



Gender Pay Gap Report 2025



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CEO's statement

Clinical Partners exists to improve lives through effective, personalised and safe mental healthcare. Achieving that mission depends on the talent, commitment and diversity of our people. Creating a workplace where everyone has fair opportunity to grow and be rewarded is therefore fundamental to who we are.

This year's Gender Pay Gap results show encouraging progress alongside areas where we know further work is needed. As at 5 April 2025, our median gender pay gap reduced to 17.02%, a substantial improvement from last year. This suggests that pay differences around the midpoint of our workforce have narrowed significantly.

Our mean gender pay gap is 31.50%, which shows that differences remain within some higher-paid roles. Addressing this is a priority for the organisation and forms part of our broader work to ensure our reward practices are fair, transparent and consistent.

Women make up the majority of our workforce and play a vital role across every part of Clinical Partners, including senior leadership. As a result, our gender pay gap is influenced more by how men and women are distributed across different roles and pay levels in the organisation than by representation at senior levels.

Our focus is therefore not simply representation, but ensuring that pay, progression and recognition are applied fairly.

Over the past year we have taken several important steps to strengthen this. These include introducing clearer pay ranges and principles for operational roles, strengthening specialist expertise by hiring a dedicated Reward and Benefits Specialist, investing in leadership development through our Ignite programme, setting out our pay principles, and reaffirming our commitment to Real Living Wage accreditation.

We have also established a cross-organisation Equity, Diversity and Inclusion working group and continued to strengthen female representation within senior leadership.

Our bonus data shows that the median bonus gap is now 0%, meaning typical bonus values paid to men and women are aligned.

Whilst we have seen a higher proportion of women receive a bonus, there remains work to be done to move towards more balanced bonus outcomes, and we will continue to review the processes that determine eligibility and award values to ensure these operate fairly and consistently.

Looking ahead, we will continue to build on this progress. Our next steps include implementing clearer job frameworks and levelling, strengthening pay governance, and improving transparency within recruitment and career progression.

This work is ongoing. We are committed to understanding the drivers behind our gender pay gap and taking practical action to address them. By doing so, we aim to create an environment where everyone at Clinical Partners can thrive and where our people are empowered to deliver the highest quality care to the patients and families who rely on us.

Organisational context

Clinical Partners is dedicated to being a world-leading, outcomes-driven mental healthcare provider, improving lives through effective, personalised, safe and technology-enabled care.

On the snapshot date for this report (5 April 2025), Clinical Partners employed 321 colleagues across the UK. Most colleagues work remotely or in a hybrid model. In addition to our employed colleagues, we work with 337 self employed clinicians engaged on a piece-rate or project basis, who deliver services either remotely or from clinics across the country.

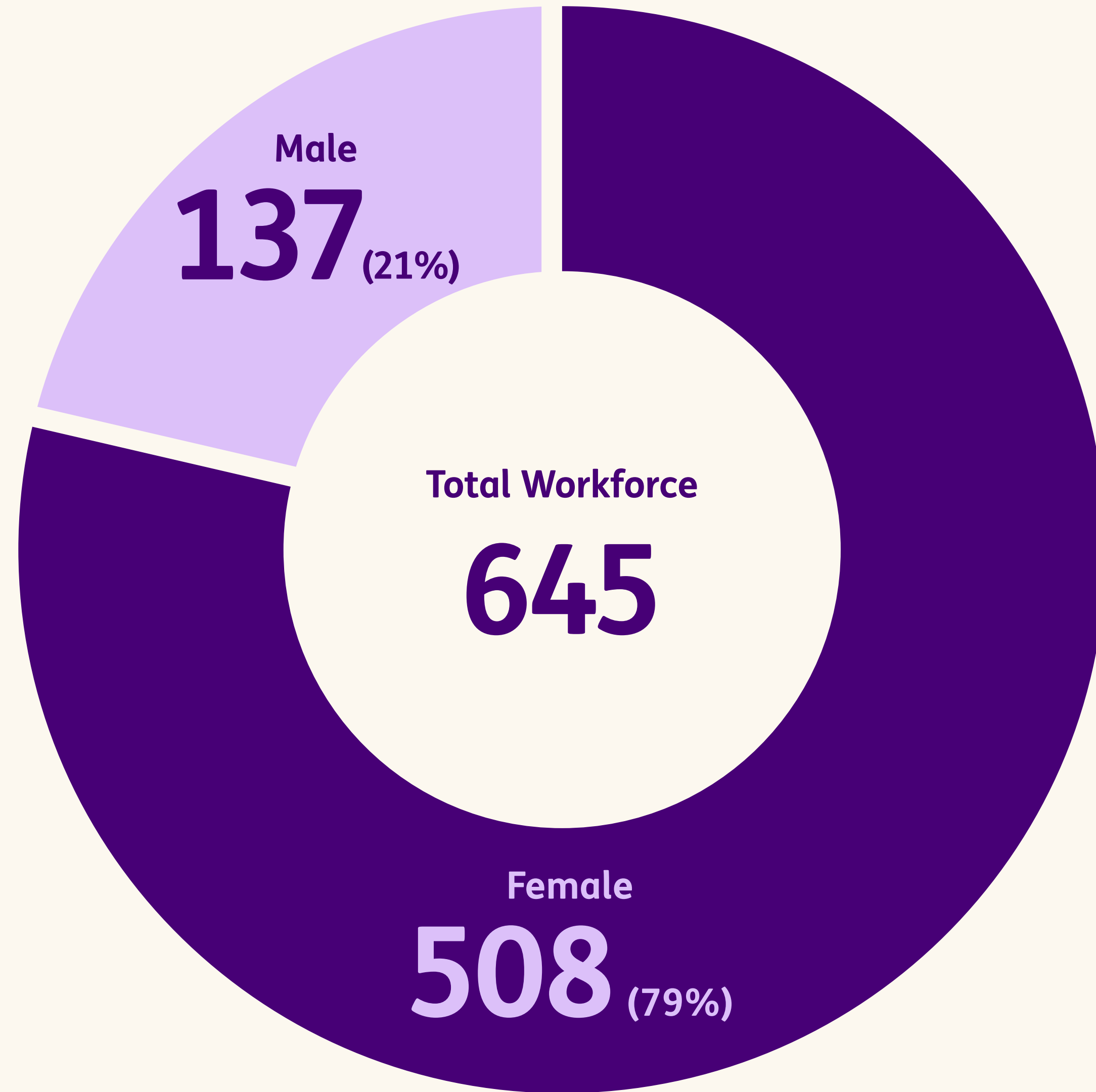
Together, our employed and contracted colleagues bring a wealth of expertise, perspectives, and experiences that support the high-quality care we provide to the people we serve.



Gender identity

At Clinical Partners, we value and celebrate the full spectrum of gender identities within our community. While UK gender pay gap reporting requires the use of binary categories of “men” and “women,” we recognise that this does not fully reflect the diversity of our colleagues’ identities.

This report uses the mandated categories, but our commitment to inclusion goes beyond compliance. We strive to create an environment where all gender identities are recognised, supported, and respected. Through our ongoing EDI initiatives, we aim to promote equity and inclusion across every part of our organisation and use our influence to foster respect and opportunity in the wider communities we serve.



Our 2025 results show continued progress towards gender pay equity, alongside areas for further focus. Women make up the majority of our workforce (79%) and are represented at all levels, including senior positions.

This demonstrates that our gender pay gap is not due to underrepresentation but reflects differences in average pay across specific specialist and senior roles, particularly in the higher-paid quartiles.

We are using these insights to guide targeted actions that address pay disparities, support career progression, and strengthen fairness and opportunity for all colleagues. Our focus remains on creating a culture where talent, contribution, and potential are rewarded equitably, regardless of gender.

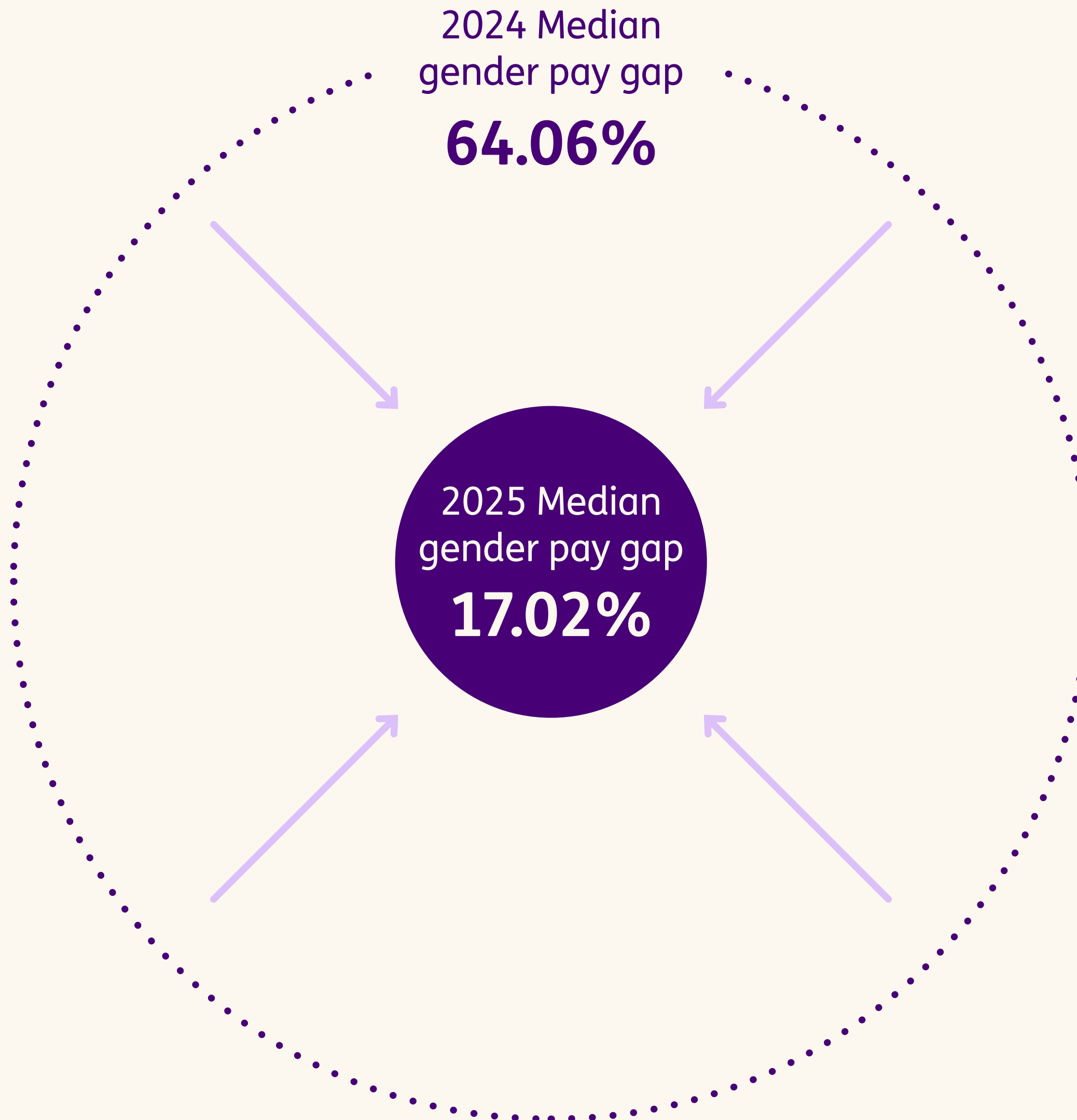


Median Pay Gap

The median gender pay gap compares the pay of the middle earning woman with the middle earning man in our workforce. It shows the difference in hourly pay at the midpoint of each gender group.

In 2025, our median gender pay gap fell to 17.02%, a reduction of 47% from 64.06% in 2024. This is a significant improvement and demonstrates real progress in pay equity for colleagues in mid earning roles.

This positive change has been the result of an increase in the number of women in the middle quartile. Additionally, the number of women in roles in the upper quartile has also increased slightly influencing this reduction.



Mean Pay Gap

The mean gender pay gap looks at the average hourly pay for all women compared with all men. This provides insight into overall pay differences across the workforce.

Our mean gender pay gap remains at 31.50%, reflecting that, while pay at the midpoint has improved, differences in pay at senior and specialist roles continue to influence the overall gap.

A notable factor in this figure is the contribution from contracted or self-employed clinicians, who account for 26.53% of the total 31.50% gap. Pay for this group is often determined by market rates and specialist expertise, which can result in higher pay levels.

Why do we have a Gender Pay Gap?

The gender pay gap is different from equal pay. Equal pay means men and women are paid the same for doing the same or similar work. The gender pay gap looks at the difference in average pay across an organisation. This gap can exist even where equal pay is in place, as it is influenced by wider workforce patterns and labour market trends.

In 2025, our mean gender pay gap is 31.5% and our median gender pay gap is 17.02%. While we have made progress, these figures reflect how different roles are distributed across our workforce.

A significant proportion of our employed colleagues (47.90%) work in front-line support roles, such as Patient Services Administrators, Customer Service Agents and Assistant Psychologists. These roles are predominantly held by women (93.43%) and are typically lower paid compared to more specialist or senior roles. This reflects broader trends across the health and care sector.

Within our business support functions, including People, IT, Finance, Governance and Compliance, Business Development and Marketing, we see a more balanced gender profile. Salaries in these areas are regularly benchmarked to ensure they remain aligned with market rates.

Our clinical workforce also reflects national patterns. Overall, 73.48% of our clinicians are women. Some professions, such as Speech and Language Therapy and Occupational Therapy, are predominantly female, while others, such as psychiatry, have historically had higher male representation and are higher paid, although this is gradually changing.

These factors influence how pay is distributed across the organisation. Women are well represented at all levels but are more likely to be in roles that fall within lower pay ranges, while men are more concentrated in some higher-paid roles.



Pay quartiles

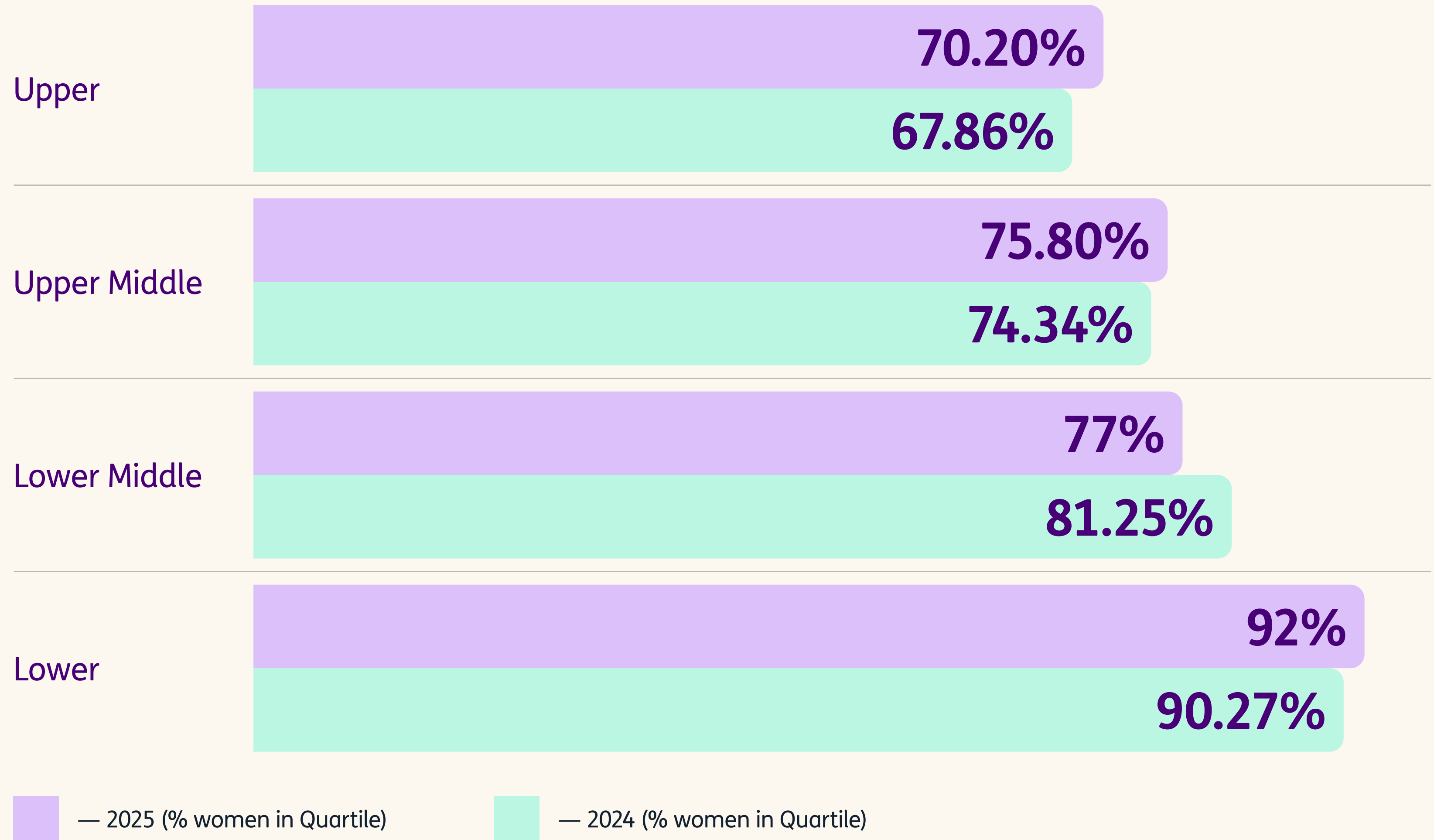
This pattern is reflected when we look at pay quartiles (four equal groups based on pay levels).

Men make up 21% of our overall workforce, but their representation varies across these pay levels. They are underrepresented in the lowest pay quartile (8%) and most represented in the highest pay quartile (29.8%). Representation in the middle quartiles is more balanced, though still slightly above their overall workforce proportion.

This means that, while women form the majority of our workforce, men are more likely to be in higher-paid roles. As a result, average male pay is higher, which contributes to the overall gender pay gap.

This distribution is a key factor influencing our mean gender pay gap. Even with strong female representation across the organisation, the higher proportion of men in the top pay quartile continues to impact overall averages.

Women in each quartile 2024 v 2025



Year-on-year Pay Gap data

| | 2023 | 2024 | 2025 |
|----------------|--------|--------|--------|
| Median Pay Gap | 70.30% | 64.06% | 17.02% |
| Mean Pay Gap | 50.36% | 31.21% | 31.50% |

Over time, we have seen a significant reduction in our median gender pay gap, falling from 70.30% in 2023 to 17.02% in 2025. This indicates a meaningful shift in pay balance across mid-range roles and suggests that changes in workforce structure and pay distribution are having a positive impact.

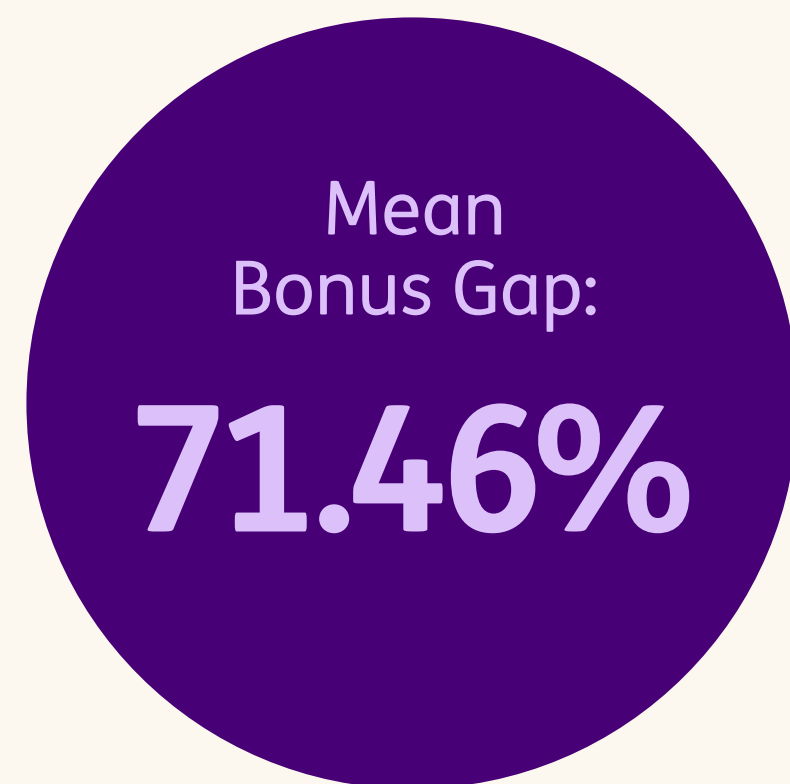
Our mean gender pay gap has also reduced overall, from 50.36% in 2023 to 31.50% in 2025, although it has remained broadly stable over the past year. This reflects the continued influence of higher-paid specialist and senior roles on average pay.

Together, these trends show clear progress; while also highlighting the importance of sustained focus on how pay and roles are distributed across the organisation.

We have seen a positive reduction in our mean bonus gap, decreasing from 91.13% to 71.46%, indicating movement towards more balanced bonus outcomes. The median bonus gap remains at 0%, meaning that for most colleagues, bonus payments are comparable.

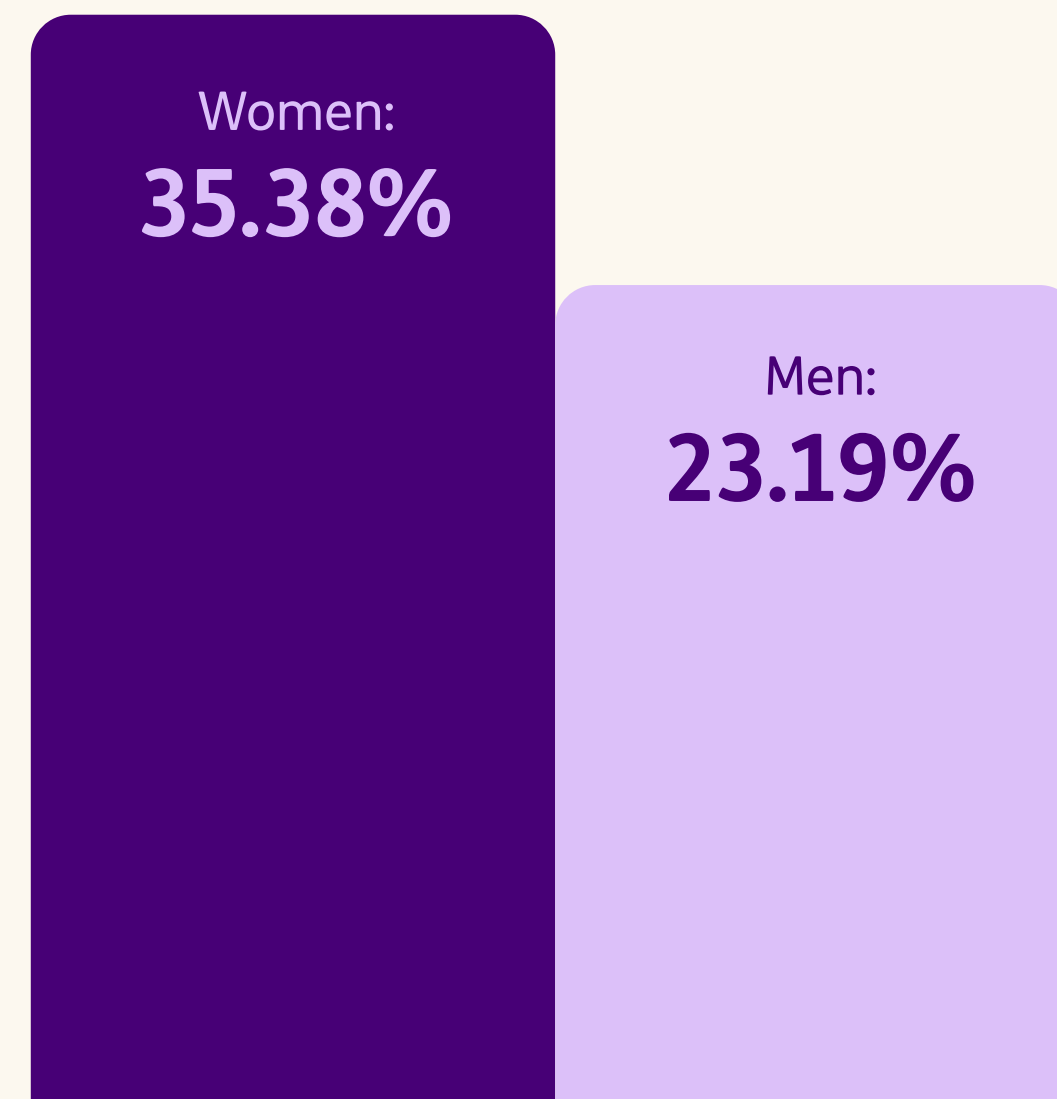
A higher proportion of women received a bonus overall. This reflects our workforce composition, where women make up the majority of employees, including within senior roles.

Gender Bonus Gap



Median Bonus Gap: **0%**

Percentage receiving a bonus

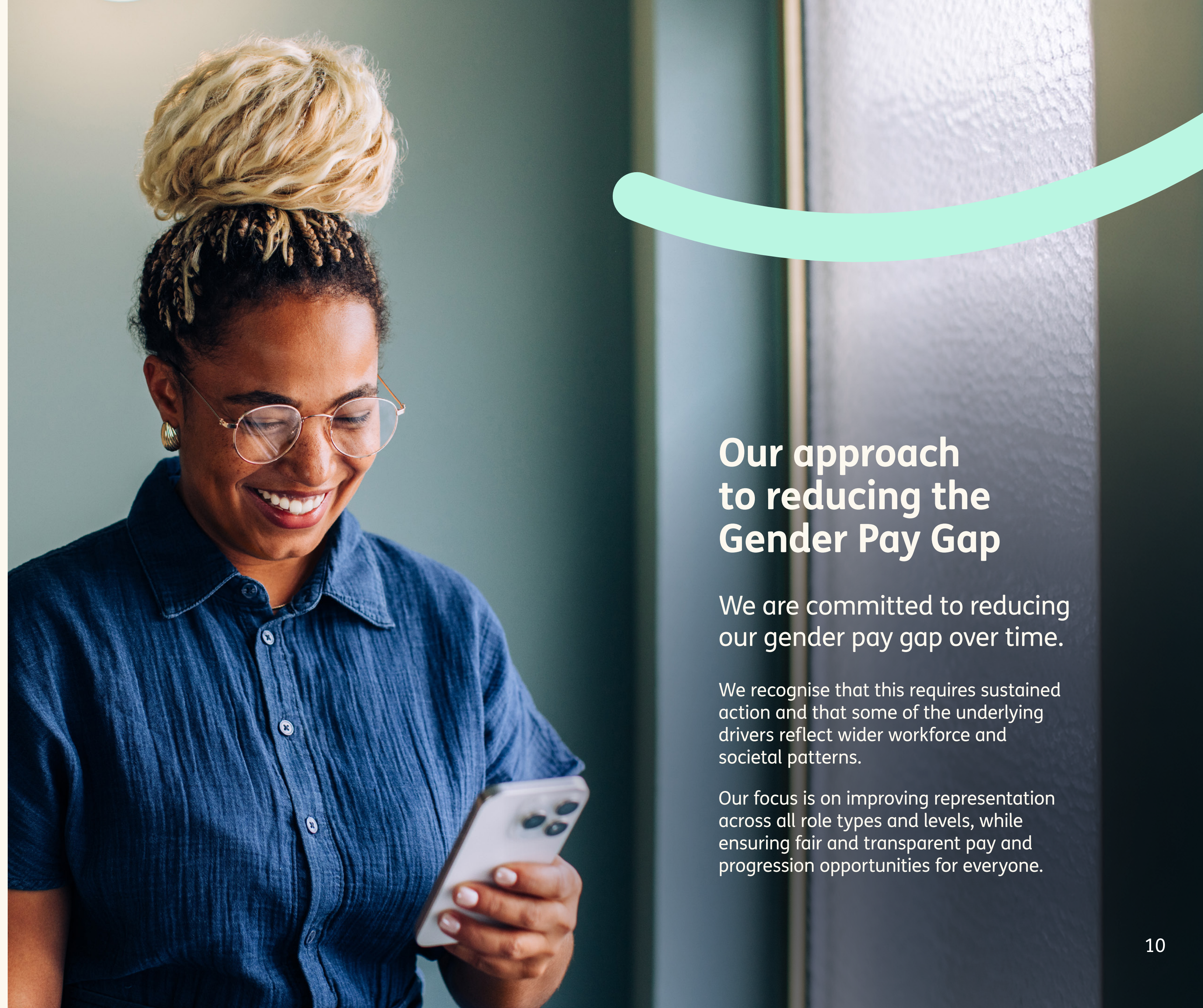


Why do we have a Gender Bonus Gap?

Bonus outcomes are influenced by how schemes are structured and how they apply across the organisation.

Our senior management bonus is performance-based and available to a relatively small group of roles. Bonus values are calculated as a percentage of salary, meaning differences in base pay and working patterns can affect outcomes. For example, colleagues working part-time, who are more likely to be women, may receive lower bonus amounts due to reduced hours rather than differences in performance.

We also operate a discretionary bonus scheme for other employees, which is paid as a fixed amount and pro-rated based on hours worked. This ensures fairness in approach, though it can result in lower payments for those working reduced hours. As part of our ongoing development of our focus to reduce the gender pay gap, a key focus for our EDI working group is to drive the progression of our Gender Pay Gap Action Plan this year.



Our approach to reducing the Gender Pay Gap

We are committed to reducing our gender pay gap over time.

We recognise that this requires sustained action and that some of the underlying drivers reflect wider workforce and societal patterns.

Our focus is on improving representation across all role types and levels, while ensuring fair and transparent pay and progression opportunities for everyone.

What we have done

- **Listening and acting on feedback:** Following our 2025 Engagement Survey, departmental and organisation-wide action plans were introduced and are regularly reviewed to support continuous improvement.
- **Fair pay commitment:** We achieved Real Living Wage accreditation in 2025 and continue to align our pay practices with fair and responsible standards.
- **Developing leaders:** We launched our Ignite line manager development programme to support inclusive leadership, career development, and progression across the organisation.
- **Strengthening inclusion:** Our EDI Working Group is helping to shape and embed our approach to equity, diversity and inclusion with a particular focus on pay, and reducing the gender gap gap.
- **Flexible working:** Hybrid working remains central to how we operate, supporting colleagues to balance work and personal responsibilities.
- **Senior representation:** We have increased female representation at senior levels, including a female-majority Senior Management Team.
- **Fair pay practices:** We have introduced clearer pay structures, including defined pay ranges and performance-based progression, supported by transparent pay principles.

What will we do?

We are committed to building on our progress and taking practical steps to further reduce our gender pay gap. Over the coming year, we will focus on the following priorities:

- **Strengthening colleague voice:** We will launch our Employee Representation Group in April 2026, creating a structured forum for employees to share perspectives and help shape our culture and future direction.
- **Enhancing pay transparency and fairness:** We will review our pay structures, processes, and principles to ensure decisions are consistently based on skills, experience, and performance. Alongside this, we will introduce clearer job levelling and role frameworks to support fair and transparent pay alignment.
- **Attracting diverse talent:** We will review our benefits offering and recruitment practices to support a more balanced gender profile across all roles. This includes the introduction of a new Applicant Tracking System to improve the candidate experience and strengthen oversight of hiring decisions.
- **Developing inclusive leadership:** We will continue to roll out our Ignite line manager development programme, supporting managers to lead inclusively and enabling fair access to development and progression opportunities.
- **Gender Pay Gap Action Planning:** Our EDI working group will work to create and drive the progression of a Gender Pay Gap Action Plan, focussed on the reduction of the pay gap.

