



# Gender Pay Gap Report 2024





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# CEO's statement

In the past year, we at Clinical Partners have seen the organisation grow exponentially, continuing to expand our workforce to over 700 colleagues at the time of writing this report. This is a truly astounding achievement and is a true credit to our people, both our clinical colleagues and our operational and support colleagues.

Each person has had a key role in the incredible impact we have been able to have on our patients lives this year. This year we have also included Oxford ADHD Centre, our acquired organisation who joined with Clinical Partners in June 2023.

Since 2023, we have reduced the mean pay gap by 19.15% and the median pay gap by 6.24%, demonstrating our commitment to tackling pay disparities.

As we enter our second year of gender pay gap reporting, we remain dedicated to transparency, accountability, and meaningful progress. Gender equality is a fundamental pillar of a fair and inclusive workplace, and we are committed to continuing our efforts to close the gap within our organisation.

This report reflects both the progress we have made and the areas where we continue to focus our efforts. Our commitment to fostering an

environment where everyone, regardless of gender, has equal opportunities to thrive remains at the heart of our work, and we will continue to take proactive steps to ensure a more equitable future for all our employees.

In 2023 we challenged ourselves to become the number one employer of choice in mental healthcare, and I am proud to be able to reflect on the strides we have taken towards that goal. In the past year Clinical Partners has not only become a Real Living Wage accredited employer, but has seen a significant and important increase in the number of women clinicians, alongside an increase to women receiving bonuses in the organisation.

**We know there is still much to be done to eliminate the gender pay gap both in our organisation, more broadly in our sector and within wider society.**

My continued hope is that through this annual reporting we can build upon the promises we have made to equity, diversity and inclusion, pay parity and lead the way in our sector in ensuring fair pay and opportunities for fair career progression for all, regardless of gender identity.

**Barny Guthrie**  
CEO



# Organisational context

Clinical Partners offers mental health services throughout the UK with the purpose of improving the lives of our patients, their families and those who care about them.

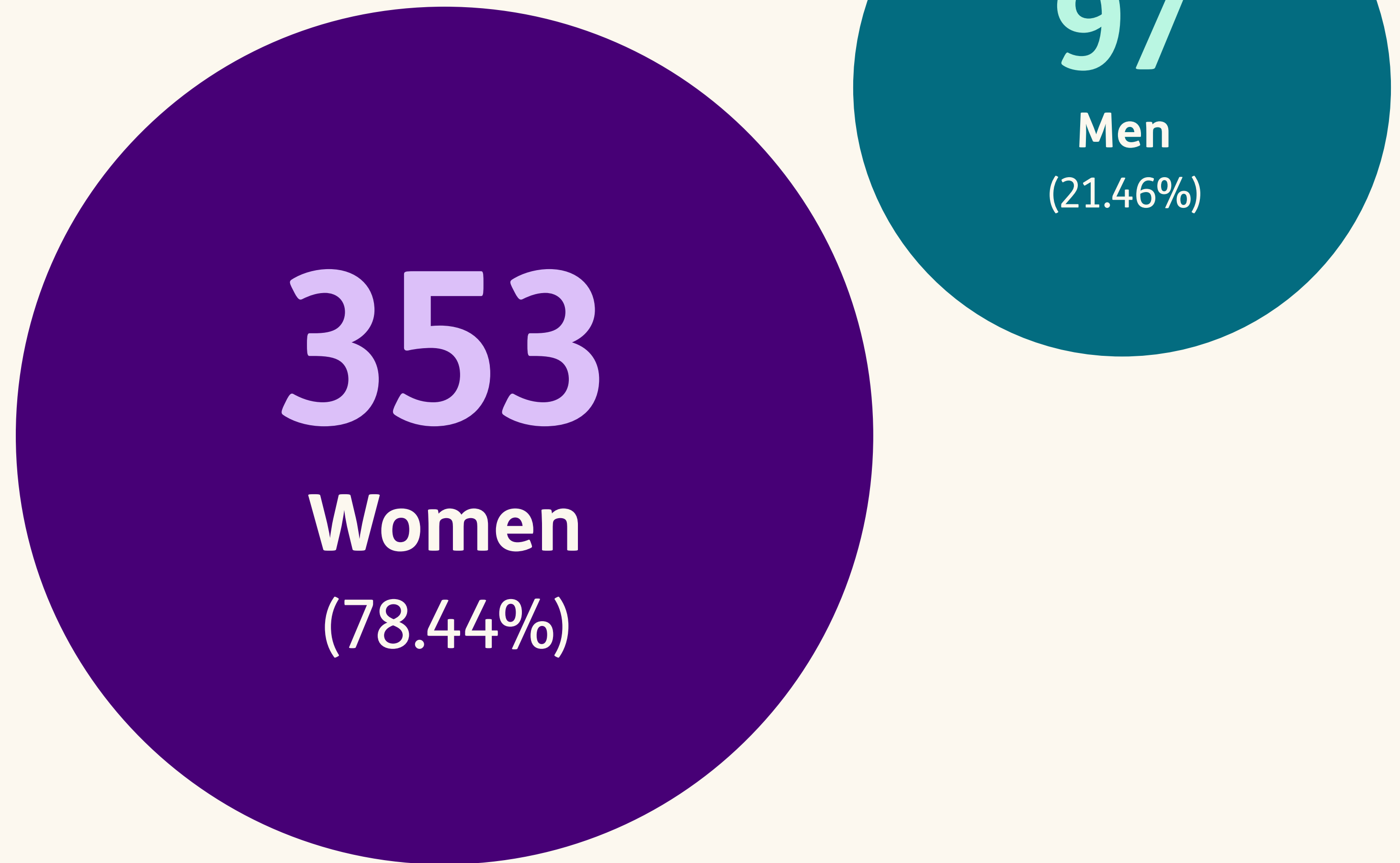
We understand that mental health is a vital aspect of overall well-being, and our mission is to offer compassionate, professional, and tailored care to those who seek our support.

Our vision is for Clinical Partners to be a trusted provider of safe, personalised and effective mental health services, delivering positive outcomes for our patients. We strive to create a supportive and welcoming environment where individuals feel heard, understood, and empowered on their journey toward better mental health.

At Clinical Partners, we are dedicated to driving positive change in mental health care by continuously evolving our services, embracing innovation, and advocating for better mental health awareness.

At the time of the report's snapshot date, 5 April 2024, Clinical Partners employed 253 colleagues across the UK. The majority of whom worked fully remotely or attend the office one day per week. In addition, we also contracted with a further 197 clinicians who were engaged on piece rate work, and were also based largely remotely or attended clinics across the country.

## The gender split across the whole workforce



# Gender Identity

At Clinical Partners we fully recognise and celebrate the diverse spectrum of gender identities. While current gender pay gap regulations require reporting in binary terms of ‘men’ and ‘women,’ we want to make it clear that our recognition of gender is not limited to a binary framework and to reaffirm our unwavering dedication to inclusivity.

We understand that gender exists along a broad and evolving spectrum and that these categories do not fully encompass the breadth of identities within our community, and we recognise and respect the importance of ensuring that everyone, regardless of their gender identity, feels seen, valued, and respected.

As an organisation, we are committed to fostering a workplace and culture that actively supports all gender identities and expressions. This includes ongoing efforts to educate ourselves, implement and grow our inclusive practices, as well as ensuring that our systems, language and policies reflect the diversity of our workforce.

**We are continually striving to create an environment where every individual feels a sense of belonging, safety, and respect.**

Our dedication to equity, diversity and inclusion extends beyond policy and compliance; it is a fundamental part of who we are. We will continue to listen, learn, and advocate for meaningful progress, ensuring that everyone has equal opportunities to thrive within our organisation.



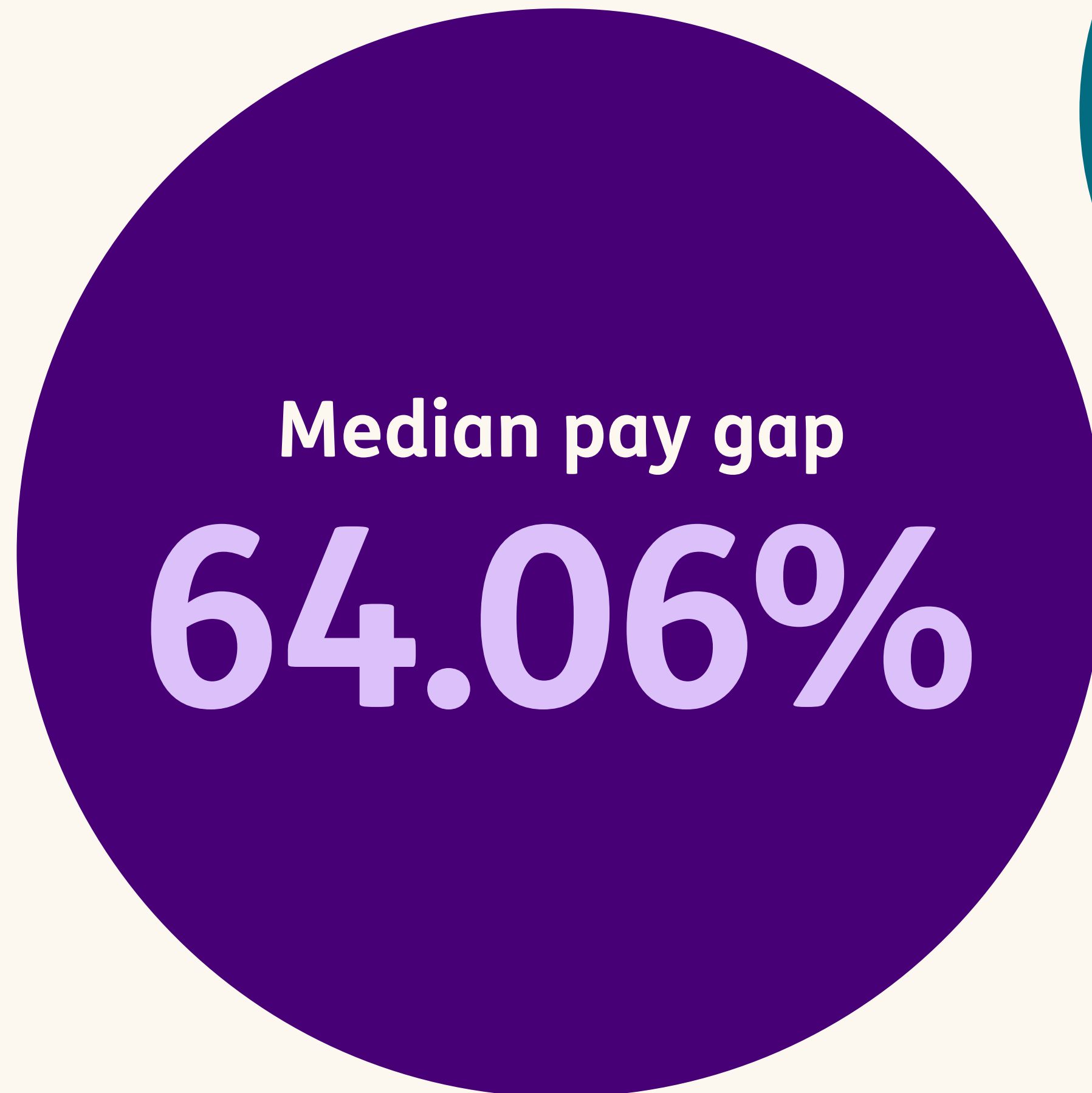
# Clinical Partners Gender Pay Gap Results 2024

Our mean gender pay gap currently stands at 31.21%, with a median of 64.06%. While we acknowledge that these figures remain higher than we would like, we are encouraged by the progress made over the past year.

Since 2023, we have achieved a 19.15% reduction in the mean pay gap and a 6.24% decrease in the median pay gap, reflecting our ongoing dedication to addressing pay disparities.

In addition to these improvements, we are pleased to note a significant increase in the number of women clinicians working with us, an increase of 25%.

**This positive shift demonstrates our continued efforts to create a more equitable and diverse workforce, ensuring greater opportunities for women within our organisation.**



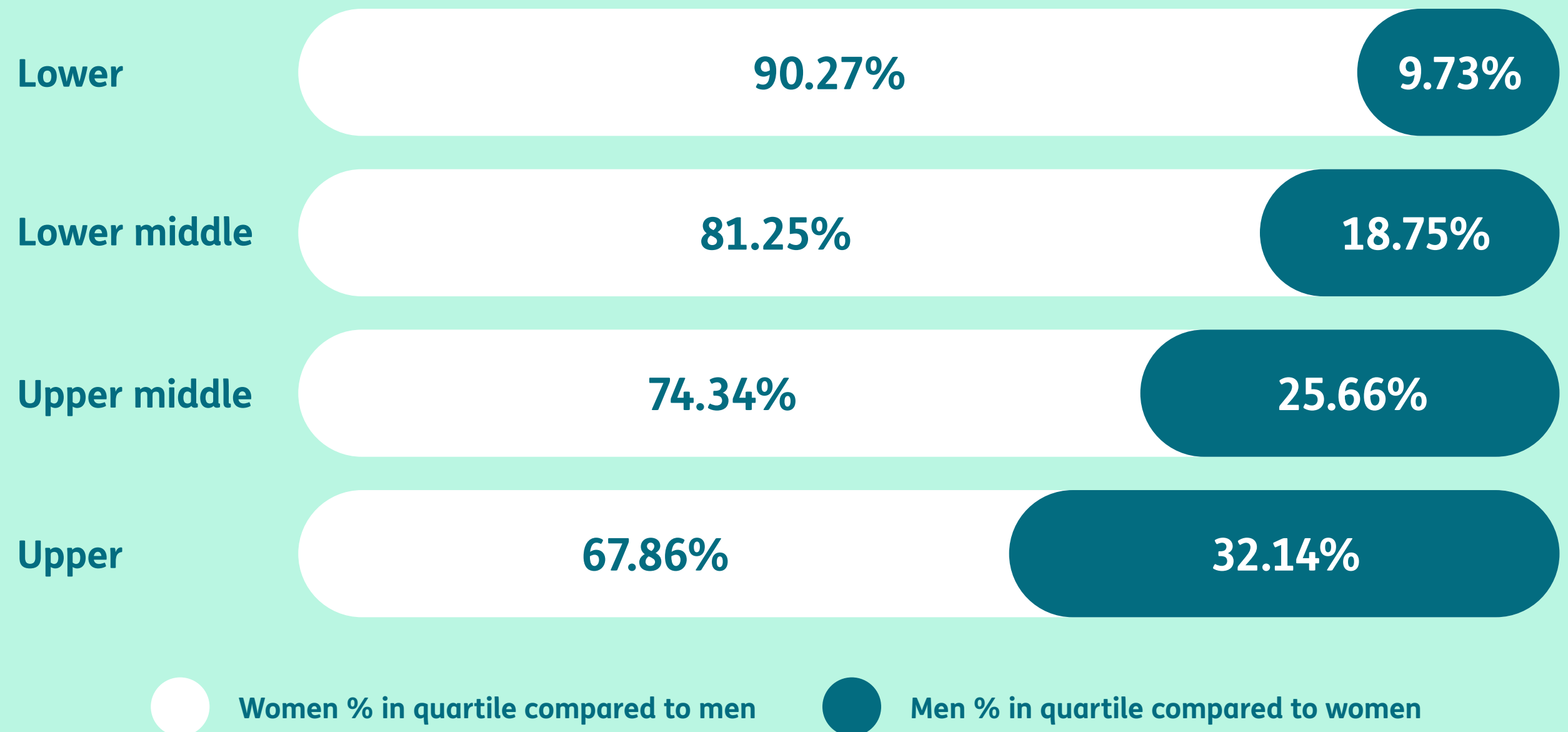
# Clinical Partners Gender Pay Gap Results 2024

As can be seen in the results in the Upper Quartile, men constitute 32.14% of the group, equating to 37.11% of all men within the dataset. In contrast, women comprise 67.86% of the Upper Quartile, yet this accounts for only 21.53% of the total women population in the dataset.

This highlights a clear pattern of unequal gender representation across pay levels within our organisation, where men are more prevalent in higher-paid roles, while women are disproportionately represented in lower-paid positions.

Although women form the majority of our workforce, the uneven distribution across pay ranges reflects a gender imbalance that we are committed to tackling.

## Percentage of Men and Women in each Salary Quartile



# Why do we have a Gender Pay Gap?

Gender pay and equal pay are distinct concepts. Equal pay is a legal requirement that ensures individuals performing the same or similar work receive equal compensation, regardless of gender. In contrast, the gender pay gap reflects broader differences in average earnings between men and women across an organisation or society.

This gap can exist even when equal pay is upheld, as it is often influenced by a range of economic, cultural, societal, and educational factors that shape career opportunities, progression, and representation in the workforce.

We recognise that our gender pay gap reflects broader societal and industry trends, where women are more frequently employed in lower-paid administrative and certain clinical roles. We are committed to conducting a deeper analysis of our results and implementing meaningful actions to further reduce our gender pay gap.

A significant portion of our employed workforce, 57.40%, play a key role in supporting our front-line services, including positions such as Patient Services Administrators and Assistant Psychologists. Within this group, which consists of mainly call handlers and administrators, 92.47% of these roles are held by women.

We recognise that market rates for these positions generally fall outside of higher earnings brackets, which contributes to our gender pay gap. The higher representation of women in these roles is influenced by societal trends, where these positions tend to attract a higher proportion of women than men. While these patterns reflect broader industry norms, we are focused on creating and sustaining an inclusive environment that supports growth and equitable opportunities for all employees, regardless of gender, and promotes career progression across all roles.

Within our head office support functions (HR, IT, Finance, Governance and Compliance, Marketing, Business Development) there is a more mixed gender profile. Salaries for these roles are benchmarked every year and reflect industry and market expectations.

Among our clinicians, 72% are women. According to industry data from the Royal College of Psychiatrists' 2023 census, women hold 55.7% of all substantive SAS psychiatrist positions. While we are pleased that our clinician gender distribution surpasses this benchmark, we recognize that women remain disproportionately represented in lower-paid clinical roles, such as speech and language therapists (SLTs), occupational therapists (OTs), and talking therapy providers. The lower salaries in frontline service support roles, along with those of lower-paid women clinicians, contribute to our overall gender pay gap.

**In 2024, we were proud to be accredited as a Real Living Wage Employer. This accreditation means that all of our employees are paid at least the Real Living Wage, ensuring fair compensation for their hard work.**

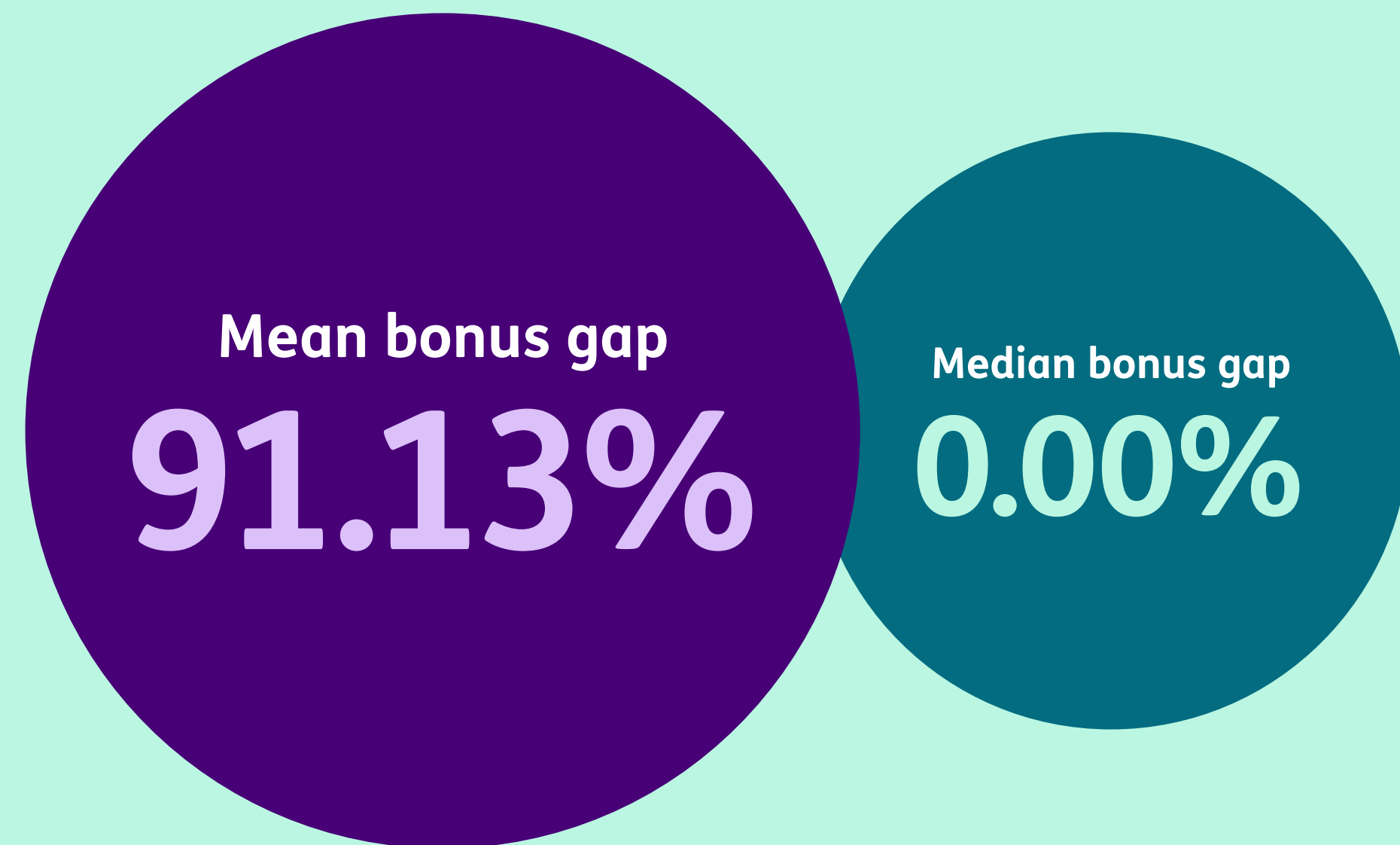
We are fully committed to maintaining this certification moving forward and will continue to pay the Real Living Wage or above to all our employees. By doing so, we aim to support the financial well-being of our employees, recognising the importance of fair wages in promoting a healthy and thriving workforce.



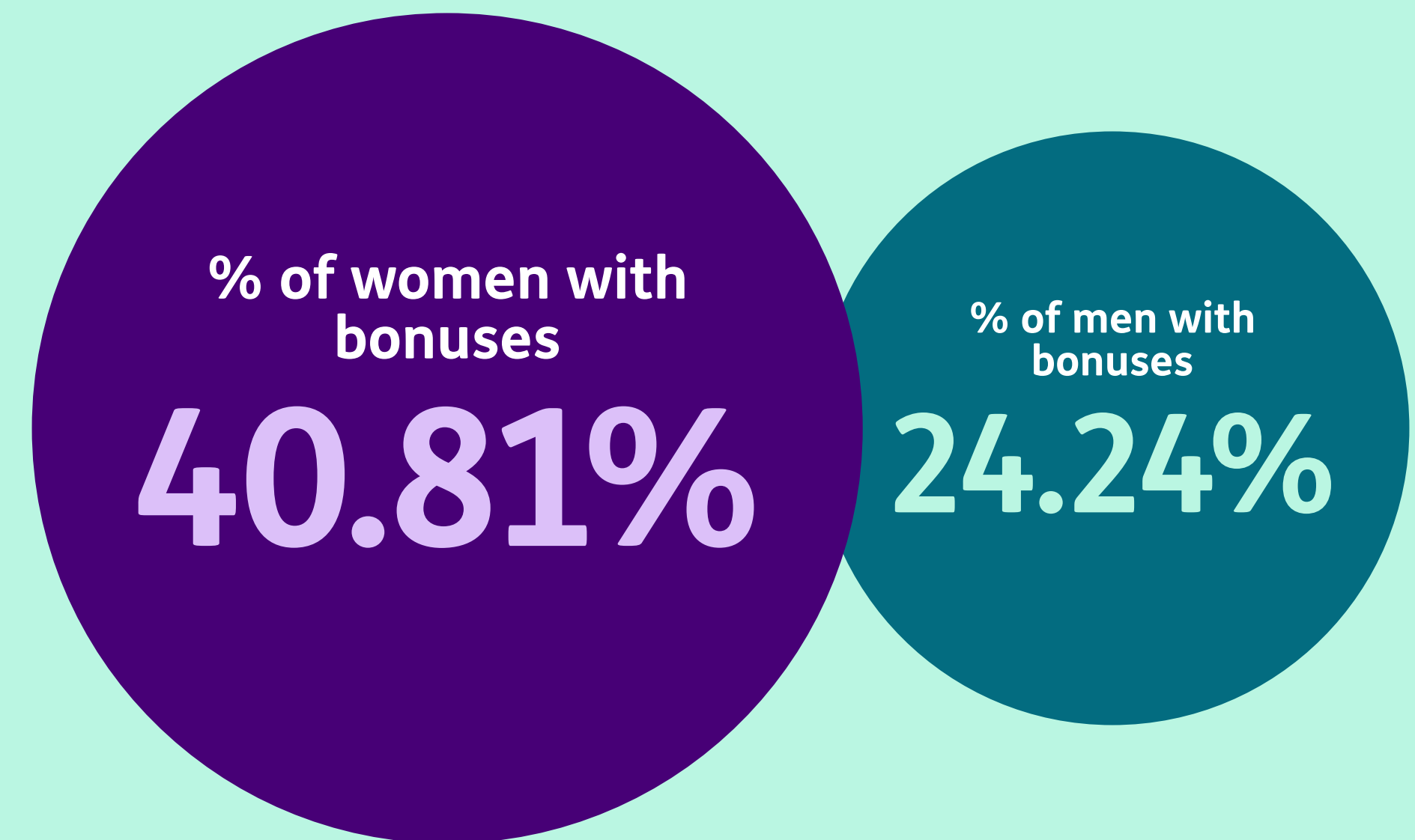


# Clinical Partners Gender Bonus Gap Results 2024

## Gender Bonus Gap



## Percentage of men and woman receiving a bonus



# Why do we have a Gender bonus gap?

There are two bonus schemes available. One is a performance related bonus scheme available to a small group of senior managers. This bonus is calculated as a percentage of full-time equivalent (FTE) hours. We also offer an end-of-year bonus dependent on a meeting a certain level of financial results for the previous Financial Year. When applicable this bonus scheme is offered to all employees who satisfy the required length of service criteria. The median gap is the result of a new bonus scheme introduced this year, which has led to a zero gap.

Historically, part-time or less-than-full-time roles have been predominantly occupied by women in the workplace. As part-time work results in a lower base salary, it also affects performance-related bonuses, which are calculated based on base pay. While pay equity is maintained at senior levels, the substantial proportion of women in part-time roles has a notable impact on the gender pay gap for bonuses.

**We are pleased to report an increase in the number of women who received bonuses in 2024, from 3.5% to 40.81%, however it should be noted that due to our significant growth in 2024 and subsequent growth in headcount, this is also reflected in the number of men receiving a bonus rising from 8.45% to 24.24%.**



# Comparable results

We are pleased to report a downward trend in our gender pay gaps for both mean and median pay, as well as the median bonus gap.

This positive change reflects our continued investment in our people, our commitment to inclusive recruitment, and our efforts to create a workplace where women feel supported in their careers.

The mean bonus gap has been significantly influenced by two factors: the introduction of a company-wide fixed-rate bonus scheme and the inclusion of a few senior male colleagues—members of our Board and Senior Leadership Team—who joined the performance-related bonus scheme for senior managers for the first time. These changes affected both the higher and lower ends of the pay scale, contributing to the mean bonus gap.

Metric	2023 Results	2024 Results	Change from 2023
Mean Pay Gap	50.36%	31.21%	▼ 19.15%
Median Pay Gap	70.30%	64.06%	▼ 6.24%
Mean Bonus Gap	9.57%	91.13%	▲ 81.56%
Median Bonus Gap	27.43%	0.00%	▼ 27.43%

# Action plan to address gender pay disparity

We are determined to reduce, and ultimately eliminate, any identified gender pay disparities within our organisation. This commitment is based on our understanding that achieving this goal will require a concerted effort, time, and the exploration of a range of strategies and actions.

We are aware that addressing the gender pay gap is not a simple task, as it involves both internal and external factors that contribute to these disparities. As such, we acknowledge that this process will take time and careful planning to ensure that we are implementing the most effective solutions.

At the same time, we recognise that societal and cultural factors play a significant role in shaping the types of roles that tend to attract people of different genders. For example, certain sectors or positions may traditionally attract more women, while others may be more appealing to men.

These trends are often influenced by long-standing societal norms and expectations. To address these, we must work not only within our organisation but also with the broader industry to challenge and break down these gendered expectations, ensuring that all roles are accessible and appealing to individuals of all genders.

Closing the gender pay gap requires us to take a holistic approach. This involves attracting individuals of all genders to every type of role within the organisation, from entry-level positions to senior leadership roles.



Furthermore, it is essential that we remove any barriers that might prevent people of any gender from entering or advancing in particular roles. This could include addressing unconscious biases in recruitment and promotion processes, offering equal opportunities for training and development, and ensuring that our workplace policies are inclusive and supportive of all employees.

By working towards these objectives, we aim to not only close the gender pay gap but also create a more equitable and empowering environment for all employees.

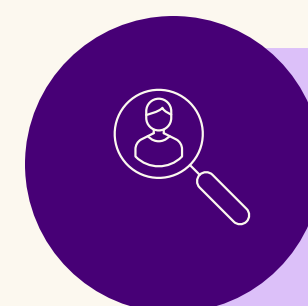
**Ultimately, our goal is to foster a supportive and diverse workforce where every individual, regardless of gender, has equal access to opportunities, fair compensation, and the ability to thrive and progress within the organisation.**

# What have we done?



## Hybrid and flexible working

We remain dedicated to fostering a culture of hybrid working, offering our employees the flexibility to adopt a working pattern that suits their individual needs while balancing the demands of the role and the business. At the time of publishing this report we approved in excess of 45 flexible working requests in the last 12 months. We understand that this flexibility is particularly valuable for those with caring responsibilities, a factor that often impacts more women, who are also more likely to work part-time. This approach helps provide greater work-life balance and supports a more inclusive environment.



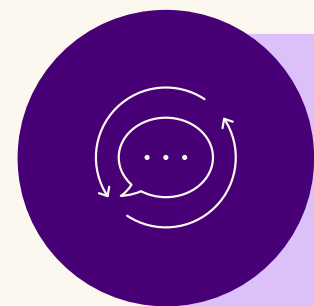
## Increased number of women Directors

Through a mixture of internal promotion and external hiring, there are now (at the time of publishing the report) 8 women and 7 men directors. We hope to see this increase in the coming year.



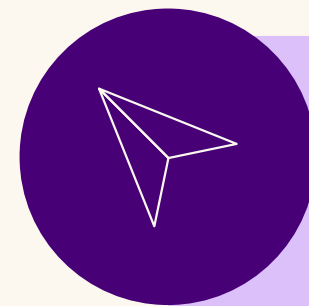
## Reducing biases in recruitment

We introduced standardised assessments into all our selection processes alongside other changes to focus on removing any possible bias.



## Benefits Review

Alongside this we began the first phase of our benefits review for employees to understand if more could be done to attract a more diverse gender profile to the organisation, particularly in certain roles. This review included the launch of a cash plan support for employees and their dependants, and a life assurance scheme.



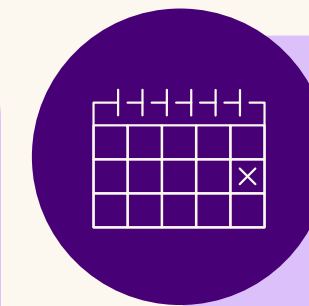
## Internal Comms

We have hired an Internal Comms Manager who is actively leading our strategy to better engage with our people. Some work has been done to support EDI initiatives, and this work will continue in coming years. We have engaged and begun working with our Freedom to Speak Up Guardians and our internal Lived Experience Group.



## Line manager development programme

We took our first cohort of line managers through a new line manager development programme in 2024, enabling us to support the development and progression of all our current and future leaders, identifying where support is needed and removing any barriers to progression and promotion.



## Harmonised working hours

We aligned standard FTE working hours across the organisation, leading to a real-term pay increase for employees working fewer hours across a standard week.



## Engagement Survey

We undertook our first engagement survey in 2024 which provided us with invaluable information that is needed to be proactive in the support of our colleagues.



## Real Living wage

In 2024 we became a Real Living Wage accredited employer. This accreditation confirms that all of our employees are paid no less than the Real Living Wage, guaranteeing fair compensation for their dedication and contributions. We are fully committed to upholding this certification in the future and will continue to ensure that all our employees are paid the Real Living Wage or higher.

# What will we do?



## Increase the representation of women in senior roles

Actively work to increase the representation of women in senior roles through strategic appointments and leadership development.



## Employee Value Proposition (EVP)

We will review the initial findings from our EVP work and assess employee feedback in relation to our desired future direction.



## EDI work - capturing EDI data

Comparing what we have, to what we need and where we have gaps for improvements into our data capture process.



## Line manager development and leadership development

We will continue to evolve the line manager development programme to select and prepare those with leadership potential in a way that minimises bias.



## Employee Voice

We intend to introduce employee forums in the next 12 months to support EDI and CSR initiatives and continue to evolve the ways we have available to us to listen to our employees including the use of engagement surveys.



## Undertake a review of recruitment practices

Undertake a review of recruitment practices to identify where we can work to eliminate bias as much as possible in the recruitment process, including:

- the creation of an internal recruitment policy to ensure fair, transparent and equitable progression opportunities are available,
- diversifying selection panels, reviewing how we use gender coded wording in job adverts and job descriptions,
- continuing to expand on using standardised interview processes and criteria,
- recruitment training including unconscious bias training.



## Launch of Values and Behaviours

Aligning roles within the organisation to our values and behaviours to support a clear path for progression within the organisation.



## Introduce pay principles

Introduction of pay principles based on performance in role and phased introduction of pay scales to allow reward based on performance.



### **Clarification regarding Clinical Partners 2023 Results**

After submission of the 2023 results a small error was reported, and as such these figures have been resubmitted. There is therefore an adjustment to the reported figures in comparison to the original reported figures for 2023. In this report, where a comparison is made to 2023 it is against the most up to date figures.

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