



Equality, Diversity and Inclusion

Annual Report 2025-2026



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1. Introduction

We are delighted to present the University Hospitals Tees (UHT) Equality, Diversity and Inclusion Annual Report 2025/26, highlighting the collective progress, achievements and priorities across North Tees and Hartlepool NHS Foundation Trust and South Tees Hospitals NHS Foundation Trust.

At University Hospitals Tees, equality, diversity and inclusion are fundamental to delivering outstanding care and creating a culture where everyone can succeed. They underpin our values, shape our decision-making and influence how we support our patients, colleagues and communities.

Throughout 2025/26, we have continued to strengthen our approach to inclusion, building on our commitment to create an environment where differences are valued, opportunities are equitable, and every individual feels a genuine sense of belonging.

While we are proud of the progress achieved across our Trusts, we recognise that there is still more to do to address the inequalities that continue to affect both workforce experience and health outcomes.

As one of the region's largest healthcare providers, we have a responsibility to champion fairness, challenge barriers and drive meaningful change.

We remain focused on fostering a culture that is compassionate, respectful and inclusive, ensuring that the voices of our colleagues, patients and communities inform our actions and priorities.

This Annual Report highlights the work undertaken during the period 1 April 2025 to 31 March 2026, providing an overview of our

equality, diversity and inclusion activity, achievements and workforce equality monitoring data. It reflects our ongoing commitment to meeting our statutory responsibilities while embedding inclusion as a core part of how we operate and serve our communities.

Addressing inequality requires sustained effort, collaboration and accountability. We will continue to listen, learn and take action to create a workplace and healthcare environment where everyone has the opportunity to thrive and achieve their full potential.

I hope you find this report informative and insightful, and that it demonstrates the importance of equality, diversity and inclusion in shaping the future of University Hospitals Tees.



Rachael Metcalf
Group Chief People Officer

University Hospitals Tees (UHT) is proud to serve a population of more than one million. Working alongside our health, care and community partners, we are committed to delivering high-quality services that improve outcomes, enhance experiences and support healthier communities for the future.

Creating an organisation where fairness, respect and opportunity are embedded in everything we do remains a key priority. Equality, Diversity and Inclusion (EDI) are not standalone initiatives; they are fundamental principles that shape the way we care for our patients, support our colleagues and engage with the communities we serve. We believe that everyone should have access to services that meet their individual needs and enable them to achieve the best possible outcomes.

Our workforce is one of our greatest strengths. The diversity of backgrounds, experiences and perspectives across our organisation enriches the care we provide and helps us better understand the needs of our population. We are committed to fostering a culture where every colleague feels welcomed, respected and able to contribute fully, with equitable opportunities for development, progression and success.

While significant progress has been made, we recognise that inequalities continue to exist within healthcare and the workplace. Understanding where disparities occur and taking meaningful action to address them remains a central focus of our EDI programme. This includes recognising the different and sometimes overlapping factors that can influence an individual's experience, opportunities and outcomes.

Through our continued commitment to the NHS Equality Delivery System (EDS) and wider inclusion initiatives, we are working to strengthen accountability, improve representation and drive sustainable change. Our ambition is to create an environment where diversity is celebrated, inclusion is actively promoted and all individuals feel a genuine sense of belonging.

The insights gained from workforce, patient and community engagement continue to guide our priorities and inform our approach. By listening to the experiences of those who work in, access and support our services, we can identify opportunities for improvement and ensure our efforts are focused where they will have the greatest impact.

A workforce that reflects the communities it serves is essential to delivering outstanding care. By attracting, developing and retaining talented people from all backgrounds, we can build a stronger, more innovative organisation that is better equipped to meet the needs of our diverse population.

Together, we remain committed to creating a healthcare system where equity is embedded, diversity is valued and inclusion is experienced by all.

Inclusive and equitable leadership

Effective leadership and governance are fundamental to advancing the Equality, Diversity and Inclusion (EDI) agenda across University Hospitals Tees. Strategic oversight is provided by the Group Executive Board and Directors, with operational leadership and delivery supported through the People Services and Nursing and Patient Safety Directorates.

We are committed to creating a workplace where colleagues feel confident and supported to share their views, raise concerns and influence positive change. A range of engagement and feedback mechanisms are available, including the Freedom to Speak Up Service, NHS Staff Survey, pulse surveys, staff networks, line management discussions, staff-side representatives and People Services teams. These channels provide valuable insight into the experiences of our workforce and help inform continuous improvement.

Promoting a culture of openness, respect and inclusion remains a key priority. We encourage colleagues at all levels to work collaboratively with leaders to identify opportunities for improvement and to help shape services, working environments and practices that are safe, inclusive and responsive to the needs of both staff and patients.

Equality, Diversity and Inclusion is a dedicated priority within our People Plan; however, its principles extend far beyond a single workstream. EDI is embedded throughout our organisational strategies and objectives, ensuring that consideration of equity, fairness and inclusion underpins decision-making across all areas of the Group and supports the diverse communities we serve.

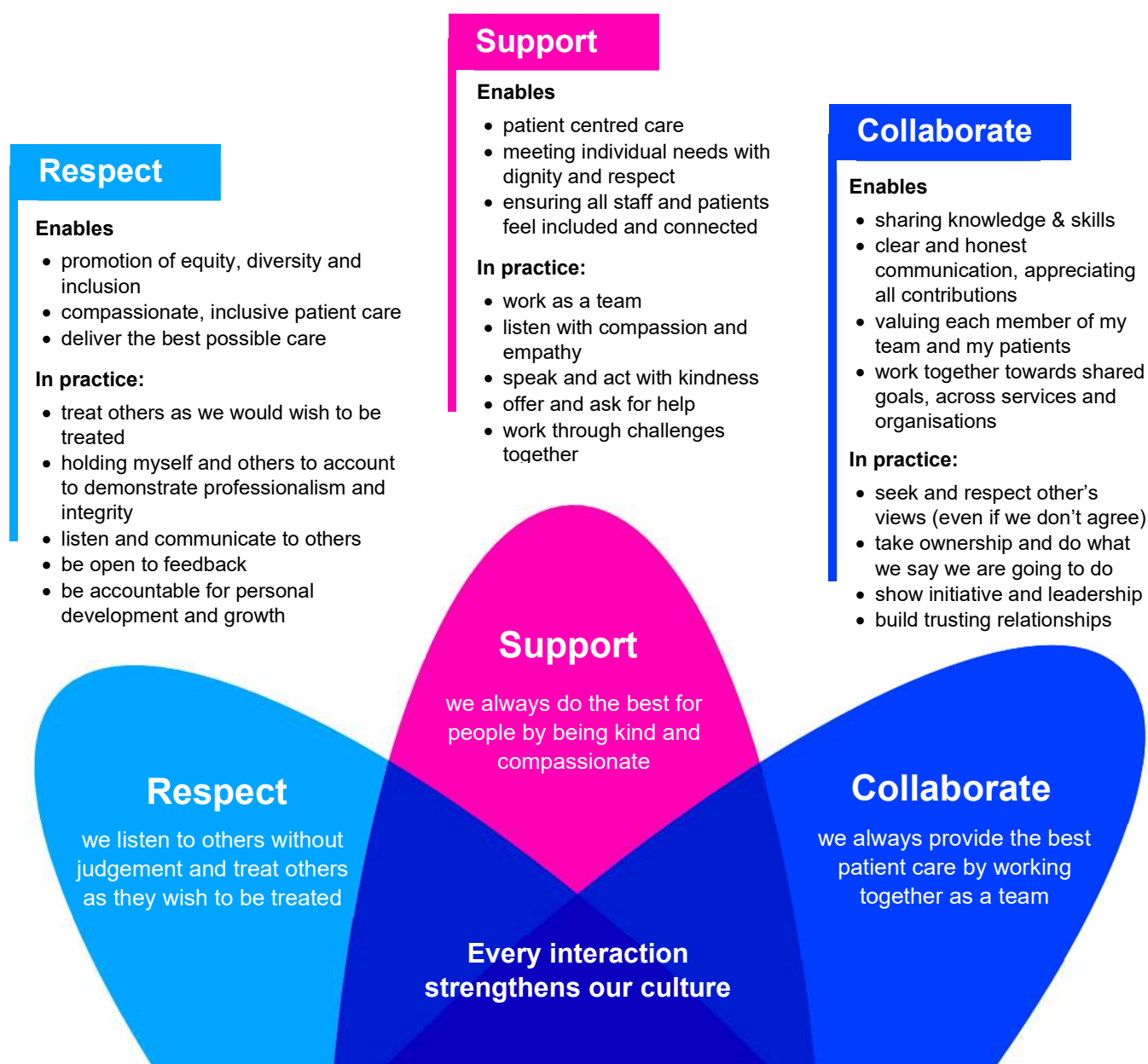
A clear governance framework ensures oversight, accountability and progress against our EDI ambitions. The EDI Steering Group provides leadership and assurance through reporting to the People Committee, while the Experience of Care Council reports to the Safe and Effective Strategic Group, which in turn provides assurance to the Quality Committee. Together, these governance arrangements support the effective delivery of our EDI objectives and reinforce our commitment to building a truly inclusive organisation.

2. Our Values

At University Hospitals Tees, our values reflect the collective voice of our organisation, having been shaped through extensive engagement with more than 6,000 colleagues across our Trusts. These values define who we are, guide how we work together and underpin our commitment to delivering high-quality, compassionate care.

Our shared values are to Respect, Support and Collaborate in order to provide the very best care and experience for our patients, service users and communities. They set clear expectations for how we interact with one another and create an environment where everyone feels valued, included and empowered to contribute.

Recognising that values must be demonstrated through actions as well as words, we have introduced our Values into Action Framework. This framework translates our values into clear behaviours and practical ways of working, helping colleagues to embed them in everyday practice. By bringing our values to life, we can strengthen our culture, enhance teamwork and continue to improve outcomes and experiences for both our patients and our workforce.



3. We are the NHS: People Plan

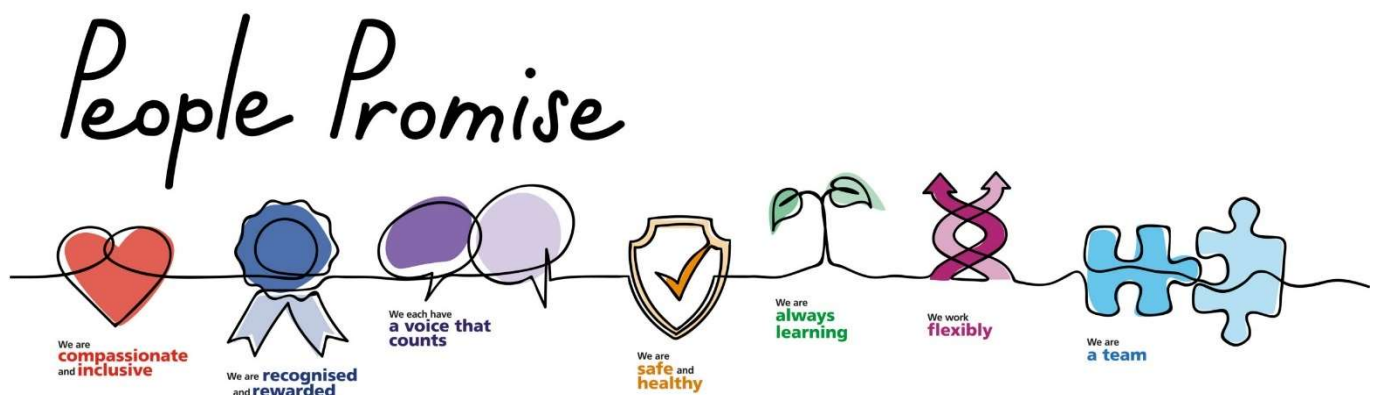
The NHS People Plan aims to have more people, working differently, in a compassionate and inclusive culture within the NHS.

To achieve its ambitions, the NHS People Plan sets out specific actions within six areas:

- Responding to new challenges and opportunities
- Belonging in the NHS
- Growing for the future
- Looking after our people
- New ways of working and delivering care
- Supporting our people now and for the long term

The plan also includes Our People Promise, which outlines behaviours and actions that staff can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

Our kind, and inclusive culture underlines how we operate. We want all of our people to feel like they belong, and that University Hospitals Tees is a great place to work.



4. NHS Standards

The 10 Year Health Plan committed to developing a set of staff standards to build on the People Promise and further improve staff experience in the NHS.

The NHS Staff Standards set national minimum employment requirements to improve staff experience, outlining employer actions and what staff can expect, focussing specifically on six areas:

- line management (including how to best support line managers)
- health and wellbeing (physical environment, rest spaces, and occupational health and wellbeing support)
- preventing and reducing violence against staff
- championing sexual safety
- tackling racism
- promoting flexible working

Developed collaboratively by the Department of Health and Social Care (DHSC) and NHS England, with contributions and engagement from employers and staff representatives through the Social Partnership Forum, the standards set a clear national requirement for what staff should be able to expect at work - no matter which organisation they work for.

The staff standards will work alongside and complement the NHS People Promise, providing a clear framework for employers to focus on and through which they will be measured. These will be introduced during 2026-2027 reporting period

5. Staff Networks

Equality, diversity and inclusion are fundamental to creating a workplace where everyone feels valued, respected and able to contribute. Our staff networks continue to play a vital role in helping us understand the experiences of our colleagues, champion inclusion and drive positive change across the organisation.

During the past year, the Cultural Development Team has worked closely with our staff networks to strengthen the support available to network leads and members, helping them to maximise their impact and continue their important work. This partnership has enabled greater collaboration, shared learning and increased opportunities for networks to influence organisational priorities.

A significant development this year has been the opportunity for network representatives to meet directly with members of the Senior Leadership Team. These discussions have helped to strengthen relationships, raise awareness of key issues affecting staff and ensure that the voices of our networks are heard at a strategic level. Building on this, work is underway to align each network with an Executive Sponsor, providing additional support, visibility and advocacy for the networks and recognising the important contribution they make to the organisation. The Cultural Development Team, alongside network members, also supported our Festival of Health and Wellbeing. The event provided a valuable opportunity to promote the staff networks, raise awareness of initiatives such as the See Me First Campaign, and engage colleagues in conversations about the benefits of a

diverse, equitable and inclusive workplace. The networks shared how their work supports colleague wellbeing, belonging and representation, while helping to create an environment where everyone can thrive.

Another positive development has been the increasing collaboration between networks across the Tees. By working more closely together, the networks are identifying shared priorities, supporting one another's events and initiatives, and strengthening their collective impact across the organisation.

We are also delighted to welcome our newest staff network, the Armed Forces Network, which was established this year. The network will provide support and connection for colleagues with Armed Forces links, including veterans, reservists, military families and supporters, while helping to ensure their experiences and perspectives are represented within the organisation. Our staff networks continue to make a meaningful difference, from influencing organisational development and supporting awareness campaigns to creating safe spaces for colleagues to connect, share experiences and feel a sense of belonging. We look forward to continuing to support their growth and impact in the year ahead.

Our Equality, Diversity and Inclusion Network Leads



Matthew Harper
LGBTQ+ Lead



Alison Kerr
LGBTQ+ Lead



Jinu Paul
Race Equality Lead



Summaya Hussain
Race Equality Lead



Uzmar Anwar
Race Equality Lead



Sushil Munakhya
Race Equality Lead



Lovemore Mahachi
Race Equality Lead



Alexander Binoy
Interfaith and Culture Lead



Lisa Opala
Interfaith and Culture Lead



Julia Frost
Menopause Lead



Natasha McManus
Women's Lead



Victoria Richardson
Childless not by Choice Lead



Marco Picone
Armed Forces Lead



Paul Wharton
Volunteers Lead



Kendra Taylor
Carers Lead



Kristopher Bell
Disability Lead



Sharon Ollivier
Disability Lead



Seb Kazemi
Men's Lead



Helen Keen
Neurodiversity Lead

6. Public Sector Equality Duty (PSED)

The Equality Act 2010 outlines the nine personal characteristics that are protected by law. It highlights behaviour that is unlawful and sets out our role as a public sector organisation.

The aim of the act is to help Britain become a fairer society, improve public services, and help business perform well. Section 149 (1) of the Equality Act (2010) imposes a duty on 'public authorities' and other bodies when exercising public functions to have due regard for the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between persons who share a relevant Protected Characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant Protected Characteristic and persons who do not share it.
- In addition to the general duty, the PSED sets out specific duties that require public bodies to publish equality information annually and to set and publish equality objectives at least every four years.
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In support of the effective delivery of the equality duties of the Equality Act 2010 and the Public Sector Equality Duties (PSED), there are other mandatory requirements for the group as an NHS organisation. These include:

- NHS Standard Contract (SC13 Equity of Access, Equality and Non-Discrimination) compliance of which is regulated and monitored by the Care Quality Commission (CQC)
- Workforce Race Equality Standard (WRES)
- Workforce Disability Equality Standard (WDES)
- Gender Pay Gap (GPG) reporting
- Equality Delivery System (EDS22)
- Accessible Information Standard (AIS)
- Sexual Orientation Monitoring Standard (SOM)

This annual report serves as evidence of our compliance with the PSED for the reporting period 2025–2026. It outlines the actions we have taken to meet our legal obligations and illustrates how equality, diversity, and inclusion are embedded in our work.

7. Equality Delivery System 2022

The Equality Delivery System (EDS) remains a key framework for driving equality, diversity and inclusion across the NHS. It provides a structured approach for organisations to assess their performance, identify areas for improvement and strengthen accountability in partnership with patients, staff, trade unions and local communities.

At its core, the EDS supports meaningful engagement and evidence-based evaluation, enabling organisations to better understand the experiences of different groups and to take action where inequalities exist. Through open dialogue and shared learning, it helps to identify both areas of good practice and opportunities for further development.

The framework aligns with the requirements of the Equality Act 2010 and supports NHS organisations in meeting their Public Sector Equality Duty (PSED). In doing so, it encourages the collection and analysis of qualitative and quantitative evidence to improve outcomes for people with protected characteristics and other underrepresented groups.

The current version of the EDS is organised around three domains: **Commissioned or Provided Services, Workforce, and Leadership**. The framework promotes a collaborative assessment process, bringing together stakeholders to review evidence, evaluate performance against agreed outcomes and determine organisational ratings.

University Hospitals Tees successfully implemented EDS 2022/23 and has

continued to embed the framework across both Trusts. Annual reviews remain an important part of our approach to monitoring progress, strengthening accountability and ensuring that equality considerations are fully integrated into decision-making and service improvement.

The assessment outcomes for all three domains are summarised in the following table and reflect extensive engagement and consultation with our stakeholders.

Following the 2025/26 assessment process, both organisations have achieved an overall rating of Developing. This rating recognises the progress made to date and highlights areas where strong foundations are already in place.

There are a number of measures where performance is already aligned to higher EDS standards, demonstrating the positive impact of ongoing inclusion initiatives across our organisations. Building on this progress, we have identified clear priorities and actions that will support further advancement ahead of the next annual review. We remain committed to continuous improvement and are confident in our ability to achieve many of the higher-level requirements in the coming year.

Equality Delivery System 2022

Domain 1: Commissioned or provided services	North Tees and Hartlepool 2025/26	South Tees 2025/26
1A Patients (service users) have required levels of access to the service.	Achieving Activity 2 points	Achieving Activity 2 points
1B Individual patients (service users') health needs are met.	Developing Activity 1 point	Developing Activity 1 point
1C When patients (service users) use the service, they are free from harm.	Achieving Activity 2 points	Achieving Activity 2 points
1D Patients (service users) report positive experiences of the service.	Achieving Activity 2 points	Achieving Activity 2 points
2A When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions.	Achieving Activity 2 points	Achieving Activity 2 points
2B When at work, staff are free from abuse, harassment, bullying and physical violence from any source.	Achieving Activity 2 points	Achieving Activity 2 points
2C Staff have access to independent support and advice when suffering from stress, abuse, harassment and physical violence from any source.	Achieving Activity 2 points	Achieving Activity 2 points
2D Staff recommend the organisation as a place to work and receive treatment.	Developing Activity 1 point	Developing Activity 1 point
3A Board Members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities.	Achieving Activity 2 points	Achieving Activity 2 points
3B Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed.	Achieving Activity 2 points	Achieving Activity 2 points
3C Board members, system and senior leaders (Band 9 and VSM) ensure levers are in place to manage poor performance and monitor progress with staff and patients.	Achieving Activity 2 points	Achieving Activity 2 points

8. Workforce Race Equality Standard

The Workforce Race Equality Standard (WRES) was introduced as part of the NHS Standard Contract in 2015 and seeks to tackle one particular aspect of equality – the consistently less favourable treatment of those who identify themselves as Black, Asian or from a Minority Ethnic background.

The WRES consists of nine metrics which consider the fairness of how BAME staff are treated. Trusts must report on the metrics annually and implement an action plan to address any disparities highlighted by the information, in an attempt to try and close the gap between the experiences of BAME staff as compared to White staff.

A summary of the results for both organisations for 2025/26 is shown in the tables below. The baseline data has been extracted and calculated to determine a response to each of the nine WRES indicators.

WRES indicator – North Tees and Hartlepool		2021	2023	2024	2025	2026
1 Percentage of BME staff	Overall	11.4%	12.8%	14.33%	16.06%	16.50%
	VSM	0%	0%	0%	0%	0%
2 Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants		1.43	2.12	2.40	2.96	2.54
3 Relative likelihood of BME staff entering the formal disciplinary process compared to white staff		0.88%	0.78%	0.99%*	0.64%	0.67%
4 Relative likelihood of white staff accessing non-mandatory training and continuous professional development compared to BME staff		0.96%	1.1%	0.91%	0.84%	0.78%
5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	BME	34.9%	30.7%	28.3%	33.9%	32.7%
	White	26.2%	24.8%	21.8%	21.2%	22.6%
6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	BME	30.1%	26.9%	22.8%	22.4%	23.0%
	White	18.7%	16.6%	16.1%	16.9%	17.7%
7 Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion	BME	48.2%	48.1%	50.6%	47.6%	47.6%
	White	64.8%	64.9%	63.7%	58.4%	56.6%
8 Percentage of staff personally experiencing discrimination at work from a manager, team leader or other colleagues	BME	16.8%	12.6%	13.7%	15.4%	16.3 %
	White	5.2%	4.7%	5.2%	4.7%	4.7%
9 BME Board membership	BME	7.1%	6.3%	0%	0%	0%

*Remains a positive indicator as 1.00 would indicate equal experience of both White and BME Staff

WRES indicator – South Tees		2022	2023	2024	2025	2026
1 Percentage of BME staff	Overall	10%	11.4%	12.8%	13.8%	14.89%
	VSM	-	-	14.3%	0%	0%
2 Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants		1.6	1.52	1.86	2.62	2.14
3 Relative likelihood of BME staff entering the formal disciplinary process compared to white staff		1.27%	0.80%	0.78%	1.37%	0.90%
4 Relative likelihood of white staff accessing non-mandatory training and continuous professional development compared to BME staff		0.98%	1.08%	0.99%	1%*	0.88%
5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	BME	26.7%	28.8%	23%	24.4%	30.4%
	White	23.9%	24.8%	22%	21.9%	22%
6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	BME	28.6%	32.9%	30.1%	28.3%	32.3%
	White	21.55%	22.2%	20.6%	24.3%	21.8%
7 Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion	BME	48.2%	43.3%	43.5%	49.6%	45.2%
	White	58.2%	58.4%	58.7%	57.8%	53.1%
8 Percentage of staff personally experiencing discrimination at work from a manager, team leader or other colleagues	BME	19.9%	20.4%	20%	19.7%	18.3%
	White	5.8%	5.8%	6.2%	7.1%	7.6%
9 BME Board membership	BME	-9.6%	-10.0%	-13.0%	-3.0%	11.1%

*Remains a positive indicator as 1.00 would indicate equal experience of both White and BME Staff

The WRES action plan is currently being developed for 2026. Some of the actions we are reviewing include embedding the UHT Anti-Racism Charter across the organisation to support our commitment to creating an inclusive and equitable workplace.

We will continue to support and develop our staff networks, ensuring that the voices and experiences of colleagues from global majority backgrounds are actively heard and play a central role in shaping initiatives that improve the overall staff experience.

In addition, executive sponsorship will be assigned to all staff networks, providing visible leadership, strengthening accountability, and ensuring that network priorities are championed at a strategic level across the organisation.

9. Workforce Disability Equality Standard

The NHS Workforce Disability Equality Standard (WDES) is designed to improve workplace experience and career opportunities for Disabled people working, or seeking employment, in the National Health Service (NHS). The WDES follows the NHS Workforce Race Equality Standard (WRES) as a tool and an enabler of change.

The WDES first came into force on 1 April 2019 as part of the NHS Standard Contract and consists of ten specific metrics which consider the fairness of how disabled staff feel they are treated by the organisation. NHS Organisations are required to report on the metrics annually and the information obtained is used to implement local action plans to address any disparities in the metrics and to demonstrate progress against the indicators of disability equality.

A summary of the results for both organisations for 2025/26 is shown in the tables below. The baseline data has been extracted and calculated to determine a response to each of the ten WDES indicators.

WRES indicator – North Tees and Hartlepool			2022	2023	2024	2025	2026
1	Percentage of staff with a disability or long term health condition	Overall	3%	4%	4.9%	6.3%	6.7%
2	The relative likelihood of disabled staff being appointed from shortlisting compared to non-disabled staff		0.98	1.25	0.90	0.98*	0.99*
3	The relative likelihood of disabled staff entering the formal capability process compared to non-disabled staff		0%	0%	0%	0%	1.75
4a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	With	28.6%	30.7%	28.1%	26%	28.0%
		Without	26.3%	23.5%	20.1%	21.1%	21.8%
4b	Percentage of staff experiencing harassment, bullying or abuse from manager in the last 12 months	With	14.2%	12.5%	10.5%	12.2%	10.4%
		Without	7.6%	6.3%	5.1%	4.9%	5.6%
4c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	With	19.9%	23.2%	21.1%	19.6%	20.3%
		Without	13.3%	12.7%	11.9%	12%	12.8%
4d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	With	46.2%	53.2%	50.3%	50.8%	47.1%
		Without	47.3%	48.1%	49.3%	50.2%	48.7%
5	Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion	With	57.6%	57.3%	55.6%	53.3%	47.8%
		Without	65.5%	65.3%	64.8%	58.7%	57.9%
6	Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	With	27.8%	26.9%	26.7%	26.8%	26.0%
		Without	21%	18%	15.8%	14.3%	15.4%
7	Percentage of staff satisfied with the extent to which their organisation values their work	With	37.4%	34.6%	36.3%	35.5%	32.0%
		Without	47.6%	48.4%	50.8%	48.8%	46.1%
8	Percentage of staff with a long-lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work	With	74.1%	72.9%	73.3%	74.3%	74.3%
9	Staff engagement score (0-10)	With	6.6%	6.6%	6.6%	6.5%	6.2%
		Without	7.1%	7.2%	7.1%	7.1%	6.9%
		Overall	6.9%	7%	6.9%	6.9%	6.7%
10	Disabled/LTC Board membership		7.1%	0%	3%	0%	4%

WRES indicator – South Tees			2022	2023	2024	2025	2026
1	Percentage of staff with a disability or long term health condition	Overall	3.5%	4.6%	4.9%	6.3%	6.9%
2	The relative likelihood of disabled staff being appointed from shortlisting compared to non-disabled staff		1.58	1.31	1.3	1.76	1.32
3	The relative likelihood of disabled staff entering the formal capability process compared to non-disabled staff		0	0	0	8.4	15.5
4a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	With	27.15%	28.9%	26.3%	28.2%	27.5%
		Without	23.2%	23.7%	20.5%	19.6%	20.8%
4b	Percentage of staff experiencing harassment, bullying or abuse from manager in the last 12 months	With	14.4%	13.9%	10.4%	13.9%	13.5%
		Without	8.7%	7.8%	8.6%	9.6%	6.7%
4c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months	With	24.5%	25.2%	23%	27.7%	26.3%
		Without	15.2%	17.1%	16%	16.9%	16.8%
4d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it	With	50.4%	49.4%	49.2%	52.6%	48.2%
		Without	42.3%	45.5%	48.1%	42.2%	46.2%
5	Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion	With	53.5%	51.5%	53.2%	53.1%	44.9%
		Without	58.4%	59%	58.6%	58.4%	55.3%
6	Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	With	29.9%	26.8%	25%	27.7%	28.5%
		Without	22.8%	19.1%	19.7%	19.4%	18.3%
7	Percentage of staff satisfied with the extent to which their organisation values their work	With	32.7%	34.2%	33.4%	34.1%	27.5%
		Without	40.7%	39.8%	43.4%	42.8%	37.6%
8	Percentage of staff with a long lasting health condition or illness saying their employer has made adequate adjustment(s) to enable them to carry out their work	With	75.6%	69.6%	72.4%	72.6%	70.5%
9	Staff engagement score (0-10)	With	6.6%	6.5%	6.9%	6.4%	6.1%
		Without	7%	6.9%	7%	6.9%	6.7%
		Overall	6.9%	6.8%	6.9%	6.7%	6.5%
10	Disabled/LTC Board membership		-3.3%	-3%	-3%	5%	4%

The WDES action plan is currently being developed for 2026 and will be shared publicly once finalised. Some of the actions we are considering are continuing to increase ESR declaration rates for a clearer understanding of disabled staff needs. In addition, we will undertake a review of capability cases to identify any themes, trends, or learning opportunities relating to disabled employees. This review will help inform future actions and ensure that processes are fair, supportive, and aligned with our commitment to improving workplace experiences and outcomes for disabled staff

10. Gender Pay Gap

The gender pay gap report is intended to show the difference in the average pay between all men and women in a workforce. Our published reports for 2026 (snap shot date 31 March 2025) demonstrate the organisation's compliance with statutory reporting requirements and analyses the figures.

The reports most importantly, highlights the good practice which exists within the organisation and also sets out the actions we intend to take to reduce the gender pay gap for future years.

University Hospitals Tees unequivocally supports fair representation across all levels of the organisation, irrespective of gender.

Our approach to pay is based on the principles of consistency, fairness and transparency, which supports the fair treatment and reward of all staff.

We will continue to promote the activities and good practice that we already undertake, including: undertaking fair and transparent recruitment processes, including values based recruitment; delivery of unconscious bias training and promotion of various leadership and development opportunities which exist across the Trusts.

The Trust's Gender Pay Gap reports are available on our websites and can be found here:

North Tees and Hartlepool:

[Gender pay gap report 2025 - North Tees and Hartlepool NHS Foundation Trust](#)

South Tees:

[Gender pay gap report 2025 - South Tees Hospitals NHS Foundation Trust](#)

Please note the Gender Pay Gap does not relate to equal pay. The Gender Pay Gap is about the difference between male and female employee's average pay within an organisation.

A summary of the results for both Organisations for 2025/26 is shown in the information and below.

North Tees and Hartlepool

- Women's mean (average) hourly pay was 35.7% lower than men's*
- Women's median hourly pay was 21.8% lower than men's – this means they earned 78p for every £1 that men earn when comparing median hourly pay
- Women made up 70.4% of employees in the highest paid quarter, and 89.6% of employees in the lowest paid quarter
- 0.4% of women received bonus pay, compared with 5.3% of men
- Women's bonus pay was 12.2% lower than men's (comparing median bonus pay)

South Tees

- Women's mean (average) hourly pay was 30.4% lower than men's
- Women's median hourly pay was 21.1% lower than men's – this means they earned 79p for every £1 that men earn when comparing median hourly pay
- Women made up 67.8% of employees in the highest paid quarter, and 82.6% of employees in the lowest paid quarter
- 0.3% of women received bonus pay, compared with 5.4% of men
- Women's bonus pay was 40.7% lower than men's (comparing median bonus pay)

11. Disability and Ethnicity Pay Gap

University Hospital Tees monitors both its disability and ethnicity pay gaps as part of its commitment to equality, diversity and inclusion. Although it is not currently mandated these measures help identify differences in average pay between disabled and non-disabled staff, and between staff from global majority backgrounds and White staff. Pay gap reporting enables the organisation to better understand workforce representation across different pay bands and organisational levels, informing targeted actions to improve equity, career progression opportunities and workforce inclusivity. It is important to note that pay gaps are different from equal pay; they reflect the overall distribution of employees across the organisation rather than differences in pay for the same work.

This analysis supports the organisations ongoing efforts to create a fair and inclusive workplace where all colleagues have equal opportunities to develop, progress and succeed. **A summary of the results for both Organisations for 2025/26 is shown in the information below.**

Disability Pay Gap

North Tees and Hartlepool

- Disabled staff mean (average) hourly pay was 5.27% lower than non-disabled staff.
- Disabled staff median hourly pay was 7.12% lower than non-disabled staff
- Disabled staff made up 5.5% of employees in the highest paid quarter, and 6.8% of employees in the lowest paid quarter
- Due to low levels of employees identifying as disabled we cannot calculate a disability bonus pay gap

South Tees

- Disabled staff mean (average) hourly pay was 11.72% lower than non-disabled staff.
- Disabled staff median hourly pay was 5.45% lower than non-disabled staff
- Disabled staff made up 3.0% of employees in the highest paid quarter, and 8.0% of employees in the lowest paid quarter
- Due to low levels of employees identifying as disabled we cannot calculate a disability bonus pay gap

Ethnicity Pay Gap

North Tees and Hartlepool

- Global Majority staff mean (average) hourly pay was 36.91% more than White staff.
- Global Majority staff median hourly pay was 12.31% more than White staff.
- Global Majority staff made up 21.0% of employees in the highest paid quarter, and 7.0% of employees in the lowest paid quarter
- Global Majority Staff bonus (average) hourly pay was 8.4% lower than White Staff

The median bonus pay is of equal for both Global Majority staff and White staff.

South Tees

- Global Majority staff mean (average) hourly pay was 30.41% more than White staff.
- Global Majority staff median hourly pay was 12.22% more than White staff
- Global Majority staff made up 18.0% of employees in the highest paid quarter, and 7.0% of employees in the lowest paid quarter
- Global Majority Staff bonus (average) hourly pay was 42.13% higher than White Staff

The median bonus pay is of equal for both Global Majority staff and White staff.

12. Health Inequalities

The Health Inequalities Team is dedicated to maximising the positive impact that University Hospitals Tees has on reducing health inequalities across the populations we serve, including our own workforce. Through a strategic and collaborative approach, the team works to identify, understand and address the factors that contribute to unequal health outcomes, experiences and access to care.

Our work is focused on a number of key priorities:

- Developing a deeper understanding of health inequalities through data, insight and engagement.
- Improving access, experience and outcomes for patients and communities who face the greatest health challenges.
- Promoting prevention and early intervention through targeted programmes and initiatives.
- Strengthening partnership working with local authorities, healthcare providers, voluntary sector organisations and community groups.
- Identifying and addressing the wider determinants of health, including social, economic and environmental factors that influence wellbeing.
- Supporting the health and wellbeing of our workforce, recognising the important link between staff wellbeing and high-quality patient care.
- Fulfilling our role as an Anchor Institution, using our influence, resources and employment opportunities to support inclusive economic growth and improve the health and wellbeing of local communities.

By embedding these priorities across our services and decision-making processes, we aim to contribute to sustainable improvements in health outcomes and ensure that everyone has the opportunity to achieve the best possible health and wellbeing

University Hospitals Tees actively monitors health inequalities information including using the Core20PLUS5 approach to ensure patients belonging to different age, gender, deprivation and ethnic groups have fair access to the Trusts health services.

The Board receives an Integrated Performance Report, produced monthly, which provides headline metrics aligned to the NHS Oversight Framework, CQC domains and

local operational plans with trends and commentary. It includes measures of patient safety, clinical effectiveness, performance and access across emergency care, cancer and planned care (including analysis to highlight potential inequalities), workforce key performance indicators and our financial position.

Underpinning the metrics summarised to the Board is information made available to the relevant committees, groups and services. The trusts suite of interactive online reports has grown again this year, becoming more sophisticated and real-time, further supporting organisational leaders to make informed decisions that support high quality patient care.

Key priority areas for next 12 months

For 2026-27, our prioritise are:

- Offer a Board development session on health inequalities
- Implementation of the UHT ‘Improving Population Health and Reducing Healthcare Inequalities Strategy’ e.g, Health inequalities ambassadors training to clinical service units (CSUs)
- Strengthening our Health Inequalities Dashboard and utilising new local analysis (e.g. ethnicity recording by specialty, community services data) or planned national data releases (e.g. updated trust catchment populations) to identify opportunities identify opportunities to increase equity or target interventions
- Effective implementation and evaluation of ongoing priority health inequalities work (including securing long-term funding for interventions) – DNA, maternity and A&E - and continued collaboration with organisational partners; and
- Utilising “Key Lines of Enquiry” from the NHS Statement on Health Inequalities to prospectively plan data collection/analysis/improvement, local engagement, action on health inequalities and sharing of information for impact. This includes action through the Health Inequalities Oversight Group membership/forward plan, wider governance/partners and other mechanisms and use of national frameworks to maximise local health equity.

13. Staff Survey

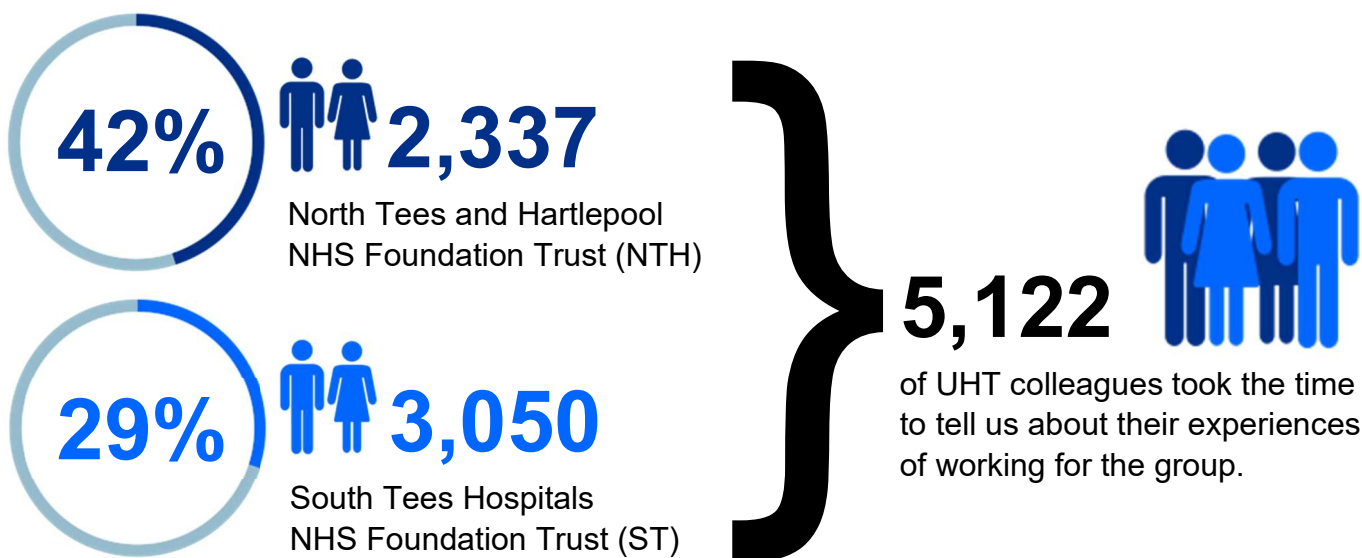
The national staff survey is one of the largest workforce surveys in the world and is carried out every year to improve staff experience across the NHS.

The NHS Staff Survey has been redesigned in recent years to align with the NHS People Promise, providing a robust framework for understanding and improving the experiences of our workforce.

As the primary measure of workforce experience and organisational culture, the survey enables teams and departments to assess progress, identify areas for improvement, and implement targeted actions that support employee engagement, wellbeing and inclusion.

All colleagues were invited to participate in the 2025 Staff Survey, and analysis confirms that the demographic profile of respondents was broadly representative of our workforce population, providing confidence in the reliability and relevance of the findings.

For the 2025 NHS Staff Survey, UHT achieved a response rate of:



Equality, Diversity and Inclusion Responses

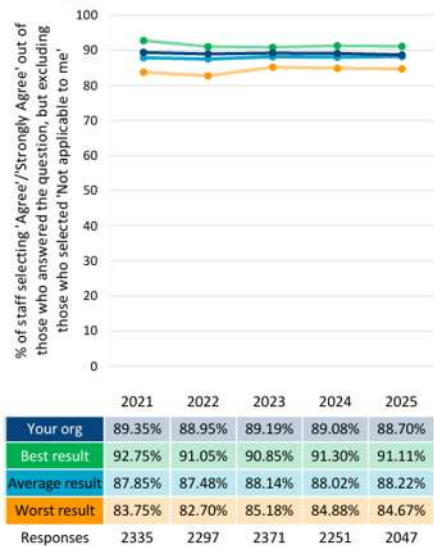
Questions within the staff survey have been aligned to the NHS People Promise to track progress against the ambition to make the NHS the workplace where we all want to be.

Compassionate Culture

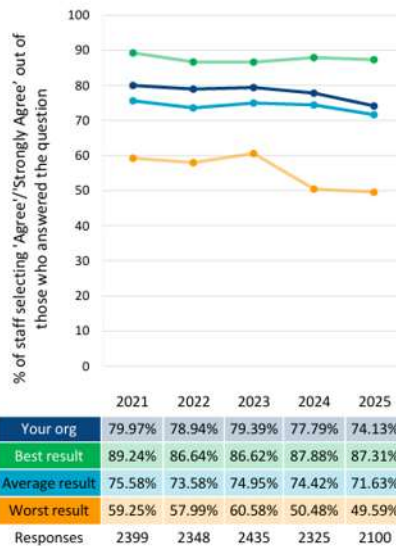
North Tees and Hartlepool



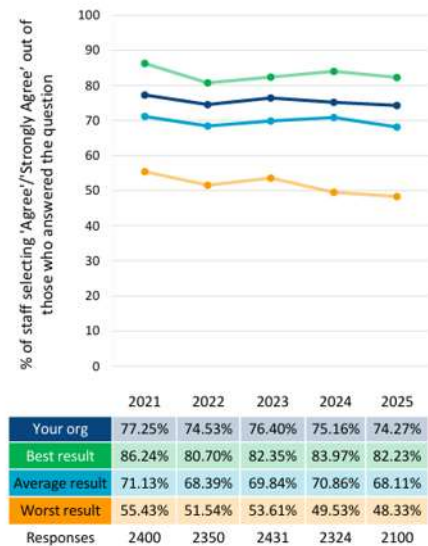
Q6a I feel that my role makes a difference to patients / service users.



Q25a Care of patients / service users is my organisation's top priority



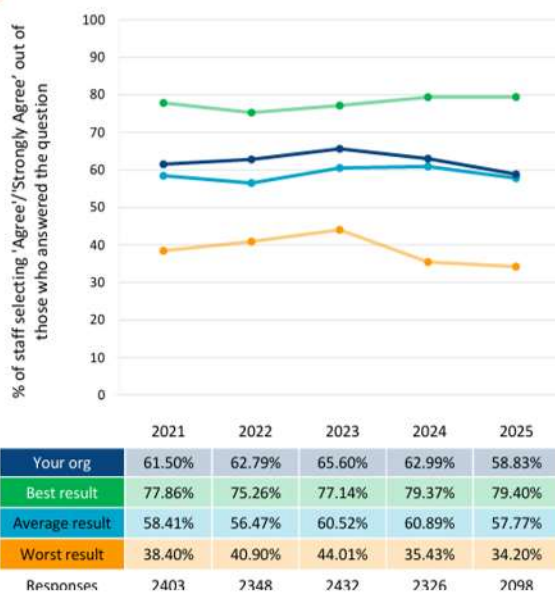
Q25b My organisation acts on concerns raised by patients / service users.



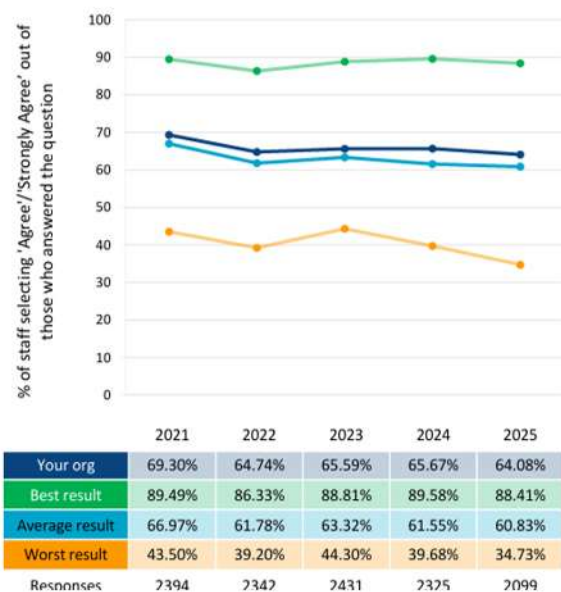
88.7% of colleagues feel that their role makes a difference to patients/service users, 74.4 % of colleagues believe that care of patients/service users is the organisations top priority. 74.2% of colleagues reported that the organisation acts on concerns raised by patients/service.



Q25c I would recommend my organisation as a place to work



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.

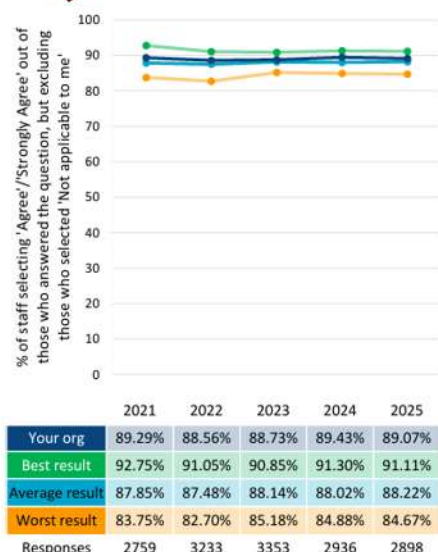


58.8% of staff would recommend the Trust as a place to work and 64.0% would be happy with the standard of care provided to a friend or relative.

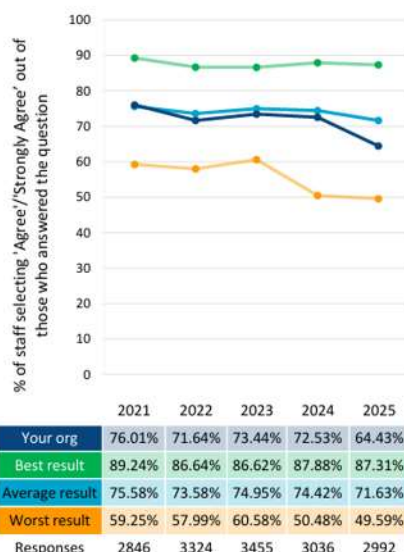
South Tees



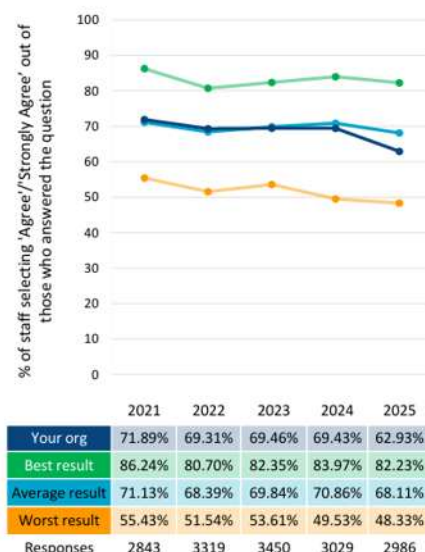
Q6a I feel that my role makes a difference to patients / service users.



Q25a Care of patients / service users is my organisation's top priority



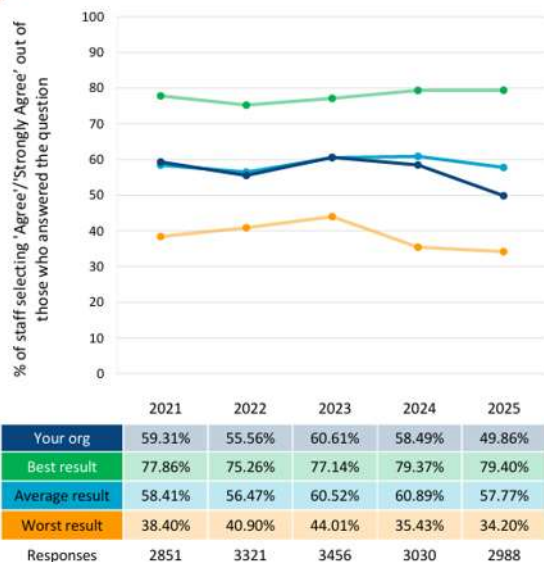
Q25b My organisation acts on concerns raised by patients / service users.



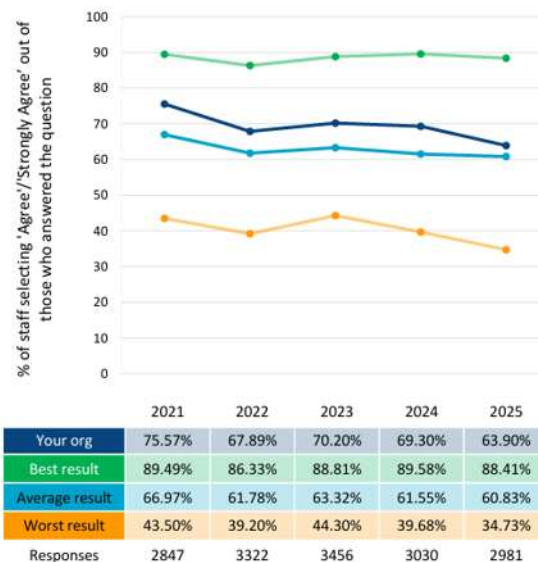
89.07% of colleagues feel that their role makes a difference to patients/service users, 64.4 % of colleagues believe that care of patients/service users is the organisations top priority. 62.9% of colleagues reported that the organisation acts on concerns raised by patients/service.



Q25c I would recommend my organisation as a place to work



Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



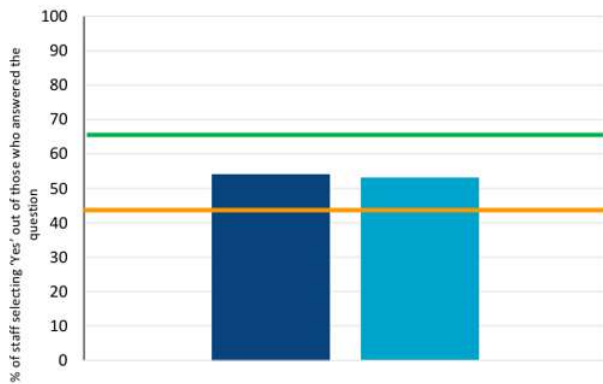
49.8% of staff would recommend the Trust as a place to work and 63.9% would be happy with the standard of care provided to a friend or relative.

Diversity and Equality

North Tees and Hartlepool

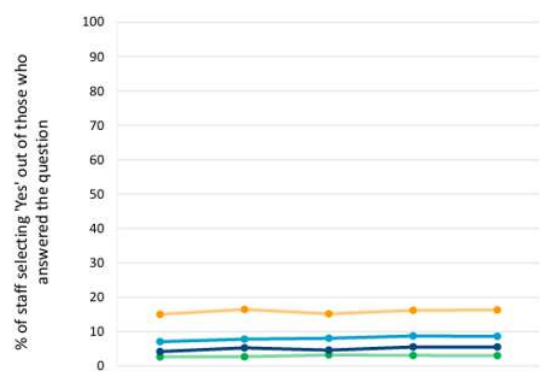


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025	
Your org	54.11%	
Best result	65.57%	
Average result	53.05%	
Worst result	43.72%	
Responses	2094	

Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?

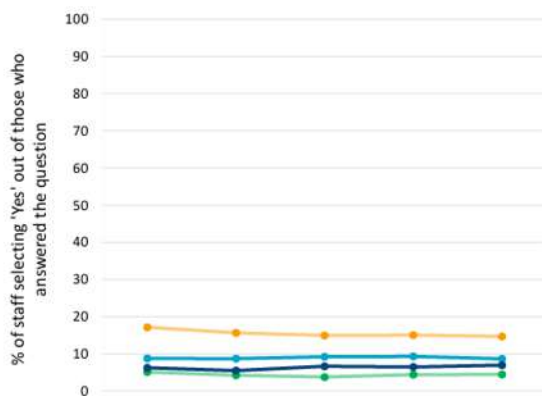


	2021	2022	2023	2024	2025
Your org	4.17%	5.26%	4.60%	5.51%	5.50%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	2397	2349	2428	2320	2092

54.1% of our colleagues believe the organisation acts fairly with regard to career progression/promotion. 5.5% of colleagues reported that they have personally experienced discrimination from patients /service users, their relative or other member of the public.

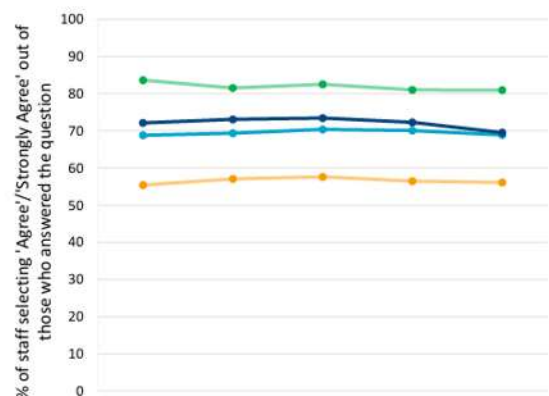


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues



	2021	2022	2023	2024	2025
Your org	6.28%	5.51%	6.67%	6.50%	6.98%
Best result	5.12%	4.25%	3.80%	4.45%	4.46%
Average result	8.81%	8.73%	9.24%	9.33%	8.69%
Worst result	17.16%	15.67%	14.95%	15.07%	14.74%
Responses	2386	2342	2421	2305	2083

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



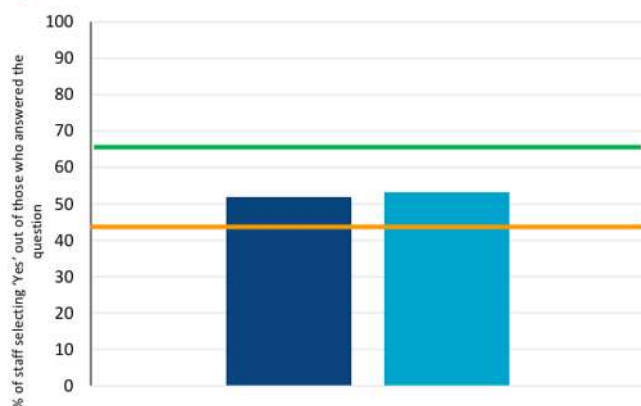
	2021	2022	2023	2024	2025
Your org	72.13%	73.08%	73.44%	72.29%	69.51%
Best result	83.63%	81.52%	82.54%	81.00%	80.94%
Average result	68.80%	69.36%	70.39%	70.09%	68.91%
Worst result	55.41%	57.05%	57.64%	56.48%	56.12%
Responses	2404	2351	2419	2318	2100

6.9% of colleagues have reported that they have experienced discrimination from a manager/team leader or other colleagues (an increase of 0.48% from 2024). 69.5% of colleagues think that the organisation respects individual differences (a decrease of 2.78% since 2024).

South Tees

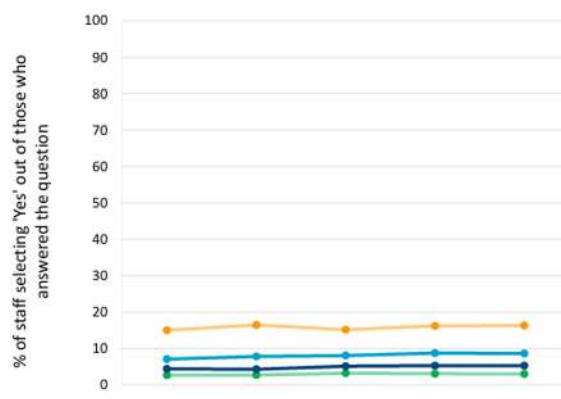


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



2025	
Your org	51.80%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	2979

Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?

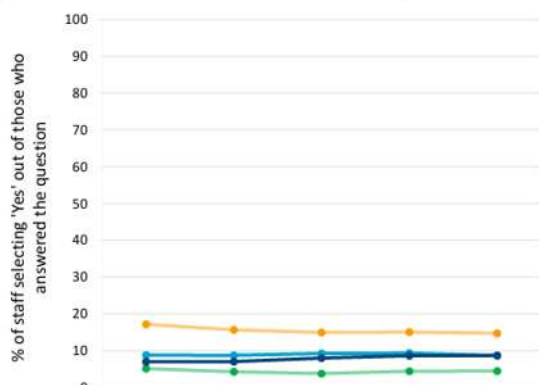


	2021	2022	2023	2024	2025
Your org	4.41%	4.25%	5.12%	5.27%	5.26%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	2858	3323	3446	3023	2988

54.8% of our colleagues believe the organisation acts fairly with regard to career progression/promotion. 5.2% of colleagues reported that they have personally experienced discrimination from patients /service users, their relative or other member of the public.

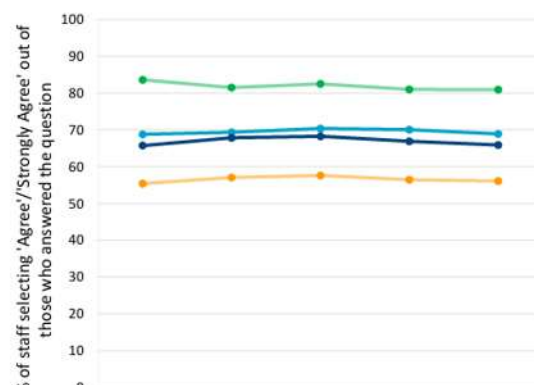


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues



	2021	2022	2023	2024	2025
Your org	7.00%	7.02%	7.97%	8.64%	8.69%
Best result	5.12%	4.25%	3.80%	4.45%	4.46%
Average result	8.81%	8.73%	9.24%	9.33%	8.69%
Worst result	17.16%	15.67%	14.95%	15.07%	14.74%
Responses	2850	3300	3422	3006	2965

Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)



	2021	2022	2023	2024	2025
Your org	65.72%	67.86%	68.28%	66.93%	65.89%
Best result	83.63%	81.52%	82.54%	81.00%	80.94%
Average result	68.80%	69.36%	70.39%	70.09%	68.91%
Worst result	55.41%	57.05%	57.64%	56.48%	56.12%
Responses	2859	3323	3440	3015	2984

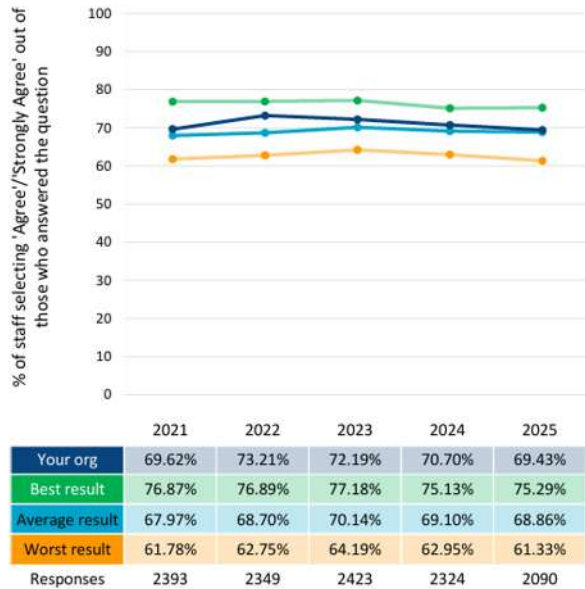
8.6% of colleagues have reported that they have experienced discrimination from a manager/team leader or other colleagues (an increase of 0.05% from 2024). 65.8% of colleagues think that the organisation respects individual differences (a decrease of 1.04% since 2024).

Inclusion

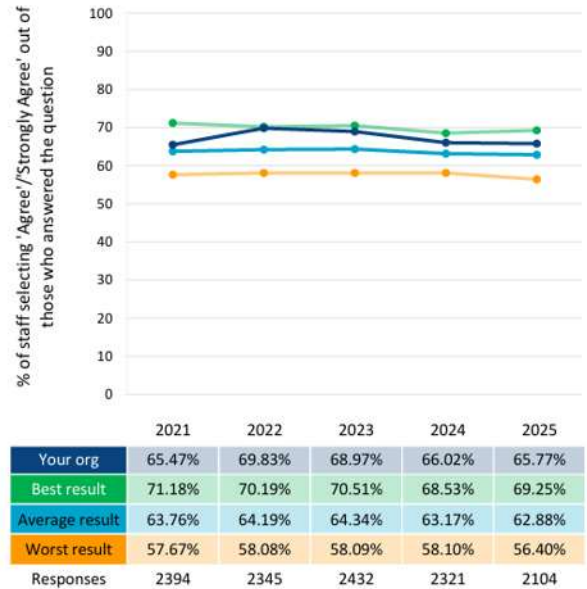
North Tees and Hartlepool



Q7h I feel valued by my team



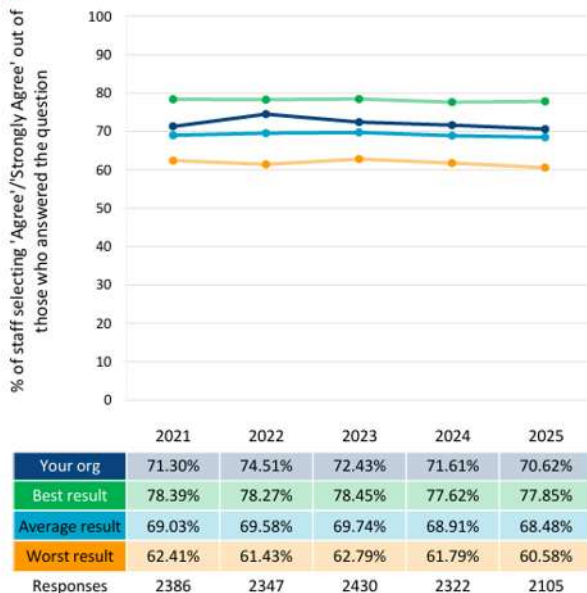
Q7i I feel a strong personal attachment to my team



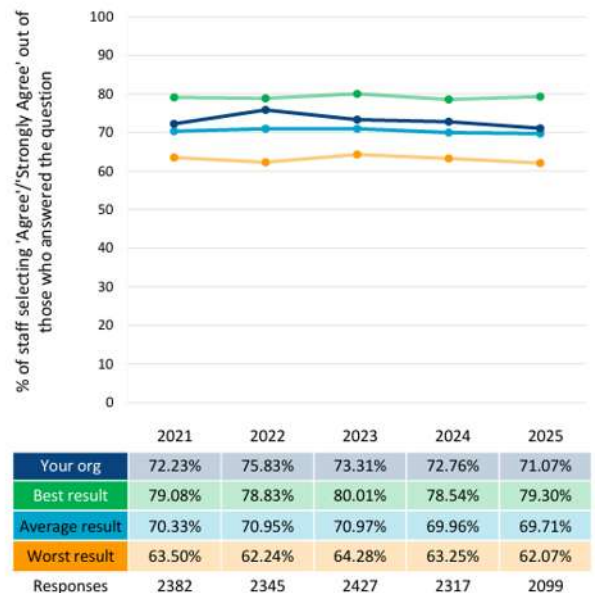
69.4% of colleagues reported that they feel valued by their team and 65.7% feel a strong attachment to their team.



Q8b The people I work with are understanding and kind to one another



Q8c The people I work with are polite and treat each other with respect

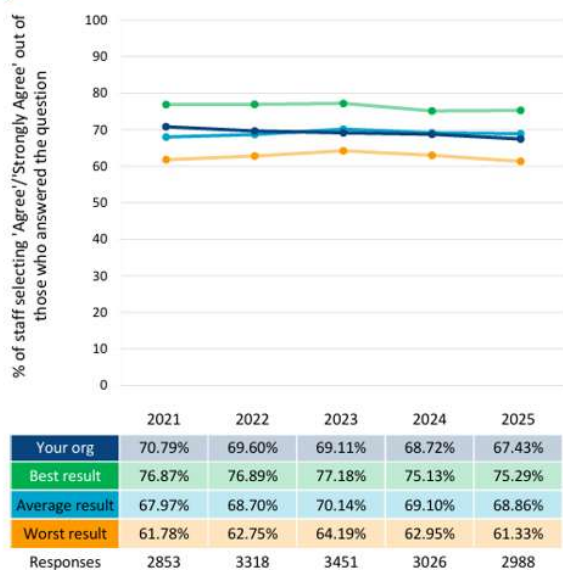


70.6% of colleagues stated that the people they work with are understanding and kind to one another and 71.0% stated that the people they work with are polite and treat each other with respect.

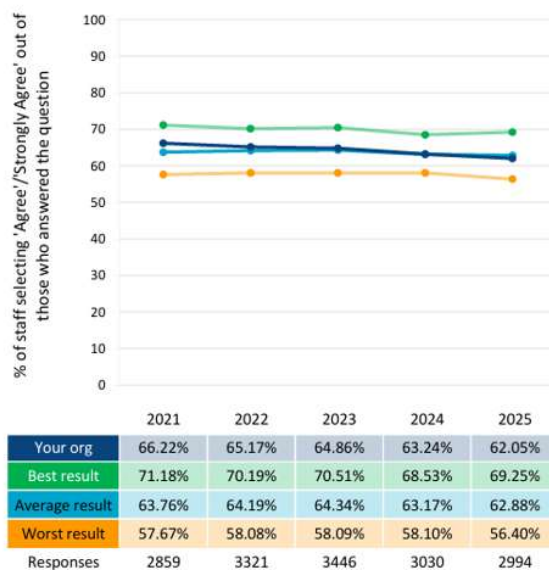
South Tees



Q7h I feel valued by my team



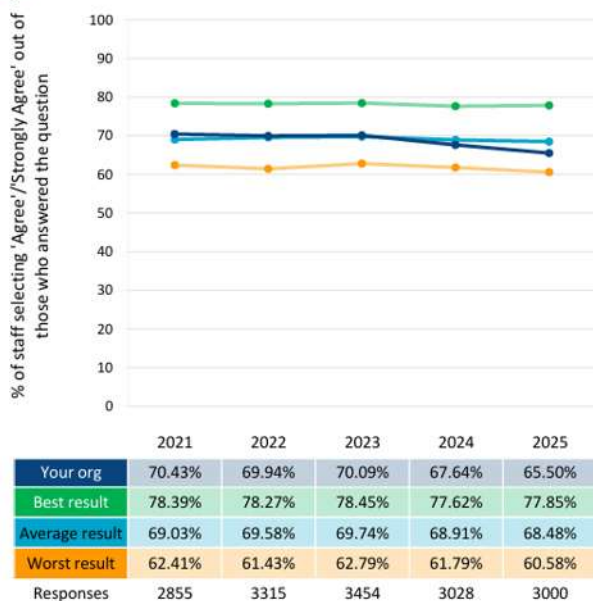
Q7i I feel a strong personal attachment to my team



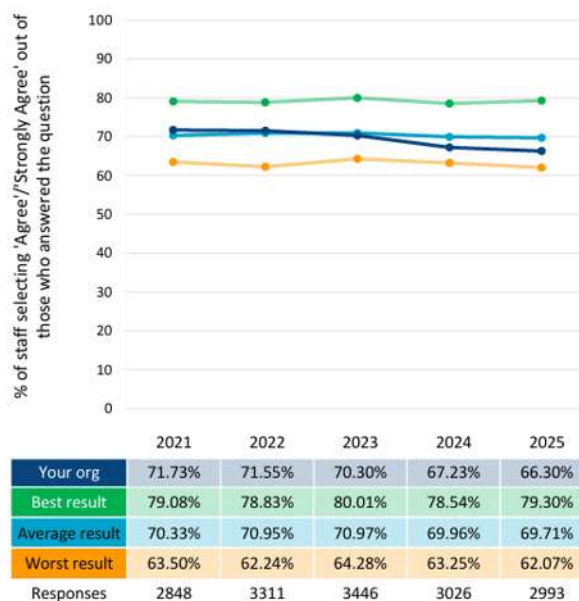
67.4% of colleagues reported that they feel valued by their team and 62.0% feel a strong attachment to their team.



Q8b The people I work with are understanding and kind to one another



Q8c The people I work with are polite and treat each other with respect



65.0% of colleagues stated that the people they work with are understanding and kind to one another and 66.3% stated that the people they work with are polite and treat each other with respect.

Support Our People

As NHS Staff Survey responses are anonymous, it is neither possible nor appropriate to address concerns raised by individual colleagues directly. However, the organisation remains committed to ensuring that all staff are aware of the range of support mechanisms available to them and the various channels through which concerns can be raised safely, confidentially and without fear of detriment.

A comprehensive range of formal and informal support options is available for colleagues who may experience discrimination, bullying, harassment or any other workplace concerns. Alongside the Organisations established workforce policies and procedures for resolving concerns and addressing unacceptable behaviours, staff can access additional sources of guidance and support.

These include the Group's Freedom to Speak Up Guardian and Freedom to Speak Up Champions, who provide independent and confidential support for colleagues wishing to raise concerns. Staff also have access to Occupational Health services, including self-referral pathways and confidential counselling support, ensuring timely access to wellbeing resources when needed.



Creating a culture where colleagues feel safe, valued and empowered to speak up remains a key organisational priority. The Trust is committed to fostering an inclusive and respectful working environment where concerns are listened to, addressed appropriately and used as opportunities for learning and improvement. Through ongoing communication, leadership visibility and promotion of our values, we continue to reinforce the behaviours and standards expected of all staff, ensuring dignity, respect and inclusion remain at the heart of our workplace culture.

14. Sexual Safety

Creating a culture where everyone feels safe, respected and supported at work continues to be a key priority for the Trusts. Over the past year, significant progress has been made in raising awareness of sexual safety, strengthening organisational commitment and ensuring colleagues understand their role in creating safe and respectful working environments.

This year saw the launch of the Organisations' Sexual Safety Policy, providing colleagues with clear guidance on expected behaviours, reporting routes and the support available to anyone experiencing inappropriate behaviour. Alongside the policy, a programme of awareness and engagement activity has been undertaken to help embed understanding and encourage open conversations about sexual safety, dignity and respect.

A key milestone has been the establishment of a network of Sexual Safety Champions. The champions play an important role in promoting awareness, signposting support and acting as visible advocates for safe and respectful workplaces. Through engagement with colleagues, awareness campaigns and conversations within teams, the champions have helped to increase understanding of sexual safety and

encourage colleagues to speak up when concerns arise.

Work to promote sexual safety has also been linked with wider organisational priorities relating to civility and respect, inclusion, wellbeing and psychological safety. By encouraging open dialogue and increasing awareness of inappropriate behaviours and reporting mechanisms, the Trusts are helping to create an environment where colleagues feel confident, they will be listened to and supported.

The progress made during the year demonstrates the Organisations' commitment to fostering safe, inclusive and respectful workplaces. As this work continues to develop, there will be ongoing opportunities to strengthen awareness, build confidence in reporting and ensure that sexual safety remains an integral part of our organisational culture.

15. Equality, Diversity and Inclusion in Practice

Creating an inclusive organisation is about more than meeting statutory responsibilities; it is about ensuring that every individual has equitable access to opportunities, services and support, free from unnecessary barriers or disadvantage. At University Hospitals Tees, equality, diversity and inclusion are embedded within both the care we provide and the way we support, develop and value our workforce.

Throughout the year, we have continued to strengthen our commitment to fostering a culture where differences are respected, diversity is celebrated, and everyone feels a sense of belonging. This commitment is reflected through a range of targeted initiatives, strategic programmes and the everyday actions of colleagues across our Organisation.

The following section showcases examples of the progress and positive impact achieved during 2025/26. Through a selection of case studies and examples of good practice, it highlights how our colleagues and teams are working to advance equality, improve experiences and outcomes, and create a more inclusive environment for patients, staff and the communities we serve.

Multicultural Communication and Connection (M3C) Programme

As part of our commitment to creating an inclusive workplace and supporting the success of our internationally educated workforce, the cultural development team developed the Multicultural Communication and Connection (M3C) Programme. Designed specifically for colleagues whose first language is not English, the programme provided a supportive environment to explore communication, culture and professional life within the NHS.

The programme was developed to support internationally educated colleagues in building confidence, strengthening connections and enhancing their understanding of the



NHS workplace. Through a structured three-day programme, participants explored topics including language and communication, cultural awareness, workplace expectations and the practical realities of working within the NHS. A key strength of the programme was the opportunity for participants to learn together, share experiences and discuss both the challenges and successes they had encountered in their professional journeys.

Recognising the important role that managers play in supporting colleagues, the programme also included a dedicated session for line managers. This provided an opportunity to explore the experiences of internationally educated staff, increase understanding of potential barriers, and identify practical ways to support colleagues' integration, development and wellbeing.



The programme concluded with a Conversational Café, bringing together the M3C cohort and managers in an informal and collaborative setting. This session created valuable opportunities for open discussion, shared learning and mutual understanding. Participants reflected on their experiences of joining and working within the Organisation, while managers gained insight into how onboarding processes, workplace support and career development opportunities could be enhanced for internationally educated colleagues.



Feedback from participants highlighted the value of having a dedicated space to discuss experiences, build networks and develop a greater sense of belonging within the organisation.

Celebrating Diversity through National Inclusion Week

As part of National Inclusion Week, University Hospitals Tees celebrated the rich diversity of its workforce through a staff engagement event that promoted inclusion, understanding, and cultural awareness.

The event showcased the wide range of cultures and faiths represented across the organisation. Colleagues had the opportunity to experience and learn about different cultural traditions through displays of traditional dress, and by sampling a variety of cultural cuisines from around the world. These activities encouraged meaningful conversations and helped foster greater appreciation of the diverse backgrounds and experiences of staff.

A dedicated Diversity Wall invited colleagues to share what inclusion means to them personally. The responses highlighted the importance of respect, belonging, and feeling valued in the workplace, creating a powerful visual representation of the organisation's commitment to inclusion.

In addition, an interactive workshop on inclusive language was delivered, providing staff with practical guidance on communicating respectfully and effectively. The session encouraged reflection on how language can influence workplace culture and reinforced the importance of creating an environment where everyone feels welcomed and supported.



Working in Partnership to Tackle Hate Crime Across Tees Valley

During 2025/26, the organisation continued to strengthen its partnership working with Cleveland Police and local authority partners across the Tees Valley to improve our collective response to hate crime and create safer environments for both staff and patients.

Recognising the impact that hate crime and hate-related incidents can have on individuals, wellbeing and feelings of safety, we have worked collaboratively with key partners to increase awareness, improve reporting pathways, and ensure appropriate support is available when incidents occur. This partnership approach has enabled us to share intelligence, identify emerging concerns and develop coordinated responses that support our commitment to being an inclusive and respectful organisation.

A key development has been the establishment of a dedicated link officer within Cleveland Police, providing the organisation with a direct point of contact for advice, support and escalation. This has strengthened communication between organisations, improved information sharing, and ensured that staff and patients affected by hate crime can access timely support and guidance.

In response to concerns raised by colleagues regarding personal safety when travelling to and from work, the Organisation has also worked closely with local partners to review and enhance security measures around our sites. Improvements have included the enhancement of CCTV coverage and lighting in key areas, helping to create safer routes and environments for staff, particularly during evening and night shifts.

Alongside these practical improvements, our partnership work has focused on promoting confidence in reporting hate crime, increasing understanding of available support, and ensuring that incidents are taken seriously and investigated appropriately. This collaborative approach demonstrates our commitment to fostering safe, welcoming and inclusive environments where everyone is treated with dignity and respect.

Through continued partnership with Cleveland Police and local authorities, we will build on this work during the coming year, ensuring that staff and patients feel supported, protected and empowered to report incidents, while contributing to wider efforts to tackle hate crime across the Tees Valley.

Annual EDI Festival 2025: Challenging Racism and Promoting Inclusion

In November 2025, the Organisation hosted its annual Equality, Diversity and Inclusion (EDI) Festival, bringing together colleagues, partners and community representatives to explore important issues relating to equality and inclusion. The 2025 festival focused on racism, providing an opportunity to raise awareness, share experiences, encourage reflection and promote meaningful action across the organisation.

The event featured a range of activities, discussions and learning opportunities designed to increase understanding of the impact of racism on individuals, communities and workplace culture. Colleagues were encouraged to engage in open conversations, hear lived experiences and explore how allyship, cultural awareness and inclusive leadership can help create a more equitable working environment. The festival reinforced the Organisation's commitment to tackling discrimination in all its forms and supporting a culture where everyone feels valued, respected and able to be themselves at work.

The annual EDI Festival continues to be a key part of our inclusion calendar, demonstrating our commitment to continuous learning and fostering a culture of belonging for all. Building on the success of the 2025 event, the focus of the 2026 EDI Festival will be Disability Inclusion, with activities planned to increase awareness of visible and non-visible disabilities, promote accessibility, and celebrate the contributions of disabled colleagues, patients and communities. Through this work, we will continue to champion equality of opportunity and create an environment where everyone can thrive.

International nursing milestone

The joint-adult Objective Structured Clinical Examination (OSCE) training programme, which was launched in June across University Hospitals Tees, has seen eleven of our internationally educated nurses (IEN) pass their OSCE exams, first time, with others due to take their exams.



With support from the education and practice development teams, the programme was delivered by clinical educator, Mylene Amoroso.

She said: "This celebrates not only their personal success but also a milestone in collaboration between our hospital trusts, a powerful reminder that perseverance, dedication, and teamwork can turn dreams into reality and inspire excellence in patient care."

Allied Health Professional Career Video

Two students from the Northern School of Art's Film and Media Studies programme approached the Organisation with the opportunity to collaborate on a short film addressing local social issues. With just a two-week window for filming and production, we immediately recognised the potential of this project.

We chose to focus the film on Allied Health Professions (AHPs), an area where there is a significant gap in career education, particularly for pre-16 learners. While the public is generally aware of nursing and medical roles, AHPs - such as physiotherapists, radiographers, podiatrists, dietitians, occupational therapists, and others - often lack visibility. There are 14 distinct AHP professions, each requiring specialist training.

Low AHP recruitment has major consequences: longer waiting lists, reduced availability of key services, delays in life-saving treatment, and increased strain on the NHS. This challenge is even more pressing in our local community, which faces high levels of deprivation and therefore has an even greater need for strong, accessible AHP-led services.



The students directed and produced a film that highlights the breadth, impact, and importance of AHP careers. This resource is shared widely across schools and colleges in the North East and North Cumbria and across England - to educate and inspire the next generation of AHPs. It also shines a spotlight on the valuable contribution of local colleges, universities, and communities working together to support workforce development.

Looking ahead, we plan to continue partnering with local schools and colleges, using the skills and creativity of their students to promote and support AHP professions in innovative and meaningful ways.

See Me First Campaign

The Organisation launched its See Me First Campaign in November 2025 as part of our annual EDI Conference, marking an important milestone in our ongoing commitment to creating a more inclusive and compassionate workplace. The campaign was developed to encourage colleagues to look beyond labels, characteristics and assumptions, recognising the individual first and valuing the unique experiences, perspectives and contributions that every person brings.



The campaign invites colleagues to make a personal pledge to support equality, diversity and inclusion in their everyday interactions with colleagues, patients and service users. Whether through challenging discrimination, being an active ally, listening to lived experiences or promoting a culture of respect and belonging, the campaign encourages everyone to play a role in creating a more inclusive Trust.

The response to the launch has been overwhelmingly positive, with more than 500 colleagues making a See Me First pledge during the first year of the campaign. This demonstrates the commitment of our workforce to fostering an environment where people feel seen, heard, valued and respected for who they are.

The campaign has provided a visible and meaningful way for colleagues to demonstrate their support for inclusion, while reinforcing the Trust's values and

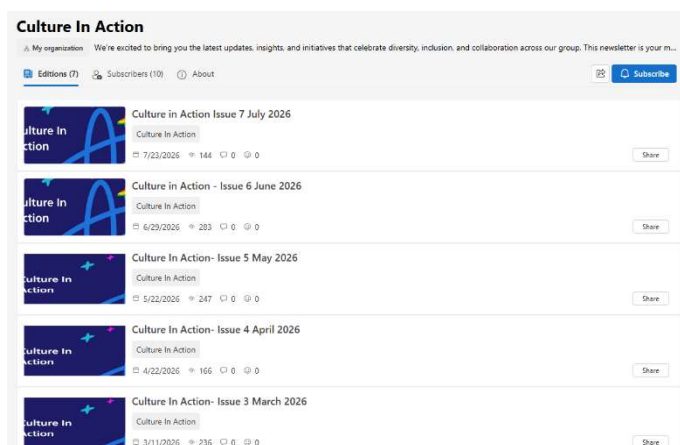
commitment to person-centred care. As the campaign continues to grow, we will build on this momentum by encouraging more colleagues to make their pledge, share their experiences and champion the principles of equality, diversity and inclusion across all areas of the organisation.

Through See Me First, we are continuing to strengthen a culture where individuality is celebrated, differences are valued, and everyone feels a genuine sense of belonging.

Culture in Action: Launch of Monthly Newsletter

The organisation launched a dedicated Culture into Action Newsletter, designed to strengthen communication, engagement and visibility of the culture and inclusion agenda across the organisation.

Issued on a monthly basis, the newsletter provides colleagues with regular updates on the wide range of culture, engagement, equality, diversity and inclusion initiatives taking place throughout the organisation. It serves as an important communication and engagement tool, enabling staff to better understand the work being undertaken to support a positive workplace culture and how they can actively contribute to shaping it.



Neurodiversity Celebration Week

Helen Keen, healthcare support worker mentor, raised awareness for Neurodiversity Celebration Week by sharing posts every day on staff Facebook.

Moreover, she also held a drop-in stand in the atrium for patients, staff and visitors to learn more about the awareness week.

Neurodiversity Celebration Week aims to challenge stereotypes and misconceptions about neurological differences and provides a platform to recognise the unique strengths and talents of neurodivergent individuals – such as those with autism, ADHD, dyslexia and dyspraxia.



Supporting our Armed Forces

Colleagues from across University Hospitals Tees were busy supporting our armed forces community.

They attended a career transition programme (CTP) recruitment fair to offer support to those who are leaving or have already left the military and their families who are looking for employment.



We also hosted a group of military personnel from Catterick Garrison for an occupational visit and shared with them what working within our organisation is like. People with lived experience of the transition from military to civilian life also spoke alongside careers, our Help for Heroes nurse and volunteers' team.



Staff speak up about experiences of racial abuse

We wrote to our staff about a number of incidents of racial abuse directed at our colleagues as they travelled to work. Throughout the week, we have working with our media partners to condemn these acts – within our organisation and our wider communities.

North Tees occupational therapist Sushil Munakhya spoke with **BBC Look North**, alongside CEO Stacey Hunter, about his experiences of racial abuse from patients and in his own home.

ITV Tyne Tees visited James Cook to speak with consultant Dr George Thomas, Stacey and chief people officer Rachael Metcalf.



Open day event support members of the public with audiology concerns

Audiology staff from the One Life in Hartlepool invited external organisations from across the region to take part in an open day to offer support and advice to members of the public with hearing concerns.

The day included a colouring competition for children to get involved in, alongside hearing aid maintenance workshops, visual reinforcement audiometry (VRA) demonstrations, free hearing screenings and lots of advice and support from experts on hearing loss and other auditory disorders.

The team managed to provide screening tests for over 120 members of the public on the day.



Pride

Our LGBTQ+ staff networks have engaged with thousands of colleagues during Pride, and over the course of June saw more than 1,000 staff sign the rainbow badge pledges.

Our respective LGBTQ+ networks have now become one University Hospital Tees LGBTQ+ Network – co-led by Alison Kerr (stees.lgbt@nhs.net) and Matt Harper (nth-tr.lgbtqnetwork@nhs.net).

Staff Network Day

The National Day for Staff Networks is an annual event that celebrates and recognises the significant contribution that staff networks make in creating inclusive, supportive and equitable workplaces. The day provides an opportunity to highlight the important role these networks play in ensuring that all employees feel valued, represented and empowered within their organisation.

To mark the occasion, the organisation delivered an awareness campaign designed to promote its staff networks and showcase the range of support, guidance and opportunities available to colleagues. Information was shared across multiple communication channels, providing staff with greater insight into the purpose of each network, the activities they undertake, and how employees can become involved. The campaign also highlighted the positive impact that staff networks have on promoting equality, diversity and inclusion, supporting staff wellbeing, and creating a culture where everyone feels able to bring their authentic selves to work.



Throughout the day, staff were encouraged to engage with network representatives, learn about the experiences and perspectives of colleagues from diverse backgrounds, and explore the resources and support available. The event also served as a platform for networks to share achievements, raise awareness of key inclusion themes, and strengthen connections across the organisation.

Promoting an Inclusive and Representative Volunteer Workforce

The Volunteer Service is committed to ensuring that its volunteer workforce reflects the diverse communities served by the Organisation. Quarterly monitoring of volunteer demographic data, including age, gender, ethnicity, religion, disability, sexual orientation and nationality, is undertaken using ESR reports and benchmarked against Census 2021 and local authority data.

Our analysis has shown that, overall, the volunteer workforce continues to reflect the local community. However, we identified lower representation among both male and female volunteers aged 51 to 60 compared with local population data.

In response, we are developing targeted recruitment initiatives, including promotional materials featuring current volunteers from this age group and increasing engagement with local organisations and networks. We are also promoting volunteering opportunities to staff leaving or retiring from the Organisation.

We will continue to monitor volunteer demographics and evaluate the impact of these actions to ensure our volunteer workforce remains inclusive, representative and aligned with the Organisations EDI objectives.

NHS
North Tees and Hartlepool
NHS Foundation Trust

What's the best thing about volunteering?

"Three years ago I took ill. I was in and out of hospital for a few months and was looked after immensely by nurses and other specialists."

"For me volunteering was a must to give something back."

"Volunteering on Ward 33 is brilliant. I've always had a massive respect for nurses and doctors so to volunteer alongside these great people is humbling especially in these uncertain times. It's also fantastic to speak to the patients on the ward and to put them at ease with a bit of conversation."

Paul Musson - Volunteer
www.nth.nhs.uk/jobs/volunteer/

NHS
North Tees and Hartlepool
NHS Foundation Trust

What's the best thing about volunteering?

"The thing I love most about volunteering here is that every day is different."

"If I can brighten up a patients' day, just for a short period, then I've succeeded. In fact one patient called me 'Cheerful Carol' - that made my day!"

"This is one vocation that could get me out of retirement. Great staff, great volunteers, great teamwork."

Carol Grainger - volunteer responder
www.nth.nhs.uk/jobs/volunteer/

16. Looking Ahead to 2026/2027

UHT has continued to strengthen and embed Equality, Diversity and Inclusion (EDI) across the organisation, ensuring compliance with legislative requirements while recognising the commitment and contribution of colleagues who champion inclusion every day.

The Cultural Development Team will continue to lead and oversee the Organisation's EDI work programme, with a strengthened focus on strategic priorities and mandated requirements, including:

- Embedding of the NHS Staff Standards
- Strengthening and supporting the development of our staff networks, ensuring effective engagement and visible executive sponsorship.
- Delivering targeted actions arising from the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), Equality Delivery System (EDS) and pay gap analyses.
- Reviewing Staff Survey outcomes, with a particular emphasis on addressing bullying and harassment and reinforcing our zero-tolerance approach to unacceptable behaviours.

Through these priorities, we aim to create a culture where inclusion is embedded in everyday practice and decision-making. By listening to our people, acting on feedback and fostering a sense of belonging, we will drive sustainable improvements for our workforce, patients and communities. While we recognise there is still more to achieve, we remain committed to ensuring every colleague has a voice, feels valued and respected, and can contribute to our shared vision of providing excellent care for the communities we serve.

17. Contacts and Further Information

If you would like any further information about Equality, Diversity and Inclusion within University Hospitals Tees, please contact our Cultural Development Team:

Sharon Ollivier
Senior Cultural Development Consultant
University Hospital Tees
Tel: 01642 850850 Ext: 54615

Or

Michelle Taylor
Head of Cultural Development
University Hospitals of Tees
Tel: 01642 624025

Feedback

We welcome feedback on our annual reports from all stakeholders so that we can continue to meet our commitment to improve service delivery. We would welcome any feedback and comments on this document which should be directed to the below email:

nth-tr.culturaldevelopment@nhs.net

The information contained within this report is also available in alternative formats, which can be obtained by contacting the above email.

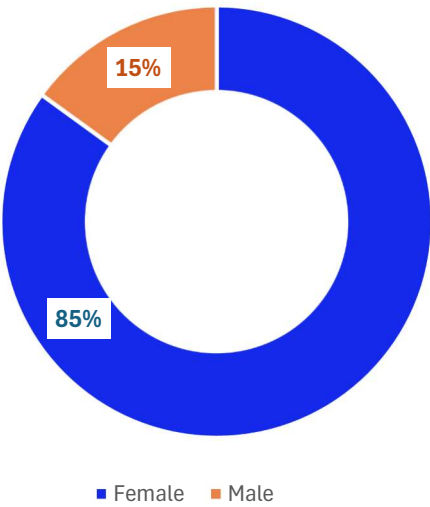
18. Workforce Equality Data

North Tees and Hartlepool NHS Foundation Trust

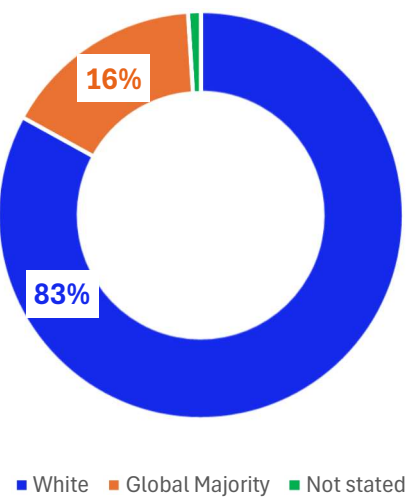
As of 31 March 2026, there are 5,228 members of staff employed by the **North Tees and Hartlepool NHS Foundation Trust**. This section outlines the profile of the workforce of the Trust in relation to each protected characteristic, for the period 1 April 2025 to 31 March 2026.

Of the total staff employed by the Trust, 2,564 employees (49%) work on a full-time basis and 2,664 employees (51%) work part time.

Gender



Ethnicity Group



Gender

Total Headcount 5,228 (March 2026). Female employees represent the majority of workforce.

Ethnicity Breakdown

The Trust employs 4,318 White employees and 862 Global Majority employees. A further 42 employees have chosen not to declare their ethnicity.

% Ethnic breakdown			
Ethnicity	England’s working population	NHS Workforce	Trust’s Workforce
White	86%	76%	83%
Black or Black British	3%	6%	4%
Asian or Asian British	7%	9%	9%
Mixed	1%	2%	0.6%
Chinese	1%	1%	0.5%
Any other ethnic group	1%	2%	2%
Not stated/unknown	0%	5%	0.9%

Age Breakdown

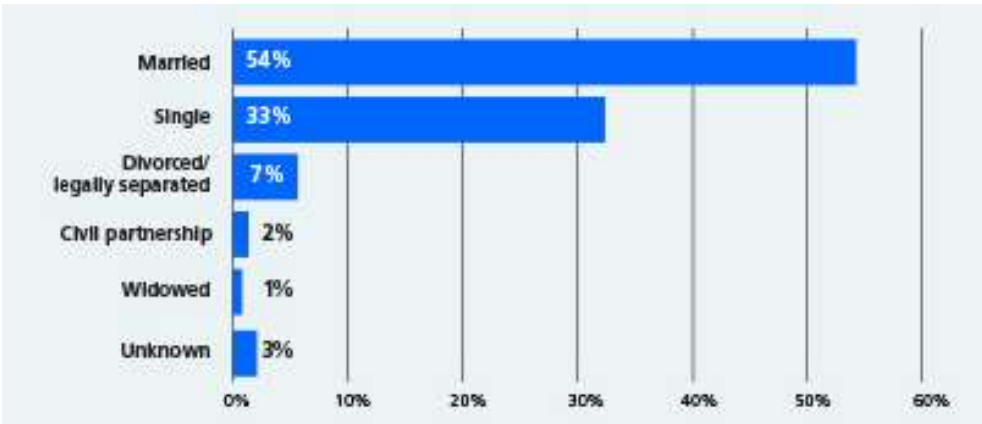
Of the 5,228 individuals employed by the Trust, the majority of staff are aged 35 to 46, closely followed by age 26 to 35.

Age breakdown

Age	England’s working population	NHS Workforce	Trust’s Workforce
Under 25	12%	6%	5%
26 to 35	23%	23%	24%
36 to 45	22%	24%	25%
46 to 55	21%	28%	23%
56 to 65	18%	18%	20%
66 and over	4%	2%	3%

Marital Status

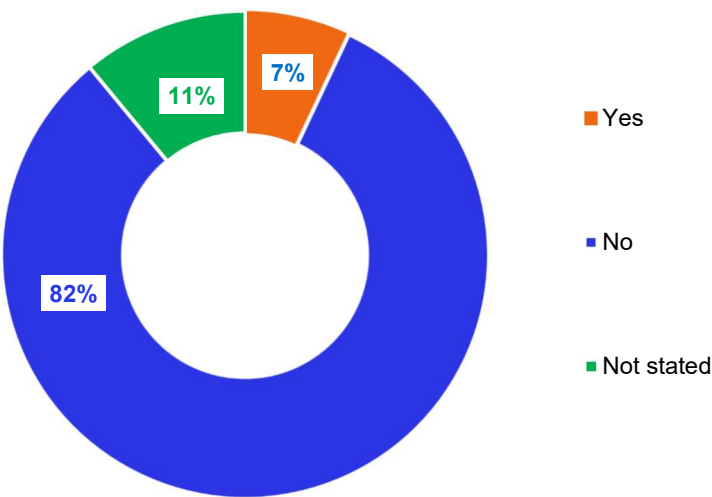
The marital status of our workforce profile indicates that 54% of our employees are married, with a further 2% who have indicated that they are in a civil partnership. 33% of our employees are recorded as single.



Disability Breakdown

Our data indicates that the majority of our employees (82%) have declared that they do not have a disability, as compared to 7% of employees who have declared that they do have a disability.

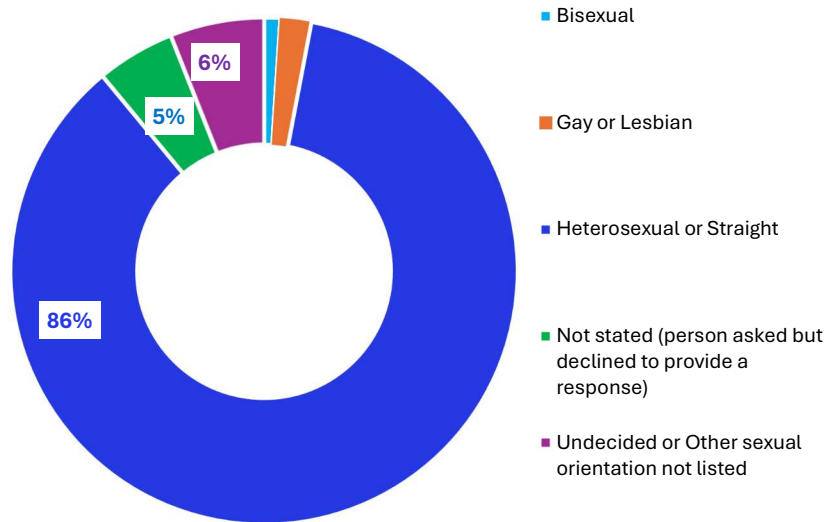
The information we hold relating to staff and disability continues to improve and there has been a reduction in the number of staff who have not declared their disability status from 14% in 2024/25 to 11% in 2025/26.



Sexual Orientation

86% of our employees have declared their sexual orientation, whereas 11% have chosen not to declare their status.

Of those employees who have chosen to declare their status, 86% of our employees have declared their sexuality as heterosexual, with a further 3% employees who have declared their status as gay, lesbian or bisexual.



Religion and Belief

51% of our employees have recorded their religion as Christian, whereas 12% of staff have chosen not to declare their religion and 16% of staff have declared that they are Atheist.

Religion or belief	Number of employees	Religion or belief	Number of employees
Christianity	2,664	Hinduism	115
Not declared	621	Buddhism	22
Atheist	836	Jainism	1
Other	534	Sikhism	6
Islam	138	Judaism	1

Pregnancy and Maternity

5.8% of our staff (307 employees) have taken maternity/adoption/paternity or Shared Parental/Adoption leave in the last year.

Gender Reassignment

At present we are not able to report on this equality strand as these details are not captured on the standard documents/application forms that are used to gather personal details.

However, any member of staff currently undergoing gender reassignment is supported throughout their transition by their manager and workforce services, in relation to employment matters and workplace considerations.

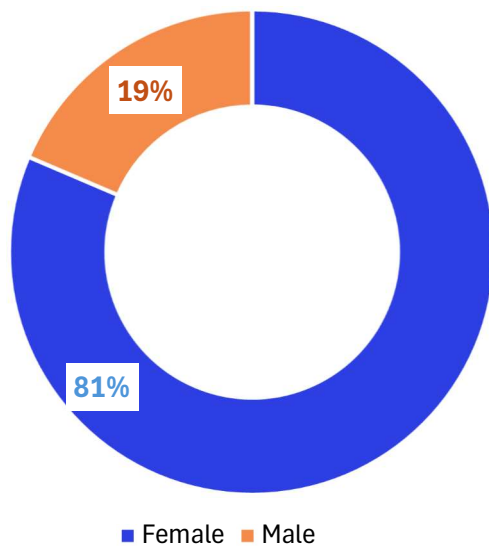
South Tees Hospitals NHS Foundation Trust

As of 31 March 2026, there are 10,493 members of staff employed by the South Tees Hospitals NHS Foundation Trust. This section outlines the profile of the workforce of the Trust in relation to each protected characteristic, for the period 1 April 2025 to 31 March 2026.

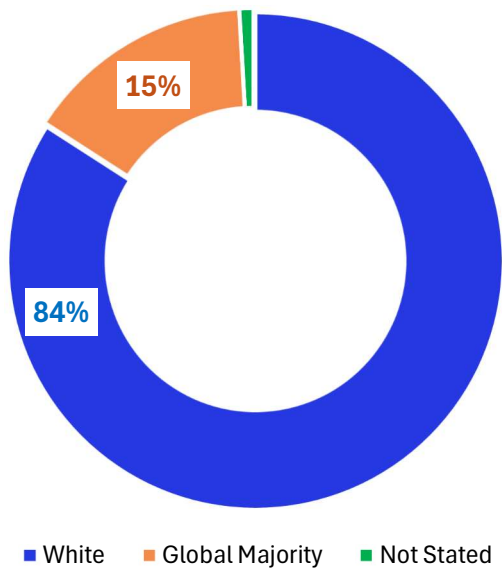
Of the total staff employed by the Trust, 5683 employees 55% work on a full time basis and 4810 employees 45% work part time.

Gender

Total Headcount 10,493 (March 2026)



Ethnicity Group



Ethnicity Breakdown

The Trust employs 8,793 White employees and 1,538 Global Majority employees. A further 162 employees have chosen not to declare their ethnicity.

% Ethnic breakdown			
Ethnicity	England's working population	NHS Workforce	Trust's Workforce
White	86%	76%	83%
Black or Black British	3%	6%	3%
Asian or Asian British	7%	9%	8%
Mixed	1%	2%	1%
Chinese	1%	1%	1%
Any other ethnic group	1%	2%	2%
Not stated/unknown	0%	5%	2%

Age Breakdown

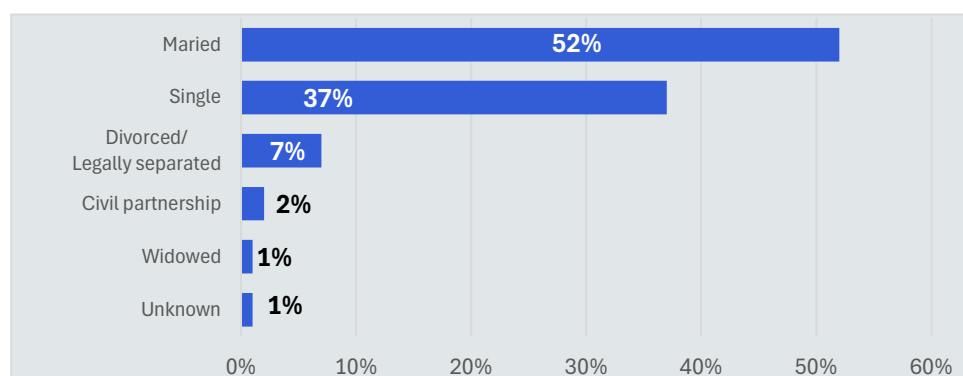
Of the 10,493 individuals employed by the Trust, the majority of staff are aged 36 to 45 closely followed by age 26 to 35.

Age breakdown

Age	England's working population	NHS Workforce	Trust's Workforce
Under 25	12%	6%	6%
26 to 35	23%	23%	24%
36 to 45	22%	24%	26%
46 to 55	21%	28%	23%
56 to 65	18%	18%	17%
66 and over	4%	2%	2%

Marital Status

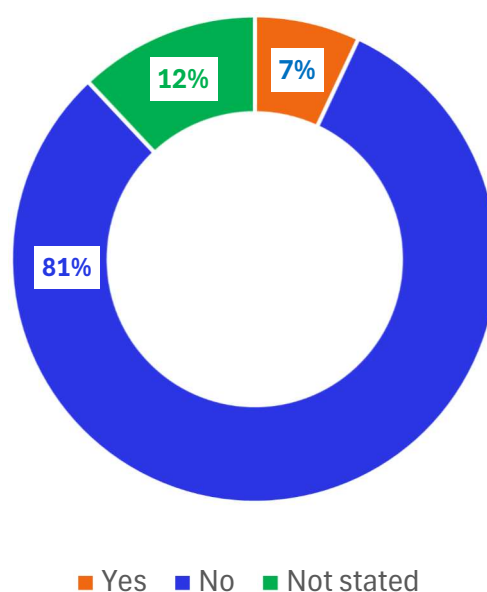
The marital status of our workforce profile indicates that 52% of our employees are married, with a further 2% who have indicated that they are in a civil partnership. 37% of our employees are recorded as single.



Disability Breakdown

Our data indicates that the majority of our employees (81%) have declared that they do not have a disability, as compared to 7% of employees who have declared that they do have a disability.

The information we hold relating to staff and disability continues to improve and there has been a reduction in the number of staff who have not declared their disability status from 13% in 2024/25 to 12% in 2025/26.

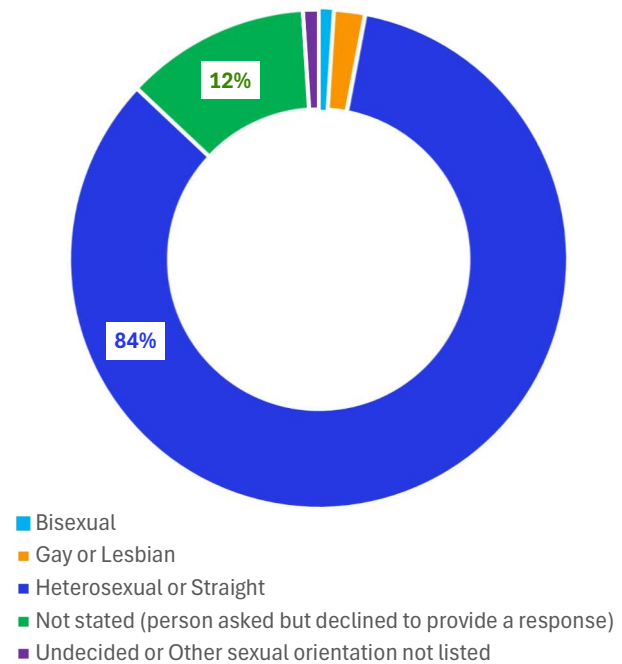


Yes No Not stated

Sexual Orientation

84% of our employees have declared their sexual orientation, whereas 12% have chosen not to declare their status.

Of those employees who have chosen to declare their status, 84% of our employees have declared their sexuality as heterosexual, with a further 3% employees who have declared their status as gay, lesbian or bisexual.



Religion and Belief

48% of our employees have recorded their religion as Christian, whereas 17% of staff have chosen not to declare their religion and 18% of staff have declared that they are Atheist.

Religion or belief	Number of employees	Religion or belief	Number of employees
Christianity	5,064	Hinduism	192
Not declared	1,876	Buddhism	47
Atheist	1,934	Jainism	1
Other	928	Sikhism	15
Islam	418	Judaism	5

Pregnancy and Maternity

6% of our staff (636 employees) have taken maternity/adoption/paternity or Shared Parental/Adoption leave in the last year.

Gender Reassignment

At present we are not able to report on this equality strand as these details are not captured on the standard documents/application forms that are used to gather personal details.

However, any member of staff currently undergoing gender reassignment is supported throughout their transition by their manager and workforce services, in relation to employment matters and workplace considerations.