose

To build a healthier nation, we advance, promote and maintain health and healthcare of all descriptions, and prevent, relieve and cure sickness and ill health of any kind, all for the public benefit.

Reinforces our vision

To help individuals achieve, maintain and recover to the level of health and wellbeing that they aspire to, by being a trusted provider and partner.

To drive our strategy

Our purpose drives our strategy and underpins all our decision making. Each strategic aim contributes towards the success of our Charity.

Strategic aims

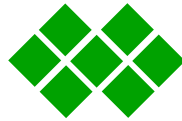
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| Empower and develop our people | Deliver connected, beneficiary centric pathways | Data driven, market leading outcomes | Trusted brand partner and advisor | Financially sustainable | Human first, digitally enabled care | Create public benefit |

Underpinned by our sustainability pillars

- Healthy Work**
We're investing in market-leading training and resources to help our people excel in their careers. And we're building an inclusive, caring culture, where our people feel they belong and can thrive.
- Healthy Community**
We're playing a meaningful role in local communities, by addressing unmet health needs and providing support to underrepresented communities, to develop more sustainable ways of living.
- Healthy Environment**
We're taking steps to reduce our carbon emissions, improve our supply chain and reduce our reliance on precious resources, all of which will help us towards creating a greener healthcare model.

Our strategy

Our strategic aims explained



Empower and develop our people

We strive to deliver an outstanding environment in which our 18,000 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 hospitals 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.

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 our services, the communities we serve, 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 community programmes, from prevention through to treatment and cure; our research and partnerships to further improve health outcomes; our community outreach programmes; and innovative initiatives to raise awareness of the importance of exercise in maintaining health and wellbeing.

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

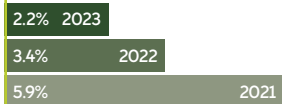
Strategy at a glance

2023 key performance indicators

We're building a healthier nation

2.2%

Gender pay gap



Our 2023 mean (average) pay gap is now 2.2%, compared to 3.4% last year, putting it at its lowest level since reporting began in 2017. This continues to be significantly below the national pay gap of 14.3%, as published in November 2023 by the ONS.

We remain committed to reducing this to zero, as part of our broader equity, diversity and inclusion agenda.

£78.4m

Adjusted EBITDA*

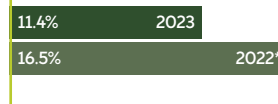


Despite continued headwinds in the market, including continued cost inflation and high energy prices increasing our operating costs, we improved our adjusted EBITDA in 2023. This allows us to reinvest more funds into our estate, building our capacity to support the nation's health and wellbeing.

* Adjusted EBITDA is calculated as total operating deficit £17.7 million (2022 – £56.1 million) with adjusting items £16.9 million (2022 – £53.6 million), depreciation and amortisation £79.2 million (2022 – £72.9 million) added back.

11.4%

Carbon reduction in Scope 1, 2 and 3, against 2022 baseline*



We continued to reduce carbon emissions in 2023, by embedding sustainability into our everyday ways of working, including energy reduction, waste and recycling, removal of potent anaesthetic gases and supply chain engagement. To help us achieve our net zero targets, we are focusing our actions in four key strategic areas: our property and operations, our people, procurement, and delivering greener surgery. For more information, see page 50.

* Scope 1 and 2 only.

1.79m*

People reached

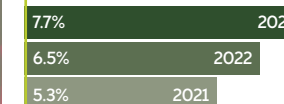


In 2023, our services reached more people than ever before. Our fitness and wellbeing centre membership continues to grow, with people increasingly engaged in managing their health. Our hospital and primary care services have also grown, as have our programmes to support communities with unmet health needs.

* 2021 did not include the ex-Aspen sites.

7.7%*

Percentage of people reached living with lower resources*



Across all our services we again increased our reach with people living with lower resources. This includes through a number of free community programmes we run to support people most at risk of suffering health inequalities. Across all of our free and community programmes – which we refer to as Programmes For All – we reached 83,700 people throughout the year, 27% of whom were people living with lower resources.

* Based on evidenced demographics of 1.52 million beneficiaries.

£100m*

Social Value



The continued growth of our Programmes For All, in particular our Joint Pain Programme, has increased our Social Value again in 2023. We calculate this by measuring the impact of a service on four beneficiary areas – health change for an individual, change in wellbeing of family or carers, cost savings to health and social care, and the change in productivity of the economy.

* In 2021, we updated our Social Value method. Using the current indicator values produced a Social Value of £37.6 million for the same volume of beneficiaries in 2021. Social Value for 2023 was calculated using the same method as was used in 2022.