

# Gender Pay Gap Report

2022



Live your life

# Introductory information

**Priory is the leading independent provider of mental healthcare and adult social care in the UK. We have two divisions, Healthcare and Adult Care, assisted by our central support functions, and together we support the needs of more than 35,000 people each year.**

Our purpose is 'Live your life'. That means empowering each person in our care to take steps towards a healthy future and live their lives as positively and independently as possible.

In September 2021 we launched our new organisational strategy for 2022-25 which describes what we want to achieve over the next three years and how. It builds on 'Live your life' – and our vision to become the leading European provider of high quality mental health and medical rehabilitative services.

**We have seven overarching strategic goals, which are the bedrock of our strategy:**



To cover the entire service user journey from acute to less intensive support



To offer evidence-based clinical pathways to patients and service users, focussing on the areas where we deliver best in class



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



To be in the top quartile for measured outcomes for all of our services



To become the leader in digital healthcare for mental health and adult social care



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



To focus on sustainable funding and growth that supports our services and uses resources efficiently

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, and 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 organisation's workforce.

We recognise that individuals may identify as genders other than male/female but in line with Government guidance we have only included those individuals who use these terms to self-identify.

**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 14,500 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 2021 report and further information is provided below.

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 10.

## How is this calculated?

- + Our calculations of mean, median and quartile pay are on ordinary pay, which 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 2022.

## What do the mean and median results actually mean?



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



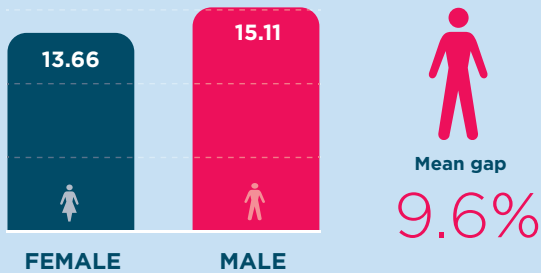
10,434



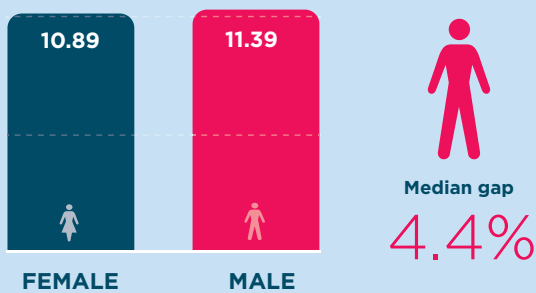
4,143

### Difference between male and female pay

Mean Hourly Rate (£)

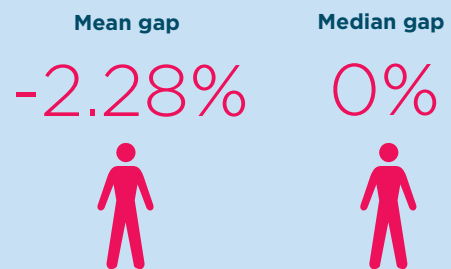


Median Hourly Rate (£)



### Difference between male and female bonuses

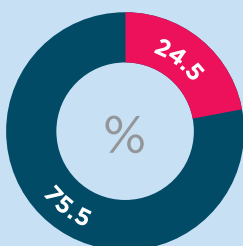
Proportion of males and females receiving a bonus



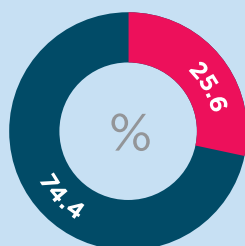
### Pay quartiles

● FEMALE ● MALE

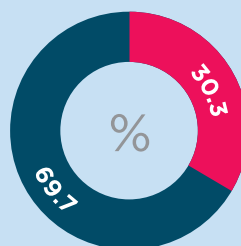
LOW QUARTILE %



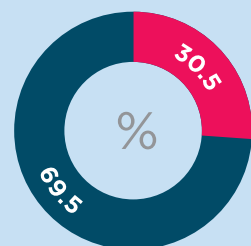
LOWER MIDDLE QUARTILE %



UPPER MIDDLE QUARTILE %



UPPER QUARTILE %



# Interpreting the data

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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 and 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 of April 2022 was **9.6%** with a median gender pay gap of **4.4%**. This is a small increase of 0.3% in our 2021 mean gender pay gap and 0.1% increase compared to our 2021 median gender pay gap.



# Interpreting the data

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Our headcount reduced by 14.5% year-on-year due to a combination of factors, and because this reduction was not equal across the male and female workforce, there has been an unequal impact on our gender pay data:

- Internally, some of the headcount reduction can be attributed to site closures or sales as part of our wider optimisation strategy, which with a workforce that is over 70% female, led to a disproportionate reduction in the female headcount.
- Externally, the health and social care sector experienced unprecedented recruitment and retention difficulties post-pandemic as colleagues experienced care fatigue and burnout, coupled with extreme workforce competition from the retail and hospitality sector as COVID-19 restrictions were lifted. The requirement for mandatory vaccinations, although later lifted by the government, also contributed to a large number of workers choosing to leave the sector. This led to an exceptional increase in staff turnover and high vacancy levels across a large number of sites, particularly within frontline healthcare assistant, support worker and ancillary roles that, in line with the rest of the sector, are predominantly lower-paid roles with a majority female workforce.

As a result, we saw a 16% year-on-year reduction in our female workforce compared to only an 11% reduction in our male workforce. These reductions are not necessarily evenly distributed across the quartile measures, with males accounting for a higher percentage of the upper middle and upper quartiles than in the previous years. Unfortunately, we have therefore seen a very small increase in both our mean (+0.3%) and median (+0.1%) pay gaps this reporting period.

While a higher percentage of men received bonuses, our mean bonus gap reduced from 7.5% in 2021 to -2.8% in 2022, meaning, on average, female colleagues received higher bonuses than males. Our median bonus data shows a gap of 0%.

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.



# What's changed since 2021?

## Strategy and leadership

- + We launched our new organisational strategy with seven strategic goals, these included goals “To provide outstanding career development and learning opportunities so that we become the employer of choice in the health and social care sector” and a goal “To embed a culture of openness, inclusion and trust where people feel they belong.”
- + We appointed two Non-Executive Directors.
- + We appointed a new Chief People Officer and a Talent Acquisition Director, and established a new People team structure.
- + We have a new People Strategy, to create an engaging and inclusive culture where colleagues are empowered, trusted and provided with career development and learning opportunities that enable them to deliver the best outcomes for our patients, residents and service users. Our People Strategy is one of nine enabling strategies to help us deliver our organisational plan.

## Workforce

- + We have established our Workforce Committee now chaired by our Chief People Officer, and attended by the Priory CEO, to bring collective focus to diversity and inclusion, wellbeing and colleague engagement.
- + In terms of governance, our Diversity and Inclusion Steering Committee now reports into our Workforce Committee.
- + We are very pleased that 27% of our nursing workforce is male, compared to the 10.9% national average reported by the NMC to be on the permanent register in their April - September 2022 data report.
- + By division, our female workforce makes up 69.3% of our Healthcare division and 72.6% of our Adult Care division, with over 67.2% of our leadership positions held by females.



# What's changed since 2021?

## Career development and learning

- + We have refreshed our Leadership and Management Programme for both aspiring and experienced leaders to cover key areas around culture, resilience and accountability.
- + We have launched a new coaching programme to train a resource of in-house coaches and build a coaching culture within Priory.
- + 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.



## Culture, Diversity and Inclusion

- + We have appointed a new Chairperson to lead our Diversity and Inclusion Steering Committee.
- + Our Diversity and Inclusion Steering Committee comprises of colleagues from across Priory and continues to support colleagues with colleague run networks. Menopause, Women, Parents, BME and LGBTQ+ are well established and a new network for Neurodiversity has been formed.
- + Our Menopause network is our largest network. We have signed the Menopause Workplace Pledge and are working towards Menopause Friendly Accreditation. We also provide menopause training to all line managers and colleagues.
- + We appointed an external specialist to carry out a Diversity and Inclusion audit, the findings from this work have informed our approach in 2023.
- + We successfully piloted our bespoke Inclusivity and Belonging training with senior leaders and will be rolling this out widely as part of our People Strategy.





# Next steps

1.

We will be delivering our three year People Strategy. In 2023 we will work with colleagues to define what a positive wellbeing culture is, this will include looking at flexible working. Our launch of a new digital rostering tool will also support more flexibility for colleagues.

2.

Care is a career at Priory. We will continue our investment in apprenticeships and explore offering these in new areas. We are also continuing our focus on leadership and management training for potential and existing managers.

3.

We will launch our Equality, Diversity and Inclusion - Coaching Programme to increase BME representation at site/function leadership level through development plans, succession planning, and career progression.



## 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
<b>Priory (Overall)</b>	24.47%	75.53%	25.56%	74.44%	30.34%	69.66%	30.51%	69.49%	9.60%	4.44%	-2.79%	0.00%	3.07%	2.17%
<b>Cheadle Royal Healthcare Ltd</b>	26.94%	73.06%	29.76%	70.24%	29.02%	70.98%	21.76%	78.24%	1.74%	-2.40%	0.00%	0.00%	0.00%	0.00%
<b>Middleton St George</b>	25.69%	74.31%	27.71%	72.29%	30.53%	69.47%	27.08%	72.92%	0.13%	0.71%	0.00%	0.00%	0.00%	0.00%
<b>Parkcare Homes (No.2) Ltd</b>	23.73%	76.27%	27.72%	72.28%	28.54%	71.46%	33.75%	66.25%	2.50%	2.45%	15.26%	-11.11%	1.47%	2.33%
<b>Parkcare Homes Ltd</b>	10.79%	89.21%	13.67%	86.33%	13.04%	86.96%	24.46%	75.54%	15.63%	8.29%	50.24%	50.24%	2.33%	0.21%
<b>PIC 1 Ltd</b>	28.26%	71.74%	21.74%	78.26%	27.17%	72.83%	26.09%	73.91%	3.89%	4.99%	0.00%	0.00%	0.00%	1.10%
<b>PIC Ltd</b>	32.44%	67.56%	32.94%	67.06%	38.94%	61.06%	39.14%	60.86%	7.15%	4.34%	-181.82%	0.00%	0.70%	0.94%
<b>Priory (Watton) Limited</b>	16.88%	83.12%	26.32%	73.68%	27.63%	72.37%	14.47%	85.53%	-8.39%	-0.38%	0.00%	0.00%	0.00%	0.83%
<b>Priory Central Services</b>	18.33%	81.67%	33.61%	66.39%	42.86%	57.14%	43.70%	56.30%	23.93%	21.22%	-1.88%	0.00%	33.94%	25.32%
<b>Priory Elderly Care</b>	13.75%	86.25%	15.00%	85.00%	16.25%	83.75%	15.00%	85.00%	0.09%	0.77%	0.00%	0.00%	0.00%	0.74%
<b>Priory Healthcare</b>	18.45%	81.55%	19.40%	80.60%	24.12%	75.88%	25.76%	74.24%	13.31%	11.02%	42.24%	20.00%	3.83%	1.79%
<b>Priory Rehabilitation Services</b>	19.84%	80.16%	26.40%	73.60%	26.40%	73.60%	26.98%	73.02%	3.91%	1.97%	-4.06%	81.98%	0.80%	1.06%



# Comment from our Chief Executive Officer

**We take gender pay very seriously and welcome the annual requirement to publish this gender pay comparison. It is disappointing that due to a change in our organisational makeup, our pay gap has been marginally negatively impacted. This is the result of colleagues who identify as women making up the majority of our workforce at all levels, including our frontline entry level roles. This concentration of women, especially in lower paid roles, is reflected across the health and social sector and indeed the economy as a whole.**

At Priory it is essential we maintain consistent, stable teams to provide high quality care and support to our residents and patients. That's why we invest heavily in our people, have organisational goals which are dedicated to career development, learning, inclusion and belonging. It's why I championed the creation of a Chief People Officer role in order to ensure that we have that dedicated, strategic resource to support our workforce.

We have also made a commitment in 2023 that despite the current global economic uncertainty we will pay a minimum of real living wage for our support workers who make up over 60% of our workforce.

I have worked in health and social care for my entire career and am committed to ensuring care is a career at Priory. Every colleague is offered the opportunity, finance and support to build

their career with us if they choose to. Our newly launched coaching programme will help us build a culture to support our organisational goal: "To provide outstanding career development and learning opportunities so that we become the employer of choice in the health and social care sector" and provide in-house development.

We are making progress to increase the equality of opportunity for colleagues in underrepresented groups with our BME mentorship programme and through our refreshed leadership and development training. We are also improving the way we record equality and diversity data about our colleagues in order to measure our progress in this important area more accurately.

Within Priory, eleven legal entities were individually reportable, this report covers those eleven entities alongside 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

