

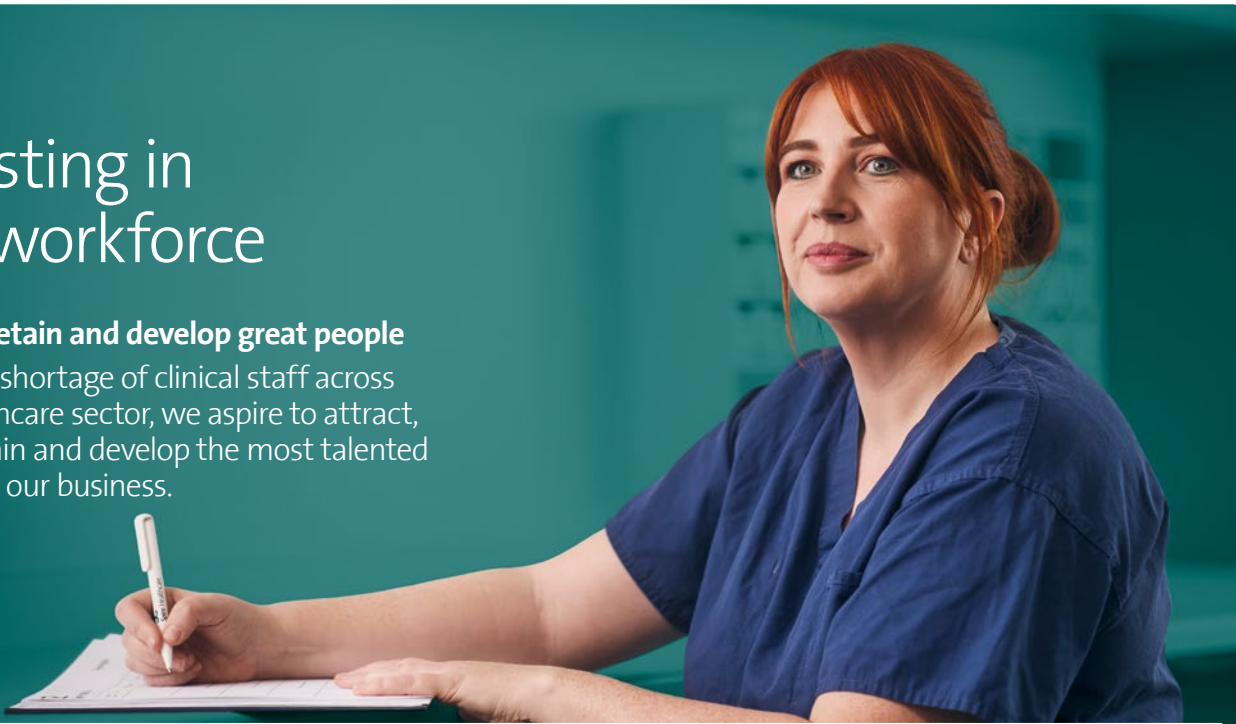
Our strategy continued



Investing in our workforce

Recruit, retain and develop great people

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



OUR GOALS

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

HIGHLIGHTS AND PRIORITIES

Highlights for 2025

- Engaging with and supporting colleagues: Supporting colleagues through business transformation and move to flexible clinical structure and creation of PSCs
- Equity, diversity and inclusion (EDI): key areas mapped in 2025
- Training and development: New learning management system for hospitals and central functions colleagues
- Working with consultants: New online booking for some private patients, improved call response and a new consultant portal

Priorities for 2026

- Preparing for the Employment Rights Act
- Championing colleague voice and building on our engagement work to ensure we have strong mechanisms to engage with our people
- Evolving our focus and approach on EDI
- Further developing the leadership capabilities of our managers

Creating a positive working environment

Our purpose is to make a positive difference to people’s lives through outstanding personalised care – and that starts with our own team. Engaged colleagues are at the heart of Spire’s success. When people feel valued, supported, and connected to our purpose, they deliver their best for our patients, customers, and each other. High engagement is linked to improved patient care, stronger teamwork, and higher retention.

As we transform our business, we aim to achieve a positive working environment while being flexible and effective, and making it easy for our colleagues to do the right thing. Our five key themes for 2025, led by our CEO, embrace investing in our workforce. They include ‘Listen up’ – embracing the gift of feedback, so we are open, honest and safe; ‘Inspire kindness,’ having an open and honest culture; and being a ‘Change champion,’ so our future works better for everyone.

Engaging with and supporting colleagues

As part of building an integrated, innovative and sustainable healthcare business for the future, our business needs to continue evolving. Our three Patient Support Centres (PSCs) are an exciting step in our transformation journey and through standardisation, centralisation and digitalisation, we are improving our patient experience.

In 2025, we brought most administration together centrally in these three sites. We also altered clinical staffing to increase flexibility in the way hospitals resource clinical and non-clinical teams to meet peaks and dips in demand. We recognise that this evolution has been difficult for some colleagues and continue to support them through Spire’s transformation. Many thanks to our colleagues for their hard work and support throughout the process.

Listening to and engaging with our colleagues is key to driving positive change at Spire as we transform. How we engage with colleagues takes different formats, including an annual engagement survey and regular time with line managers so we can better hear and act on feedback from our colleagues in real time.

Our strategy continued

In 2025, we moved the colleague survey to one platform to enable us to better understand satisfaction across the business and how that connects to organisational performance. A new questionnaire ensures every measure supports colleague engagement and delivers clear, actionable insights. Key questions from previous surveys have been retained, to compare results year-on-year. The survey in 2025 included all colleagues in hospitals and primary care, allowing us to measure colleague experience consistently across every business unit, providing direct, like-for-like comparisons. In 2025, 64% of colleagues were proud to work for Spire Healthcare (2024: 76%), a lower number, but it remains competitive against industry standards and during a period of change. We have also introduced six KPIs to give a clear, consistent way to measure what matters most to our colleagues and to track progress on the things that drive engagement and retention across the employee lifecycle.

In 2025, we rolled out Viva Engage, a colleague networking and information sharing platform, across all hospitals and added private online networks to give colleagues more opportunities to connect, share knowledge, access resources and build communities.

Equity, diversity and inclusion

We believe that equity, diversity and inclusion (EDI) are core to sustaining a successful business, and we aspire to create an environment where everyone is respected and cared for, and where we celebrate differences. We want to ensure that our colleagues feel confident to bring their whole selves to work, which in turn makes us stronger as a team and a business.

Over 2025, we continued to develop and inform our updated EDI strategy, which we plan to launch in 2026. This timing is slightly later than envisaged but considers the significant organisational change that Spire has undergone over 2025.

We have identified three key areas of EDI focus:

- Data: identifying the information we need to capture to help us better understand our workforce
- Networks: developing a standardised framework to cover our different network groups

- Local impact: collating local initiatives and developing EDI leadership toolkits to support colleagues in making EDI changes locally.

In 2026, we will introduce our first group-level inclusion and wellbeing role, leading strategy and action plans, oversight of inclusion and wellbeing networks, and identifying and sharing best practice across the group.

Our network groups provide safe spaces for our diverse colleagues to discuss issues of relevance, raise awareness and influence, and include our Let's Talk LGBTQ+ network, menopause network and race equality network in the hospitals business and similar networks in primary care. Each network group has sponsors from our executive committee who provide critical endorsement and make a positive impact in the continuing development of Spire's inclusive culture.

We were pleased to be the leading UK healthcare company in the FT Statista Diversity Leaders 2026 index, and 223 in the world (out of 800) based on a survey of 100,000 employees across Europe. This year, the FTSE Women Leaders Review ranked Spire 6th in the FTSE 250 and 2nd in healthcare and we featured as a top 100 business by Women in Work (WiW100) for senior female leaders. Companies included in the WiW100 must achieve more than 33% female board representation, a gender pay gap under 15% and publicly published parental leave policy.

Colleagues proud to work for Spire Healthcare

64%

(2024: 76%)
Spire Healthcare annual survey 2025.

Consultants who describe the care provided to patients in hospitals as 'excellent' or 'very good'

84%

(2024: 84%)
Spire Healthcare consultant survey 2024.



DAISY awards celebrate patient care

Our aim is always to 'go the extra mile' for our patients, and nurses are recognised for this. The internationally-recognised Diseases Attacking the Immune System (DAISY) awards for extraordinary nurses by the DAISY Foundation celebrate registered nurses and nursing associates who go above and beyond for patients. Any patient or staff member can nominate a nurse for an award for their care.

This might be providing extra pastoral support or reassurance, championing learning disabilities or providing personalised aftercare. The DAISY award recognises the small things that nurses do every day to make a difference in patients' lives. Good nursing care can have an important and meaningful impact on the lives of so many.

Awards are always presented by senior management and include the presentation of the DAISY Award certificate, honoree pin, and a beautiful Healer's Touch sculpture representing the bond between nurses and their patients.

IRIS (Inclusive Recognition of Inspirational Staff) awards have also been rolled out at Spire and are designed to complement the DAISY scheme to enable all clinical colleagues to be recognised in a similar way.

In 2025, we presented colleagues with seven DAISY awards and 17 IRIS awards (2024: 31).

Our strategy continued

Valuing and rewarding colleagues

With the introduction of new PSCs and flexible hospital clinical resourcing, we are better able to respond to changes in patient demand.

We have implemented our new reward framework across the hospitals business, which will help us give colleagues a clear sense of where they fit in Spire's structure, how we reward them and their potential career path.

Our hospitals colleagues have access to PMI cover and a comprehensive health assessment every other year. We also offer a comprehensive employee assistance programme, providing confidential advice and support online and via a free helpline, available 24/7 to clinical and non-clinical employees. In 2025, we introduced a new benefit, offering all hospitals business colleagues three private virtual GP appointments a year. Hospitals business colleagues received a salary uplift of 3.2% from December 2025. Primary care colleagues received salary uplifts of between 3% and 5.5% in the year to April 2025.

Training and development

The market for talented healthcare colleagues remains competitive, with demand for specific roles such as specialist nurses and pharmacists particularly high, so we continue to prioritise career development and innovative training opportunities as our business transforms.

In 2025, we launched a new learning management system for the hospitals business. It is more user-friendly, allocates training by role more effectively and will allow us to better report on mandatory compliance. While this was launched later in the year than originally scheduled, we continued to maintain support for new starters and colleagues with ongoing training requirements to meet safety and quality standards.

As we continue to transform our business, we will build on our career framework to support employee career progression and to give more visibility into the different learning colleagues can achieve to progress.

Our apprentices benefit the broader healthcare system, including the NHS. Since our programme began in 2017, Spire has supported more than 550 colleagues through to their apprenticeship graduation. In 2025, 112 colleagues graduated, of which 31 were nurses with 25 of those still working at Spire. We have apprenticeships across many clinical areas, including nursing, biomedical science, physiotherapy, pharmacy, medical laboratory technicians, as well as non-clinical disciplines. Alongside our apprenticeship programmes, we offer many other training opportunities and student placements.

Spire has collaborated with Liverpool John Moores University (LJMU) to develop a new Healthcare Master's degree (MSc) in Integrated Governance and Leadership, a pioneering programme designed to strengthen leadership capability, elevate governance practice, and support the future of safe, high-quality healthcare delivery. This collaboration brings together LJMU's academic excellence with our deep, real world governance expertise. Over 18 months of co-development, our governance leads shaped the curriculum, contributing practical insights, sector intelligence, and thought leadership to reflect the realities of modern governance. The course will begin in May 2026. For information on our specialist clinical training and development, including our DoCs and DCEP development programmes, go to pages 27 and 28.

Working with consultants

Our practising consultant partners operate as self-employed practitioners in our hospitals and clinics across all medical and surgical disciplines. Each hospital's medical advisory committee (MAC) meets quarterly to ensure proper, safe, efficient and ethical medical use of the hospital. In addition, the MAC chair meets regularly with their hospital director. There are clear lines of communications, a well-embedded reporting culture for any performance concerns and robust appraisal and practising privilege processes.

It is important that we continue to engage with our consultants and make it easy for them to do business with us, not only so they can better understand our high-quality standards and how we wish to deliver care, but also so we can better support them as they develop and grow their practice. In 2025, we introduced online booking for some private patients with a direct link to consultants' diaries, while our new PSCs are improving call volumes and response times and offer a more flexible service for consultants' patients. The transformation of our business is supporting our consultants to receive a faster, more modern service while always being clinically-led and safety focused.

We have worked with consultants to improve their online profiles and optimise insurer patient referrals. We have introduced better access to bookings management and improved digital access to pathology and diagnostic results. We work with local media, host patient and consultant events, and an onsite team helps consultants with referrals, awareness and engagement with patients. There is now a standard consultant induction programme and a new consultant portal for onboarding, featuring training videos, how to comply with regulation and helpful advice on building a successful practice. In 2025, our annual consultant survey results show 84% of consultants rated hospital care as very good or excellent with a growth in excellent ratings (2024: 84%).

Employment levels

Managing absence and turnover supports our colleagues' wellbeing, is essential to maintaining a stable and productive workforce, and ensures continuity of care for patients. We use data to flex our workforce and manage capacity and resilience. Absence rates in the hospitals business were slightly above those in 2024, though short-term absence remains consistently low.

The overall rate of absence was 5.0% (2024: 4.7%). Our monthly turnover rate was slightly higher than in 2024 at 13.5% compared to 13.3%. The rate was lower in hospitals alone, when PSC data is excluded. Our rates are in line with market norms. Vacancy rates were low in 2025, due to a combination of successful and focused recruitment, the introduction of flexible clinical resourcing, and centralisation of administration functions and efficiency.

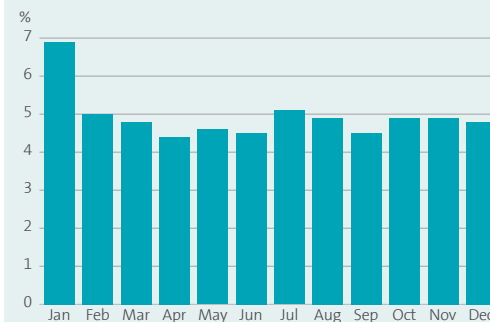
In primary care, London Doctors Clinic absence was 3.0% and turnover 19.0%. Spire Occupational Health absence was 3.3% and turnover 29.1%, and in Vita Health Group absence was 4.2% and turnover was 14.3%.

Employee absence 2025

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

5.0%

Hospitals business



Employee turnover 2025

12-month rolling turnover rate as a % of total headcount

13.5%

Hospitals business

