

Gender Pay Gap Report

2019



Introductory information

The Priory Group of Companies is a leading independent provider of behavioural care in the UK. We are organised into three divisions - Healthcare, Education and Children's services and Adult Care assisted by our central support functions which together support the needs of more than 30,000 people each year.

Within the Priory Group we are committed to our core values including putting people first and providing equality of opportunities.

The gender pay gap is not about equal pay for male and female colleagues doing the same job or work of similar value. We have pay structures for all employees and use benchmarking for all roles.

Since our 2018 report we have continued to work hard to improve diversity at all levels across the group of companies and always seek to develop the best talent internally which is proven by our promotions of staff including female colleagues into middle and senior management roles.

Our overall workforce profile continues to be predominantly female which is typical within the healthcare, care and education sectors. 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 20,000 colleagues across the UK which includes a large variety of rates of pay. This is an increased headcount for the group of over 1400 since our 2018 report. As is required, we are also providing specific data for each of our group of companies which, on their own, employ 250 or more UK based colleagues. This information is available at page 9.

How is this calculated?

- + Our calculations of mean and median pay and of quartile pay bands are based on data from April 2018 onwards only, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy / termination of employment, pay in lieu of leave or the value of benefits which 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 2019.

What do the mean and median results actually say?



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



 14,787

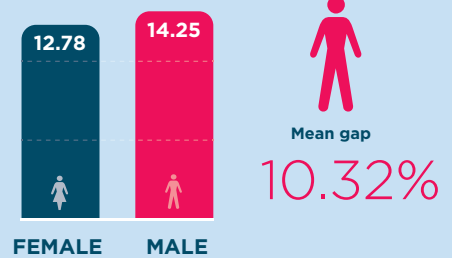
 5,694

Numbers of males and females receiving a bonus

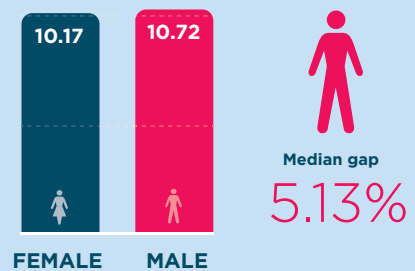
 463 |  224

Difference between male and female pay

Mean Hourly Rate (£)

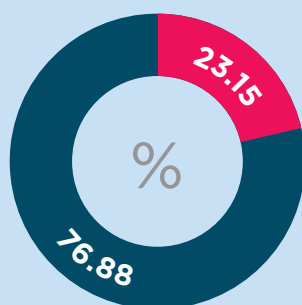


Median Hourly Rate (£)

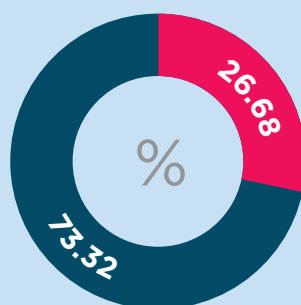


Pay Quartiles

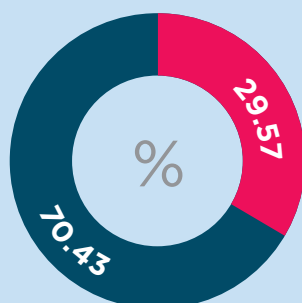
LOW QUARTILE %



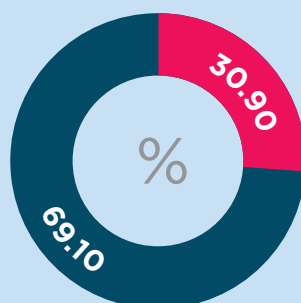
LOWER MIDDLE QUARTILE %



UPPER MIDDLE QUARTILE %



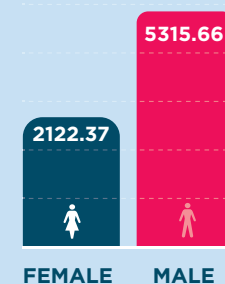
UPPER QUARTILE %



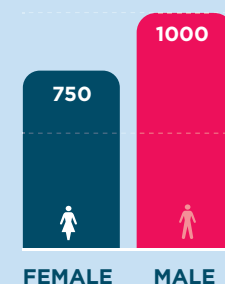
 FEMALE  MALE

Difference between male and female bonuses

Mean (£)



Median (£)



Interpreting the data

Our calculations are based on data from 20,481 colleagues across our three divisions and central services. All types of roles are included in our analysis including those performed by clinical, teaching and care teams at sites as well as more office-based positions such as finance, IT, or legal & compliance. These roles have a significant variance in pay ranges, which are informed by market value.

On a mean basis our UK company wide overall gender pay gap as at April 2019 was **10.3%** with a median gender pay gap of **5.13%** which are both much lower than the UK national average and is a reduction of **1.0%** compared to our 2018 mean gender pay gap and **0.7%** compared to our 2018 median gender pay gap.



Interpreting the data

As with other companies and the economy as a whole, our gender pay gap arises from the imbalance of men and women across all job levels. Our pay quartiles show that there continue to be more female than male colleagues at all levels but there are more men in our upper quartile i.e. there are more men in the most senior positions where remuneration is higher.

This results in a 'gender pay gap' in relation to both ordinary pay and bonus pay even though we continue to support and actively encourage promotion and appointment of women to middle and senior management roles.

In relation to bonus pay, our data shows that proportionately more men than women received bonus payments – which means we have seen an increase of our median bonus data to 25%. This is largely because we have an imbalance of more male site leaders than female and it was this group which received bonuses in 2019. 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.

We continue to promote, recruit and remunerate based solely on performance, talent and capability but vacancies for senior management roles continue to be less frequent and whilst we are closing the gender pay gap, we will strive to do so even though it may take some time.





What's changed since 2018?

- + For all colleagues we continue to offer equal access to learning and development opportunities and have created our Career Pathways for all colleagues in all roles encouraging internal promotion opportunities.
- + We have 71 colleagues who are undertaking their Mental Health Nurse degree qualification with 41% being male colleagues to support encouraging men into this workforce.
- + We are proud to continue to employ a strong proportion of females in high level management positions across all divisions and we have had 3 women promoted to the board in 2019 making the mix 50% male and female and 58% of women in divisional senior leadership positions.
- + In our central services functions the mean gap has significantly decreased from 37.4% to 23.9% which is a demonstration of how many more females have been promoted to board level and key strategic positions versus 2018.
- + Recruitment practices continue to advertise to both male and female candidates.
- + Approximately 51% of our total workforce within Healthcare are employed as Nurses or HCAs and we are very pleased to employ more than the national average of male nurses in the Healthcare and Adult Care divisions, currently 25.8% compared to 11% and an increase of 2%.
- + Within Adult Care 78% of our workforce is female and in Education and Children's Services 70%.
- + We continue to face the challenges within the care and healthcare sector trying to encourage more men into the workforce and specifically into nursing/therapy/HCA/support worker roles.
- + Our Diversity and Inclusion group is now well established and we have a Strategy that has been developed.

Next steps

1.

We will continue to give access to new career opportunities to everyone and in particular we will use our Career Pathways to ensure internal promotion is prioritised.

2.

We will continue to promote our policies to support career progression opportunities for all of our colleagues recognising talent and using our Priory Academy for access to training and career enhancement for everyone.

3.

We are establishing female and male networks to support our Diversity and Inclusion group.



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
Priory Group	23.15%	76.85%	26.68%	73.32%	29.57%	70.43%	30.90%	69.10%	10.32%	5.13%	60.07%	25.00%	2.35%	1.57%
Priory Rehabilitation Services Limited	23.50%	76.50%	25.00%	75.00%	26.17%	73.83%	26.67%	73.33%	1.55%	3.78%	-103.07%	-103.07%	0.66%	0.45%
Priory Healthcare Limited	19.97%	80.03%	19.41%	80.59%	21.69%	78.31%	26.62%	73.38%	15.11%	6.61%	84.42%	64.28%	1.58%	0.54%
Priory Education Services Limited	22.71%	77.29%	29.40%	70.60%	37.21%	62.79%	32.75%	67.25%	8.95%	7.94%	81.80%	81.80%	0.14%	0.13%
Priory Central Services Limited	17.14%	82.86%	42.96%	57.04%	45.26%	54.74%	38.69%	61.31%	23.99%	17.35%	46.52%	-29.50%	29.95%	23.86%
Amore Elderly Care Limited	11.22%	88.78%	15.48%	84.52%	10.40%	89.60%	21.79%	78.21%	3.65%	3.92%	34.58%	50.00%	4.76%	1.31%
Amore (Watton) Limited	15.95%	84.05%	19.14%	80.86%	17.28%	82.72%	12.27%	87.73%	-7.75%	-2.09%	0.00%	0.00%	0.95%	0.73%
Cheadle Royal Healthcare Limited	26.09%	73.91%	29.09%	70.91%	25.27%	74.73%	25.81%	74.19%	3.63%	-0.85%	-100.76%	-100.76%	1.02%	0.55%
Middleton St George Healthcare Limited	24.29%	75.71%	28.99%	71.01%	28.99%	71.01%	24.29%	75.71%	3.09%	1.02%	100.00%	100.00%	1.35%	0.00%
JC Care Ltd	32.47%	67.53%	22.00%	78.00%	26.98%	73.02%	31.25%	68.75%	-7.40%	1.76%	0.00%	0.00%	0.00%	0.00%
Parkcare Homes 1 Limited	7.56%	92.44%	12.95%	87.05%	12.71%	87.29%	15.93%	84.07%	15.65%	4.91%	0.00%	0.00%	0.00%	0.00%
Parkcare Homes 2 Limited	24.81%	75.19%	25.61%	74.39%	30.10%	69.90%	30.57%	69.43%	3.22%	2.58%	0.00%	0.00%	0.00%	0.35%
Partnerships in Care Limited	33.41%	66.59%	36.21%	63.79%	40.33%	59.67%	37.55%	62.45%	3.84%	4.25%	1.53%	0.00%	1.55%	2.46%
Partnerships in Care 1 Limited	30.84%	69.16%	23.76%	76.24%	21.15%	78.85%	26.92%	73.08%	0.56%	-2.90%	0.00%	0.00%	0.00%	0.00%



Comment from the Chief Executive

At Priory we continue to take our gender pay gap seriously, the information presented in this report shows our improvement since 2018 despite continued industry difficulties with recruitment and historically gender-specific roles. We are proud that we continue to perform better than the national average.

We welcome the annual requirement to publish this gender pay comparison. I am proud of the changes within senior leadership positions including at board level to increase the number of women employed at these strategic levels. As set out in our 2018 report, with such a large workforce, across a diverse range of roles, we don't expect the overall figures to change significantly in the short term. But we continue to see a reduction year on year which demonstrates that we are committed to, and achieving,

our long-term focus on recruiting, managing, retaining and developing the best talent in our sectors. We will continue with this work into 2020 and beyond.

This report covers employees of the Priory Group of Companies at all levels, including the UK Operating Board. Within the Group thirteen legal entities were individually reportable, compared to twelve in 2018. This report covers those thirteen entities alongside the Priory Group as a whole. As Chief Executive Officer, I, Trevor Torrington, can confirm that the information contained herein is accurate.



Trevor Torrington
Chief Executive Officer
Priory Group

