

Pay gaps report  
and Workforce Race  
Equality Standard  
(WRES) Survey  
**2025**

---

Published March 2026

---

# What are pay gaps?

Pay gaps are an equality measure that show the difference in average and median earnings for different groups of people in an organisation. At the NMC we publish our gender, ethnicity and disability pay gaps each year. Publishing our gender pay gap is a legal requirement, and we voluntarily publish our ethnicity and disability pay gaps as part of our commitment to transparency and improvement in these areas.

We don't award bonuses at the NMC, so we don't report a bonus gap.

## Gender pay gap

As an employer with more than 250 employees, we have had a legal duty since 2017 to publish our gender pay gap data and a written statement on our website. We report our data to the online government pay gap reporting service.

The gender pay gap measures the gap between the average pay for women against the average pay for men.

## Ethnicity pay gap

The ethnicity pay gap measures the difference between the average pay for Black, Asian, and minority ethnic colleagues, and the average pay for white colleagues. We choose to publish our ethnicity pay gap using the same methodology as the gender pay gap, as recommended by CIPD (Chartered Institute of Personnel and Development). We do this to be transparent and to help us set actions to tackle race inequality.

## Disability pay gap

We also publish our data on the average pay for disabled and non-disabled colleagues using the same criteria. This is to help us understand where gaps may exist, and what action we need to take to improve disability equality in our workforce.

## What's the difference between mean and median?

The mean pay gap measures the average pay for one group against another, for example the average pay for women in an organisation compared to the average pay for men.

The median pay gap compares the 'middle' pay for one group against another, when all values are ranged from low to high. The median is less affected by outliers when compared to the mean.

---

# What's the Workforce Race Equality Standard?

The NHS Workforce Race Equality Standard (WRES) is a framework that measures workforce race equality. The NMC voluntarily started to report against the standard in 2020 and we have used it to support our equity, diversity, and inclusion (EDI) work for colleagues since then.

This is the second year of integrating WRES questions into our annual Your Voice employee engagement survey as part of a wider section on workforce EDI. This approach aimed to maximise participation by colleagues, strengthen how we benchmark our performance and gather the data we need to best understand our colleagues' experience at work and support improvement. 67% of colleagues completed the survey (875 colleagues out of 1,304).

This report summarises data from that survey and analysis, alongside our pay gap data.

# What does our data show?

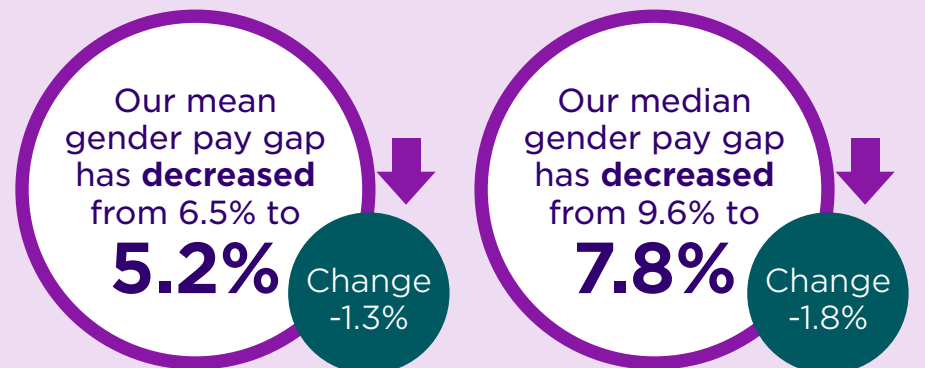
The data in this report show our pay gaps as of 31 March 2025 and include data from our Your Voice survey which ran from 8 September to 26 September 2025.

While context and data are important and show we have strengths to build on, we must also understand and consider the lived experience of colleagues. Our overarching message and commitment are that we need and want to go further to reduce our pay gaps. This report sets out how we will achieve that aim.

## Gender

We have seen a decrease in our mean and median gender pay gaps.

This was due to an increase in the number of female colleagues working in both upper and upper middle quartiles increasing by 1.4% and 3.2% respectively and the number of male colleagues working in our lower and lower middle quartiles increasing by 2.2% and 1.0% respectively. This increased the mean and median salaries of female colleagues by 2.5% compared to a 1.1% salary increase for the mean male salary and a 0.5% increase for the median male salary compared to 2024.



## Ethnicity

We have seen an increase in our median ethnicity pay gap and a decrease in our mean ethnicity pay gap.

Overall, the number of Black, Asian and minority ethnic colleagues working at the NMC increased by 86 colleagues, meaning 42.9% of employees at the NMC now come from a Black, Asian and minority ethnic background. We also saw an increase in Black, Asian and minority ethnic colleagues in all quartiles across the NMC with a reduction in white colleagues.

The main reasons for the increase in median pay gap was the reduction on white colleagues working in our lower quartile with a 2.2% reduction in white colleagues, and an increase in colleagues not declaring their ethnicity of 1.3%.

Our data indicates that the increase in median ethnicity pay gap is primarily driven by grade distribution across office locations. A significant proportion of Black, Asian and minority ethnic colleagues are based in our Professional Regulation Directorate at our Stratford, London office, and the majority are in pay grades 1-5.

Stratford is located within Tower Hamlets, one of the most diverse local authority areas in England and Wales (2021 census), and our workforce composition reflects the diversity of the local labour market.

NMC is proud to be an employer in Stratford, and we have an excellent offer to make a rewarding career at the NMC. This includes an apprenticeships programme, ongoing learning and development, and targeted programmes for Black, Asian and minority ethnic colleagues early in their careers who aspire to management and leadership roles. Many colleagues who start with the NMC in Stratford go on to gain promotion or start new careers at the NMC.

While we are proud of this, it is also the principal factor influencing the ethnicity pay gap. We have made good progress in improving representation of very senior Black, Asian and minority ethnic colleagues, but not at the same pace as we are recruiting to critical roles in our Stratford office.

We are invested in closing our ethnicity pay gap (outlined below and in the full report) and to support Black, Asian and minority ethnic progression into higher grades across the NMC.



## Disability

We have seen a decrease in our mean and median disability pay gaps.

The NMC has a negative disability pay gap, meaning that the average pay for disabled colleagues is higher than for non-disabled colleagues.

This gap has widened since our last report. The main reason for the change is an increase in the number of colleagues declaring a disability by 2.7 percentage points but this has been greatest in our upper and upper middle quartile causing our pay gaps to increase in favour of colleagues with a disability.

The NMC is aware there are 10.21 million people of working age (16 to 64) in the UK who reported they were disabled; this equates to 24% of the UK working population. We recognise we still need to do more, so that all colleagues feel comfortable sharing their disability status with us and to ensure when recruiting we can pick from the most diverse pool of candidates.



---

# What are we doing to tackle the issues raised?

We recognise that these data point to the need for improvement. Over the past year we have made some progress, but we know we have much more to do.

We have also learned from the past about the importance of aligning our ambitions with our resources, ensuring realistic and impactful goals. To that end we have prioritised the delivery of the actions from the Independent Culture Review to help address the issues that colleagues have clearly told us we need to improve. We are making good progress against the 37 recommendations and provide regular updates both internally and externally.

## A step change in leadership and management capabilities

In April 2025 we published our **Culture Transformation Plan**, built around six pillars of activity: Strong and Effective Leadership, Values-Based Decision-Making, Psychological Safety, Embedding EDI, Enjoyment at Work and Regulatory Fairness.

Integral to the plan is a significant investment in a leadership coaching programme offered to all colleagues with line management responsibilities and leaders at band 8 and above. This programme seeks to support culture transformation by equipping our leaders with new tools and techniques, driving greater consistency across leadership and embedding a learning culture in the NMC where leaders have the space to reflect and develop themselves.

We have recently introduced a Culture Maturity Model and directorate-level assessment process to deepen our understanding of progress against the Culture Transformation Plan. Going forward this will provide us with additional quantitative and qualitative data on how successfully we are embedding our values, behaviours and EDI into the culture and leadership of the NMC, identifying leadership good practice and highlighting any areas where more targeted interventions are required.

Our commitment to career progression is showing results, with 48% of all promotions in 2025 going to Black, Asian, and minority ethnic colleagues—an increase from 45% the previous year.

However, a closer look at senior grades (Grades 7 to 11) shows a slight decrease in the number of minority colleagues promoted into these roles (from 7 down to 5). This concentration of promotions in the lower and middle grades, combined with a reduction of white colleagues in the lower quartile, explains why our median ethnicity pay gap increased this year, even as our overall representation grew.

We have embedded the behaviour framework that we launched last year into our inclusive recruitment practice and Ambitious Appraisals performance management process. We're ensuring we are a values-led organisation who live by our I-FREE principles (integrity, fairness, respect, equity and effectiveness).

---

## A workplace where everyone is afforded dignity

We have continued embedding our 'speak up' service for colleagues, with the appointment of an external, independent **'Empowered to Speak Up'** Guardian and designation of 13 colleagues as trained Empowered to Speak Up Ambassadors. This service provides 24/7 confidential access: an independent, psychologically safe route for employees to raise concerns at any time, without fear of detriment.

We provide data, insight and reporting on a monthly, quarterly and annual reporting basis of themes, trends and learning to support transparency, fairness and early systemic improvement.

---

## Embedding equity, diversity and inclusion (EDI)

In 2025, we appointed two new Heads of Department – a Head of Workforce EDI who focuses on identifying opportunities to tackle discrimination and disparities among NMC staff, and Head of Regulatory EDI who supports colleagues to embed equity throughout the NMC’s regulatory process.

In April 2025, we signed up to UNISON’s Anti-Racism Charter and by the end of 2025, we were on track to meet 17 out of 19 commitments. We have also appointed a senior executive sponsor to further drive the initiative. The signing of the charter signals another step towards our creating a positive, empowering and inclusive culture for all people that engage with the NMC, regardless of their background or characteristics.

We continued to work with Black-owned business, The Equal Group to create and deliver a new face-to-face EDI learning foundational programme. The training was delivered over the summer of 2025 to 1,000 colleagues in-person.

Since the close of the current reporting period, we have made tangible progress in increasing representation within our managerial and senior cohorts.

In 2024, there were 25 Black, Asian and minority ethnic colleagues in Grades 8 and above (18.7%). As of 2025, this has increased to 30 colleagues (19.4%). Furthermore, we have seen a significant rise in minority ethnic representation among line managers, growing from 59 colleagues (out of a total population of 1,151) in 2024 to 73 colleagues (out of 1,277) in 2025. This 0.7% increase in the number of minority ethnic line managers demonstrates our commitment to developing a diverse leadership pipeline, which we look forward to reflecting in our next pay gap report.

We’ve continued to work with external EDI partners such as Inclusive Employers to support our initiatives for Black, Asian and minority ethnic colleagues such as Rising Together. The Rising Together programme is a six-month mentoring initiative launched in 2020 to address the underrepresentation of colleagues from Black, Asian and minority ethnic backgrounds in senior positions and pay gaps within the NMC. Rising Together Cohort 5 consisted of 59 mentors and 65 mentees and ran from October 2024 to April 2025. Rising Together Cohort 6 consists of 60 mentees and 50 mentors and started in October 2025, until April 2026. A decision was made by Executive Board to achieve a minimum of 80% Black, Asian and minority ethnic participation for Cohort 6.

---

The staff networks play an important role in embedding EDI across the NMC. The networks play a unique role in:

- Providing identity-based insights
- Raising awareness of culture change and inclusion
- Providing bespoke support for colleagues with protected characteristics.

We have five employee networks to support our colleagues and provide a safe space to learn and appreciate diversity: BeMe, LGBT+, Women's Network, Workaround and Parents and Carers.



Key milestones the networks have helped us reach include the introduction of a parents' room in our offices, partaking in an inter-regulator LGBT+ forum to share and increase best practice, and marking Black History Month and South Asian Heritage Month.

With the support of our external partner, the Business Disability Forum, we are working towards achieving Disability Confident Level 2 status. We also have an internal Reasonable Adjustments Working Group which is composed of colleagues from across the NMC.

---

# Summary

As we continue to embed our Culture Transformation Plan and EDI strategy, we remain focused on transforming our culture so that our colleagues can thrive at work and deliver the best possible outcomes for the public we're here to protect and the professionals we regulate.

To deliver sustainable change, we're implementing and sequencing action to realise positive changes in our culture whilst keeping our people at the heart of what we do.

We have already started to see impactful change considering the Independent Culture Review and the actions we have taken to directly address it and we are confident we're heading in the right direction. We will continue to report on these actions and the progress we make in 2026.

If you'd like to get in touch about anything raised in this report, please contact [Equality@nmc-uk.org](mailto:Equality@nmc-uk.org).

I confirm that the information in this report is accurate and in line with government reporting requirements

**Dee Sekar**

Head of Workforce EDI



March 2026

The terminology used throughout this document is 'Black, Asian and minority ethnic.' This aligns with terminology used by government good practice guidelines. The NMC recognises that language in this area is constantly changing and that the people included within such broad terms encompass diverse ethnic groups. We regularly keep the language that we use under review.

**nmc**  
**Nursing &  
Midwifery  
Council**

23 Portland Place,  
London W1B 1PZ

+44 20 7637 7181

[www.nmc.org.uk](http://www.nmc.org.uk)

 @nmcuk

 @nmcnews

 The Nursing and Midwifery Council

The nursing and midwifery regulator for England, Wales, Scotland and Northern Ireland  
Registered charity in England and Wales (1091434) and in Scotland (SC038362)

Pay gaps report  
and Workforce Race  
Equality Standard  
(WRES) Survey

**2025**

---

**Report Annex**

---

# What is the difference between pay gaps and equal pay?

## Pay gaps vs equal pay

A pay gap compares the average pay for different groups of people. It's different from equal pay, which instead looks at whether people are paid the same for work of equal value and whether there is pay inequity across protected characteristics for people in the same or similarly graded roles.

Simply put, pay gaps are more about representation at all levels of the organisation. Equal pay is the legal requirement to pay the same for work of equal value.

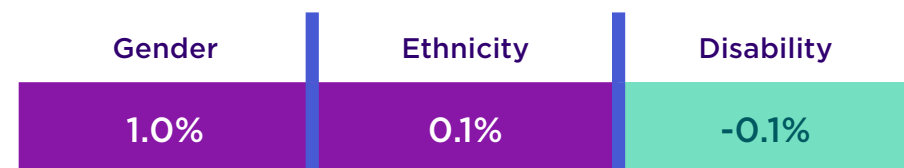
## Does the NMC have an equal pay issue?

No, we do not. In addition to pay gap reporting and analysis we undertake stringent equal pay audits as part of our annual pay awards.

The table below highlights that pay differentials by gender, ethnicity and disability are well below our target of 5%. Anything above this would be a statistically significant difference. This positively highlights there are no significant pay differences when we compare employees doing the same (or 'like for like') roles across the NMC.

These small differences reflect distribution with pay ranges (i.e. when colleagues were appointed) and the fact that some roles for which we pay specialist premium, in particular IT and legal roles, have historically had less diverse talent pools.

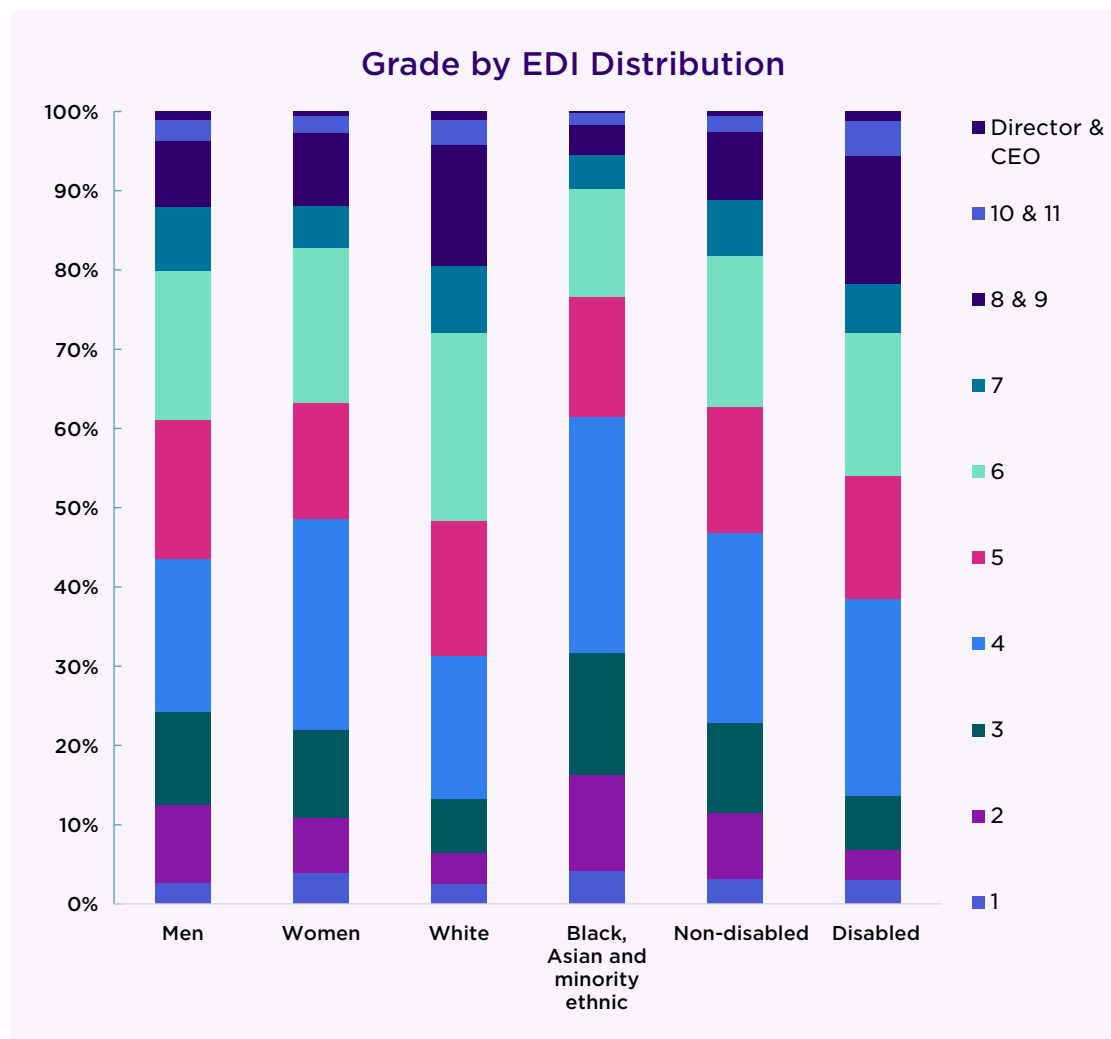
### Equal pay - April 2025



# Representation of gender, ethnicity, and disability across grades at the NMC

The charts below show the distribution of NMC colleagues in each of our internal pay grades by the protected characteristics for each of the pay gaps.

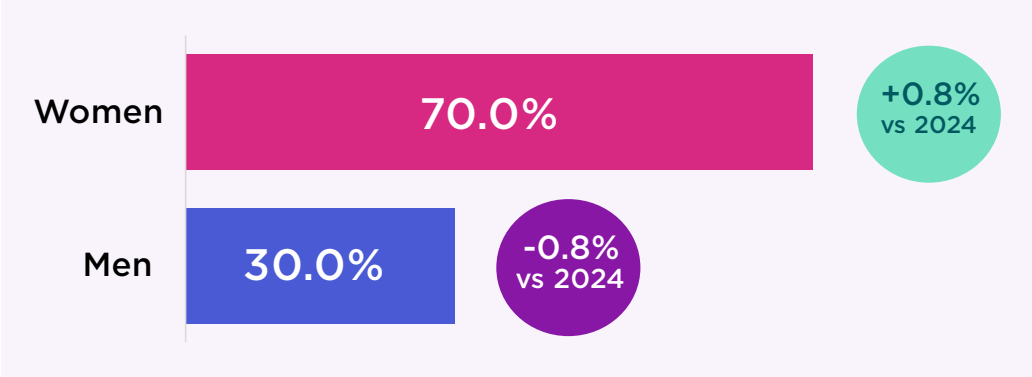
In the NMC the internal grading system ranges from grade 1, which is our lowest paid grade, to the Director and CEO grades. The charts highlight which grade our median colleagues fall in for each protected characteristic.



# Workforce gender: quartiles

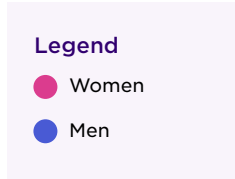
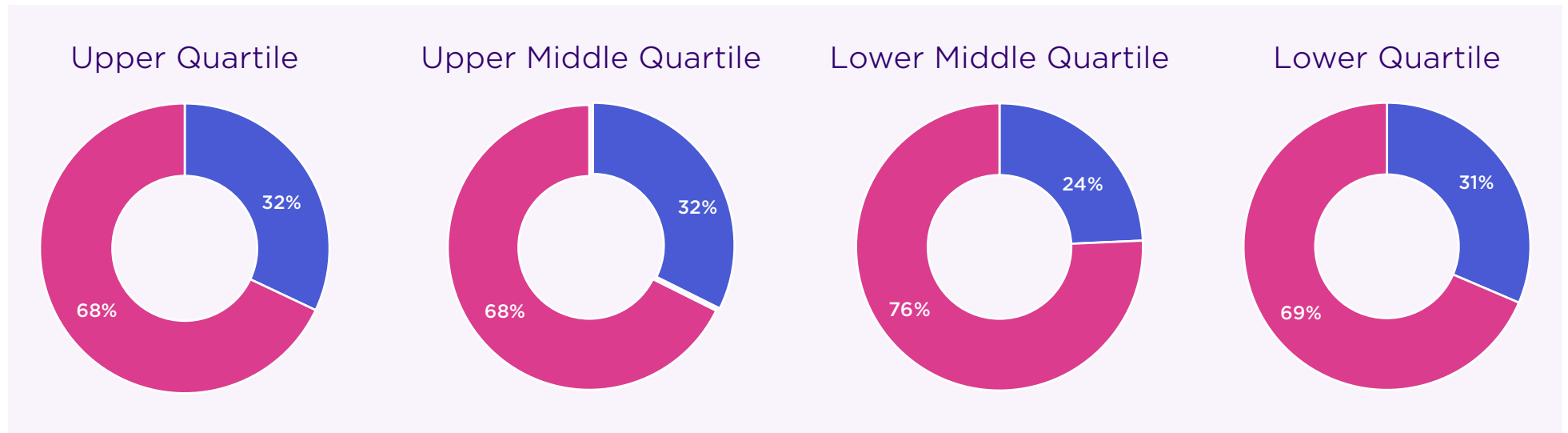
Overall, our workforce is made up of 70.0% women and 30.0% men.

The proportion of women working at the NMC has slightly increased since 2024:



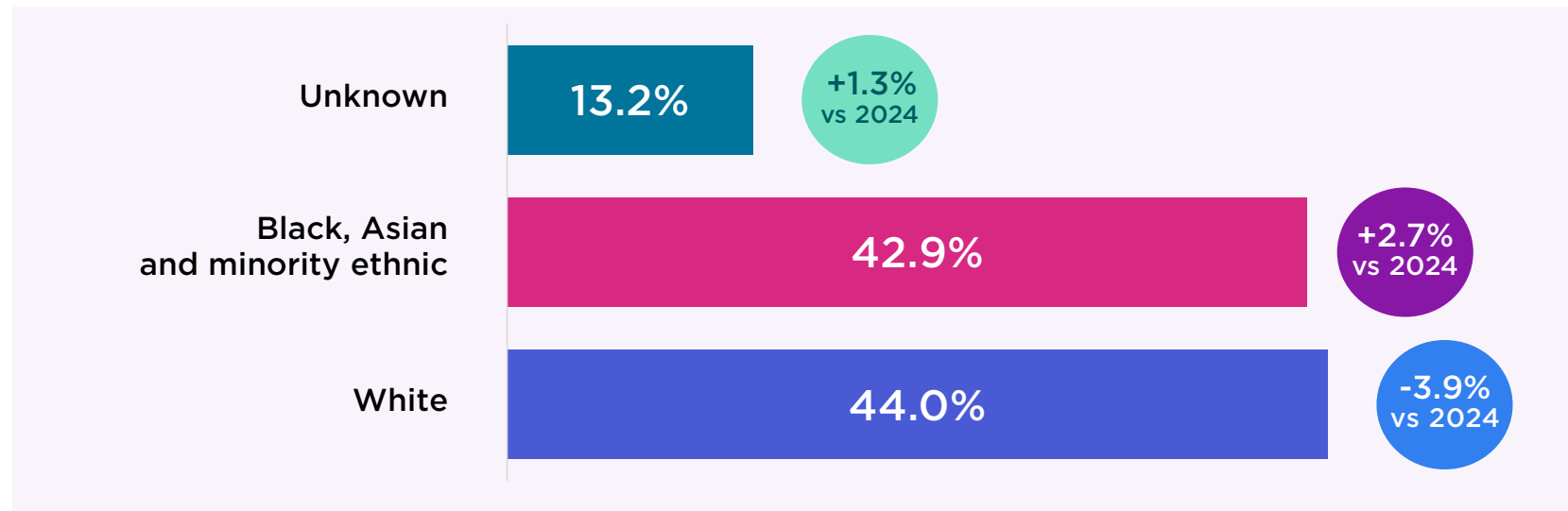
There were also changes in the quartiles compared to 2024:

- Upper quartile +1.4% **women**
- Upper middle quartile +3.2% **women**
- Lower middle quartile +2.2% **men**
- Lower quartile +1.0% **men**



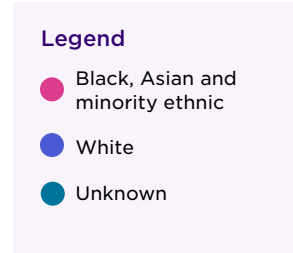
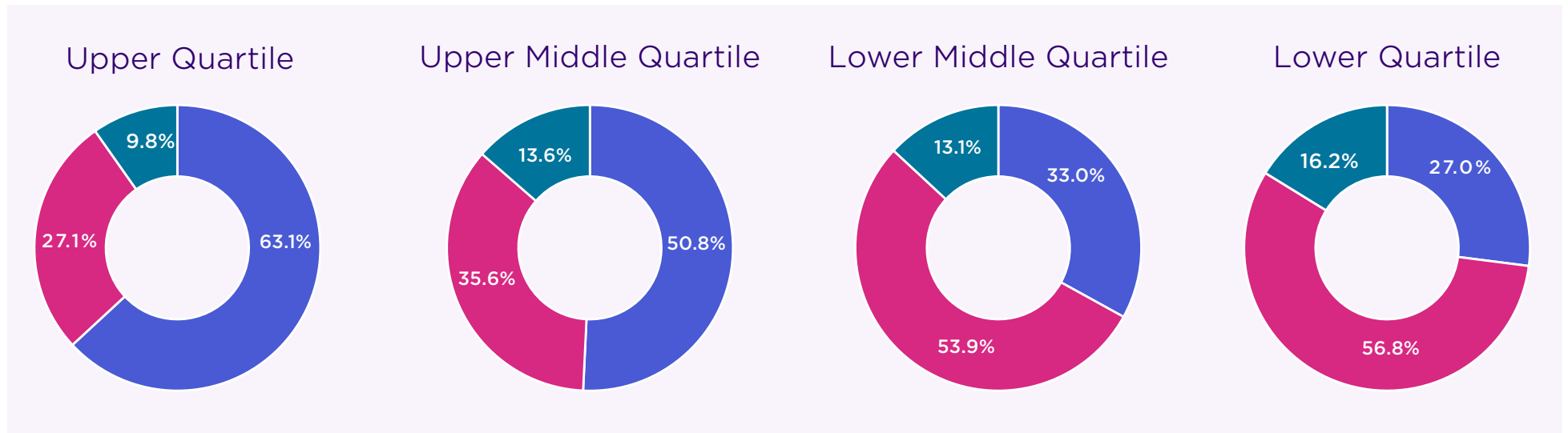
## Workforce ethnicity: quartiles

Overall, our workforce is made up of 42.0% Black, Asian and minority ethnic colleagues and 44.0% white colleagues. 13.2% of colleagues have not declared this information in their monitoring data. The proportion of Black, Asian and minority ethnic colleagues working at the NMC has slightly increased since 2024:



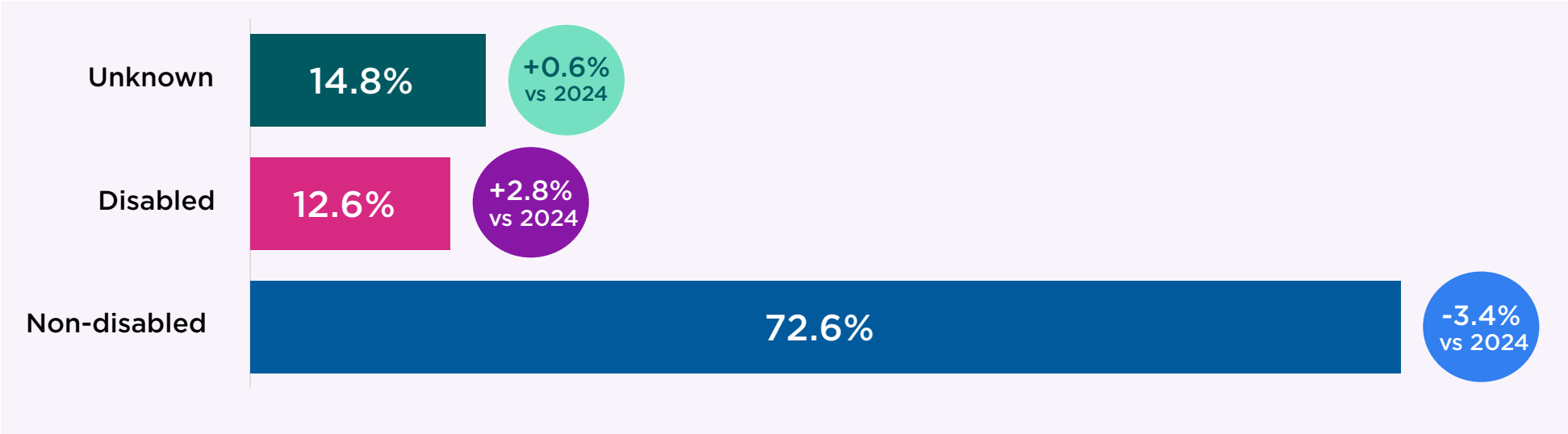
There were also changes in the quartiles compared to 2024:

- Upper quartile +2.6% **Black, Asian and minority ethnic**
- Upper middle quartile -4.7% **white**
- Lower middle quartile -1.2% **white**
- Lower quartile -2.2% **white**



# Workforce disability: quartiles

Overall, our workforce is made up of 9.8% disabled colleagues and 76.0% non-disabled colleagues. 14.2% of colleagues have not declared this information in their monitoring data. The proportion of disabled colleagues working at the NMC has not changed since 2023.



There were also changes in the quartiles compared to 2024:

- Upper quartile +3.9% **Disabled**
- Upper middle quartile -7.8% **Non-disabled**
- Lower middle quartile -1.6% **Non-disabled**
- Lower quartile +1.5% **Disabled**

