Board meeting

18 September 2025

Bullying and harassment review

Purpose of paper

For discussion

Board action required

The Board is asked to

* Note the findings and progress made since the January 2025 report
* Consider the strategic implications of the data and benchmarking insights
* Endorse the continued delivery of the four strategic pillars and proposed enhancements
* Support the integration of this work with the Staff Survey and Annual Equality Report priorities

Brief summary

This paper item provides an updated analysis of bullying and harassment at NICE, incorporating insights from the latest Staff Survey, Values Survey, and Annual Equality Report. It highlights persistent disparities in experience across identity groups, cultural variation across teams, and barriers to speaking up. Encouragingly, benchmarking shows NICE compares favourably to Civil Service and NHS peers on inclusion and psychological safety. The paper outlines progress across four strategic pillars and sets out how NICE will continue to deliver and assure impact through targeted, data-driven interventions.

Board sponsor

Helen Williams, Chief People Officer