

# Ethnicity Pay Gap Report 2025/26

## The Dudley Group NHS Foundation Trust

### (Snapshot of March 2025)

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# 1. Ethnic Pay Gap Overview 2025

Our 2025 Ethnicity Pay Gap analysis shows a mean gap of -23.8% and a median gap of -13.3%, indicating that, on average, ethnically diverse staff earn more than their White counterparts. With 31% of our workforce identifying as ethnically diverse and 7% recorded as unknown, representation across pay levels reflects a positive distribution, though improving data declaration rates remains a priority.

The findings suggest that differences are driven by role distribution, particularly within Medical and Dental groups, rather than unequal pay for equal work. Over the coming year, we will strengthen data quality, reduce non-disclosure rates, and undertake focused analysis of career progression pathways for Black and other underrepresented ethnic groups.

We will also expand access to leadership development programmes and continue publishing annual pay gap reports, incorporating intersectional analysis across ethnicity, gender, and disability to ensure fair access to opportunity and reward for all colleagues.

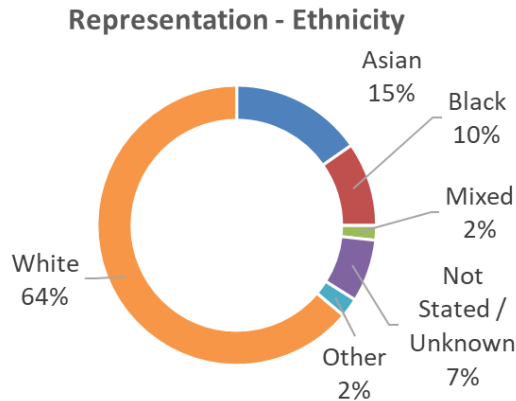
## 2. Introduction

There is a self-evident moral case to ensure fair pay across all ethnic groups. We have decided to voluntarily disclose our ethnicity pay gap for a third year, which can play a crucial role in assessing if and where inequalities exist in our workforce.

Reporting our ethnicity pay gap enables us to analyse disparities and develop effective action plans to address inequalities. The report is based on the Chartered Institute of Personnel Development (CIPD) 2023 guide for calculating and publishing an annual ethnicity report for relevant employees of The Dudley Group NHS Foundation Trust (The Dudley Group): [Ethnicity pay reporting: a guide for UK employers | CIPD](#)

26% of the population of the Black Country is ethnically diverse. As of 31st March 2025, The Dudley Group NHS Foundation Trust employed 6,300 people, \*31% ethnically diverse and \*69% White.

*\* These percentages exclude any staff who have chosen not to state their ethnicity.*



### 3. What is our ethnicity pay gap?

As of March 2025, our ethnicity pay gap remains broadly consistent with last year's figures. The mean gap is -23.8%, unchanged from 2024, while the median gap has widened slightly to -13.3% from -9.4%. The slight widening of the median gap suggests that ethnically diverse colleagues have seen continued growth in representation within higher-paid roles, particularly around the middle of the pay distribution. This may reflect positive progress in career progression and recruitment into higher-banded roles.

Employees from ethnically diverse backgrounds earn a median hourly rate of £24.15 and a mean of £25.92, compared to £18.66 (median) and £20.93 (mean) for White employees. These negative pay gaps indicate that, on average, ethnically diverse staff earn more than their White colleagues, largely reflecting greater representation within higher-paid Medical and Dental roles.

When these roles are excluded, the mean gap narrows to -2.8% and the median to -9.3%, suggesting a more balanced pay structure across the wider workforce. This pattern indicates that differences in average pay are driven primarily by workforce composition and role distribution, rather than unequal pay for comparable work. Ongoing analysis of representation and progression will help ensure equitable access to higher-paid opportunities across all ethnic groups, supporting continued progress towards an inclusive and balanced workforce.



The following pages set out the analysis of the pay gap, any drivers for the ethnicity pay gap and any areas of unequal representation.

## 4. What is our bonus ethnicity pay gap?

The Dudley Group does not operate a bonus system that would result in an ethnicity bonus pay gap.

## 5. What is the proportion of ethnically diverse and white staff in the highest and lowest-paid staff groups?

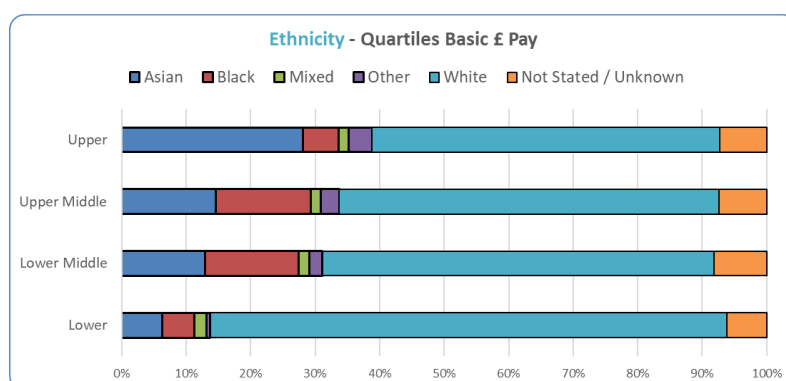
Overall representation across the staff groups is \*31% ethnically diverse and \*69% white. Splitting the average ordinary pay into quartiles shows a slight variance between the lower and higher pay quartiles.

*\* These percentages exclude any staff who have chosen not to state their ethnicity.*

Analysis of pay quartiles shows a positive shift in ethnic representation at higher pay levels. The highest-paid group now includes 42% of all ethnically diverse employees, up by 2% from last year, while the proportion of White employees has decreased slightly to 58%. In contrast, the lowest-paid group remains stable, with 15% of ethnically diverse employees and 85% of White employees.

This suggests that progress in ethnic diversity is being driven by increased representation in senior and higher-paid roles, signalling encouraging movement towards a more balanced and inclusive workforce structure. This data suggests that the growth in ethnic diversity is more pronounced in the upper pay bands compared to the lower ones.

The graphic below illustrates the ethnicity pay quartiles broken down further into different ethnicities:



The graphic below illustrates the ethnicity pay quartiles broken down into different ethnicities, which are shown as percentages within the quartiles.

|                      | Lower | Lower Middle | Upper Middle | Upper |
|----------------------|-------|--------------|--------------|-------|
| Asian                | 6%    | 13%          | 15%          | 28%   |
| Black                | 5%    | 15%          | 15%          | 6%    |
| Mixed                | 2%    | 2%           | 2%           | 2%    |
| Other                | 1%    | 2%           | 3%           | 4%    |
| White                | 80%   | 61%          | 59%          | 54%   |
| Not Stated / Unknown | 6%    | 8%           | 7%           | 7%    |

The data suggest that ethnically diverse staff, particularly Asian employees, are well-represented in higher pay quartiles. However, the lower representation of Black staff in the upper quartile may indicate areas for further exploration to ensure equitable career progression.

This disparity highlights the need for targeted interventions to support the career development of Black colleagues. As such, a key focus area will be the implementation of tailored career and progression support initiatives, including mentoring, sponsorship, leadership development programmes, and transparent promotion pathways, to address potential barriers and foster inclusive advancement opportunities.

The data support the broader finding that the Trust's ethnicity pay gap does not reflect disadvantage to ethnically diverse staff, but rather differences in role distribution and progression across pay bands.

## 6. Addressing any ethnic pay gaps

Reducing the ethnicity pay gap at The Dudley Group NHS Foundation Trust remains a key priority in our commitment to equity and inclusion. Our latest data shows an ethnicity pay gap in favour of ethnically diverse staff, which reflects representation in higher-paid roles rather than unequal pay for equal work.

We recognise that a truly inclusive organisation ensures equitable access to opportunity, progression, and reward across all ethnic groups. Our approach focuses on systemic change throughout the employee lifecycle, encompassing recruitment and development, as well as retention and leadership.

The Trust recognises the importance of continuous monitoring and in-depth analysis. Future exploration of the data will include intersectional information, such as gender and disability, to better understand and address any compounded inequalities. These insights will guide targeted measures to promote fair progression and pay for all staff groups.

We have taken meaningful steps over the past few years to reduce pay gaps and improve representation, we have:

- Conducted annual analysis of ethnicity and gender pay data to identify trends and target interventions.
- Held career fairs in areas with notable pay gaps, such as medical and dental, to support diverse talent pipelines.
- Promoted inclusive policies, including Flexible Working, Shared Parental Leave, and Hybrid Working.
- Launched a talent and promotion working group to improve career conversations and progression pathways.
- Strengthened recruitment and retention efforts, including monitoring retention rates across all staff groups.
- Facilitated lived experience conversations with ethnically diverse staff to inform action planning.
- Expanded inclusive recruitment and talent management through training programmes and new toolkits.

We propose to take further action in 2025/26 to reduce our ethnicity pay gap:

| No. | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | When          | Re-viewed |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|
| 1   | We will strengthen our approach to improving data quality and reducing ethnicity non-disclosure rates from 7% to 5% by implementing targeted communication strategies. This will include tailored awareness campaigns, focused messaging around the importance of self-reporting, and manager briefings to support conversations at team level. These efforts will enhance the accuracy of our ethnicity pay gap reporting and enable more informed, targeted action to address disparities.                                                             | Q2 2026       | Quarterly |
| 2   | The Trust will undertake a focused analysis of career progression pathways for Black staff and other underrepresented ethnic groups to identify and address barriers to advancement. This will involve using internal workforce data and gathering staff feedback through focus groups and surveys. The aim is to identify at least three key barriers and develop a targeted action plan to address them. This work supports equitable access to senior roles and aligns with the Trust's inclusion priorities.                                         | By March 2026 | Quarterly |
| 3   | The Trust will expand access to leadership development programmes to support the progression of ethnically diverse staff. This will include partnering with internal learning and development teams and system partners to tailor outreach and support mechanisms. The goal is to ensure that at least 30% of programme participants are from ethnically diverse backgrounds, promoting greater representation in higher pay bands. This initiative aligns with the Trust's commitment to inclusive talent development and equitable career progression. | By June 2026  | Quarterly |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                 |               |          |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------|
| 4 | The Trust will continue to publish annual reports on ethnicity, gender and disability pay gaps and pay quartile distribution, incorporating year-on-year comparisons and progress against targets. Existing analytics tools and reporting frameworks will be used to support this process. To strengthen the analysis, gender and disability data will be overlaid to enable a more intersectional understanding of pay equity. | November 2026 | Annually |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------|

## 7. Definitions, assumptions, and scope

This report contains all employee data extracted from the Dudley Group Electronic Staff Record system (ESR) snapshot as of 31 March 2025. Therefore, the reporting period covers 2025/2026 as per government guidance.

The hourly rate is calculated using base pay, allowances, and bonus pay (where applicable).

| Table 1 – Definitions       |                                                                                                                                    |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pay Gap</b>              | Difference in pay between groups.                                                                                                  |
| <b>Mean Gap</b>             | Difference between the mean (1) hourly rate for ethnically diverse and white employees.                                            |
| <b>Median Gap</b>           | Difference between the median (2) hourly pay rate for ethnically diverse and white employees.                                      |
| <b>Quartile proportions</b> | Proportions of ethnically diverse and white employees in the lower, lower middle, upper middle, and upper quartiles (3) pay bands. |
| <b>Equal pay</b>            | Being paid equally for the same/similar work.                                                                                      |

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(1) Mean the sum of the values divided by the number of values.

(2) Median is the middle value in a sorted list of values. For example, it is the middle value of the pay distribution, such that 50% of people earn more than this and 50% earn less than the median.

(3) Quartile is the value that divides a list of numbers into quarters.