

Workforce Race Equality Standards Report and Actions Update 2025-26 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 Equality, 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.
- 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 01/04/2025 to 31/03/2026 for applicable colleagues¹ in the Healthcare division of Priory.

Workforce	Total	%
Number in Workforce	5,162	
Number of White Staff	2,314	45%
Number of BME Staff	2,474	48%
Number Not Stated	374	7%

Clinical	Total	%
Number in Workforce	4,427	
Number of White Staff	1,784	40%
Number of BME Staff	2,336	53%
Number Not Stated	307	7%

Non- Clinical	Total	%
Number in Workforce	735	
Number of White Staff	530	72%
Number of BME Staff	138	19%
Number Not Stated	67	9%

¹ 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 01/04/2025 to 31/03/2026 for applicable colleagues in the Healthcare division of Priory.

Clinical					Non-Clinical				
Band	% White	% BME	% Not Stated	Total	Band	% White	% BME	% Not Stated	Total
Band 1	0%	0%	0%	0	Band 1	0%	0%	0%	0
Band 2	0%	0%	0%	0	Band 2	0%	0%	0%	0
Band 3	21%	60%	19%	53	Band 3	33%	67%	0%	3
Band 4	33%	61%	6%	2,180	Band 4	73%	19%	9%	442
Band 5	43%	50%	7%	702	Band 5	70%	20%	10%	179
Band 6	48%	44%	8%	821	Band 6	65%	12%	23%	26
Band 7	56%	36%	8%	333	Band 7	75%	8%	17%	12
Band 8a	51%	39%	9%	142	Band 8a	83%	11%	6%	18
Band 8b	73%	12%	15%	41	Band 8b	67%	33%	0%	24
Band 8c	41%	50%	9%	22	Band 8c	75%	19%	6%	16
Band 8d	37%	59%	4%	46	Band 8d	57%	29%	14%	7
Band 9	50%	25%	25%	4	Band 9	100%	0%	0%	5
Other	42%	48%	10%	83	Other	100%	0%	0%	3

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

The table below shows the required breakdown for the period 01/04/2025 to 31/03/2026 for all colleagues² in the Healthcare division of Priory.³

Measure	White	BME	Not Stated
Number of applicants with first interview booked	514	451	15
Number of applicants offered contract	56	101	0
Relative likelihood of interviewed/offered	0.11	0.22	0
Relative likelihood of White staff being offered from interview compared to BME staff	0.11/0.22 = 0.49 times less likely		

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

The table below shows the required breakdown for the period 01/04/2025 to 31/03/2026 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff entering the formal disciplinary process	19	59	5
Likelihood of staff entering the formal disciplinary process	0.0082	0.0238	0.0134
Relative likelihood of BME staff entering the formal disciplinary process compared with White staff	0.0238/0.0082 = 2.90 times more likely		

² It is not currently possible to provide this data for just sites providing NHSE funded care in our Healthcare division.

³ 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 01/04/2025 to 31/03/2026 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
Number of staff completing CPD (non-mandatory training)	169	93	22
Likelihood of staff completing CPD (non-mandatory training)	0.0730	0.0376	0.0588
Relative likelihood of White staff completing CPD (non-mandatory training) compared with BME staff	0.0730/0.0376 = 1.94 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 01/04/2025 to 31/03/2026 for applicable colleagues in the Healthcare division of Priory, as recorded on Datix (Priory's incident management system).

Measure	White	BME	Not Stated
Number of staff that say they have experienced harassment, bullying or abuse from patients, relative or the public	1	4	0
Likelihood of staff being harassed, bullied or abused from patients, relative or the public	0.0003%	0.0011%	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 01/04/2025 to 31/03/2026 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	14	17	6
Likelihood of staff being bullied/harassed/abused by staff	0.0061	0.0069	0.0060

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 for applicable colleagues in the Healthcare division of Priory.

Measure	White	BME	Not Stated
I receive / know how to access the training I need to do my job	89%	94%	75%
If I choose to, I have the opportunity to learn and develop new skills in my current role	68%	83%	60%
I believe that Priory provides equal opportunities for career progression	63%	69%	45%

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 discrimination at work	0	3	0
Likelihood of staff experiencing discrimination at work	0.0000	0.0012	0.0000

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

During the period 01/04/2025 to 31/03/2026 Priory's BME workforce, across applicable colleagues in the Healthcare division of Priory, was 48%.

None of Priory's 10 UK Board members were recorded as BME at the end of March 2026. Therefore the difference between the Priory's UK Board and the overall workforce is -48%.

One of Priory's 16 Healthcare Operating Board members were recorded as BME at the end of March 2026. Therefore the difference between Priory Healthcare's Operating Board and the overall workforce is -42%.