Board meeting

18 September 2025

Annual equality report 2024/25:   
Tracking our Journey from Commitment to Impact

Purpose of paper

For discussion

Board action required

The Board is asked to reflect on the progress made and endorse the strategic priorities for the coming year.

Brief summary

The annual equality report provides the Board with an update on progress against NICE’s equality, diversity and inclusion (EDI) objectives, marking the transition from the 2020–2024 equality objectives to the new 2024–2029 EDI Roadmap. The report outlines achievements, challenges, and strategic priorities for 2025/26.

Key points to note include:

* Significant improvements in workforce diversity, declaration rates, and inclusive recruitment practices.
* Ethnic minority and LGBTQ+ colleagues report higher engagement than the overall workforce.
* Challenges persist around disability inclusion, increased discrimination reports, and a rising gender pay gap.
* Strategic priorities for 2025/26 include advancing disability inclusion, strengthening ethnic minority inclusion, tackling the gender pay gap, and embedding values-led behaviours.

The report should be read in conjunction with the Staff Survey and Bullying and Harassment Reports.

Board sponsor

Helen Williams, Chief People Officer