

PRIORY

Part of MEDIAN

Gender Pay Gap Report

2023



Live your life



Introductory information

Priory is the UK's leading independent provider of mental health and adult social care services. We have two divisions, Healthcare and Adult Care (social care), assisted by our central support functions, and together, we support more than 28,000 people each year.

Our purpose is 'Live your life'. This means supporting people to live their lives as fully and independently as possible and to achieve their individual goals. Since July 2021, Priory has been part of the MEDIAN Group, based in Germany, Spain and the UK, and together, our vision is to become the leading European provider of high quality mental health and rehabilitation services. In autumn 2022, we launched the Priory Plan, which sets out our strategic goals for 2023-25 and how we plan to achieve them.

The Priory Plan 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. Our two people-focused 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

Across Priory, we are committed to our core values of: Putting People First, Being Supportive, Acting with Integrity, Striving for Excellence and Being Positive.

Our approach to the gender pay gap

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, equity 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 only 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 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 self-identify using these terms.

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.

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Understanding the gender pay gap

Using the calculation requirements set out in the gender pay gap reporting regulations, we have taken pay data from more than 12,000 colleagues across the UK, 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. This information is available on page 8.

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 12 months ending in April 2023

What do the mean and median results actually mean?

Mean = the average of all numbers

Median = the middle number, when all numbers are listed in order



Our results

Overall headcount

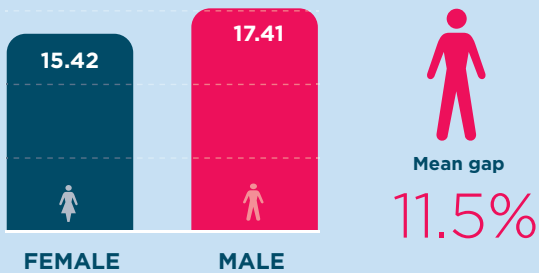


 8,257

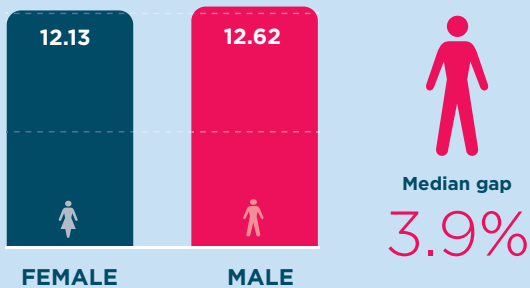
 3,861

Difference between male and female pay

Mean hourly rate (£)

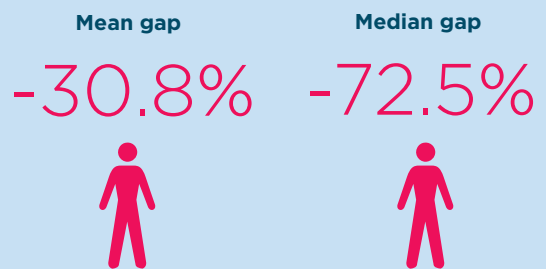


Median hourly rate (£)



Difference between male and female bonuses

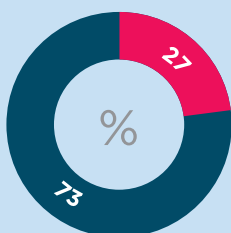
Proportion of males and females receiving a bonus



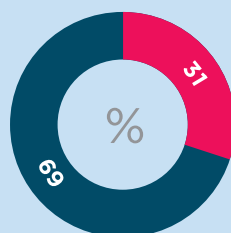
Pay quartiles

 ● FEMALE  ● MALE

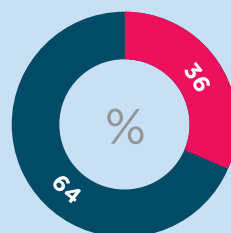
LOW QUARTILE %



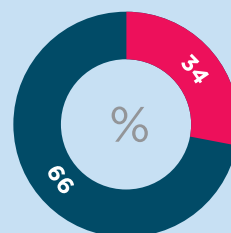
LOWER MIDDLE QUARTILE %



UPPER MIDDLE QUARTILE %



UPPER QUARTILE %



Interpreting the data

All types of roles are included in our analysis, including those performed by clinical and care teams at sites, as well as specialist roles such as finance, IT, legal and compliance, and our senior leadership teams. These roles have a significant variance in pay ranges, which are informed by market value.

This year, we have carried out a full review of our reporting criteria to ensure accuracy. This has resulted in a change in the dataset and therefore, it is difficult to directly compare this year's result to previous results.

90% of relevant colleagues are engaged in the three main job groups of frontline care, nursing and support functions. Within each of these job groups, there is a skew of approximately 70% to 30% female to male ratio, and this skewed distribution adversely affects the mean pay gap, but makes the median pay gap much lower. Our largest mean pay gaps are within our consultant, medical and senior/site leadership job groups (which range from 14% to 19%), with our smallest mean pay gap being in our frontline care workforce at 3.3%, which accounts for 60% of our workforce. Positively, our therapy job group mean pay gap is -2.8%.

On a mean basis, our gender pay gap as of April 2023 was **11.5%**, with a median gender pay gap of **3.9%**. This is an increase of 1.9% on our 2022 mean gender pay gap and a 0.5% decrease compared to our 2022 median gender pay gap.



Next steps

Over the last 18 months, we have made great strides in reducing our turnover and stabilising our teams by recruiting to permanent posts. This coming year, we will:



1.

Launch our care as a career specialisms programme to help people progress within their roles, as well as through vertical promotion

2.

Recruit a co-chair for our diversity, equity and inclusion (DE&I) committee, which continues to gather strength and influence, and help the committee to shape its DE&I charter

3.

Continue to embed our succession planning and talent management programme, along with the development of a leadership mentorship programme for under-represented groups



Our statutory disclosures

	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	73%	27%	69%	31%	64%	36%	66%	34%	11.5%	3.9%	-30.8%	-72.5%
PIC Ltd	68%	32%	64%	36%	55%	45%	55%	45%	8.3%	10.2%	-67.3%	-50%
Priory Healthcare	84%	16%	78%	22%	69%	31%	73%	27%	22.5%	13.6%	-195.4%	-305%
Parkcare Homes (No.2) Ltd	68%	32%	71%	29%	66%	34%	70%	30%	0.4%	1.2%	37.7%	45.6%
Cheadle Royal Healthcare Ltd	70%	30%	73%	27%	69%	31%	67%	33%	19.8%	0.7%	0%	0%
Priory Rehabilitation Services	73%	27%	66%	34%	67%	33%	71%	29%	6.8%	-0.4%	-11.4%	31.9%
Priory Central Services	77%	23%	73%	27%	72%	28%	58%	42%	16.6%	19.4%	-7.7%	-50%
Middleton St George	70%	30%	65%	35%	61%	39%	64%	36%	9.9%	5.3%	0%	0%
PIC 1 Ltd	68%	32%	80%	20%	74%	26%	72%	28%	19.4%	1.7%	25.9%	25.9%
Amore (Watton) Limited	76%	24%	71%	29%	72%	28%	88%	13%	-8.7%	-2.9%	0%	0%
Parkcare Homes Ltd	88%	13%	88%	12%	82%	18%	78%	22%	27.7%	13.5%	100%	100%
Amore Elderly Care Limited	82%	18%	83%	17%	85%	15%	82%	18%	2.2%	-0.5%	0%	0%



Comment from our chief executive officer (CEO)

Gender pay remains a priority for us at Priory and the annual requirement to publish the pay comparison is always welcomed, not only as it ensures a continual focus on this issue, but also as it provides us with the opportunity to share improvements and initiatives, which further support the drive to reduce inequality.

We have dedicated time this year to ensuring our data collection is as robust as possible, which has involved a detailed review of our reporting criteria. This has resulted in a change to the dataset, which makes it difficult to directly compare this year's result to previous results. However, our mean pay gap of 11.5% as of April 2023 compares favourably against the UK national average of 14.3% reported by the Office for National Statistics (ONS), and our median pay gap has decreased by 0.5%.

Women continue to make up the majority of our workforce at all levels, including our frontline entry level roles, and the concentration of women, especially in lower paid roles, is reflected across the health and social sector, and wider economy. I am pleased, therefore, that we have been able to honour the commitment made last year to pay a minimum of the real living wage, £12 per hour, to all permanent colleagues from 1 April 2024. This will have a profound positive impact, given support workers make up over 60% of our workforce.

The implementation of our 3-year People Strategy continues to progress under our chief people officer and this dedicated, strategic resource to overseeing our workforce plan is delivering increased stability across our sites, with new starters growing by 13% and leavers reducing by 11% in 2023. This is positive news in what continues to be a challenging sector to recruit in, and this consistency and stability will help us to ensure we

can continue to provide the highest quality care and support to our residents and patients.

We are deeply committed to continually investing and developing our people at Priory and that is why we're not only investing in pay but also in learning and development opportunities so they can upskill and develop their individual interests and expertise. Our vision of 'care as a career' means having formalised career structures and pathways in place to help colleagues progress within their roles and achieve promotions. You can read more about this in our Priory Plan.

Alongside this, we continue to embed our succession planning and talent management programme, along with the development of a leadership mentorship programme for under-represented groups. We are also recruiting a co-chair for our DE&I committee, which continues to gather strength and influence. This role will be integral to the development of the committee's DE&I charter.

Within Priory, 11 legal entities were individually reportable; this report covers those 11 entities alongside Priory as a whole. As CEO, I, Rebekah Cresswell, can confirm that the information contained herein is accurate.



Rebekah Cresswell
CEO
Priory

