

Building an organisation as
brilliant as the people in it

Workforce Equality, Diversity and
Inclusion
Summary Update

May 2023

NICE National Institute for
Health and Care Excellence



This report provides a summary of where we are now- and our aspirations for 2023/24 and beyond

To better serve people and the health and care system, NICE must transform over the next 5 years. It must focus on what matters most, provide useful and usable advice, and constantly learn from data and implementation.

To achieve these goals we also need to build an organisation as brilliant as the people in it, where our processes, technology and behaviours enable the change we want to see.

Creating a workplace that is equitable, diverse and inclusive will help us to achieve this aspiration by ensuring we can attract and retain a talented and motivated workforce, with the right behaviours, both now, and in the future.

This report provides a summary update of workforce EDI for the period 2022/23. It provides key end-of-year data, a summary of activity that is already underway, and an overview of our approach and aspirations for 2023/24.

What is better than last year?

The overall percentage of ethnic minority staff has increased to 18%, an increase from 16% in 2021/22

The percentage of ethnic minority staff at bands 2-7 is 21%, which is an increase from 18.5% in 2021/22

The percentage of ethnic minority staff at band 8 and above has increased to 15% from 13% in 2021/22

There continue to be improvements in non-declaration rates for ethnicity, sexual orientation and religion (rates for disability are the same as last year)

Areas requiring improvement

- As in 2021/22, we still have only 6 staff from ethnic minority backgrounds at band 8d, and none in band 9 or executive roles
- Our Gender Pay Gap has increased slightly for the most recent reporting period (2021/22), to 7.82%, from 7.59% in 2020/21
- The staff survey shows that disabled staff have a 42% likelihood of being at risk of low/poor wellbeing, which is significantly more than the overall NICE average (31%)
- Reports of having personally experienced bullying and harassment in the past 12 months are notably higher for ethnic minority (11%), disabled (24%) and LGBTQ+ (9%) staff, than for the overall workforce (7%)

In 2022/23 we prioritised actions which will help us build the foundations for sustainable improvement

Improvements to Recruitment

We extended NICE's Diverse Panels Scheme, to include all interviews at band 7 and above

We introduced a new 'Hiring Manager's Interview Feedback Form'

We increased the number of places on our Hiring Managers Training

Connecting with each other

We have improved the diversity of our internal coaching and mentoring cohort

We further empowered our staff networks by granting the Chairs 'protected time'

We are currently setting up a new Women's Network

Building capability and awareness

We have developed a new EDI mandatory training e-learning module

We have delivered a new suite of EDI training modules, including Anti-racism, disability, LGBTQ+ and Allyship – (to date attended by 257 staff)

Although there is a long way to go, we are beginning to see new 'green shoots' emerging -we need to nurture these in 2023/4

The staff survey shows good levels of confidence that the Executive Team (69%) and our managers (79%) demonstrate their commitment to EDI

Evaluation of our EDI training modules shows significant increases in attendees' confidence to engage in inclusive behaviours, with the largest increase seen in confidence to identify microaggressions (41%) and challenge the unconscious bias of others (31%)

Our refreshed Diverse Panel scheme is thriving. We currently have 40 ethnic minority staff registered on the scheme, and feedback from participants is overwhelmingly positive

Our planning for 2023/24 and beyond reflects our mission to build an organisation as brilliant as the people in it

In 2023/24 we will:

Develop a 5 Year workforce EDI Roadmap

We will establish a compelling vision and narrative for EDI, aligned to our transformation journey

Convene a guiding coalition of committed inclusive leaders and managers to drive the changes we want to see

Agree ambitious, purposeful goals that everyone can get behind

Continue to listen to our staff

Empower our staff networks through a new 'Staff Networks Framework' and provide development for our Chairs

Use the ideas generated by crowdsourcing to fuel innovation and drive staff engagement

Listen and respond to what the staff survey is telling us, boldly leaning into our most 'wicked' challenges

Build on 2022/23, nurture 'green shoots'

Continue to improve our workforce EDI governance

Further develop our inclusive leadership capabilities

Embed the improvements we have made to our recruitment processes

Continue to develop EDI capability at all levels through high-quality learning and development

Gender Pay Gap Report

2021/22

(snapshot date: 30 March
2022)

NICE National Institute for
Health and Care Excellence



Our overall gender pay gap for 2021/22

Our latest gender pay gap data reveals an overall mean gender pay gap of 7.82%, in favour of male employees

What does this mean in terms of an actual pay difference?



For every £1 that men at NICE earn, women earned 92p on average

How does this compare to previous years?



There has been a slight increase in our gender pay gap from the last reporting period, when it was 7.59%

How are we doing compared to the national average?



NICE's gender pay gap is consistently better than the national average, which is 14.9% for 2021/22

Other key measures for 2021/22

As a part of our gender pay gap reporting, we are also required to provide data relating to the proportion of female and male staff by pay quartile*, and the gender pay gap with regard to bonuses.

Distribution of gender across pay quartiles



Women, who make up 68.6% of NICE’s workforce, continue to be over-represented in the lowest pay quartile (79.4% of total staff), and under-represented in the upper pay quartile (61.1%).

The Bonus gender pay gap



Our overall mean pay gap for bonus payments this year is 4.8%, in favour of male employees

NICE

* There are 4 pay quartiles, calculated on the basis of hourly payrates, starting from the lowest paid (1st Quartile) to the highest paid (4th Quartile).

These are some of the actions we will be taking to address our gender pay gap in 2023/24

A new Women's Network

In response to the ideas that staff shared during our Women into Leadership events in January, NICE staff are currently setting up a new Women's Network

This network will have equal footing with our 3 existing networks

Building capability and awareness

We commit to developing and delivering high quality learning and development opportunities in relation to gender equality

This will include the launch of a new gender training module for all staff, and activity to support awareness of women's health issues (e.g. menopause)

Incorporating gender equality as a core stream of our EDI work

We will further embed gender equality as a focus across our EDI work, including the EDI Action Plan 2023/24

Gender equality will also be a focus in our EDI 5 Year Roadmap