Annual Equality Report 2024/2025

Tracking our Journey from Commitment to Impact

Update to Board September 2025

NICE National Institute for Health and Care Excellence

Executive Summary

Strategic Transition: This report marks the conclusion of NICE's 2020–2024 equality objectives and now tracks our progress against and tells the story against the 2024–2029 EDI Roadmap, with five core objectives driving cultural and operational transformation.

Key Achievements:

- Workforce diversity improved across all measured protected characteristics, with representation at senior levels increasing.
- Declaration rates for key demographic grouping information has improved in all areas.
- Colleagues that are ethnic minority or LGBTQ+ have better levels of engagement than the overall NICE population.
- Inclusive recruitment practices embedded across all pay bands.
- Restorative and Just Culture and Speak Up policies launched and integrated into leadership and colleague development.
- Staff networks delivered high-impact, intersectional initiatives.

Challenges Identified:

- Disparities in experience and wellbeing for disabled colleagues still exist.
- Increased discrimination reports among ethnic minority staff.
- Bullying and Harassment, shows improvement in the most recent data, but there is still work to do.
- Gender pay gap rose to 12.2%, exceeding national average.

Strategic Priorities for 2025/26:

- **Advance disability inclusion and wellbeing** through targeted engagement, policy development, and improved accessibility.

- **Strengthen ethnic minority inclusion** by addressing discrimination trends, improving recruitment equity, and deepening partnership with REN.

- **Maintain momentum on inclusive leadership and committee diversity**, with a focus on embedding inclusive behaviours and improving representation.

- **Tackle the gender pay gap** through structural analysis and targeted equity actions.

- **Embed values-led behaviours and accountability** through restorative practices, Speak Up culture, and transparent reporting.

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Overview

Transition to New EDI Roadmap

The 2024–2029 roadmap builds on progress from 2020–2024, marking a strategic shift in EDI efforts.

Core EDI Objectives

Five core objectives focus on diversity, inclusive culture, leadership, confidence in equality work, and organisational impact.

Dynamic and Responsive Approach

The roadmap allows for annual refreshes and responsive planning aligned with organisational priorities.

Transformative Cultural Impact

EDI is positioned as a transformative force, beyond compliance, within NICE's culture and operations.

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3 action areas in 2024/25

Improving Diversity

- Continue work to embed and develop recruitment improvements introduced in 2022/23, including the Inclusive Recruitment Volunteer Scheme (diverse panels)

- People and Place to take responsibility for committee recruitment

Creating a consciously inclusive culture

- Launch an improved governance and operational model to support delivery of the EDI roadmap (inc. a refresh of the NEDG)

- Publish and Implement recommendations to address bullying, harassment and discrimination, including implementation of a Restorative and Just approach

- Take steps to better understand the experiences of colleagues working with disabilities/ neurodiversity, using insights to develop plans and implement actions (to include scoping of disability policy)

- Policy work: launch of a new trans/ non-binary and a menopause policy

Inclusive leadership

- Define and agree expected competences, skills and behaviours of an Inclusive Leader at NICE

- Incorporate content and activity supporting the development of Inclusive Leadership capabilities into our leadership and management development offer, with a focus our senior leaders (PDs and ADs)

- Design and deliver reciprocal mentoring scheme for ET/ PDs and ADs*

- Scope and deliver ET EDI Development*

* Paused due to government spending controls on EDI

All of our work for 2024/5 is underpinned by a commitment to embed our value 'We embrace difference'

Improving Diversity

Expanded Inclusive Recruitment

The Inclusive Recruitment Volunteer Scheme has grown, increasing participation and improving candidate experiences across teams.

Diversity Across All Levels

Recruitment panels now actively include diverse members across all pay bands, fostering a sense of belonging and inclusivity.

Improved Representation Metrics

Ethnic minority, disabled, and LGBTQ+ staff representation has increased, reflecting positive recruitment outcomes and equitable hiring.

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Creating a Consciously Inclusive Culture

Governance and Accountability

The NICE Equality and Diversity Group (NEDG) underwent a refresh earlier this year, we are now taking steps to enhance its effectiveness as a group even further. All Directorates have produced localised EDI Action Plans for the first time this year, in line with the EDI Roadmap.

Restorative and Just, Learning Approach

We've embedded a Restorative and Just approach to conflict resolution—empowering managers to lead early, accountable conversations that minimise harm and build trust, in partnership with our union colleagues

Disability and Neurodiversity Inclusion

Union partners have rolled out a series of training sessions that support our own offering.

Supportive Guidance, Policy, Frameworks and Training

New policies and guidance support menopausal employees and trans/non-binary colleagues, embedded in People Team guidance and advice. Additionally, we've launched our Speak Up and Be Heard Policy and associated training for colleagues at all levels to reinforce this culture. Our Management Development Programme is now updated to incorporate enhanced EDI knowledge and work is underway to enhance this even further for Senior Leaders.

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Inclusive Leadership

Competency Framework

Work is underway to refresh our competency framework for leaders, with embracing difference as a core component.

Inclusive Leadership Training

Our Management Development modules have already undergone review and enhancements in this space, and managers are now benefiting from the latest training in EDI. Work is in the design phase for our Senior Leaders Development Programme.

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Key Achievements- Data 24/25

Improved Declaration Rates

Declaration rates for all EDI measures continue to improve which gives us richer data, indicating colleagues have greater trust.

Improved Workforce Representation

Ethnic minority, disabled, and LGBTQ+ colleagues' representation has significantly increased across the workforce, with many now above national representation. All three of these groups have improved representation at Bands 8A and above.

Marked Improvement in Engagement and Cultural Measures

'We Embrace Difference' is our most understood value and practiced by 85% of colleagues according to the Values Survey. Team members from lower represented groups are also broadly as engaged or more engaged than the wider workforce population.

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Key Initiatives and Steps

Inclusive Recruitment Practices

We've expanded our diverse interview panel initiative to broaden scope beyond for Band 7 roles and above and to represent a broader cross section of differing groups of colleagues.

Since the beginning of 2024, we now recruit all Committee members through our recruitment software and are transitioning to centralise Committee Recruitment within the People Team ongoing, meaning we are now starting to get rich data and can make this process even better for this segment of NICE contributor.

Restorative Just, Learning Culture and Training & Development

Restorative and Just Culture integrated into management development and mandatory Speak Up training is now embedded. Many managers have also been trained in 'Restorative Conversations' to tackle instances of where standards and behaviours may deviate from our expectations in a balanced manner.

We delivered two Connect Days across both offices with strong staff network involvement, and launched a refreshed 4-day Management Development Programme focused on inclusive leadership. We also supported leadership placements for ethnically diverse talent, updated all EDI workshops with staff network input, and introduced a new Digital Accessibility e-learning module co-developed with DAWN.

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People Services Transformation

- We've reshaped our People Team (HR and OD) to become a more strategic partner, driving lasting organisational impact.

- A key focus is decentralising EDI and OD expertise- embedding these capabilities across the entire People Team.

- This empowers all colleagues to lead, coach, and support through inclusive, development-focused practices- driving holistic and sustained ways of working to support and enable the organisation to thrive with inclusion at its heart.

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Our Staff Networks continue to thrive and are instrumental in progressing our action plans

All of the staff networks have focused on intersectionality in the past year:

- Hosted intersectionality panel with all staff networks during London Connect Day

- Presence at the Manchester Connect Day

- Hosted joint sessions and initiatives like joint media clubs for PRIDE/LGBT History Month, SP&R team development day EDI session on Recognising Privilege,

- Developing training/workshop for senior management on "Defining participation"

- Raising awareness of the role of the Freedom to Speak Up Guardians

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Disability Advocacy and Wellbeing Network

- Implementation of the 'Accessibility passport' in the place of previously used 'Disability passport'

- Close work with the Digital Accessibility Group to review and feedback on the Digital Accessibility e-learning module

- Improving support for carers: blog raising awareness of Carer Week, summary of NICE policies supporting carers (and staff with disabilities) posted on DAWN Sharepoint/NICE Space, a panel on carers and what it's like being a carer and working, widened the scope of Accessibility passport to include carers

- Improving support for staff with disabilities (neurodivergent): Hosted a career talk on application and interview tips with Kendall Jamieson Gilmore and the People Team.

- Supported the bullying and harassment work (Continuing to support this work in 2025-2026)

- Awareness Raising: Disability History Month – Parent carers panel talk, fireside talk. and Gympanzees external talk; Celebrating Carers Week and Disability Pride, hosting a well-received stand at the NICE All Staff Event

- Collaboration with other networks on Intersectionality: Zebras Walk Amongst Us talk on staff with disabilities in healthcare, B&H work e.g. sharing experiences (confidential and general), working together with Unison (e.g. catch ups leading up to R&J)

- Quiet & Calm Office Manchester – supporting staff to make offices accessible whilst soundproofing in progress, improving office etiquette

- Large focus on promoting/improving hybrid meetings

- Mural in Manchester Offices

- Restorative and Just – participated in an afternoon online sessions with Merseycare and Northumbria Trust (Feb 2025)

Race Equality Network

- Transformation to become more member-led so that we can draw on the skills and expertise within the network and develop the sense of community in that way:

  - Successfully recruited 9 committee members for REN, and 4 to the steering committee

  - Ran great focus groups/feedback sessions to inform REN planning for 2025

  - Developed a survey to understand more about how members engage with the network and how we can improve their engagement

  - Improved how and where we share content for members and NICE staff alike

  - Developed roles and responsibilities for committee, steering committee and REN members

- Working on key initiatives within REN Action Plan 2025/2026 (e.g. creating "Inclusion moments" for team meetings, creating "Stay Interviews" for staff members, integrate REN input into line management training, supporting with developing UNISON training materials)

- Working collaboratively with FTSUG, UNISON, People Team Leads and other staff networks on a variety of other initiatives to try and avoid overlap but also ensure our work is serving NICE and members' needs by using all the resources we have

- Awareness/Development Events: Share Ramadan (including presenting at All Staff Meeting on Ramadan, media club, inviting staff members to fast), South Asian Heritage Month (including weekly spotlight sessions, media club), Media club (a goal for this year is to ensure that every month's pick is relevant to a cultural event happening in the month), Skill sharing sessions - Member led events where we invite them to share with other REN members their skills, experiences and it is a fun way to learn a bit about a variety of topics (so far we've had some on productivity, making music, wellbeing at work, using Whiteboard/Miro etc)

- Race Equality Week engagement event

NICE and Proud

- Increased engagement and membership to the network since January 2025

- Hugely successful Pride month, with two external speakers including the Terrence Higgins Trust, large attendance across the month

- Hosted a panel at the June All Staff meeting, which got high praise from ET and the rest of NICE

- Walking in the Manchester Pride Parade in August 2025 after a 2-year break, which is a great success

- Planning more intersectionality events with the REN network for Black History Month

Women in NICE

- International Women's Day 2025: Presentation on history of IWD and invited external guest speaker to talk about personal experience as a woman in sport.

- Early and Premature Menopause: Invited guest speaker for presentation and open discussion.

- Menstruation panel: Invited WIN members to share their experiences of menstruation in the workplace. Collated insights and useful resources from People Team into a blog.

- Working patterns analysis: Analysed ESR data and qualitative survey responses to develop a report on experiences of different working patterns at NICE, to uncover inconsistencies and if there is a gender pay gap.

- Created a fact sheet for 'Foster to Adopt' for People Team to consider in future policy development.

- Set up working group to create fertility and miscarriage 'toolbox', containing resources to facilitate line manager conversations and improve support.

- Set up working group to create flexible working 'toolbox', containing resources to facilitate line manager conversations and improve support.

- Developing women's career buddy programme.

- Published blog informing staff on the gender gap in medical research.

- Engaged in projects with other staff networks, such as intersectionality event on the NICE Connect Day 2025, Pride Month 2025 event and office mural.

- Set up informal staff catch ups for menopause and fertility.

Opportunities for Strategic Focus

Support for Colleagues with a Disability

Challenge: Lower engagement and wellbeing scores persist despite some progress.

Recommended Additional Measures:

- Launch a targeted wellbeing and engagement initiative co-designed with DAWN and neurodivergent colleagues.

- Scope a Disability Inclusion Dashboard to monitor progress and accountability at Directorate level.

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Opportunities for Strategic Focus

Ethnic Minority Inclusion Challenges

Challenge: Increased discrimination reports (16%) and declining appointment rates for Asian/Asian British candidates.

Recommended Additional Measures:

• Carry out some analysis into recruitment conversion rates by ethnicity to identify barriers.

• Real-Time Monitoring- Scope introduction of quarterly dashboards tracking discrimination reports by Directorate, with anonymised trends and actions taken where relevant.

• Partner with REN to co-design peer support and healing spaces for ethnic minority colleagues impacted by discrimination, fostering psychological safety and trust.

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Opportunities for Strategic Focus

Committee Attraction & Representation

Challenge: Variable makeup of applicants and appointees across committees.

Recommended Additional Measures:

- Implement targeted outreach campaigns for underrepresented groups, leveraging staff networks and external partners.

- Monitor diversity metrics quarterly and publish progress in governance reports.

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Opportunities for Strategic Focus

Gender Pay Gap

Challenge: Increased to 12.2%, above national average.

Recommended Additional Measures:

- Conduct a role-level audit to identify structural drivers of the gap (e.g., progression, part-time patterns).

- Introduce a gender equity action plan, including sponsorship for women in underrepresented roles and career stages.

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To review and improve equality considerations throughout development of our guidance

Sub Objective	Update for 2024/25
Review end to end guidance development across NICE to ensure equality impact fully considered and addressed.	• Completed the pilot with the type 2 diabetes guidelines Equality and Health Inequality Assessment (EHIA). The insights from consultation comments will be used to update the final guideline and EHIA • **Health Inequalities Insight** An extended health inequalities briefing was reviewed alongside the EHIA. While it provided valuable context, it did not alter any guideline recommendations. Notably, disparities in prescribing SGLT2 inhibitors were observed among women, older adults, ethnic minorities, and those in deprived areas. A research recommendation has been included to explore the reasons behind this variation.
Understand challenges experienced by committee members from ethnic minority backgrounds to create a supportive and inclusive culture	• **Chair Recruitment & Diversity Impact** Targeted marketing during CfG chair recruitment has led to increased representation of women and ethnic minority candidates in chair roles. As chairs lead committee recruitment, this is expected to positively influence future diversity across guideline committees.
Address disadvantages faced by committee members from diverse backgrounds	
Create diverse committees, representative of our population	

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In May 2025 we agreed the high-level plan with the specific areas of focus to address health inequalities.

New plan of activities

Health Inequalities plan for 2025/26 focuses on the areas below,

1. A targeted approach to health inequalities in our methods and guidance production

2. Addressing health inequalities through uptake and adoption of NICE guidance

3. Developing partnerships to support action on health inequalities

4. Having a health inequalities focus in our organisation

Launching new methods for assessing HI

Centre for Health Technology Evaluation directorate completed a modular update on Health Inequalities methods in their manual in May 2025, which was based on learning from the Guidelines health inequalities work. This update provides guidance on incorporating health inequalities into technology evaluations. It focuses on methods for measuring these inequalities, assessing quantitative evidence on how health interventions impact them, and determining how best to use this evidence in decision-making.

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Summary – Sustaining Progress, Focusing Impact

•We've made meaningful progress across workforce diversity, inclusive culture, and leadership- particularly in representation, recruitment practices, and staff engagement.

•Our EDI roadmap continues to guide year-on-year improvements, with a focus on embedding inclusion into everyday practice.

•The Restorative and Just approach and Speak Up policy are now integrated into development and culture work, helping us respond to concerns with empathy and accountability.

•While challenges remain, particularly around disability experience, aspects of ethnic minority experience, and the gender pay gap, we have clear, targeted actions in place to address them.

•The Additional measures are in line with the spirit of this work being dynamic- taking targeted action where required, it should be noted that the broad direction of the EDI Roadmap remains, and this report should be read in conjunction with the Staff Survey and Bullying and Harassment Reports.

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Workforce Equality Data & Insights

a) Key workforce data for 2024/25

b) Data highlights:

    i.   Non-declaration rates

    ii.   Ethnic minority staff representation

    iii.   Interview to appointment conversion rates

    iv.   Disabled and LGTBQ+ representation

    v.   Values Survey Results

    vi.   Staff Survey Results

    vii. Bullying, harassment and discrimination

    viii. Gender Pay Gap

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The following slides provide an overview of our key workforce EDI data for the period 2024/25, including progress against our organisational equality objectives. It also includes a summary of key actions we have taken over the past year, and an overview of our approach and aspirations for 2025/26.

The reporting date is 31st March 2025 (except for the Survey data, which is either December 2024 or June 2025).

Our data shows that ethnic minority staff remain underrepresented at the most senior levels. However, we continue to make improvements in representation, including at bands 8a-c.

Data from our latest Staff Survey shows that key engagement and well-being measures for ethnic minority, female and LGBTQ+ staff are for the most part aligned to overall staff scores; however, we continue to see concerning disparities for disabled staff.

The report also highlights continued and disappointing disparities in bullying, harassment and discrimination reporting for ethnic minority, LGBTQ+ and disabled staff; again, the disparities are especially marked for disabled staff.

The staff experience data for disabled colleagues continues to be cause for concern and NICE is committed to taking decisive action to address this.

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Electronic Staff Record (ESR) data show:

- On 31st March 2025, there were 834 employees at NICE

- The gender split of the workforce is the same as last year: females at 68%, and men at 32%*

- Just under half (47%) of NICE's workforce are 40 years old or less, which is 1% less than last year and 4% less than the year prior.

- The overall proportion of ethnic minority staff is 21%, an increase from 18.8%

- 11.5% of the workforce have declared a disability, an increase from 9.7% for the previous year

- 9.2% of staff have recorded their sexual orientation as LGBTQ+, which is an increase from last year, when it was 8.5%

- *Whilst ESR does not currently provide an option for employees who prefer to self-describe gender, our Staff Survey offers the option for staff to identify as male, female, non-binary, or transgender. In December 2024 inclusion survey and June 2025 engagement survey, there were less than 5% non-binary & transgender colleagues responding to the survey.

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* Data as of 31/03/2025

There has been an improvement in non-declaration rates, for all groups

There has been a fall in non-declaration for all groups, both in-year, and since 2019/20

Category	Not declared 2019/20	Not declared 2023/24	Not declared 2024/25	% change since 2023/24	% change since 2019/20
Ethnicity	5.4%	4.2%	3.5%	-16.7%	-35.2%
Disability	7.4%	7.1%	4.7%	-33.8%	-36.5%
Religion	22.3%	19%	18.6%	-2.1%	-16.6%
Sexual Orientation	16.4%	11.9%	10.6%	-10.9%	-35.4%

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We continue to see improvements in the representation of ethnic minority staff at senior levels

	2019/20	2023/24	2024/25	% change since 2023/24	% change since 2019/20
Percentage of ethnic minority staff at band 8a and above	8.2%	6.4%	7.9%	↑	↓
Percentage of ethnic minority staff band 2-7	4.0%	12.1%	12.7%	↑	↑
Other (local pay scales and M&D)	0.2%	0.4%	0.4%	→	↑
Percentage of ethnic minority staff across all bands	12.4%	18.8%	21.0%	↑	↑

There continues to be underrepresentation of ethnic minority staff at the most senior levels, despite the increase from the previous year. However, we can report improvements in representation of this group at bands 8a-c for the period 2024/25, with 18.2% of staff within these bands identifying as ethnic minority (comparing to 15.1% in 2023/24).

We also continue to see slight improvement in representation of this group at bands 2-7; these improvements are positive for our ability to improve representation at the most senior levels in the future.

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We have achieved an improvements in the interview to appointment conversion rate for Black/Black British candidates

This metric measures the likelihood of appointing white candidates after interview compared to ethnic minority staff.

	2023/24	2024/25	
Black or Black British candidates*	2.53 x	2.0 x	🟢
Asian or Asian British candidates*	0.97 x	1.66 x	🔴
All ethnic minority candidates	1.42 x	1.88 x	🔴

The improvement in our relative likelihood of appointment rates for Black/Black British candidates is a positive achievement.

However, we acknowledge a reduction in relative likelihood of appointment rates for Asian/ Asian British and all ethnic minority candidates' rates, comparing to 2023/24, suggest we should avoid complacency and continue to ensure recruitment practice is fair and inclusive.

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*excluding mixed heritage

There has been an increase in the representation of staff identifying as disabled and LGBTQ+ at senior levels.

The percentage of disabled staff at bands 8a and above is 25.5%, which is an increase from 23.6% in 2023/24.

The percentage of LGBTQ+ staff in band 8a and above roles is 45.5%. which is an increase from 38.0% in 2023/24.

There have been changes in the relative likelihood of being appointed for applicants identifying as disabled and LGBTQ+.

Applicants with disabilities had a similar relative likelihood of being appointed following interview, compared to non-disabled applicants: non-disabled staff were 1.18 times more likely to be appointed. This is however a slight deterioration to last year's results, when it was 1.04 times.

Applicants identifying as LGBTQ+ had a higher relative likelihood of being appointed following interview, compared to Heterosexual / Straight applicants. LGBTQ+ were 1.22 times more likely to be appointed.

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In spring 2025 we ran the NICE Values survey to explore the understanding of our values, their implementation, leadership and role-modelling and suggestions for improvement.

Value Understanding and Learning

85% of staff understand the 'We Embrace Difference' value, making it the highest most understood value. It is supported by effective learning channels and champions.

Consistency of Demonstration

62% of staff stated that this value is consistently or very consistently demonstrated, which makes it the most consistently demonstrated value in the organisation.

Ease of Implementation

67% find the value easy to implement daily, showing strong alignment between values and behaviours.

Leadership Role Modelling

Line managers lead in role modelling with 78% agreement, with slightly lower scores for senior leadership (74%) and 63% for the Executive Team.

Challenges and Recommendations

Concerns include unclear actions and EDI support. The recommendations call for RJLC value-led practice through consistent integration and leadership visibility through values-driven engagement.

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Our 2025 staff survey found equal engagement, wellbeing and trust in managers between ethnic minority, LGBTQ+, and all staff

Where we are doing well

- The scores for all the groups increased since last year's survey.

- Ethnic minority, LGBTQ+, female and male staff have better levels of engagement, wellbeing and job satisfaction indexes as the overall workforce population.

Areas for improvement

- The scores for staff identifying as disabled improved this year in all areas. However, this group continues to have lower engagement scores and job satisfaction index and are at greater risk of having poor wellbeing, than all other groups.

		Engagement / Overall Happiness Score			Wellbeing Index			Job satisfaction Index		
		2025	2024	Change	2025	2024	Change	2025	2024	Change
NICE (Overall)		72%	69%	↑	68%	64%	↑	74%	71%	↑
Gender	Female	73%	71%	↑	69%	66%	↑	75%	72%	↑
	Male	73%	68%	↑	70%	63%	↑	75%	70%	↑
Disability		69%	65%	↑	64%	59%	↑	73%	68%	↑
LGBTQ+ staff		75%	73%	↑	72%	69%	↑	77%	73%	↑
Ethnic minority		74%	71%	↑	69%	67%	↑	78%	73%	↑

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Reported levels of bullying and harassment for overall workforce has decreased with no change to the discrimination rate*.

Bullying/Harassment		Yes, personally experienced		Change
		Feb-24	Dec-24	
NICE (Overall)		10%	7%	↓
Gender	Female	5%	6%	↑
	Male	3%	7%	↑
Disability		27%	15%	↓
LGBTQ+ staff		3%	11%	↑
Ethnic minority		15%	16%	↑

Discrimination		Yes, personally experienced		Change
		Feb-24	Dec-24	
NICE (Overall)		6%	6%	-
Gender	Female	10%	6%	↓
	Male	8%	3%	↓
Disability		23%	14%	↓
LGBTQ+ staff		10%	9%	↓
Ethnic minority		9%	16%	↑

		NICE Dec-24	NHS staff survey 2024	Civil Service People Survey 2024
Bullying/ Harassment	From colleagues	7%	17.6%	5.0%
	or managers		9.5%	
Discrimination	From colleagues or managers	6.0%	7.4%	7.0%**

Employees who identify as disabled, LGBTQ+, or from an ethnic minority background reported higher rates of personally experiencing bullying/harassment and discrimination compared to the overall workforce.

While reports of bullying, harassment, and discrimination among disabled employees decreased significantly in December compared to February, these rates remain above the overall workforce average. In contrast, other groups experienced an increase during the same period.

Reported experiences of discrimination have improved across most groups. However, employees identifying as part of an ethnic minority reported an increase in discrimination.

For comparison- the bottom table presents comparable markers against the results of the NHS Staff Survey and Civil Service People Survey. NICE has less instances of bullying, harassment and discrimination than both the wider NHS and less reported instances of discrimination than the Civil Service. The Civil Service does, however, have slightly less instances of bullying and harassment than NICE.

*Comparison between the Inclusion survey's results from February 2024 and December 2024.
**data from CSPS 2023 (2024 data not yet published)

NICE's gender pay gap reporting for 2024/25 has increased from 9.5% in 2023/24.

	2023/24	2024/25	
Gender	9.5%	12.2%	⬆
Ethnicity	10.3%	9.8%	⬇
Disability	3.4%	7.1%	⬆
Sexual Orientation	6.1%	0.7%	⬇

The national pay gap, as of 31st March 2024, was 7% (down from 7.5% in 2023).* This means NICE reports higher level gender pay gap, than the nationally reported rate.

The mean pay gap is a measure of the difference between two groups average earnings across an organisation e.g. between men and women's average earnings.

The ethnicity and Sexual orientation pay gap reduced, with the former one almost reaching zero. We acknowledge further work is required to reduce the ethnicity pay gap further, as well as gender and disability pay gaps, which increased since last year.

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*National gender pay gap for 2025 has not yet been published

Guidance Committee Recruitment Data

There continues to be high variability in the proportion of committee applicants from different ethnic groups

- Compared to 2023/24, there was an increase in the percentage of applications from white candidates (from 52% to 62%) and a decrease in applications from ethnic minority candidates (from 46% to 38%)

- There was an increase in the percentage of applicants from Black or Black British backgrounds and at the same time a decrease in the percentage of applicants from Asian or Asian British background.

- It is important to acknowledge the positive drop in the percentage of undisclosed ethnicity amongst the candidates

Ethnicity of applicants	2020/21	2021/22	2022/23	2023/24	2024/25	Latest change
Asian or Asian British	10%	20%	13%	27%	18%	↓
Black or Black British	2%	3%	3%	5%	12%	↑
Mixed	2%	1%	3%	2%	4%	↑
Other ethnic group	2%	3%	2%	7%	4%	↓
Other white background	8%	10%	7%	7%	10%	↑
Undisclosed/not available	19%	8%	10%	3%	1%	↓
White British	55%	55%	63%	49%	52%	↑

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* data relates to all applicants (professionally registered and lay)

The proportion of appointed applicants is higher for white candidates compared to ethnic minority candidates and it increased since 2023/24

- The appointment rates between ethnic groups is affected by the variation in numbers of applicants and generally lower numbers of the ethnic minority applicants.

- In 2024/25 17% of applicants from white background and 12% of applicants from ethnic minority background were appointed.

	2021/22	2022/23	2023/24	2024/25
White applicants	43%	33%	49%	69%
Ethnic minority applicants	40%	35%	30%	29%

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