

## Workforce Race Equality Standards Report and Actions Update 2024-25 Priory Healthcare and Partnerships in Care

As an organisation, Priory continues to be committed to improving equality, diversity and inclusion; regularly reviewing and updating existing policies and procedures. We proactively collate relevant data from numerous internal sources, which measure our progress and areas of improvements for equality, diversity and inclusion.

Managers at all levels within Priory are equipped to advocate diversity and inclusion so as to ensure this remains a proactive focus and is actioned in practice. Equally, all colleagues are encouraged and invited to play an integral role in developing a culture where all colleagues are respected and included regardless of their background, race, disability or gender.

Our Equity, Diversity & Inclusion Steering Committee persist with driving equality and diversity across the whole company. That, along with improved technological systems (including payroll, resourcing platforms and learning management) all help us to more accurately review and act on trends and information. Our Board of Directors continue to take the lead on working to create a business and culture where discrimination, harassment and victimisation are eliminated and that all colleagues adhere to our key values and behaviours:

- **Striving for Excellence:** For diligently working to improve the services we provide.
- **Putting People First:** For putting the needs of colleagues and service users above all else.
- **Being Positive:** For striving to get things done, never giving up and learning from mistakes.
- **Acting with Integrity:** For being honest, transparent and decent, and treating colleagues with respect.
- **Being Supportive:** For supporting colleagues, service users and their families.

In promoting these values and behaviours across Priory, we are striving to ensure that protected characteristics have no bearing on anything from recruitment into a role, access to learning and development and in general, how a person is treated.

We continue to ensure that all our colleagues have access to diversity and inclusion training and where issues that contradict our aims and behaviours are highlighted in this regard; our Human Resource teams represent the Board in supporting management and learning improvement. Our management teams also promote good behaviours in relation to diversity and inclusion.

We are using our improved data reporting to work on continuous awareness and improvements ensuring Equality, Diversity and Inclusion remains at the top of our agenda. Following the recent appointment of a new chair of our Equity, Diversity and Inclusion Committee, we are undertaking a review of our terms of reference, aims and objectives and our overall ED&I strategy to ensure it is relevant and meets the needs of our workforce.

The following are areas of current focus:

- Championing the critical importance of diversity to us as an organisation within our organisational strategy through the inclusion of one of our seven strategic goals being specifically aimed at 'embedding a culture openness, inclusion and trust where people feel they belong'.
- Partnering with the Equity, Diversity & Inclusion Steering Committee on activity to promote and support equality, diversity and inclusion across Priory.
- Working with leaders across the business to put diversity and inclusion at the heart of everything we do.
- Embedding and promoting our network of Diversity Champions, Freedom to Speak Up Champions and work in partnership with Your Say Forums across Priory.

- Reviewing current training with our Equity, Diversity and Inclusion Steering Committee to understand what else is needed to support colleagues and service users. This has included scoping and developing a new suite of ED&I training for both mandatory and optional delivery, across a diverse range of topics, to enhance the knowledge and understanding of our leaders and wider workforce.
- Establishing how representative our workforce and service user population is through the improvement of the data we collect, monitor and report on. We are also linking this to wider strategic work such as Patient and Carer Race Equality Framework (PCREF) and tackling racism experienced by our workforce.
- Promoting the colleague networks e.g. Women, BME, LGBTQ+ and parents and giving colleagues the opportunity to establish further groups, linked to an organisational strategy KPI, to organically increase the number of networks from six in 2022 to 10 by 2025, which has been achieved.
- Celebrating diversity and raise awareness of key awareness dates through our internal communications channels.
- Continue to develop our Diversity networks to support and promote the diversity calendar of events.
- Monthly focus on our diversity networks to engage colleagues and embed our diversity and inclusion message. This includes representation by networks at our monthly Board-level Workforce Committee.
- Our unconscious bias training has been rolled out to our target audiences, including all managerial roles. This is being refreshed in our 2026 plan, as part of our overall review of ED&I learning.
- Item added to Priory's Data Quality Improvement Plan to ensure systems are capturing key information about protected characteristics in our systems, to improve our ability to disaggregate our data by these characteristics.
- BME Coaching and Mentoring Programme for aspiring leaders is being rolled out as part of our organisational strategy. A mentorship scheme for other under-represented groups is also being developed.
- Continued promotion of our Zero Tolerance policy and supporting guidance to raise awareness of the support and avenues of action available to colleagues who experience any form of discrimination in the workforce.

The below data is taken from our ethnicity data in iTrent (HR/Payment system) and Priory Academy (Learning Management System) for the period 01/04/2024 to 31/03/2025 for applicable colleagues<sup>1</sup> in the Healthcare division of Priory.

| Full Workforce        | Total | %   |
|-----------------------|-------|-----|
| Number in Workforce   | 5,915 |     |
| Number of White Staff | 2,851 | 48% |
| Number of BME Staff   | 2,572 | 43% |
| Number Not Stated     | 491   | 8%  |

| Clinical              | Total | %   |
|-----------------------|-------|-----|
| Number in Workforce   | 5,091 |     |
| Number of White Staff | 2,265 | 44% |
| Number of BME Staff   | 2,417 | 47% |
| Number Not Stated     | 409   | 8%  |

| Non- Clinical         | Total | %   |
|-----------------------|-------|-----|
| Number in Workforce   | 823   |     |
| Number of White Staff | 586   | 71% |
| Number of BME Staff   | 155   | 19% |
| Number Not Stated     | 82    | 10% |

<sup>1</sup> Colleagues working in services who provide NHS Specialised Commissioning funded care.

**1. Percentage of staff in each band compared with percentage of staff in the overall workforce disaggregated by clinical and non-clinical staff:**

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.

| Clinical |         |       |              |             |
|----------|---------|-------|--------------|-------------|
| Band     | % White | % BME | % Not Stated | Total Staff |
| Band 1   | 0%      | 0%    | 0%           | 0           |
| Band 2   | 67%     | 33%   | 0%           | 3           |
| Band 3   | 39%     | 50%   | 11%          | 1,058       |
| Band 4   | 39%     | 55%   | 6%           | 1,953       |
| Band 5   | 58%     | 35%   | 7%           | 471         |
| Band 6   | 50%     | 43%   | 7%           | 879         |
| Band 7   | 54%     | 36%   | 11%          | 368         |
| Band 8a  | 55%     | 36%   | 9%           | 165         |
| Band 8b  | 70%     | 13%   | 17%          | 30          |
| Band 8c  | 37%     | 44%   | 19%          | 27          |
| Band 8d  | 44%     | 51%   | 5%           | 43          |
| Band 9   | 25%     | 25%   | 50%          | 8           |
| Other    | 44%     | 47%   | 9%           | 86          |

| Non-Clinical |         |       |              |             |
|--------------|---------|-------|--------------|-------------|
| Band         | % White | % BME | % Not Stated | Total Staff |
| Band 1       | 0%      | 0%    | 0%           | 0           |
| Band 2       | 100%    | 0%    | 0%           | 1           |
| Band 3       | 65%     | 22%   | 13%          | 82          |
| Band 4       | 73%     | 18%   | 9%           | 439         |
| Band 5       | 70%     | 20%   | 10%          | 178         |
| Band 6       | 60%     | 17%   | 23%          | 30          |
| Band 7       | 82%     | 6%    | 12%          | 17          |
| Band 8a      | 74%     | 21%   | 5%           | 19          |
| Band 8b      | 71%     | 25%   | 4%           | 28          |
| Band 8c      | 78%     | 17%   | 6%           | 18          |
| Band 8d      | 67%     | 17%   | 17%          | 6           |
| Band 9       | 100%    | 0%    | 0%           | 3           |
| Other        | 100%    | 0%    | 0%           | 2           |

**2. Relative likelihood of staff being appointed from shortlisting across all posts:**

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.<sup>2</sup>

| Measure                                                                                | White                              | BME  | Not Stated |
|----------------------------------------------------------------------------------------|------------------------------------|------|------------|
| Number of applicants with first interview booked                                       | 699                                | 572  | 561        |
| Number of applicants offered contract                                                  | 533                                | 600  | 212        |
| Relative likelihood of interviewed/offered:                                            | 0.76                               | 1.05 | 0.38       |
| Relative likelihood of white staff being offered from interview compared to BME staff: | 0.76/1.05 = 0.72 times less likely |      |            |

**3. Relative likelihood of staff entering the formal disciplinary process:**

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.

| Measure                                                                                             | White                                    | BME    | Not Stated |
|-----------------------------------------------------------------------------------------------------|------------------------------------------|--------|------------|
| Number of staff entering the formal disciplinary process                                            | 26                                       | 40     | 9          |
| Likelihood of staff entering the formal disciplinary process                                        | 0.0091                                   | 0.0156 | 0.0183     |
| Relative likelihood of BME Staff entering the formal disciplinary process compared with White staff | 0.0156/0.0091 = 1.7053 times less likely |        |            |

<sup>2</sup> First interview booked is not a mandatory field in our reporting system, meaning that from an applicant tracking perspective candidates can be moved directly from application to a contract being offered. This is why in some instances interviews booked figures are lower than those offered contracts are.

#### 4. Relative likelihood of staff accessing non-mandatory training and CPD:

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.

| Measure                                                                                            | White                                    | BME    | Not Stated |
|----------------------------------------------------------------------------------------------------|------------------------------------------|--------|------------|
| Number of staff completing CPD (non-mandatory training)                                            | 282                                      | 83     | 28         |
| Likelihood of staff completing CPD (non-mandatory training)                                        | 0.0989                                   | 0.0323 | 0.0570     |
| Relative likelihood of white staff completing CPD (non-mandatory training) compared with BME staff | 0.0989/0.0323 = 3.0651 times more likely |        |            |

#### 5. Percentage of staff experiencing harassment, bullying or abuse from patients, relative or the public in the last 12 months:

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.

| Measure                                                                                                            | White   | BME     | Not Stated |
|--------------------------------------------------------------------------------------------------------------------|---------|---------|------------|
| Number of staff that say they have experienced harassment, bullying or abuse from patients, relative or the public | 1       | 2       | 0          |
| Likelihood of staff being harassed, bullied or abused from patients, relative or the public                        | 0.0351% | 0.0778% | 0.0000%    |

#### 6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months:

The table below shows the required breakdown for the period 01/04/2024 to 31/03/2025 for applicable colleagues in the Healthcare division of Priory.

| Measure                                                                             | White  | BME    | Not Stated |
|-------------------------------------------------------------------------------------|--------|--------|------------|
| Number of staff that say they have experienced bullying/harassment/abuse from staff | 8      | 15     | 4          |
| Likelihood of staff being bullied/harassed/abuse by staff                           | 0.0028 | 0.0058 | 0.0081     |

**7. Percentage believing that the Priory Group provides equal opportunities for progression or promotion:**

As an independent provider, we have our own employee engagement survey, which asks questions that are different to the ones used by the NHS. The following questions have been asked within our Colleague Engagement Survey and the results from the latest annual survey are included below, showing the percentage who agreed or strongly agreed by ethnicity.

| Measure                                                                                   | White | BME | Not Stated |
|-------------------------------------------------------------------------------------------|-------|-----|------------|
| I receive / know how to access the training I need to do my job                           | 90%   | 93% | 82%        |
| If I choose to, I have the opportunity to learn and develop new skills in my current role | 77%   | 84% | 73%        |
| I believe that Priory provides equal opportunities for career progression                 | 67%   | 72% | 49%        |

**8. In the last 12 months have you personally experienced discrimination at work from your manager, team leader or colleagues:**

| Measure                                                                            | White  | BME    | Not Stated |
|------------------------------------------------------------------------------------|--------|--------|------------|
| Number of staff the say they have experienced bullying/harassment/abuse from staff | 0      | 8      | 1          |
| Likelihood of staff being bullied/harassed/abuse by staff                          | 0.0000 | 0.0031 | 0.0020     |

**9. Percentage difference between the Board membership and the overall workforce:**

During the period 01/04/2024 to 31/03/2025 Priory's BME workforce, across applicable colleagues in the Healthcare division of Priory, was 43%.

None of Priory's 10 UK Board members were recorded as BME at the end of March 2025. Therefore the difference between the Priory's UK Board and overall workforce is -43%.

One of Priory's 19 Healthcare Operating Board members were recorded as BME at the end of March 2025. Therefore the difference between Priory Healthcare's Operating Board and overall workforce is -38%.

## Action Plan Update

| Action                                                                                                                                                                        | Target Date | Progress                                                                                                   | Status                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Review data for employees who indicated 'not stated' for their ethnicity to see if there are any underlying trends influencing people's willingness to share this information | 31/03/2025  | Will be completed as part of EDI data review                                                               | Ongoing                                        |
| Disciplinary data to be reviewed for any trends around likelihood of entering disciplinary process                                                                            | 31/03/2025  | Will be completed as part of EDI data review. Small numbers do make trend identification more challenging. | Ongoing                                        |
| CPD application review process improved                                                                                                                                       | 31/03/2025  | Will see if improvements to application review process have a positive impact in this area                 | Completed – pending review of next year's data |