

# Our business model

## Our purpose

Making a positive difference to people's lives through outstanding personalised care

### Delivering outstanding personalised care

A highly motivated and skilled team of clinical and non-clinical colleagues

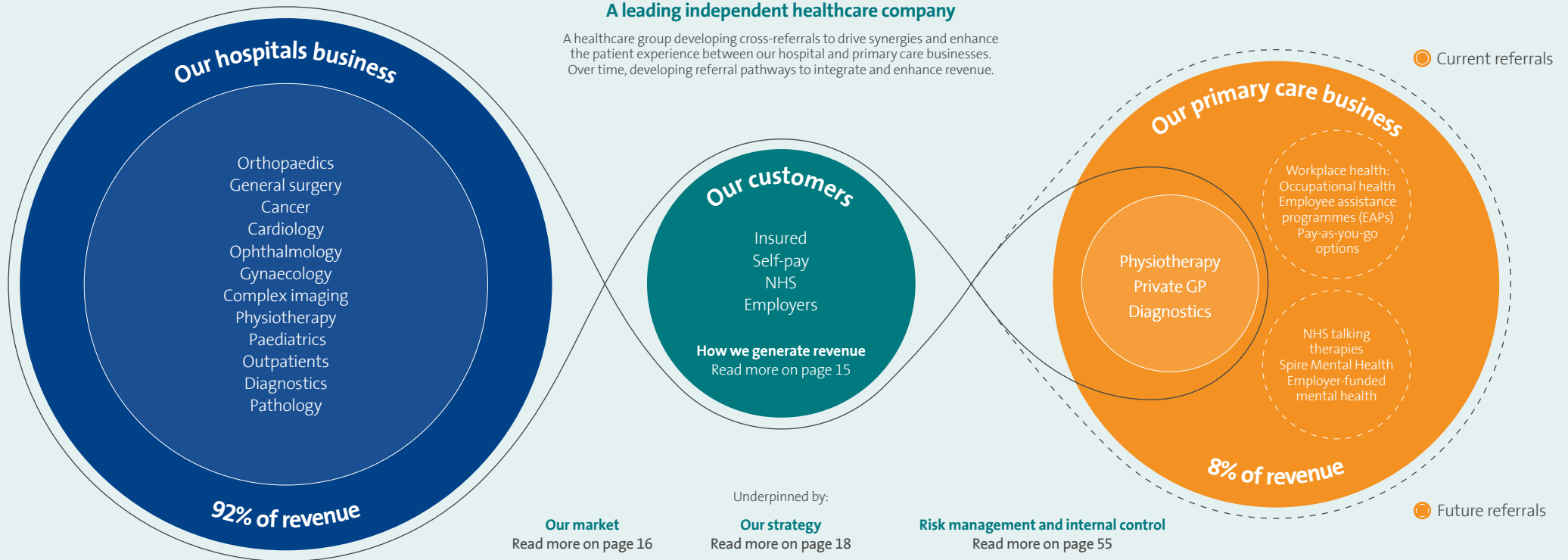
GPs, consultants and other health professionals who are experts in their field

38 hospitals, over 60 clinics, 5 critical care units, virtual care

Our digital infrastructure and the latest medical facilities and equipment

### A leading independent healthcare company

A healthcare group developing cross-referrals to drive synergies and enhance the patient experience between our hospital and primary care businesses. Over time, developing referral pathways to integrate and enhance revenue.



### Creating value for all our stakeholders

Patients | Colleagues | Consultants | Suppliers | Private medical insurers | The NHS and government | Employers | NHS GPs | Regulators | Investors and lenders | Communities

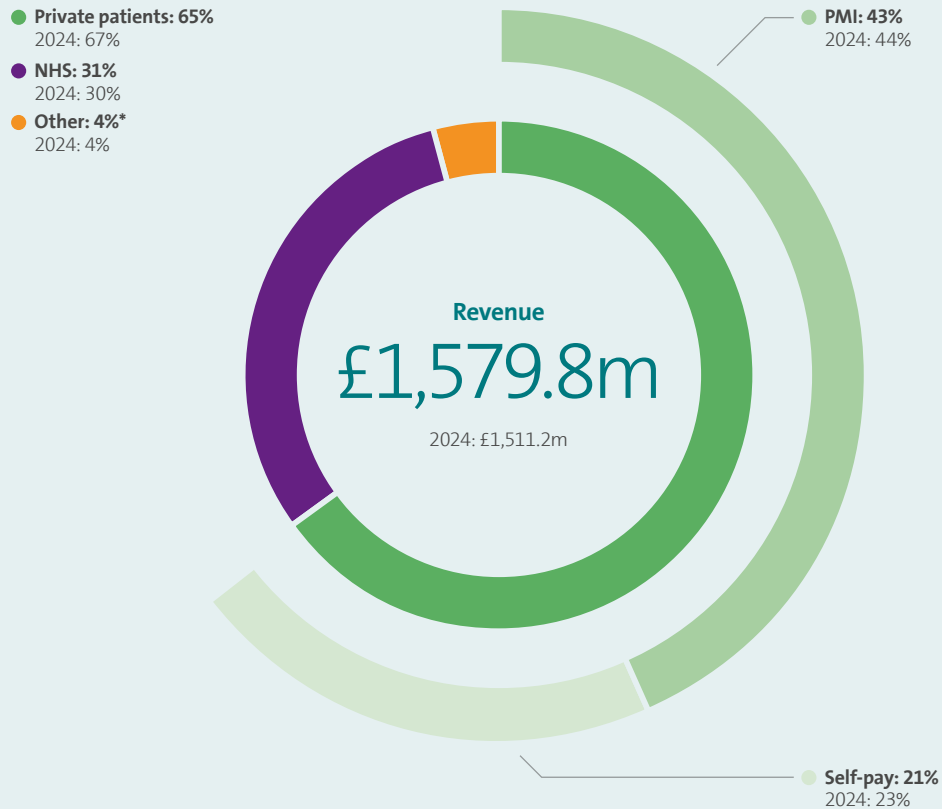
**Engagement with stakeholders**  
Read more on page 45

Our business model continued

# How we generate revenue

## Where we generate revenue

As a leading independent healthcare group, we provide diagnostics, inpatient, day case and outpatient care to insured, self-pay and NHS patients, workplace health services to employers, private GP services and physical and mental health services for the NHS.



\* Other – includes employers and non-patient revenue.

## How we generate revenue

### Private patients


We offer assessment, diagnostic tests and treatments at our hospitals and clinics. People have a choice of when and where they are cared for, in hospitals and clinics that combine excellent clinical outcomes with 'hotel-style' levels of service.

### PMI

We have long-term contractual relationships with all the major private medical insurance (PMI) providers Aviva, AXA Health, Bupa and Vitality Health, which dominate the market. Patients' insurance covers future specified health needs, and when patients are cared for by us, agreed costs are covered by the insurer. Insurance is provided through employer schemes of individual policies. We market a Spire-branded insurance product, inSpire, underwritten by AXA Health, which gives access to affordable private care at Spire Healthcare hospitals.

### Self-pay

Where patients pay directly for their care they can directly book treatments, often without the need for a GP referral. Patients pay a fixed price directly for each treatment or procedure such as a consultation, scan, surgery, mental health session, physio session or GP appointment.

 To read more about trends in the private and NHS health markets, see [Our market on page 16](#)


### NHS

We contract with the NHS to care for NHS patients, offering diagnostics, elective surgery and treatment at our hospitals and clinics. Some work comes through ICB or NHS trust block contracts, but most patients come to us directly through their NHS GP, allowing waiting patients to access care. Patients have the legal right to request NHS treatment in an independent setting and the government has agreed to promote this choice through a new agreement. Care is predominantly at the same tariff prices as local NHS trusts. The NHS agrees settlements with Spire annually for the cost of care, and prices increased by 3.1% in 2025.

We provide NHS talking therapies, musculoskeletal and physio services, and dermatology services for the NHS. Services are free at the point of delivery to patients, who can self-refer to services without seeing their NHS GP.

### Employers

We provide almost 1,400 employers with workplace health services through long-term occupational health contracts and employee assistance programmes. Our services support employers to keep employees healthy, protect and promote good health and provide services such as health surveillance, training and mental health support. We also offer pay-as-you-go services for smaller businesses or those who would like to try services before committing to a larger contract.

 To read more about services for employers, see [Expanding our proposition on page 22](#) and [Engagement with stakeholders on page 45](#)

## Our market

# Key trends

### Ongoing demand for safe, high-quality healthcare is driving our market

There is continued, steady demand for healthcare in Britain – across all payor groups.

We have an ongoing partnership with the NHS and continue to care for NHS patients. Commissioning slowed down in the latter part of 2025 due to NHS budgetary restrictions. Independent providers are an integral part of delivering NHS-funded care and reducing waiting times, free at the point of use to patients, and it is vital that patient choice remains consistently upheld.

The number of people out of work in the UK due to ill health remains high, and with our expansion into primary care services including occupational health, mental health and physiotherapy, we are confident we can help more people live healthier lives and get back to work, as well as helping employers to take care of their employees.

## 7.3 million

patient pathways on waiting lists, down from 7.46 million in December 2024<sup>10</sup>

## 4.1 million

people in work with a work-limiting health condition<sup>5</sup>

## 16.4 million

people in the UK now covered by a form of private health scheme, up from 13.5 million pre-pandemic<sup>16</sup>

1. Source: Rising ill-health and economic inactivity because of long-term sickness, UK: 2019 to 2023, ONS, 26 July 2023.  
2. Source: www.gov.uk/government/publications/keep-britain-working-review-final-report/keep-britain-working-final-report.  
3. Source: www.arthritis-uk.org/media/flpbvm2m/arthritisuk\_state\_of\_msk\_health\_report\_2025.pdf.  
4. Source: Projections for primary hip and knee replacement surgery up to the year 2060: an analysis based on data from The National Joint Registry for England, Wales, Northern Ireland and the Isle of Man.  
5. Source: www.gov.uk/government/publications/keep-britain-working-review-discovery, 2024 figure.  
6. Source: Statistics, Key figures for Great Britain (2024/25), Health and Safety Executive.

7. Source: https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-services-monthly-statistics/performance-december-2025.  
8. Source: www.gov.uk/government/publications/keep-britain-working-review-final-report/keep-britain-working-final-report.  
9. Source: www.england.nhs.uk/2024/04/nhs-rollout-of-same-day-emergency-care-allows-hundreds-of-thousands-to-return-home-quicker/.  
10. Source: www.gov.uk/government/statistics/diagnostic-waiting-times-and-activity-for-december-2025.  
11. Source: Independent Healthcare Providers Network (IHPN), IHPN Quarterly NHS data – October 2025 – Independent Healthcare Provider Network.  
12. Source: www.gov.uk/government/news/faster-care-for-thousands-thanks-to-nhs-use-of-independent-sector.



### 01 Population profile

The UK's healthcare resources are under pressure from a growing and ageing population living with increasingly complex long-term health conditions.<sup>1</sup> A range of complex and interacting factors have contributed to the rise in ill-health-related economic inactivity since 2019, which remains stubbornly high at around 2.8 million people, including population ageing and a higher prevalence of ill health among people aged 16 to 64.<sup>2</sup> An estimated one in six adults live with osteoarthritis, rising to almost half of those over 75<sup>3</sup>, with the number needing hip and knee replacement surgeries expected to rise over the coming years<sup>4</sup>. There is also a decline in the health of those who are working. 4.1 million people are in work with a health condition that is work-limiting as of 2024, an increase of 30% in six years<sup>5</sup> and 40.1 million working days are lost to work-related illness and injury.<sup>6</sup>

The profile of health issues is changing – an estimated one in four people will experience mental health problems each year in England. At the end of 2025, 2.19 million people were in contact with NHS mental health services.<sup>7</sup>

#### Impact

- The cost of ill-health that prevents work equals 7% of GDP – nearly 70% of all income-tax receipts<sup>8</sup>
- Recent decades have seen increases in planned day case care in the NHS acute hospital sector, without the need for overnight hospital stays<sup>9</sup>
- People continue to experience long waits to see their NHS GPs and are struggling to access community services for long-term conditions or other health issues

#### Our response

- We provide a range of vital healthcare services to deliver quality outcomes to patients, help improve the population's health and relieve pressure on the NHS
- We are expanding our primary care business, including our workplace health offering, private GPs, mental health services, musculoskeletal care, and NHS talking therapies



### 02 NHS

NHS waiting lists remain high, with 7.3 million pathways, although down from the all-time high of 7.8 million in 2023. Around 1,600 people waited over a year for care in 2019; today there are around 140,500<sup>10</sup>. The 18-week waiting target has not been met for almost 10 years. The independent sector consistently delivers 9-10% of all elective care.<sup>11</sup> The government seeks to reduce waits, move care into the community, focus on prevention and improve technology in the service in its 'Fit for the future: 10 Year Health Plan' released in July.

#### Impact

- In this plan, the government confirmed it would continue to work with independent healthcare providers, using its extra capacity for NHS patients
- More than 6.1 million appointments, tests and operations were carried out by private operators in 2025, an increase of more than 500,000 compared to 2024<sup>12</sup>

#### Our response

- Most of Spire's NHS activity comes from NHS GPs via the electronic referral system (eRS), where patients can book appointments with providers with the shortest waits
- We engaged with NHS England on its new 10 Year Health Plan, and committed to the partnership between NHSE and the independent sector, released in January
- NHS volumes are uncertain in some areas owing to a slowdown in NHS commissioning in late 2025, owing to NHS budgetary restrictions
- We are contributing to the ongoing consultation on 2026/27 NHS Payment Scheme prices but the proposed annual tariff uplift falls significantly short of inflation. Tariff prices per procedure are the same as in NHS trusts.
- We are one of two independent providers who are strategic suppliers to the NHS, a programme which has ministerial backing and provides access to senior government leaders, supporting conversations and policy development in England. It links Spire to 10 other strategic suppliers including pharmaceutical and medical technology firms

Our market continued



03 Private market

While UK private medical cover penetration is low (c.12% of population), it is growing.<sup>13</sup> The number of private hospital admissions for insured patients reached a near-record high in early 2025.<sup>14</sup> Demand in the self-pay market for healthcare in 2025 has stayed steady.<sup>14</sup>

Impact

- More people are becoming insured, either through employment or direct policy purchase
- With better understanding of the costs and benefits of PMI and greater availability of workplace schemes, PMI is the primary level of payment, now more popular than before COVID-19

Our response

- We have enhanced our marketing to private patients and refreshed our branding in early 2026. Spire works with all major insurers to reach insured patients
- We are disciplined on pricing and acuity (complexity) mix in hospitals. We have implemented price rises and managed our mix of services and choice of products. Clearer outpatient pricing was introduced in 2025 with easier online booking for private patients
- We are widening our integrated healthcare offering to span primary care services as well as hospitals, offering occupational health, mental health, musculoskeletal private GP services. These services meet more needs of local patients and are increasingly part of the value chain into hospitals
- We are developing our website and booking processes to allow easier access for self-pay patients

13.Source: UK healthcare market review, LaingBuisson, February 2025.  
14.Source: Private Healthcare Information Network (PHIN), www.phin.org.uk/news/phin-private-market-update-december-2025-uk.



04 Healthcare workforce

The UK healthcare sector continues to face volatile workforce numbers and uneven productivity<sup>15 16</sup>. The long-term NHS Workforce Plan, published in summer 2023, sets out the strategic direction for the NHS workforce in England into 2030. To address the shortfall, actions include additional training, better support for staff to help retention rates and looking at ways to improve productivity.

Impact

- Staffing challenges in the UK’s healthcare sector can create strain on healthcare delivery and patient care
- Attracting and retaining the best people remains important for delivering quality care.

Our response

- In 2025, we altered our clinical staffing to increase flexibility in the way hospitals resource clinical and non-clinical teams to better meet peaks and dips in demand. We have reduced agency spend through more flexible use of bank colleagues
- Hospitals business colleague retention is 83.1% (2024: 86.1%). We have maintained strong levels through a number of initiatives alongside providing competitive reward and benefits
- Rates for specialist clinical roles remain high; we are starting to see a shift towards lower or capped rates in some areas as a result of NHS restricted agency spend affecting the market
- We seek to be a positive contributor to the healthcare workforce. We run successful clinical and non-clinical apprenticeships, along with many training opportunities

15.Source: The King’s Fund, www.kingsfund.org.uk/insight-and-analysis/data-and-charts/nhs-workforce-nutshell.  
16.Source: The King’s Fund, www.kingsfund.org.uk/insight-and-analysis/blogs/nhs-too-few-staff-too-many.



05 Economic environment

Higher energy and food bills contributed to rising inflation in 2025, affecting many people’s disposable income. In April 2025, the National Minimum Wage and National Insurance rate for employers also increased, resulting in more pressure on spend.

Impact

- The economic climate and financial concerns have resulted in a complex inflationary environment that affects our supply chain, our operational costs and salary expectations. However, people continue to need healthcare
- We have some resilience to these pressures. Our core customer is more insulated against rising costs, while our older, self-funding customers are less likely to have borrowing costs. Our research shows that three-quarters of the population could obtain access to funds to pay for care if needed<sup>17</sup>

Our response

- We have responded well to the challenges of inflation and the increase in National Minimum Wage and employer National Insurance Contributions by making savings to offset these costs
- Our significant investment in solar power during 2025 has reduced energy costs by over £880,000
- We remain a competitive employer on pay, with increases to address the cost-of-living every year for the past four years in the hospitals business
- Our transformation programme delivered £30 million of new savings in 2025

17.Source: Spire Healthcare research, 2025.



06 Role for employers

Employees increasingly expect their employers to offer PMI, occupational health and wellbeing interventions, as part of its responsibility to protect the health of its workforce. The Keep Britain Working final report, published in November 2025, puts an onus on employers to prevent workplace ill health, and urges them to work with healthcare providers and practitioners in developing affordable and practical solutions that will help employees rehabilitate and return to work after periods of ill-health.

Impact

- 16.4 million people in the UK are now covered by some form of private health scheme, up from 13.5 million pre-pandemic<sup>18</sup>
- Employers who prioritise employee health and wellbeing are better able to attract and retain top talent, and enhance overall business success

Our response

- We advise employers of all sizes to build and sustain a healthy workforce, and are broadening our services into adjacent markets, offering prevention, advice and treatment through one integrated offering
- We deliver occupational health, mental health, musculoskeletal services and employee assistance programmes through our workplace health offering, alongside management training, wellbeing webinars and health screening, and in 2025, began a pay-as-you-go service for small and medium-sized businesses
- Our services benefit both employers and employees, helping to keep employees healthy and safe while reducing costs, managing operational risk and meeting legal obligations
- We are a vanguard for Sir Charlie Mayfield’s Keep Britain Working review, alongside other leading providers and employers, supporting leadership in national workforce health policy

18.Source: Health cover UK market report, LaingBuisson, September 2025.