

1. Background

- 1.1 It became mandatory from 31 March 2017 for public sector organisations with over 250 employees to report annually on their gender pay gap. The results must be published on a government website, as well as the employer's own website (and remain there for 3 years).
- 1.2 The NHS equality, diversity, and inclusion improvement plan was introduced in 2023 with 6 high impact actions, (HIA) (link). The aim of this plan is to improve equality, diversity and inclusion, and to enhance the sense of belonging for NHS staff to improve their experience. While we refer to the protected characteristics as defined in the Equality Act 2010, the HIA were set out to positively impact groups and individuals beyond these terms and definitions.
- 1.3 HIA 3 introduced the need to develop and implement an improvement plan to eliminate pay gaps. This report contains a similar data set as our Gender Pay Gap Report and marks the first annual report for Ethnicity Pay Gap Reporting.

2.0 NHS Employer Guide to Gender Pay Gap Reporting

The NHS Employer Guide to *Gender Pay Gap Reporting* (link). *retrieved* 2025-02) has Six Indicators and these have been used to provide the framework to present our data.

An employer must publish six calculations showing their:

- Average gender pay gap as a mean [average]
- Average gender pay gap as a median [average]
- Average bonus gender pay gap as a mean [average]
- Average bonus gender pay gap as a median [average]
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- Proportion of males and females when divided into four groups ordered from lowest to highest pay.

Under national guidance, medical staff clinical excellence awards are included within bonus pay.

3. Methodology

3.1 The calculations have been undertaken at the snapshot date of 31 March 2024, using the national Electronic Staff Record (ESR) Business Intelligence standard report. In line with NHS Employers guidance Clinical Excellence Awards and the approach taken to award them at UHD have been categorised as bonuses.

- 3.2 Pay includes: basic pay, full paid leave including annual, sick, maternity, paternity, adoption or parental leave, bonus pay, area and other allowances and shift premium pay. (Note: bonus pay is included, but only as a separate metric as one of the 6 key indicators we need to produce. The gender pay gap figure is calculated from hourly pay which can only be ordinary pay, bonus pay is not hourly).
- 3.3 Pay does not include: overtime pay, expenses (payments made to reimburse expenditure wholly and necessarily incurred in the course of employment, e.g. mileage for use of vehicle), remuneration in lieu of leave, the value of salary sacrifice schemes, benefits in kind (e.g. childcare vouchers), redundancy pay and tax credits.

4. UHD Workforce Context

4.1 The overall workforce is 75.5% White and 24.5% BME/Global Majority. The breakdown of the proportion of White and BME/Global Majority staff in each banding is as set out below:

| Pay Band Headcount | | | | | | | |
|---|--------------------|-------|-----------|--------|-----------|--|-------|
| Staff with no ethnicity recorded on ESR a | are excluded below | | | | _ | | |
| | | 2023 | -24 | | | | |
| | ВМЕ | | BME White | | BME White | | Total |
| Pay Band | Headcount | % | Headcount | % | | | |
| Band 1 | 10 | 31.3% | 22 | 68.8% | 32 | | |
| Band 2 | 258 | 27.2% | 691 | 72.8% | 949 | | |
| Band 3 | 362 | 18.0% | 1650 | 82.0% | 2012 | | |
| Band 4 | 88 | 12.9% | 595 | 87.1% | 683 | | |
| Band 5 | 771 | 44.3% | 969 | 55.7% | 1740 | | |
| Band 6 | 252 | 17.4% | 1193 | 82.6% | 1445 | | |
| Band 7 | 94 | 9.3% | 922 | 90.7% | 1016 | | |
| Band 8a | 9 | 3.5% | 247 | 96.5% | 256 | | |
| Band 8b | 5 | 3.7% | 131 | 96.3% | 136 | | |
| Band 8c | 5 | 11.1% | 40 | 88.9% | 45 | | |
| Band 8d | 2 | 9.5% | 19 | 90.5% | 21 | | |
| Band 9 | 1 | 8.3% | 11 | 91.7% | 12 | | |
| VSM | 1 | 7.7% | 12 | 92.3% | 13 | | |
| Non-Executive Director | 2 | 28.6% | 5 | 71.4% | 7 | | |
| Chair | 0 | 0.0% | 1 | 100.0% | 1 | | |
| Other | 0 | 0.0% | 2 | 100.0% | 2 | | |
| Consultant | 114 | 24.4% | 354 | 75.6% | 468 | | |
| Non-Consultant Career Grade | 74 | 56.1% | 58 | 43.9% | 132 | | |
| Trainee Grades | 301 | 49.7% | 305 | 50.3% | 606 | | |
| Total | 2349 | 24.5% | 7227 | 75.5% | 9576 | | |

The use of the abbreviation BME has been used interchangeably with the trust agreed term Global Majority to recognise that this report will be available externally.

table 4.1 Pay Band Headcount split 2023/24

5. Ethnicity Pay Gap Reporting Summary

| Ethnicity Pay Gap Reporting University Hospitals Dorset NHS Foundation Trust | | | | | | |
|--|------------------------|---------|----------------------------|----------|--------------------|--|
| | | 2023-24 | Previous Year (2022-23) | | hange 4 v 22.23 | |
| | BME | 2349 | 2021 | • | 328 | |
| | White | 7227 | 7144 | • | 83 | |
| Substantive | Total | 9576 | 9165 | | | |
| Headcount | BME | 24.53% | 22.05% | • | 2.48% | |
| | White | 75.47% | 77.95% | Ū. | -2.48% | |
| | | | | | | |
| Excluded due to no | Headcount | 273 | 273 | - | 0 | |
| declaration on ESR | Proportion | 2.77% | 2.89% | Ψ. | -0.12% | |
| Difference in hourly | Mann Avenage | 4.000/ | 2.440/ | | 2.000/ | |
| rate | Mean Average Median | -1.02% | -3.11% -2.34% | T | 2.09% | |
| rate | Median | -1.13% | -2.34% | T | 1.21% | |
| | Lower | 17.80% | 15.55% | • | 2.25% | |
| Proportion of BME | Lower middle | 29.63% | 24.97% | • | 4.66% | |
| staff in each pay | Upper middle | 29.04% | 26.17% | • | 2.87% | |
| quartile | Тор | 21.15% | 19.91% | • | 1.25% | |
| | | | | _ | | |
| Who received bonus | BME | 4.30% | 4.90% | Ψ. | -0.60% | |
| pay | White | 4.43% | 4.23% | 1 | 0.20% | |
| Difference in bonus | Mean Average | 18.77% | 25.22% | JL | -6.45% | |
| pay | Median | 0.00% | 0.00% | Š | 0.00% | |
| Our Ethnicity Pa | | -1.13% | -2.34% | - | | |

Figure 5.1 Ethnicity Pay Gap Summary

5.1 Ethnicity Pay Gap Results

- Our headcount has increased by 411 to 9,576 since last year with 328 more Global Majority staff and 83 more white staff across UHD (31st March 2023 vs. 31st March 2024). Staff without declared ethnicity have been excluded.
- This year our Ethnicity Pay Gap is **-1.13%** in favour of Global Majority staff with the comparator White staff.
- There is a notably static position at senior Manager level. Appendix 1 shows the Disparity in Career Progression ratios which help to explain the lack of mobility between bandings and grades for Global Majority staff. For lower to upper career progression, whole trust; the ratio is 7.4 or seven times that for White staff. This could be in part due to lower representation in the lower bands for Global Majority staff and the international recruitment of graduate nurses at band 5.

 Appendix 2 shows that Global Majority staff increasingly report [q24 2023] opportunity to develop their careers.

5.2 Ordinary Pay

Ordinary Pay - Trust Summary Staff with no ethnicity recorded on ESR are excluded on this tab 2023-24 BME change White **BME** 23.24 v 22.23 £20.47 Average Hourly Rate £20.68 £0.78 Difference in Average Hourly Rate -£0.21 £0.39 Average Pay Gap -1.0% 2.1% Median Hourly Rate £17.69 £17.88 £0.65 Difference in Median Hourly Rate -£0.20 £0.19 **Median Pay Gap** -1.13% 1.21%

- The ethnicity pay gap for the Trust overall in 2023-24 is -1.13%. The calculated gap for 2022-23 is -2.34%.
- The mean ethnicity pay gap for the Trust is -1.02%. The calculated gap for 2022-23 is -3.11%.
- The Trust's mean Global Majority/BME pay is £20.68 compared to £20.47 for White staff.
- The Trust's median Global Majority/BME pay is £17.88 compared to £17.69 for White Staff.

See tables 5.2.1 and 5.2.2

Average (Mean) Ethnicity Pay Gap - Ordinary Pay

| | 202 | | |
|--------------------------|--------|--------|--------------|
| | BME | White | % difference |
| All Staff | £20.68 | £20.47 | -1.02% |
| Non-Medical Staff Groups | £17.12 | £18.22 | 6.00% |
| Medical Staff Group | £35.14 | £42.04 | 16.42% |

| Previous Ye | ar (2022-23) | |
|-------------|--------------|--------------|
| BME | White | % difference |
| £19.90 | £19.30 | -3.11% |
| £16.27 | £17.18 | 5.29% |
| £33.45 | £40.14 | 16.68% |

Table 5.2.1

Median Ethnicity Pay Gap - Ordinary Pay

| | 202 | | |
|--------------------------|--------|--------|--------------|
| | BME | White | % difference |
| All Staff | £17.88 | £17.69 | -1.13% |
| Non-Medical Staff Groups | £16.75 | £16.68 | -0.44% |
| Medical Staff Group | £30.28 | £44.91 | 32.58% |

| Previous Year (2022-23) | | |
|-------------------------|--------|--------------|
| BME | White | % difference |
| £17.24 | £16.84 | -2.34% |
| £16.00 | £15.52 | -3.08% |
| £28.47 | £42.37 | 32.80% |

Table 5.2.2

5.3 Clinical Excellence Awards Bonus Payments

There will be new national awards that will be featured in future reports, and these are expected to have 3 levels. For 2025, the bonus pay data has been grouped together as there were so few. We are going to see the local CEAs and discretionary points phased out in future reports.

Local Clinical Excellence Award's (LCEA) recognised and rewarded NHS consultants in England, who perform over and above the standard expected of their role. Awards were given for quality and excellence, acknowledging exceptional personal contributions.

Bonus Pay*

^{*}Bonus Pay includes both local and national awards, and includes Discretionary Points.

| | 202 | 2023-24 | | |
|---|------------|------------|-----------------------------|--|
| | ВМЕ | White | BME change 23.24 v 22.23 | |
| Number of Staff Receiving Bonus Pay | 101 | 320 | 1 2 | |
| Proportion of All Staff Receiving Bonus Pay | 4.3% | 4.4% | -0.6% | |
| Proportion of Medical Staff Receiving Bonus Pay | 20.6% | 44.6% | -1.7% | |
| | | | | |
| Average (mean) Bonus Pay Received | £6,225.98 | £7,664.44 | ♠ £391.49 | |
| Difference in Bonus Pay - Mean Average | £1,438.45 | | ₩ -£528.92 | |
| Average Bonus Pay Gap | 18. | 77% | -6.4% | |
| | | | | |
| Median Bonus Pay Received | £3,503.66 | £3,503.66 | ♠ £330.35 | |
| Difference in Bonus Pay - Median | £0 | .00 | ● £0.00 | |
| Median Bonus Pay Gap | 0 | % | → 0.0% | |
| | | | | |
| Minimum Bonus Pay Received | £3,503.66 | £33.51 | ♠ £330.35 | |
| Maximum Bonus Pay Received | £39,695.66 | £47,582.04 | ♠ £330.35 | |
| Number of Staff Receiving Bonus Pay Excluded | | _ | | |
| Due to No Ethnicity Recorded on ESR | 2 | .6 | | |
| Due to No Ethnicity Recorded on ESR | | | | |

5.4 Proportion of Males and Females in each Quartile Pay Band

At the time the snapshot was taken the percentage of Global Majority staff was 24.42% and 75.58% White staff. This representing a decrease in White staff for the whole trust.

All Staff Groups

| | 2023-24 | | | |
|------------------|---------|------------|-------|------------|
| | В | BME White | | |
| Quartile | Count | Proportion | Count | Proportion |
| 1 (Lower) | 444 | 17.80% | 2050 | 82.20% |
| 2 (Lower middle) | 741 | 29.63% | 1760 | 70.37% |
| 3 (Upper middle) | 724 | 29.04% | 1769 | 70.96% |
| 4 (Top) | 521 | 21.15% | 1942 | 78.85% |
| Grand Total | 2430 | 24.42% | 7521 | 75.58% |

Previous Year (2022-23)

| В | ВМЕ | | te |
|-------|------------|-------|------------|
| Count | Proportion | Count | Proportion |
| 370 | 15.55% | 2009 | 84.45% |
| 592 | 24.97% | 1779 | 75.03% |
| 622 | 26.17% | 1755 | 73.83% |
| 466 | 19.91% | 1875 | 80.09% |
| 2050 | 21.65% | 7418 | 78.35% |

The proportion of Global Majority staff has increased in 2024.

Table 5.4.1

Non-Medical Staff Groups

| Trem medical stan stoaps | | 2023-24 | | | |
|--------------------------|-----------|------------|-------|------------|--|
| | BME White | | White | | |
| Quartile | Count | Proportion | Count | Proportion | |
| 1 (Lower) | 443 | 17.77% | 2050 | 82.23% | |
| 2 (Lower middle) | 729 | 30.04% | 1698 | 69.96% | |
| 3 (Upper middle) | 628 | 27.01% | 1697 | 72.99% | |
| 4 (Top) | 150 | 9.91% | 1364 | 90.09% | |
| Grand Total | 1950 | 22.26% | 6809 | 77.74% | |

Previous Year (2022-23)

| | | (| |
|-------|------------|-------|------------|
| В | ВМЕ | | • |
| Count | Proportion | Count | Proportion |
| 370 | 15.55% | 2009 | 84.45% |
| 579 | 25.11% | 1727 | 74.89% |
| 533 | 24.06% | 1682 | 75.94% |
| 134 | 9.26% | 1313 | 90.74% |
| 1616 | 19.36% | 6731 | 80.64% |

The proportion of non-medical Global Majority staff has increased from 2024.

Table 5.4.2

Medical Staff Groups

| | 2023-24 | | | |
|------------------|---------|------------|-------|------------|
| | В | ME | Ţ | White |
| Quartile | Count | Proportion | Count | Proportion |
| 1 (Lower) | 1 | 100.00% | 0 | 0.00% |
| 2 (Lower middle) | 12 | 16.22% | 62 | 83.78% |
| 3 (Upper middle) | 96 | 57.14% | 72 | 42.86% |
| 4 (Top) | 371 | 39.09% | 578 | 60.91% |
| Grand Total | 480 | 40.27% | 712 | 59.73% |

Previous Year (2022-23)

| В | BME | |) |
|-------|------------|-------|------------|
| Count | Proportion | Count | Proportion |
| 0 | 0.00% | 0 | 0.00% |
| 13 | 20.00% | 52 | 80.00% |
| 89 | 54.94% | 73 | 45.06% |
| 332 | 37.14% | 562 | 62.86% |
| 434 | 38.72% | 687 | 61.28% |

The proportion of **medical grade** Global Majority staff has increased from in 2024.

Table 5.4.3

6. Conclusion

6.1 The Trust has voluntarily reported a snapshot of data from 31 March 2024. This data demonstrates that there is an increase in the number of Global Majority staff.

The Trust acknowledges that there could be greater Global Majority representation in more senior roles.

- 6.2 It should be noted that this report is the first published set of Ethnicity Pay Gap Data, taken on 31 March 2024.
- 6.3 Separating the data for Agenda for Change and the Medical/Dental workforce gives a better understanding of where the greatest difference in pay and representation exists.
- 6.4 Comparing the median hourly pay gap, Global Majority staff earn approximately £1.01 for every £1 that White Staff earn. Their median hourly pay is 1.13% higher than White Staff.
- 6.5 There is no median bonus pay gap for 2024. When comparing mean (average) bonus pay, Global Majority Staff mean bonus pay is 18.77% lower than White Staff.
- 6.6 In addition the Ethnicity Pay Gap report there are two other reports detailing the Gender Pay Gap and the Disability Pay Gap.

8. Next Steps - Priorities

UHD commits to the annual NHS Workforce Race Equality Standard reporting process and publishes data and action plans to support this programme of works and they can be found on both the intranet internally and the external internet portal.

In November 2024 a new People and Culture Strategy was introduced with the aim to enable Global Majority Staff to be represented at all levels of the organisation.

As an aspiring Inclusive Employer our key Equality, Diversity and Inclusion objective for 2024 and the next 3 years will be:

'To have a representative workforce at all levels of the Trust.'

To do this we will implement our One Team EDI Plan priorities:

- strengthen our staff networks to work more closely with the UHD strategic needs and provide project support for engagement activity
- with our Dorset Partners and our Recruitment Team we will introduce clear guidance and requirements relating to inclusive recruitment
- develop a one-stop shop approach to accessing reasonable adjustments
- increase cultural awareness and reduce prejudice through the introduction of Conscious Inclusion workshops

Our goal is to increase Global Majority representation in band 8a and above to over 9% within 12–18 months and raise band 6 and above by 3% in 24–36 months.

Jon Harding Head of Organisational Development February 2025

Appendix 1 Disparity Ratios / Whole Trust 31 March 2024

| Bands | White - Current Year | BME - Current Year | Unknown - Current Year |
|--------------------|----------------------|--------------------|------------------------|
| Under Band 1 | 0 | 0 | 0 |
| Band 1 | 22 | 10 | 2 |
| Band 2 | 721 | 270 | 44 |
| Band 3 | 1,645 | 359 | 43 |
| Band 4 | 603 | 95 | 16 |
| Band 5 | 992 | 801 | 39 |
| Band 6 | 1,263 | 255 | 38 |
| Band 7 | 950 | 98 | 15 |
| Band 8a | 251 | 10 | 4 |
| Band 8B | 129 | 5 | 2 |
| Band 8C | 39 | 4 | 0 |
| Band 8D | 20 | 3 | 0 |
| Band 9 | 12 | 1 | 0 |
| VSM | 10 | 1 | 0 |
| Grand Total | 6,657 | 1,912 | 203 |

| Bandings | White - Current Year | BME - Current Year | Unknown - Current Year |
|--------------------|----------------------|--------------------|------------------------|
| 1 to 5 | 3,983 | 1,535 | 144 |
| 6 and 7 | 2,213 | 353 | 53 |
| Band 8a+ | 461 | 24 | 6 |
| Grand Total | 6,657 | 1,912 | 203 |

| | White | BME |
|-------------------|-------|-------|
| Lower to middle | 1.80 | 4.35 |
| Middle to upper | 4.80 | 14.71 |
| lower to upper | 8.64 | 63.96 |

| Disparity ratio - lower to middle | 2.42 |
|--------------------------------------|------|
| Disparity ratio - middle to upper | 3.06 |
| Disparity ratio - lower to upper | 7.40 |

| Total No of Staff | BME representation at trust | |
|-------------------|-----------------------------|--|
| 8,772 | 21.8% | |

There is a notable representation of Global Majority Staff at band 5, this is in part due to International Nurse Recruitment, this will have affected our data and will have contributed to the reported pay gap. An alternative structure view can be found on page 12.

Programmes of work within the People and Culture Strategy and the supporting Patient First Improvement Programme will introduce Talent Management and career progression.

A review of Recruitment Processes will provide a consistent approach to appointments thereby supporting the progression of all staff and recruitment of external candidates.

Disparity Ratios / Clinical 31 March 2024

| Bands | White - Current Year | BME - Current Year | Unknown - Current Year |
|--------------------|----------------------|--------------------|------------------------|
| Under Band 1 | 0 | 0 | 0 |
| Band 1 | 8 | 1 | 1 |
| Band 2 | 243 | 137 | 13 |
| Band 3 | 1,028 | 281 | 33 |
| Band 4 | 168 | 58 | 5 |
| Band 5 | 785 | 772 | 34 |
| Band 6 | 1,136 | 233 | 31 |
| Band 7 | 822 | 83 | 12 |
| Band 8a | 169 | 8 | 2 |
| Band 8B | 74 | 3 | 0 |
| Band 8C | 16 | 3 | 0 |
| Band 8D | 9 | 1 | 0 |
| Band 9 | 3 | 0 | 0 |
| VSM | 1 | 1 | 0 |
| Grand Total | 4,462 | 1,581 | 131 |

| Bandings | White - Current Year | BME - Current Year | Unknown - Current Year |
|--------------------|----------------------|--------------------|------------------------|
| 1 to 5 | 2,232 | 1,249 | 86 |
| 6 and 7 | 1,958 | 316 | 43 |
| Band 8a+ | 272 | 16 | 2 |
| Grand Total | 4,462 | 1,581 | 131 |

| | White | BME |
|-------------------|-------|-------|
| Lower to middle | 1.14 | 3.95 |
| Middle to upper | 7.20 | 19.75 |
| lower to upper | 8.21 | 78.06 |

| Disparity ratio - lower to middle | 3.47 |
|--------------------------------------|------|
| Disparity ratio - middle to upper | 2.74 |
| Disparity ratio - lower to upper | 9.51 |

| Total No of Staff | Clinical BME representation at trust |
|-------------------|--------------------------------------|
| 6,174 | 25.6% |

Disparity Ratios / Non-Clinical 31 March 2024

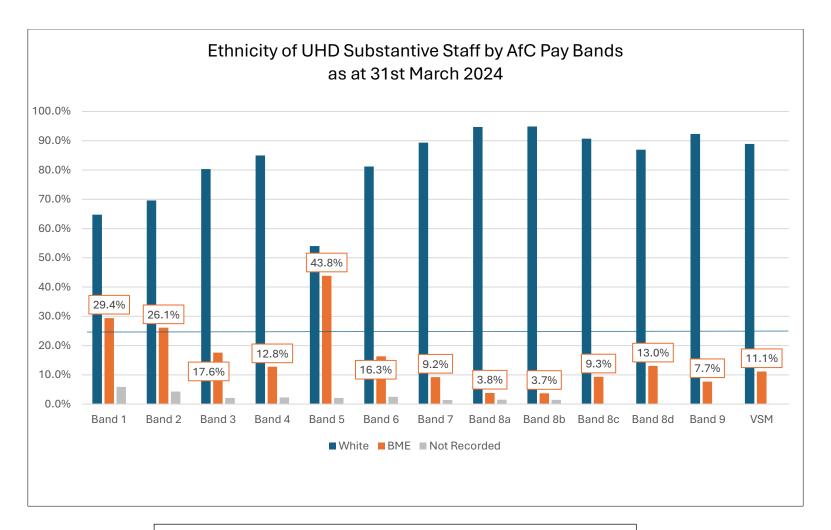
| Bands | White - Current Year | BME - Current Year | Unknown - Current Year |
|--------------|----------------------|--------------------|------------------------|
| Under Band 1 | 0 | 0 | 0 |
| Band 1 | 14 | 9 | 1 |
| Band 2 | 478 | 133 | 31 |
| Band 3 | 617 | 78 | 10 |
| Band 4 | 435 | 37 | 11 |
| Band 5 | 207 | 29 | 5 |
| Band 6 | 127 | 22 | 7 |
| Band 7 | 128 | 15 | 3 |
| Band 8a | 82 | 2 | 2 |
| Band 8B | 55 | 2 | 2 |
| Band 8C | 23 | 1 | 0 |
| Band 8D | 11 | 2 | 0 |
| Band 9 | 9 | 1 | 0 |
| VSM | 9 | 0 | 0 |
| Grand Total | 2,195 | 331 | 72 |

| Bandings | White - Current Year | BME - Current Year | Unknown - Current Year |
|-------------|----------------------|--------------------|------------------------|
| 1 to 5 | 1,751 | 286 | 58 |
| 6 and 7 | 255 | 37 | 10 |
| Band 8a+ | 189 | 8 | 4 |
| Grand Total | 2,195 | 331 | 72 |

| | White | BME |
|-----------------|-------|-------|
| Lower to middle | 6.87 | 7.73 |
| Middle to upper | 1.35 | 4.63 |
| lower to upper | 9.26 | 35.75 |

| Disparity ratio - lower to middle | 1.13 |
|-------------------------------------|------|
| Disparity ratio - middle to upper | 3.43 |
| Disparity ratio - lower to upper | 3.86 |

| Total No of Staff | Non- Clinical BME representation at trust | | |
|-------------------|---|--|--|
| 2,598 | 12.7% | | |



Target line showing BME/Global Majority representation in UHD at 24%

Appendix 2 NHS National Staff Survey Data taken for the period covering the report data and the preceding year.

| | | 2022 | | 2023 | | | |
|-------|--|----------------|------------------|--------------|----------------|------------------|----------------|
| | Questions presented comparing BME/White experience; sourced from the NHS Staff Survey 2022 & 2023 heatmaps | UHD (4,167) | White (3,491) | BME (599) | UHD (5,619) | White (4,543) | BME (1,003) |
| Q15 | Does your organisation act fairly with regard, to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age (yes) | 57.8% | 60.1% | 45.7% | 57.7% | 60.7% | 46.1% |
| Q24b | There are opportunities for me to develop my career in this organisation (agree/strongly agree) | 51.1% | 52.0% | 47.6% | 58.2% | 57.2% | 64.3% |
| Q24c | I have opportunities to improve my knowledge and skills (agree/strongly agree) | 58.2% | 59.7% | 50.3% | 71.6% | 71.3% | 74.3% |
| Q24d* | I feel supported to develop my potential (agree/strongly agree) | Q22d 53.9% | 53.7% | 56.1% | Q24d* 57.7% | 57.6% | 59.9% |
| Q24e* | I am able to access the right learning and development opportunities when I need to (agree/strongly agree) | Q22e 55.8% | 55.7% | 57.2% | Q24e* 59.9% | 59.7% | 62.9% |

Q15. is used to inform the Workforce Race quality Standard and shows some improvement for Global Majority Staff.

Q24b. shows a more positive position in relation to career progression.

The NSS conducted in q3 of 2024 will be monitored and included in the WRES 2025 report and the 2026 Ethnicity Pay