

Gender Pay Gap Report 2024



Foreword from our Chief Executive Officer (CEO)

I welcome the annual opportunity to publish our gender pay comparisons. Having spent dedicated time last year to ensure the robustness of our gender pay gap reporting, I am delighted to be able to report a reduction in our pay gap this year at both the median and mean level. Whilst the methodology for the Office of National Statistics gender pay gap reporting differs from compulsory gender pay gap reporting, Priory does indicatively compare favourably for our median pay gap for 2024, with a 1.7% median gap compared to 13.1% nationally.

Our progress is partly due to our continued investment in honouring the equivalent of Real Living Wage as our minimum rate of pay, which has significantly raised the levels of pay in our lower paid roles where a bigger proportion of our female colleagues work. It is also testament to our continued promotion of 'Care as a career' which has seen an increasing shift in the proportion of

males within those lower-paid roles and in the proportion of females progressing into leadership roles.

Alongside this, we have an established performance development, succession planning and talent management cycle to cultivate our internal talent, supported by a vast range of development opportunities, apprenticeships and qualifications, including accredited leadership development courses and 'grow our own' nursing and clinical professionals programmes.

As CEO, I, Rebekah Cresswell, can confirm that the information contained herein is accurate.



Rebekah Cresswell
Chief Executive Officer, Priory



About Priory

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



Together our **13,000** colleagues support more than **26,000** people each year throughout our **280** 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 seven 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 become 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 males and females. 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 male and female pay differences?

We recognise that individuals may identify as genders other than male/female 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 females on average earn less than males



a negative gender pay gap indicates that females on average earn more than males

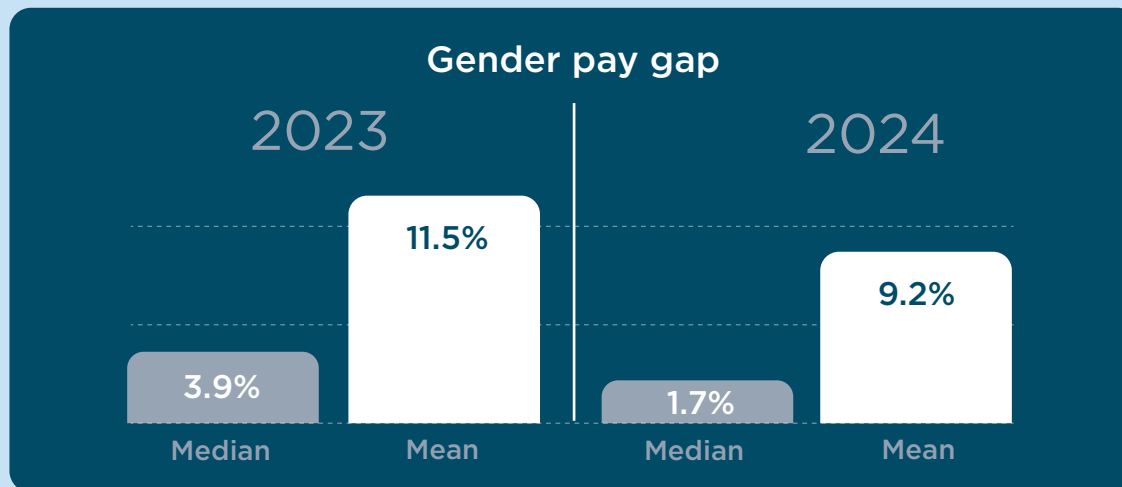


People often assume that a gender pay gap is caused by paying males and females differently for doing the same or equivalent role, but that is referred to as equal pay. The gender pay gap is actually a broader measure of pay inequalities that may result from differences in the sorts of jobs that males and females 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 1.7%, compared to 3.9% last year. Our mean pay gap also reduced to 9.2%, down from 11.5% last year.



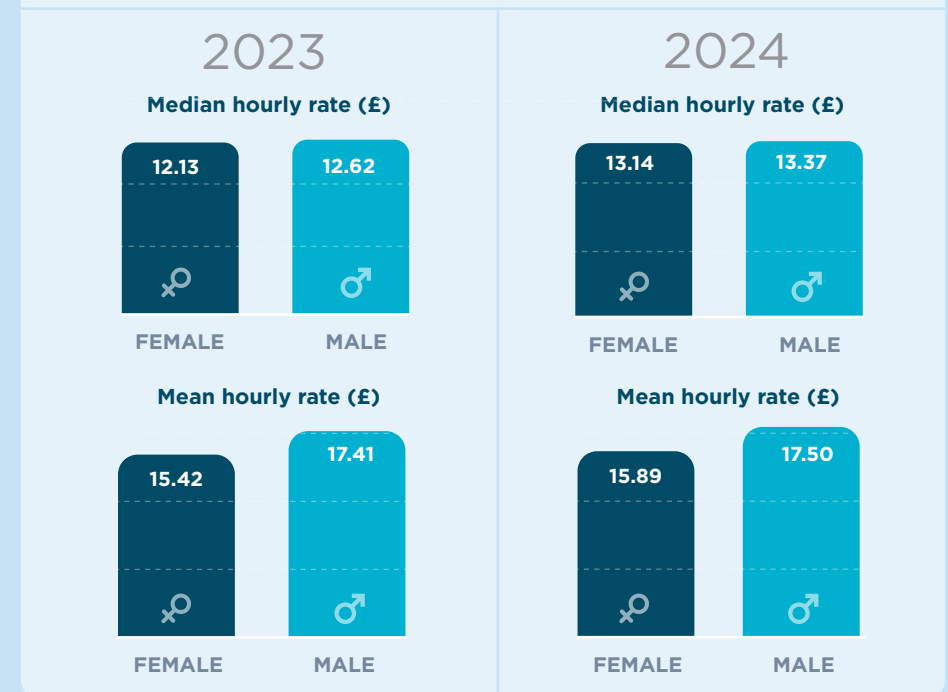
While both male and female actual headcounts have increased, the percentage of our workforce that is female has reduced overall since last year from 68% to 66%.

This is particularly significant as we have seen the following two things co-occurring:

- + An increased representation of females in roles that are generally more highly paid e.g. consultants (up four percentage points) and site leadership roles (up two percentage points)
- + A decrease in the percentage of females in roles that are generally lower paid e.g. frontline workers (down four percentage points) and support functions (down one percentage points)

Average pay rates

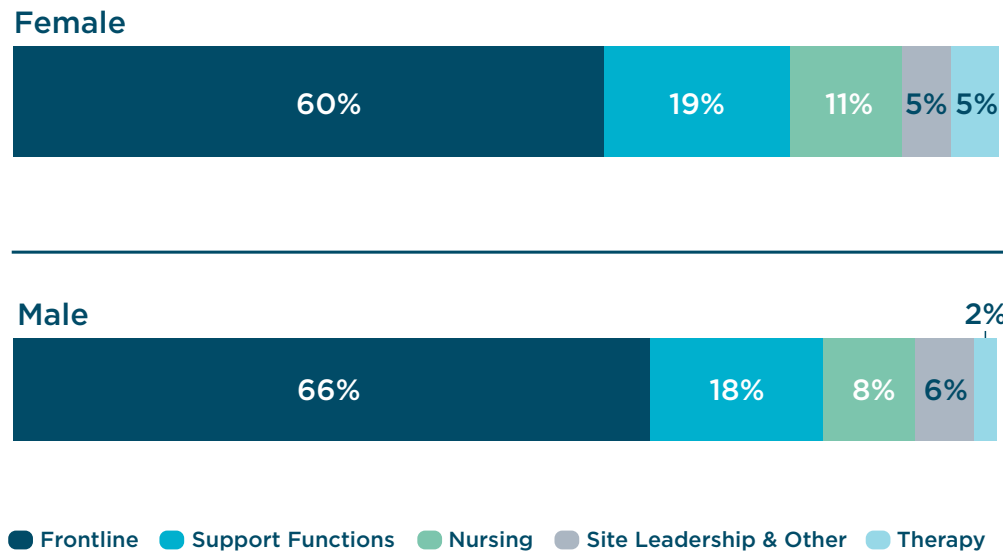
Our continued commitment to raising our lowest rate of pay for all roles to the equivalent of the Real Living Wage, which we have maintained in 2025, has also seen positive increases in our mean and median hourly rates of pay.



Whilst the percentage point changes are not large, the frontline and support functions are our largest workforce groups accounting for 80% of our workforce, so the change had still made a significant impact.

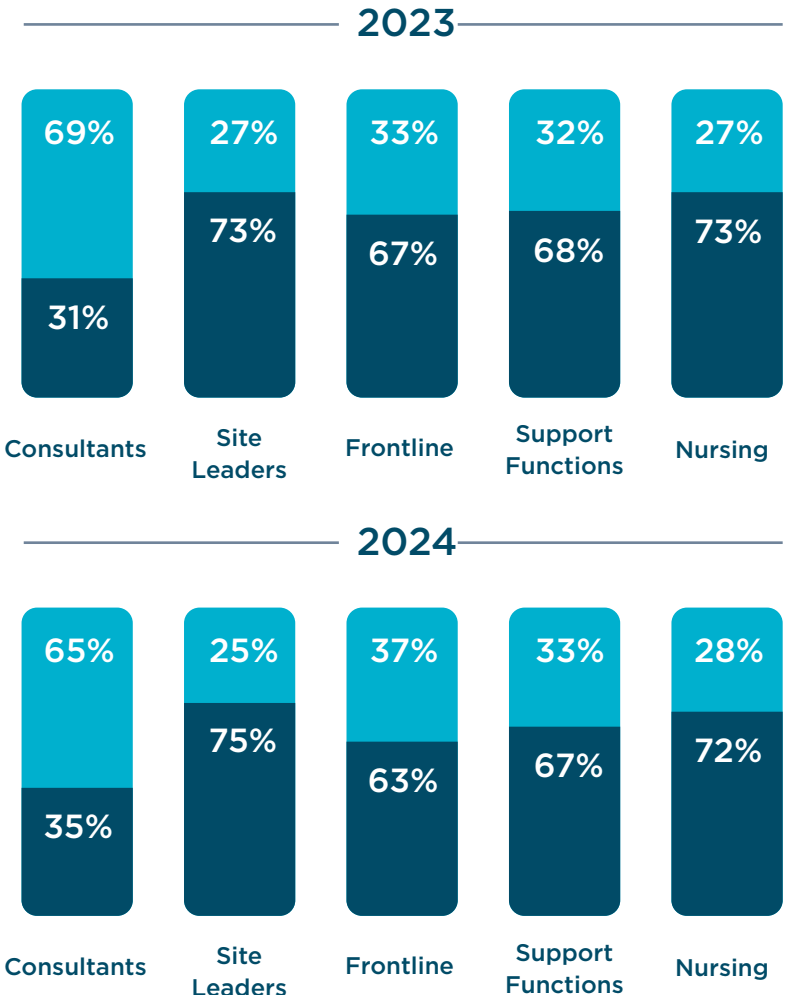
This is indicative of the successful progress of our Priory Plan initiatives on leadership development, aimed at progressing internal talent and ensuring our leadership is more representative of our wider workforce, and our focus on raising the profile of care as a career, which has increased male representation in roles that societally are more often thought of as female-orientated such as care workers and nursing.

Population by role type



Workforce distribution

Legend: Female (Dark Blue), Male (Light Blue)

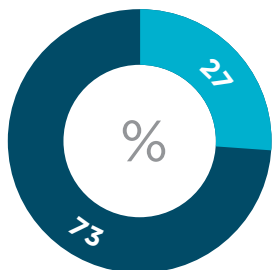


Workforce by quartiles

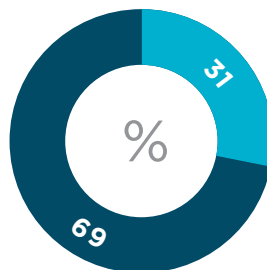
Analysing our workforce distribution by quartiles (where you put the whole workforce population in order from the highest to the lowest paid, then split them into four equal parts) helps us to understand the gender distribution at differing pay levels.

2023

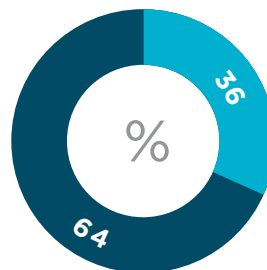
Lower Quartile



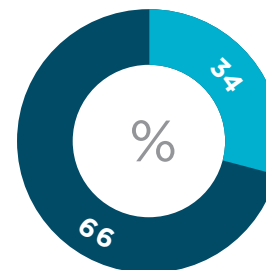
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



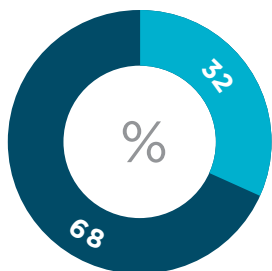
Female



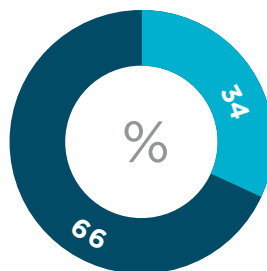
Male

2024

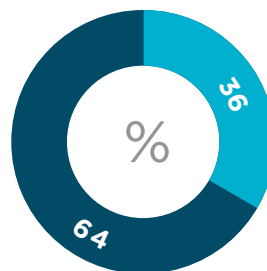
Lower Quartile



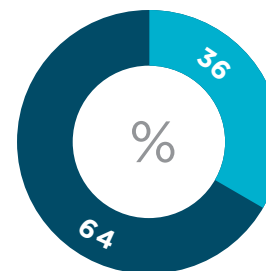
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



This shows that we have more females than males across all four quartiles, and that when comparing to last year, the proportion of males compared to females in the lower two quartiles has increased. We've also increased our headcount over this period, so there are higher numbers within these quartiles when compared to prior year. This explains the reduced gap in the median hourly rate of pay received by females compared to males.

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 2023 to 2024, we saw an increase in both the number and percentage of colleagues receiving a bonus as well as an increase in the value of bonuses. This was due to number of factors including increased headcount, a change to the bonus scheme terms which widened the opportunity to achieve a bonus, and improved overall company performance meaning more people qualified to receive their bonus. These changes led to a significant shift in our median bonus pay gap.



Those receiving a bonus :

67%

33%



2023

Proportion receiving bonus



1.5%



1.7%

Mean gap

-30.8%

Median gap

-72.5%

2024

Proportion receiving bonus



2.4%



2.4%

Mean gap

15.1%

Median gap

8.7%

While in both years, 67% of colleagues receiving a bonus were female, and the number of males and females receiving bonuses increased by roughly the same percentage between the two years, the increase in median bonus pay was very different between the two. The median bonus value for females increased by 103%, whereas for males the increase was 283%. This is because the increase in the proportion of males receiving bonuses was mainly seen in leadership and specialist corporate roles, which tend to be higher paid and this has led to the skew and increased bonus gap.

Next steps

We are into the final year of our current Priory Plan and will be continuing to deliver the initiatives we set out for 2023-2025, while developing the next phase in our people strategy to take us to 2030. We will of course also continue to support and encourage our colleague-led equity, diversity and inclusion networks and respond to feedback received through our annual colleague engagement survey and other colleague voice mechanisms channels. In addition, key priorities this year to improve our gender pay gap, aimed at increasing male representation within female-dominated job categories and targeting our higher paid roles to have a representative proportion of females, will include:

- + Expanding 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
- + Continued promotion of our fantastic range of development opportunities such as our ILM-accredited leadership development courses, apprenticeships and diplomas, nursing and Allied Healthcare Professional qualification programmes to continue to develop and promote in-house talent
- + Advancing our employer brand and talent attraction strategy to promote Priory as an employer of choice within the sector and to enhance our internal recruitment and selection expertise with a focus on equity, diversity and inclusion

While this report covers Priory as a whole, 11 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	Mean Bonus	Median Bonus
	Female	Male	Female	Male	Female	Male	Female	Male	Gap	Gap	Gap	Gap
Priory Overall	68%	32%	66%	34%	64%	36%	64%	36%	9.2%	1.7%	15.1%	8.7%
PIC Ltd	60%	40%	60%	40%	52%	48%	55%	45%	7.1%	3.7%	36.3%	52.9%
Priory Healthcare	76%	24%	79%	21%	73%	27%	70%	30%	16.7%	10.1%	33.7%	63.0%
Parkcare Homes (No.2) Ltd	67%	33%	64%	36%	67%	33%	74%	26%	0.0%	-0.7%	9.9%	0.0%
Cheadle Royal Healthcare Ltd	58%	42%	75%	25%	57%	43%	67%	33%	9.9%	0.8%	-	-
Priory Rehabilitation Services	61%	39%	67%	33%	60%	40%	72%	28%	13%	-3.6%	-125.8%	-12.2%
Priory Central Services	82%	18%	64%	36%	68%	32%	58%	42%	16.4%	17.8%	17.2%	46.3%
Middleton St George	62%	38%	66%	34%	60%	40%	64%	36%	15.5%	1.2%	-	-
PIC 1 Ltd	70%	30%	71%	29%	76%	24%	72%	28%	4.0%	0.0%	80.1%	80.1%
Amore (Watton) Limited	73%	28%	70%	30%	79%	21%	63%	37%	0.8%	-1.6%	-	-
Parkcare Homes Ltd	82%	18%	82%	18%	74%	26%	77%	23%	20.6%	5.4%	-45.1%	-45.1%
Amore Elderly Care Limited	81%	19%	76%	24%	86%	14%	85%	15%	-1.5%	0.6%	-1400%	-1400%

These legal entities account for approximately 77% of Priory colleagues overall. They are formed of groups of diverse sites and functions and vary considerably in terms of size, roles and workforce distribution which means they are not directly comparable. Our gender pay gap and the wider information contained in this report therefore reports on Priory overall.