

Gender Pay Gap Report

2021



Introductory information

Priory is the leading independent provider of behavioural care in the UK. We have two divisions, Healthcare and Adult Care, assisted by our central support functions, which together support the needs of more than 25,000 people each year.

Across Priory, we are committed to our core values of Putting People First, Being Supportive, Acting with Integrity, Striving for Excellence and Being Positive.

We use external benchmarking and market pay analysis to decide our pay structures and levels for all employees and are committed to equal opportunities, diversity and inclusion for all colleagues. We continue to work hard to develop the best talent internally through our Career Pathways programme and have succession

planning and talent mapping solutions in place to support our leaders and colleagues with their personal and professional development.

Measuring the gender pay gap is not about capturing equal pay differences between those carrying out similar roles of similar value. It is a broader measure of pay inequalities that may result from differences in the sorts of jobs that men and women may perform in an organisation and the gender composition of that organisations workforce.

Our overall workforce profile continues to be predominantly female which is typical within the health and social care sector. We continue to be committed to improving our gender balance and strive to encourage more men to join the sector in the historically female orientated roles such as nurses and support workers.



Understanding the gender pay gap

Using the calculation requirements set out in the gender pay gap reporting regulations, we have taken pay data from our entire business of more than 17,000 colleagues across the UK, which includes a large variety of roles and rates of pay. Our overall headcount at the snapshot date has reduced since our 2020 report following our acquisition by Waterland Private Equity and the subsequent organisational restructure of our Education & Children's Services division, which saw them separate out into a standalone company. As is required, we are also providing specific data for each of our group of companies that, on their own, employ 250 or more UK based colleagues. This information is available on page 8.

How is this calculated?

- + Our calculations of mean, median and quartile pay are based on data from April 2020 onwards only, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It does not include pay for overtime, pay relating to redundancy / termination of employment, pay in lieu of leave or the value of benefits that are not in the form of money.
- + Bonus pay includes any additional pay relating to profit sharing, productivity or performance, when in the form of money or vouchers.
- + Our calculations of mean and median bonus pay use bonus pay from the twelve months ending on 5 April 2021.

What do the mean and median results actually say?



A positive percentage figure shows that, mainly or totally, female colleagues have lower pay or bonuses than men.



A negative percentage figure shows that, mainly or totally, male colleagues have lower pay or bonuses than female.



A zero percentage figure would show no gap between the pay or bonuses of male and female colleagues - no gender pay gap.



Our results

Overall Headcount

 12,414

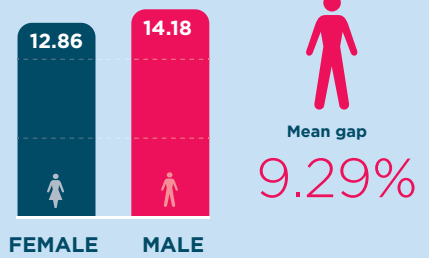
 4,631

Proportion of males and females receiving a bonus

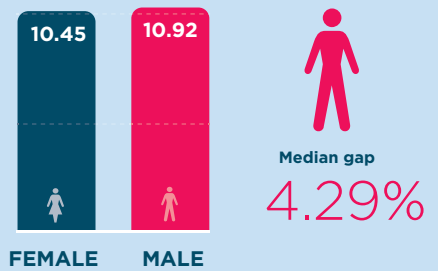
 2.3% |  3.9%

Difference between male and female pay

Mean Hourly Rate (£)

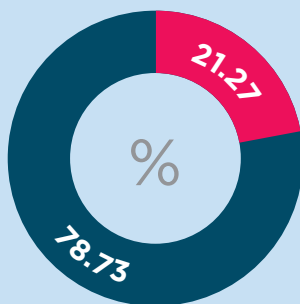


Median Hourly Rate (£)

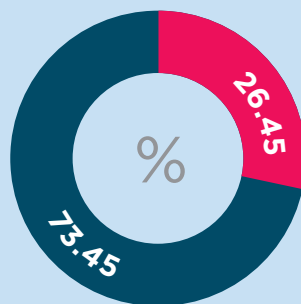


Pay Quartiles

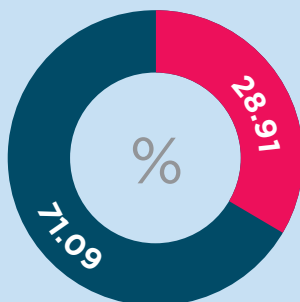
LOW QUARTILE %



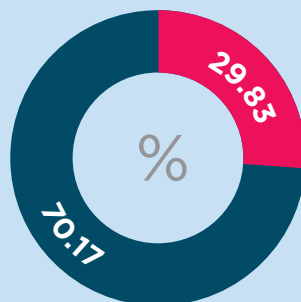
LOWER MIDDLE QUARTILE %



UPPER MIDDLE QUARTILE %



UPPER QUARTILE %



 FEMALE  MALE

Difference between male and female bonuses

Mean gap

7.51%



Median gap

-21.95%



Interpreting the data

All types of roles are included in our analysis including those performed by clinical and care teams at sites as well as more office-based positions such as finance, IT, legal & compliance. These roles have a significant variance in pay ranges, which are informed by market value.

On a mean basis, our gender pay gap as at April 2021 was **9.29%** with a median gender pay gap of **4.29%**, which are both much lower than the UK national average. This is a positive reduction of **1.63%** compared to our 2020 mean gender pay gap and **0.86%** compared to our 2020 median gender pay gap.



Interpreting the data

As with other companies and the economy as a whole, our gender pay gap arises from the imbalance of men and women across all job levels. Our pay quartiles show that there continues to be more female than male colleagues at all levels but there are more men in our upper quartile i.e. there are more men in the most senior positions where remuneration is higher. We have however seen the proportion of women in both the upper and upper middle quartiles increase marginally by 0.6% compared to 2020 data.

This results in a 'gender pay gap' in relation to both ordinary pay and bonus pay even though we continue to support and actively encourage promotion and appointment of women to middle and senior management roles.

Our median bonus data shows a gap of -21.95%, this is largely because we have an increase in the number of women in leadership roles as well as an increase in the number of employees in the lower quartile receiving small bonuses. Compared to 2020, the median bonus payment made to women has increased by £925 and for men by £850. Decisions relating to bonuses apply to specific roles with specific quality and commercial criteria and are not based on gender or any other protected characteristic.

We continue to promote, recruit and remunerate based solely on performance, talent and capability but vacancies for senior management roles continue to be less frequent and whilst we are closing the gender pay gap, we will strive to do so even though it may take some time.





What's changed since 2020?

- + Our Diversity and Inclusion Committee and Diversity Networks for Women, Parents, BAME and LGBT+ are well established.
- + We developed and delivered bespoke training on menopause awareness and unconscious bias to wide populations across all roles and levels of seniority.
- + We designed a 'levelling the playing field' initiative aimed at supporting BME colleagues through recruitment and selection preparation for internal promotions.
- + We continue to promote our Career Pathways programme, encouraging specific development for internal promotion opportunities, which given our majority female workforce should support more females to progress to more senior roles.
- + Following our integration with Median, we are proud to have recruited the first female UK Chief Executive Officer of Priory.
- + We are very pleased to employ more than the national average of male nurses in both the Healthcare and Adult Care divisions, currently 28.8% and 15.7% respectively compared to 10.8% reported by the NMC to be on the permanent register at end March 2021.
- + By division, our female workforce makes up 71% of Healthcare, 75% of Adult Care with over 67% of our leadership positions held by females. In 2021, 74% of our promotions were of females.

Next steps

1.

We are reviewing our Diversity and Inclusion Strategy - Thriving at Priory - to ensure it is fit for purpose as our organisation continues to grow and change. Part of this includes consideration of Belonging and Inclusivity training and how our D&I committee will be structured and led in the future.

2.

We will introduce a new Workforce Committee, chaired by our UK CEO, to bring collective focus to diversity and inclusion, wellbeing and colleague engagement.

3.

We will continue to promote our policies to support career progression opportunities for all of our colleagues recognising talent and using our Priory Academy and Career Pathways for access to training and career enhancement for everyone.



Our Statutory Disclosures

	Male Lower Quartile	Female Lower Quartile	Male Lower Middle Quartile	Female Lower Middle Quartile	Male Upper Middle Quartile	Female Upper Middle Quartile	Male Upper Quartile	Female Upper Quartile	Mean Pay Gap	Median Pay Gap	Mean Bonus Gap	Median Bonus Gap	Males Receiving Bonus	Female Receiving Bonus
Priory Group	21.27%	78.73%	26.55%	73.45%	28.91%	71.09%	29.83%	70.17%	9.29%	4.29%	7.51%	-21.95%	3.85%	2.32%
Priory Rehabilitation Services	24.00%	76.00%	26.17%	73.83%	26.85%	73.15%	27.52%	72.48%	6.88%	0.96%	-100.00%	-100.00%	0.64%	0.45%
Priory Healthcare	19.81%	80.19%	21.83%	78.17%	23.68%	76.32%	24.77%	75.23%	12.86%	4.83%	8.63%	28.30%	3.09%	2.45%
Priory Central Services	81.30%	18.70%	40.16%	59.84%	45.08%	54.92%	43.44%	56.56%	23.46%	21.69%	31.81%	0.00%	38.33%	26.54%
Priory Elderly Care	14.36%	85.64%	14.08%	85.92%	10.40%	89.60%	15.08%	84.92%	3.54%	-0.48%	52.66%	80.72%	1.47%	1.38%
Priory (Watton) Limited	14.84%	85.16%	22.58%	77.42%	20.65%	79.35%	10.97%	89.03%	-11.12%	-0.71%	-100.00%	-100.00%	0.00%	1.75%
Cheadle Royal Healthcare Ltd	22.12%	77.88%	29.17%	70.83%	26.96%	73.04%	24.02%	75.98%	-0.60%	-0.07%	0.00%	0.00%	0.00%	0.00%
Middleton St George	22.92%	77.08%	29.03%	70.97%	21.57%	78.43%	23.30%	76.70%	1.21%	-5.00%	0.00%	0.00%	0.00%	0.00%
JC Care Ltd	27.78%	72.22%	39.62%	60.38%	25.81%	74.19%	25.40%	74.60%	-8.77%	-4.37%	-100.00%	-100.00%	0.00%	2.82%
Parkcare Homes Ltd	6.15%	93.85%	13.61%	86.39%	11.73%	88.27%	17.18%	82.82%	15.38%	5.97%	60.61%	70.12%	3.85%	0.87%
Parkcare Homes (No.2) Ltd	22.22%	77.78%	26.30%	73.70%	29.56%	70.44%	31.67%	68.33%	3.26%	3.47%	-15.08%	-25.00%	2.80%	1.78%
PIC Ltd	28.47%	71.53%	34.36%	65.64%	39.16%	60.84%	37.98%	62.02%	5.26%	9.43%	-12.50%	-100.00%	2.19%	1.53%
PIC 1 Ltd	20.18%	79.82%	24.32%	75.68%	22.32%	77.68%	30.97%	69.03%	4.34%	4.37%	-100.00%	-100.00%	0.00%	1.47%
PIC (Scotland) Ltd	15.38%	84.62%	35.29%	64.71%	29.58%	70.42%	22.54%	77.46%	3.08%	0.43%	84.01%	84.01%	1.45%	0.47%



Comment from the Chief Executive Officer

At Priory we continue to take our gender pay gap seriously, and I am pleased that the information presented in this report shows that both the median and mean pay gap notably reduced in 2021 by 0.86% and 1.63% respectively. 2021 continued to be a challenging year for the health and social care sector and we are proud that we have continued to recruit and promote colleagues during this time. We are delighted that we continue to perform better than the national average in this important area.

We welcome the annual requirement to publish this gender pay comparison. I am immensely proud to be the first female Chief Executive Officer of Priory and to lead an organisation that has such a high proportion of women in leadership positions across our services and within our senior leadership teams.

As Chair of our newly formed Workforce Committee, I look forward to continuing our commitment to diversity and inclusion across

the spectrum of recruitment, development and engagement initiatives that operate across Priory and that we hope to implement in the future. This report covers employees of the Priory Group of Companies at all levels, including the UK Operating Board. Within the Group thirteen legal entities were individually reportable, this report covers those thirteen entities alongside the Priory as a whole.

As Chief Executive Officer, I, Rebekah Cresswell, can confirm that the information contained herein is accurate.

Rebekah Cresswell
Chief Executive Officer
Priory Group

