

Gender Pay Gap Report 2025



Foreword from our Chief Executive Officer (CEO)

At Priory we believe that creating an inclusive and supportive workplace is fundamental to who we are as an organisation, which is why one of our six Priory Plan strategic goals is: 'To embed a culture of openness, inclusion and trust where people feel like they belong.'

Each year we publish our Gender Pay Gap Report to provide transparency about how men and women are paid across our organisation and to track the progress we are making.

I am pleased to report that Priory's gender pay gap has continued to improve again this year. Our median gender pay gap has reduced to 0.3%, compared to 1.7% last year, meaning the typical hourly pay for men and women across Priory is now almost equal. Our mean gender pay gap has also reduced to 7.2%, down from 9.2% last year, reflecting further progress in balancing representation across different roles and pay levels.

We have achieved this progress through our continued commitment to paying the equivalent of the Real Living Wage since 2022, which has significantly increased the pay of frontline and support colleagues – roles which are traditionally lower-paid and in our sector, predominantly carried out by women. We also continue to invest in our Care as a career initiative, which supports our frontline colleagues to progress laterally into specialist roles, and we prioritise internal leadership development including through our REACH (Race, Ethnicity and Cultural Heritage) development programme.

To support our Priory Plan goal: 'To provide outstanding career development and learning opportunities so that we are the employer of choice in the health and social care sector', we have embedded a coaching culture, performance development, succession planning and talent mapping across our organisation. We also offer over 49 different apprenticeships and a wide range of qualifications, including our award-winning nursing apprenticeship degree programme.

I am proud of the progress we have made, and grateful to our Priory teams who continue to contribute to a culture where colleagues feel supported, valued and able to build their careers.

As CEO, I, Rebekah Cresswell, can confirm that the information contained in this document is accurate.

Rebekah Cresswell



About Priory

Priory is the leading independent provider of mental healthcare and adult social care in the UK. We have three operating divisions, Healthcare, Adult Care and Restore, supported by our corporate and facilities management divisions.



Together our **12,000** colleagues support nearly **24,000** people each year throughout our **270** care homes, hospitals and supported living facilities across the UK to 'Live your life' – the purpose that underpins everything we do. It means supporting people towards a healthier future so they can live their lives as fully and as independently as possible, achieve their personal goals and have a good quality of living.

Since July 2021, Priory has been part of MEDIAN Group, which operates across Germany, Spain and the UK, and together, we share the combined vision of becoming the leading European provider of mental health and rehabilitation services.

In the UK, the Priory Plan is our strategy, which comprises six overarching strategic goals, including developing integrated health and social care pathways, using digital capabilities to improve the care and outcomes we deliver, and making services sustainable for the future. These goals are delivered in line with our commitment to our core values of Putting People First, Being Supportive, Acting with Integrity, Striving for Excellence and Being Positive.

Our two people-focussed strategic goals are:



To provide outstanding career development and learning opportunities so that we are the employer of choice in the health and social care sector



To embed a culture of openness, inclusion and trust where people feel they belong

Our people strategy is targeted to ensure we deliver these goals through key initiatives in areas such as talent acquisition, equity, diversity and inclusion, workforce and leadership development, colleague wellbeing and engagement.

Understanding gender pay gap reporting

Legislation requires companies with more than 250 employees to publish their gender pay gap every year. Who and what is included in the report, and how the gap is calculated is quite complex and more detailed information can be found online by searching for gender pay gap at www.gov.uk

The gender pay gap is the difference between the hourly rates of pay and bonus payments made to men and women. There are six different measures of the gender pay gap that companies have to report:



Mean



The mean is the average.

You find this by adding together all the values and dividing by the number of people

Median



The median is the middle.

You find this by ordering all the values from low to high and finding the one in the middle

The mean can be skewed where you have extreme values, either high or low. This isn't the case with the median and so that is usually the focus measure.

Understanding gender pay gap reporting



Why do we only report on men and women pay differences?

We recognise that individuals may identify with genders other than men/women, but in line with reporting guidance, we have only included those individuals who self-identify using these terms which we are legally required to report on. It is our intention in the future to improve our reporting capabilities to enable us to go beyond the legal requirements and analyse our pay gap for other genders, demographics and protected characteristics.



Understanding the gender pay gap

Using the calculation requirements set out in the gender pay gap reporting legislation, we have taken pay data from colleagues across the whole of Priory, which includes a large variety of roles and rates of pay. As 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, which can be found at the end of this report.

Following the guidance provided by the legislation:



a positive gender pay gap indicates that women on average earn less than men

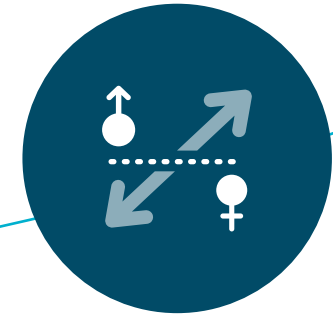


a negative gender pay gap indicates that women on average earn more than men

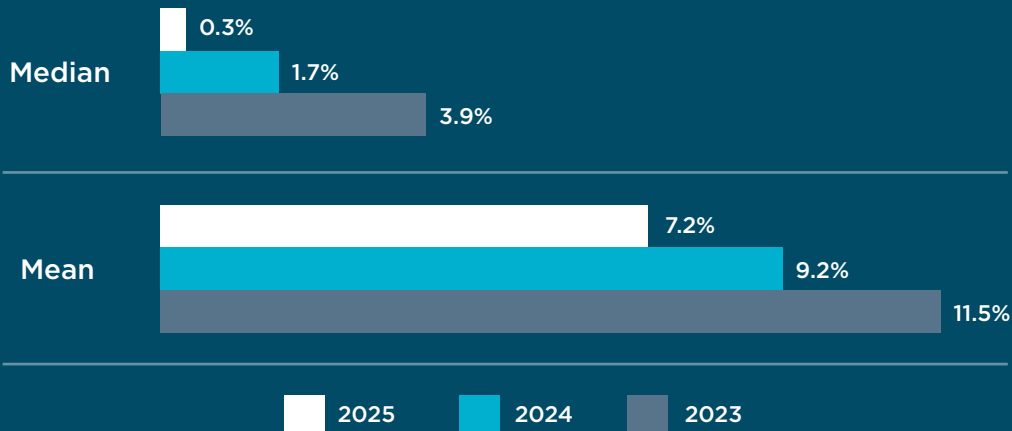
People often assume that a gender pay gap is caused by paying men and women differently for doing the same or equivalent role, but that is referred to as equal pay. The gender pay gap is actually a broader measure of pay inequalities that may result from differences in the sorts of jobs that men and women perform in an organisation, and the gender composition and distribution of that organisation's workforce. Gender pay gaps can result from economic, societal and cultural influences as well as workplace and individual factors.

Our gender pay gap

Priory's median gender pay gap reduced to **0.3%**, compared to **1.7%** last year. Our mean pay gap also reduced to **7.2%**, down from **9.2%** last year.



Gender pay gap



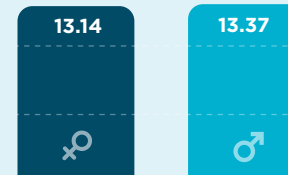
- + While our overall headcount has remained similar to last year, the percentage of our workforce that are women has reduced from **66%** to **64%**. This decrease has predominantly been within our frontline workforce, which are traditionally the lowest paid roles in care and support.
- + This demographic change, alongside our ongoing commitment to maintaining the Real Living Wage as our pay floor, has led to a **4%** increase in the mean hourly rate for women (2% for men) and a **3%** increase in the median hourly rate for women (1% for men) when compared to last year.

Average pay rates

Our continued commitment to raising our lowest rate of pay for all roles to the equivalent of the Real Living Wage, which we have maintained in 2026, has also seen positive increases in our mean and median hourly rates of pay.

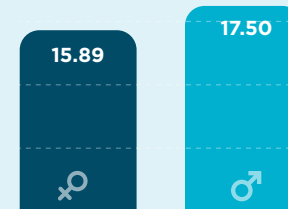
2024

Median hourly rate (£)



Women Men

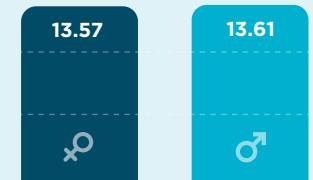
Mean hourly rate (£)



Women Men

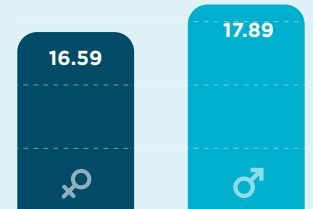
2025

Median hourly rate (£)



Women Men

Mean hourly rate (£)



Women Men

Although the percentage point changes in our frontline and support workforce have been small, because these roles make up 81% of our total workforce (and 79% of roles carried out by women) the impact of the changes are still significant on our gender pay gap.

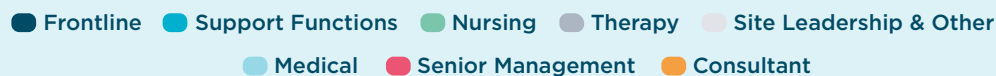
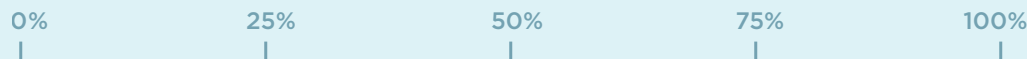
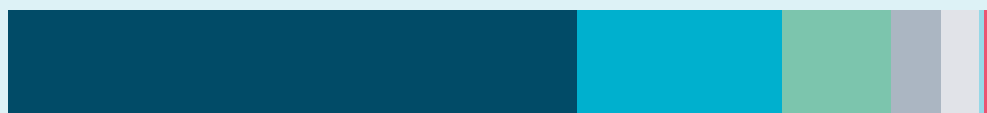
These shifts in demographics demonstrate the continued progress of our Priority Plan initiatives on leadership development, aimed at progressing internal talent and ensuring our leadership is more representative of our wider workforce, and our focus on raising the profile of care as a career, which has increased representation by men in roles that societally are more often thought of as those carried out by women such as care workers and nursing.

Population by role type

Men



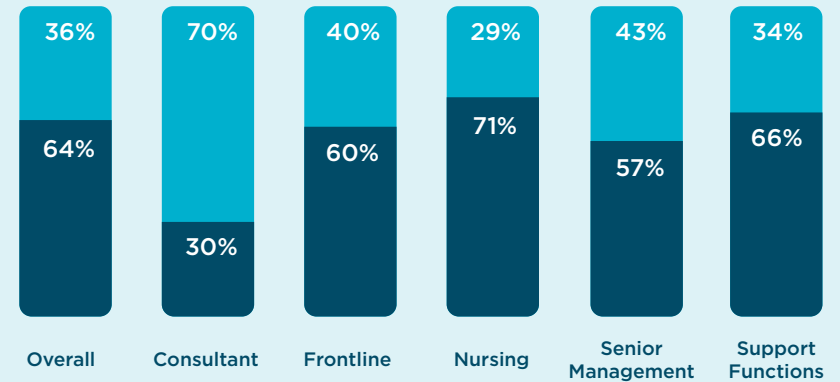
Women



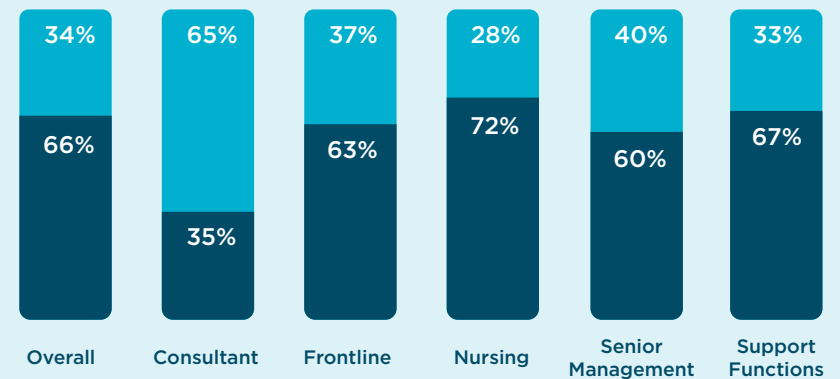
Workforce distribution



2025



2024

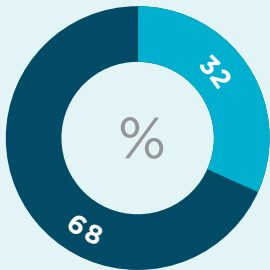


Workforce by quartiles

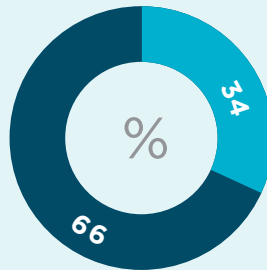
Analysing our workforce distribution by quartiles (where you put the whole workforce population in order from the highest to the lowest paid, then split them into four equal parts) helps us to understand the gender distribution at differing pay levels.

2024

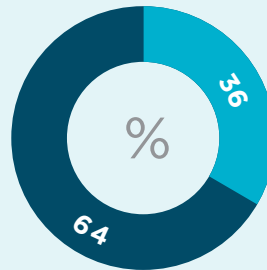
Lower Quartile



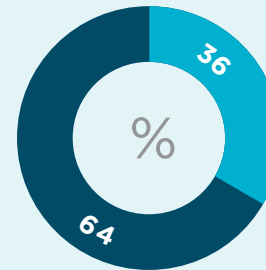
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

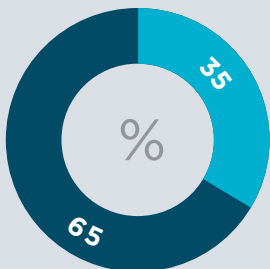


When comparing to last year, the proportion of men has increased in every quartile, with the exception of the upper quartile where representation by women has increased.

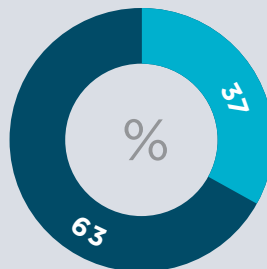
The largest decreases in representation by women is in the lower two quartiles, which coupled with the proportional increase in the upper quartile, has contributed to the reduction in our pay gap.

2025

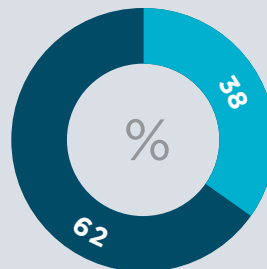
Lower Quartile



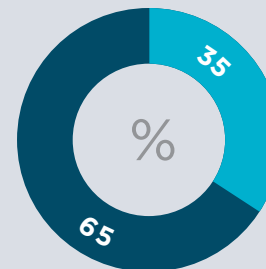
Lower Middle Quartile



Upper Middle Quartile



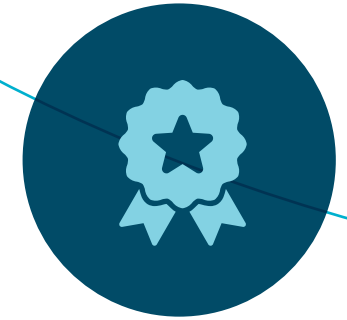
Upper Quartile



Bonus pay

A minority of our colleagues are eligible to participate in a corporate annual bonus scheme, mainly in site and senior leadership roles and corporate support functions.

When comparing 2024 to 2025, we saw a small increase in both the number and percentage of colleagues receiving a bonus as well as an increase in the percentage of women receiving a bonus. This was predominantly due to improved overall company performance meaning more people qualified to receive their bonus and were rewarded for higher levels of achievement of our defined bonus criteria. These changes led to a significant shift in our median bonus pay gap.



Gender of those receiving a bonus:

68%

32%

 Women  Men

2024

Proportion receiving bonus



2.4%



2.4%

Mean gap

15.1%

Median gap

8.7%

2025

Proportion receiving bonus



2.6%



2.3%

Mean gap

19.1%

Median gap

-30.1%

Out of the 2.5% of the total workforce who received a bonus, 68% were women (up from 67% of 2.4% of the workforce last year). The median value of bonuses increased by 43% for women but only by 0.2% for men, which explains the negative median bonus pay gap. This is because our improved organisational performance meant that more site leaders and senior managers achieved their bonus criteria, and these workforces have a higher proportion of women.

Next steps

We have recently launched the next iteration of our Priory Plan to take us to 2030 and have developed our People strategy to align our people initiatives with our strategic goals for the next five years. We have seen positive improvements in our gender pay gap over the life of our 2023-2025 strategy and intend to build on those foundations in the coming years. These objectives include:

Continuing to expand the range of specialisms offered within our 'Care as a career' portfolio to showcase the diverse opportunities for career development and progression available across Priory. We recognise not everyone wants or is able to progress into management roles and so, in creating our specialist roles, we aim to offer the opportunity for colleagues to progress laterally and increase their skills and pay while remaining in their current roles, which should also benefit those who may have less flexibility due to caring responsibilities.

Continuing to focus on embedding our culture of accountability, inclusion and wellbeing to ensure our colleagues feel valued, supported and empowered to do their best. We will do this by continuing to enhance the skills and behaviours of our leaders, expanding our coaching and mentoring offering, and developing individual and collective resilience to reduce burnout.

Raising our profile as the employer of choice in the sector so we can continue to attract, retain and develop the very best people to deliver optimum outcomes for the people we support. By focussing on developing early careers and social mobility opportunities, along with targeted programmes for aspiring leaders from underrepresented communities, we aim to increase diversity across the spectrum of roles and seniority.

While this report covers Priory as a whole, nine legal entities were individually reportable and these are included in the statutory disclosures section at the end of the report.



Jayne Stutt
Chief People Officer



Our statutory disclosures

Legal Entity	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Mean Pay		Median Pay	
	Women	Men	Women	Men	Women	Men	Women	Men	Pay Gap	Bonus Gap	Pay Gap	Bonus Gap
PIC Ltd	60%	40%	59%	41%	52%	48%	56%	44%	5.1%	32.8%	1.8%	34.3%
Priory Healthcare	75%	25%	75%	25%	66%	34%	71%	29%	16.7%	12.5%	3.2%	0.0%
Parkcare Homes (No.2) Ltd	63%	37%	60%	40%	69%	31%	71%	29%	-2.6%	-9.2%	-0.2%	0.0%
Cheadle Royal Healthcare Ltd	63%	37%	70%	30%	58%	42%	58%	42%	13.5%	-	5.4%	-
Priory Rehabilitation Services	66%	34%	65%	35%	77%	23%	65%	35%	21.5%	-	-2.3%	-
Priory Central Services	64%	36%	78%	22%	68%	32%	56%	44%	16.9%	16.3%	15.2%	52.5%
Middleton St George	66%	34%	65%	35%	53%	47%	69%	31%	12.4%	100.0%	-2.4%	100.0%
PIC 1 Ltd	65%	35%	65%	35%	75%	25%	76%	24%	-2.3%	42.4%	-4.5%	55.4%
Amore (Watton) Limited	67%	33%	75%	25%	76%	24%	77%	23%	-4.6%	-	-2.1%	-