



Cabinet Office

Public Appointments Data Report 2024-25

December 2025

Public Appointments Data Report: 2024-25

Introduction

The data in this report covers public appointments made by United Kingdom government ministers to the bodies and offices listed in the Schedule to the Public Appointments Order in Council. These appointments are regulated by the Commissioner for Public Appointments and are referred to as regulated roles.

The report's primary focus is on the data on public appointees that were in post as of 31 March 2025 as well as data collected on appointments processes that were run from 1 April 2024 to 31 March 2025.

This is the first public appointments annual data report that uses data collected through the public appointments digital service as its primary source of information. Historical data is included in order to provide context however caution is advised when using this data given the changes to data collection methodology.

Information is correct at the time of report production. Please refer to the statistical note at the end of this report for more detailed information about the data collection and presentation methodology.

Section 1: Headline Facts and Figures

The public appointments data report shows that during the 2024-25 reporting year:

- 449 new appointments were made by UK government ministers.
- 10,538 applications were submitted through the public appointments digital service.
- Ministerial departments took an average of 212 days to complete an appointment.
- 12% of appointments were completed within three months of the closing date.

On the 31 March 2025, there were 3,915 public appointees, holding 4,033 public appointments. Of those who provided diversity information:

- 52% were female.
- 13% were from an ethnic minority.
- 4% declared themselves as having a disability.
- 62% were based outside of London and the South East.
- 27% were from a working class background.

Section 2: Campaign Duration

2.1 Campaign Duration, Overall Performance

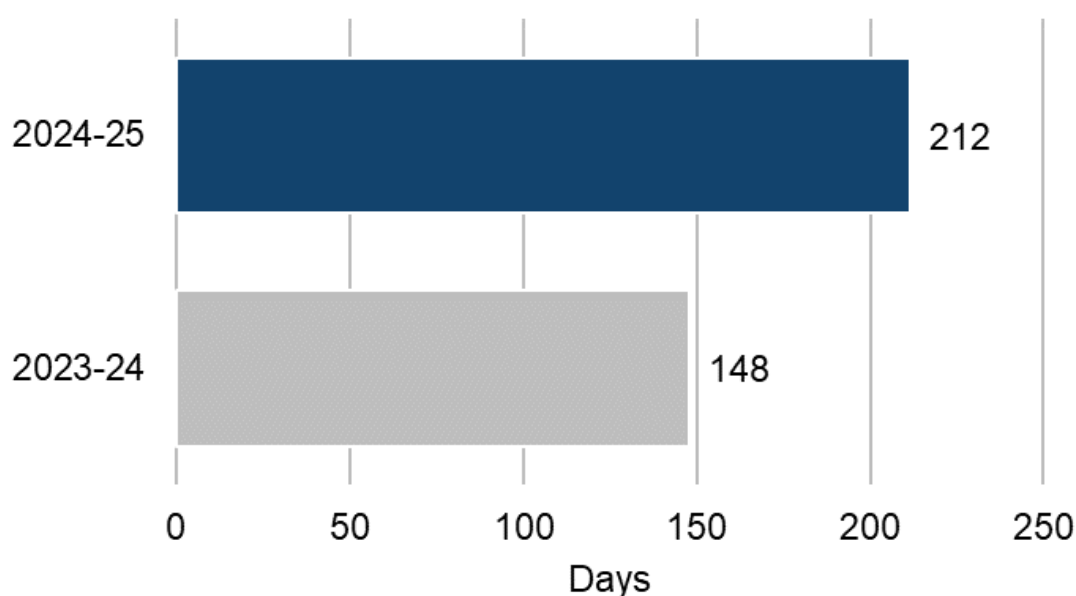
In 2024-25:

- On average, ministerial departments took 212 days to complete a public appointment campaign. This compares to an average of 148 days in 2023-24 (figure 2.1.1).
- Of departments that ran more than one campaign, the Ministry of Defence took the fewest number of days on average (117 days), followed by the Department for Business and Trade (141 days) and the Department for Health

and Social Care (177 days). Scotland Office completed a single campaign in 84 days (figure 2.1.2).

- 12% of appointments were completed within three months of the closing date (figure 2.1.4). This compares to 11% in 2023-24.
- Individual office holder appointments took the longest to complete on average (319 days), based on four campaigns (table 2.1.6). For definitions of appointment types, see explanatory note 2 on page 8.

Figure 2.1.1: Average number of days between closing date and offer accepted, 2024-25 and 2023-24



Explanatory Note 1: Campaign Duration

Under the Governance Code on Public Appointments, ministerial departments should aim to conclude each appointment process within three months of a competition closing.

The public appointments digital service collects data on the time it takes to run appointment campaigns. Campaign duration is calculated as the number of days between the closing date and the date that the first offer of appointment is accepted by a successful candidate for the campaign.

As set out in the [General Election Guidance 2024](#), public appointments that required approval by the Prime Minister, and other public appointments that were likely to prove sensitive, were frozen until after the 2024 general election, except in exceptional circumstances.

Figure 2.1.2: Average number of days between closing and offer accepted by ministerial department, 2024-25

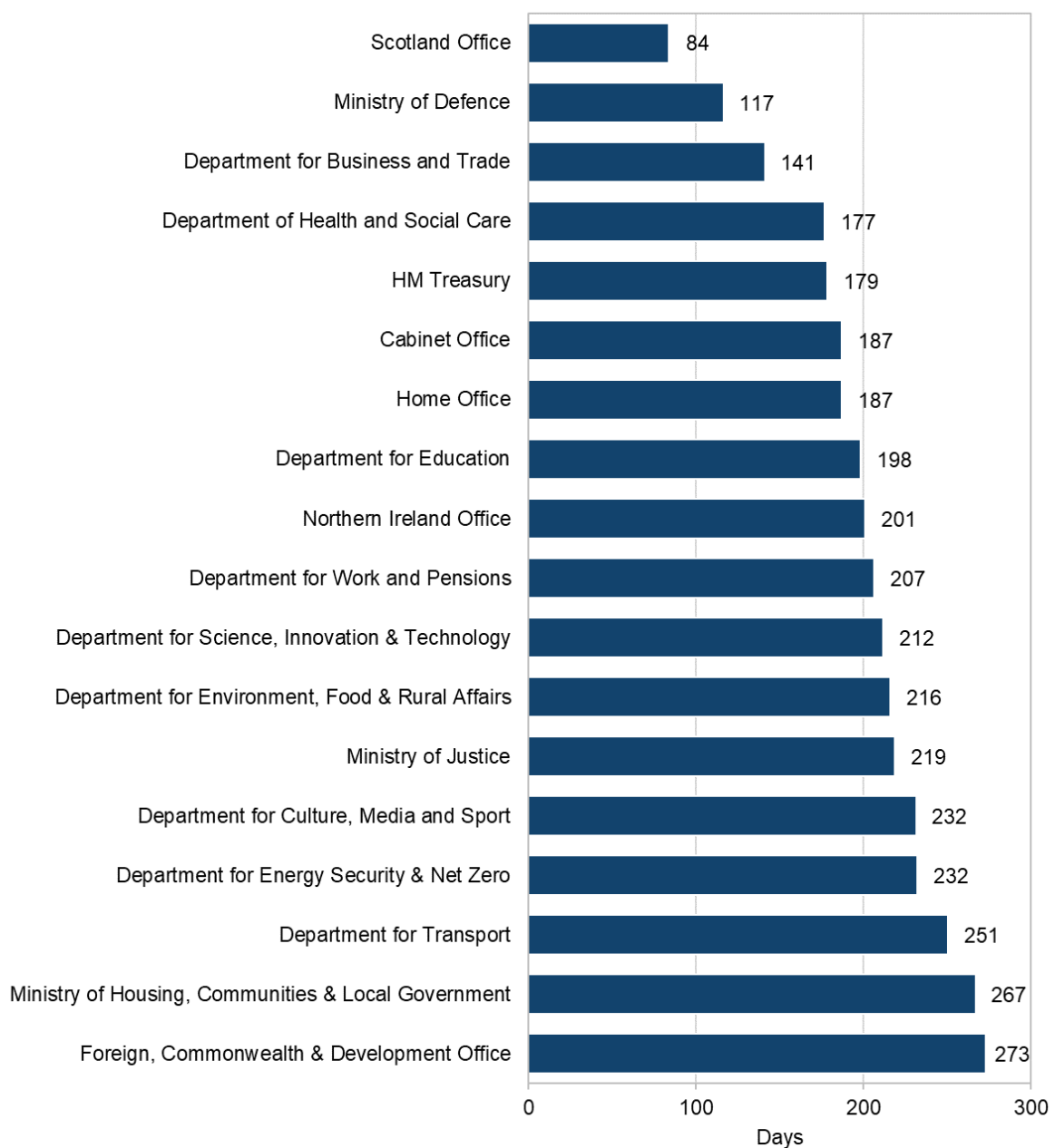


Table 2.1.3: Average number of days between closing and offer accepted by department, 2024-25 and 2023-24

Ministerial Department	2024-25	2023-24
Cabinet Office	187	125
Department for Business and Trade	141	202
Department for Energy Security & Net Zero	232	180
Department for Science, Innovation & Technology	212	262
Department for Culture, Media and Sport	232	150
Department for Education	198	135
Department for Environment, Food & Rural Affairs	216	125
Department for Transport	251	203
Department for Work and Pensions	207	194
Department of Health and Social Care	177	178
Foreign, Commonwealth & Development Office	273	163
HM Treasury	179	116
Home Office	187	155
Ministry of Defence	117	129
Ministry of Housing, Communities & Local Government	267	103
Ministry of Justice	219	127
Northern Ireland Office	201	84
Scotland Office	84	No campaigns
UK Export Finance	No campaigns	133

Figure 2.1.4: Percentage of campaigns completed within 3 months, 2024-25 and 2023-24

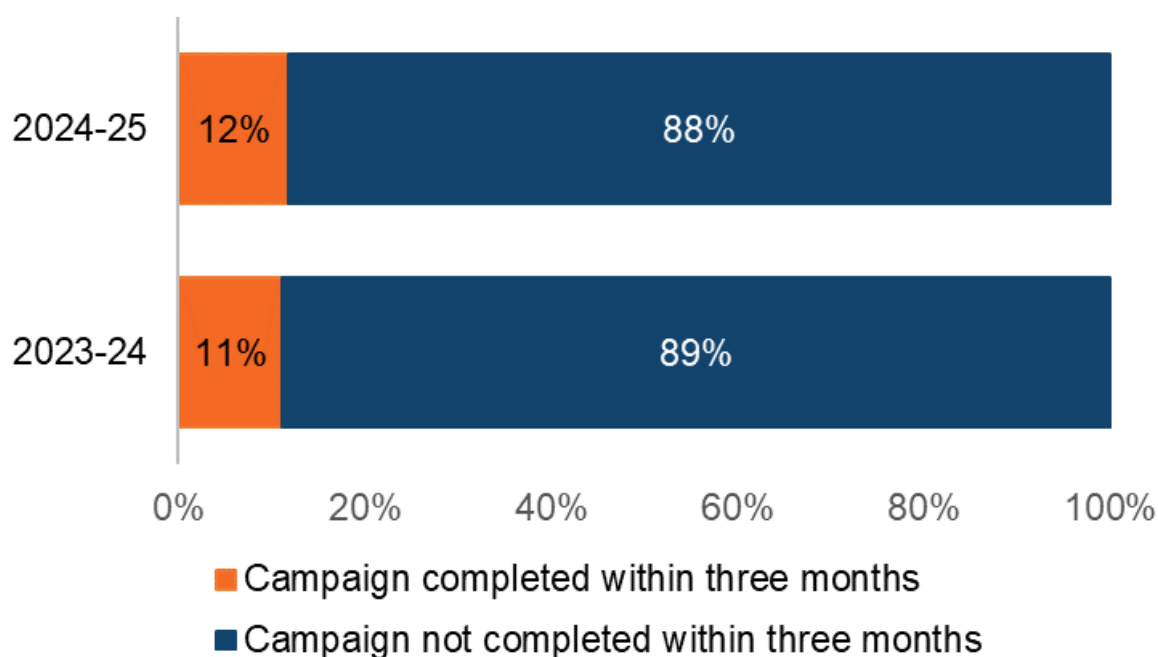


Table 2.1.5: Number and percentage of campaigns completed within 3 months by ministerial department, 2024-25

Ministerial Department	Total number of campaigns	Percentage completed	Number completed	Percentage not completed	Number not completed
Cabinet Office	6	50%	3	50%	3
Department for Business and Trade	5	20%	1	80%	4
Department for Energy Security & Net Zero	4	0%	0	100%	4
Department for Science, Innovation & Technology	4	0%	0	100%	4
Department for Culture, Media and Sport	17	6%	1	94%	16
Department for Education	10	10%	1	90%	9
Department for Environment, Food & Rural Affairs	14	7%	1	93%	13

Ministerial Department	Total number of campaigns	Percentage completed	Number completed	Percentage not completed	Number not completed
Department for Transport	9	0%	0	100%	9
Department for Work and Pensions	6	0%	0	100%	6
Department of Health and Social Care	12	25%	3	75%	9
Foreign, Commonwealth & Development Office	3	0%	0	100%	3
HM Treasury	2	0%	0	100%	2
Home Office	9	11%	1	89%	8
Ministry of Defence	2	50%	1	50%	1
Ministry of Housing, Communities & Local Government	7	0%	0	100%	7
Ministry of Justice	39	13%	5	87%	34
Northern Ireland Office	2	0%	0	100%	2
Scotland Office	1	100%	1	0%	0

Table 2.1.6: Average number of days between closing and offer accepted by appointment type, 2024-25 and 2023-24

Appointment type	2024-25	2023-24
Chair (or equivalent)	187	136
Member (or equivalent)	215	151
Individual Office Holder	319	144

Explanatory Note 2: Appointment Types

Regulated roles are classified into three appointment types: chairs (or equivalent), members (or equivalent) and individual office holders.

- Chairs (or equivalent) are responsible for strategic leadership of the board of an organisation and for ensuring its overall effectiveness and delivery against agreed purpose and objectives. They may also be the chair of a non-statutory advisory board or expert panel.
- Members (or equivalent) support the Chair in their leadership of the board and provide appropriate scrutiny and challenge to the executive of the organisation. They are often referred to as a non-executive director (NED) or non-executive board member (NEBM).
- Individual Office Holders are public appointees who have been appointed to undertake a specific function on behalf of its appointing authority. They are not supported by other non-executive members. Examples include the Children's Commissioner.

Table 2.1.7: Percentage of appointments completed within 3 months by appointment type, 2024-25

Appointment type	Campaign completed in three months	Campaign not completed in three months
Chair (or equivalent)	20%	80%
Member (or equivalent)	10%	90%
Individual Office Holder	0%	100%

2.2 Campaign Duration, Performance by Stage

In 2024-25:

- The average number of days between campaign stages (table 2.2.1) was:
 - Closing and sift: 29 days
 - Sift and interview: 50 days
 - Interview to the offer of appointment being accepted: 133 days
- The Ministry of Defence (7 days), Department for Environment, Food and Rural Affairs (14 days) and the Department for Business and Trade (17 days) averaged the fewest number of days between closing and sift (figure 2.2.2).
- The Cabinet Office (19 days), the Department for Business and Trade (21 days) and the Northern Ireland Office (25 days) averaged the fewest number of days between sift and interview (figure 2.2.3).
- HM Treasury (62 days), the Department of Health and Social Care (65 days) and the Ministry of Defence (81 days) averaged the fewest number of days from interview to the offer of appointment being accepted (figure 2.2.4).

Table 2.2.1: Average number of days between campaign stages, 2024-25 and 2023-24

Campaign stage	2024-25	2023-24
Closing and sift	29	25
Sift and interview	50	37
Interview to offer accepted	133	87

Figure 2.2.2: Average number of days between closing and sift by ministerial department, 2024-25

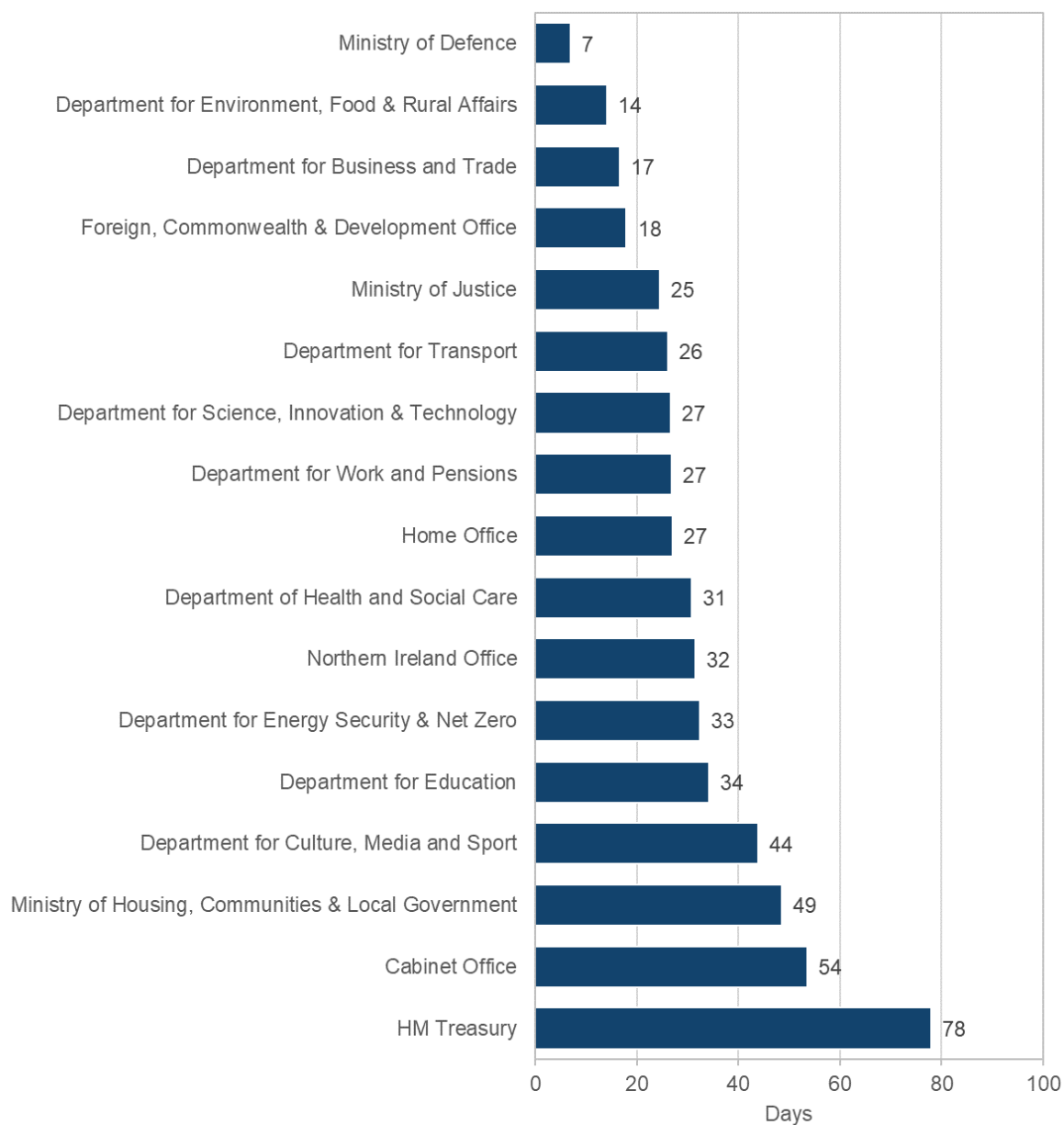


Figure 2.2.3: Average number of days between sift and interview by ministerial department, 2024-25

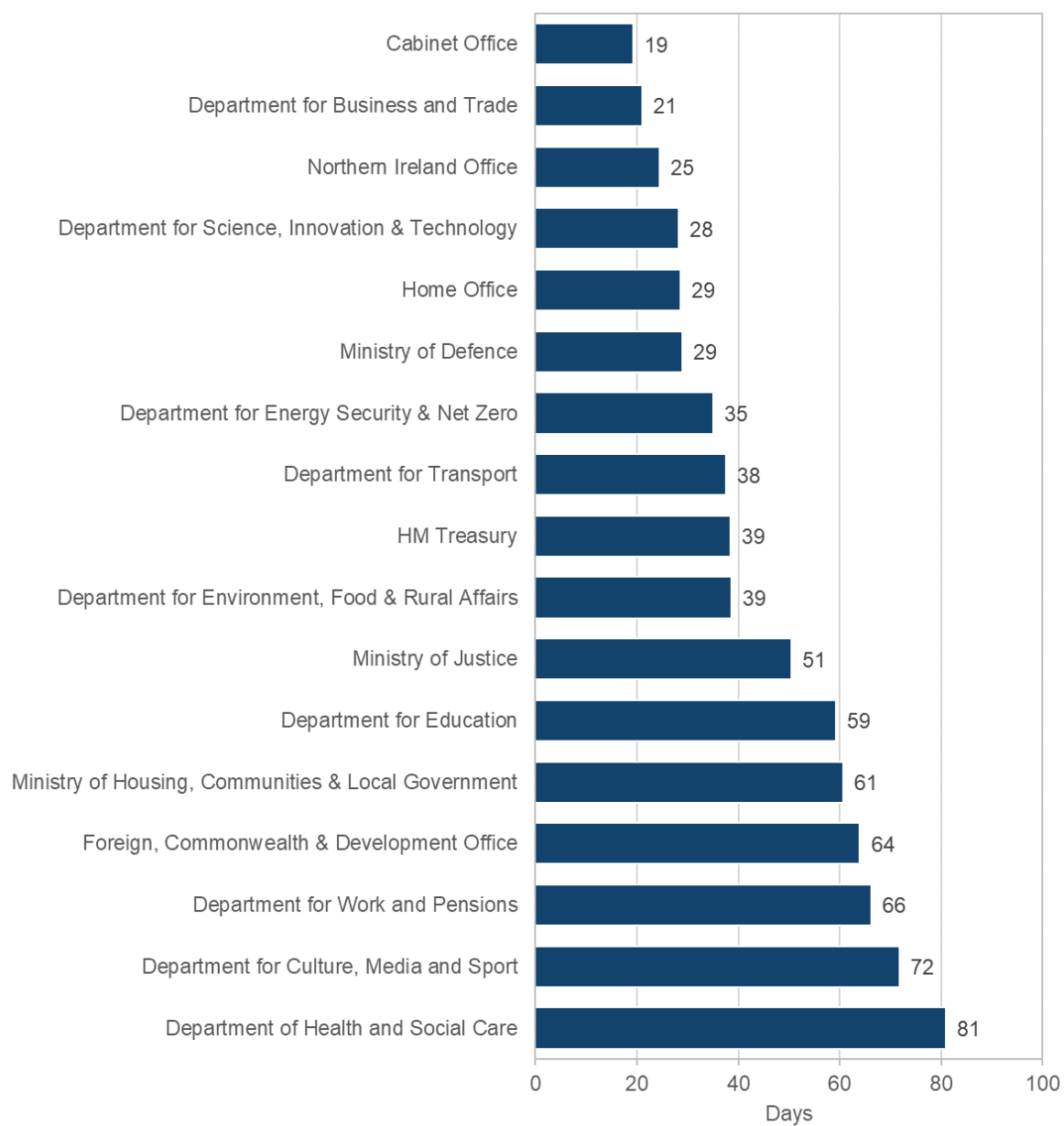


Figure 2.2.4: Average number of days between interview and offer accepted by ministerial department, 2024-25

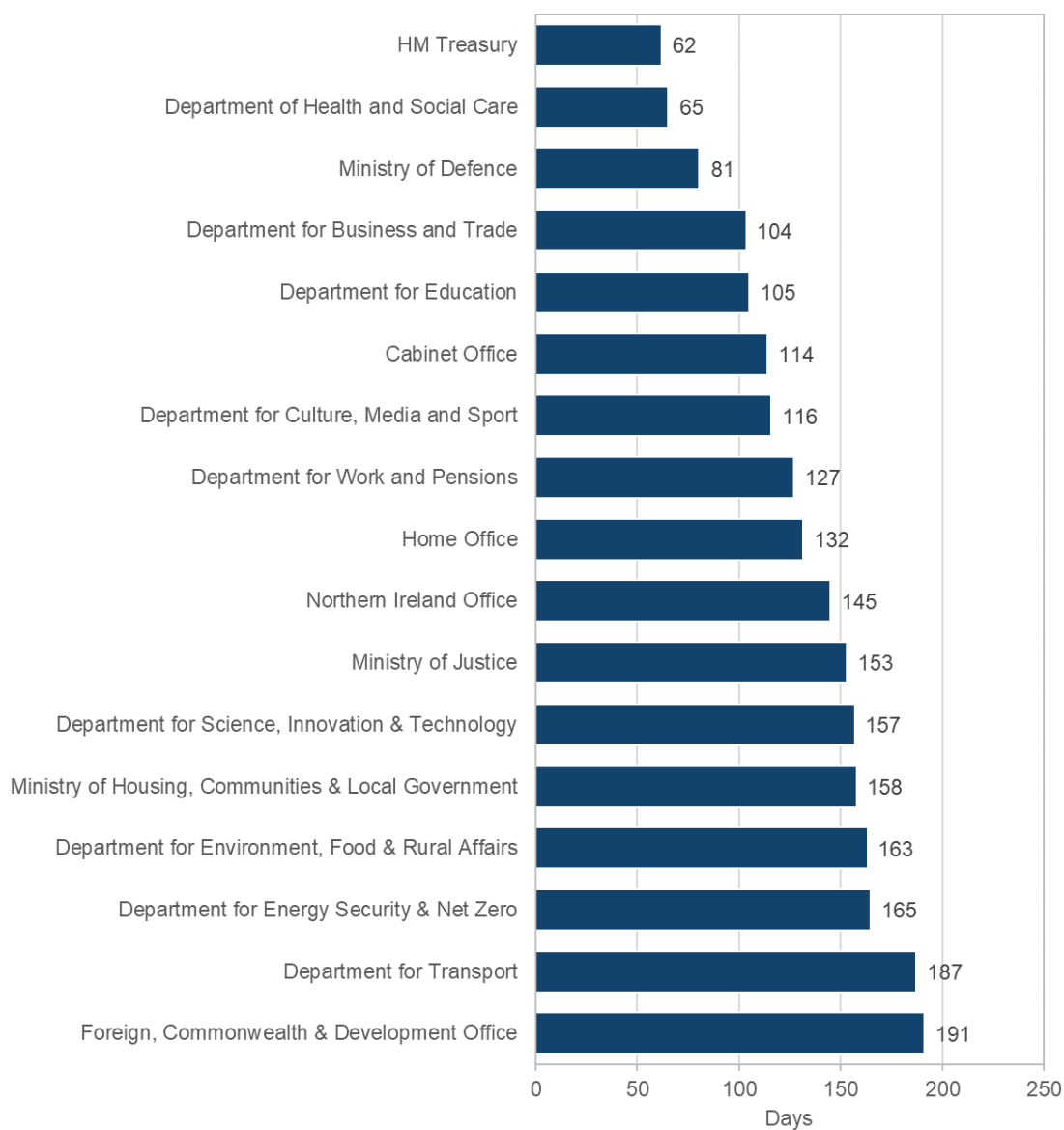


Table 2.2.5: Average number of days between campaign stages by appointment type, 2024-25

Appointment type	Closing and sift	Sift and interview	Interview and offer accepted
Chair (or equivalent)	29	46	112
Member (or equivalent)	29	51	135
Individual Office Holder	27	33	259

Section 3: Diversity of Public Appointees

Explanatory Note 3: Diversity Data Collection

The government collects data about the characteristics and backgrounds of public appointees, including information about people's educational and professional backgrounds, to make sure that we are attracting a broad range of people to public appointment roles and that our selection processes are fair for everyone.

All diversity data percentages relate to public appointees in post as of 31 March of the reporting year. For individual metrics, if the number of responses relate to groups of less than five individuals, then the data has either been removed from the report, or merged with other groups of less than five individuals. This is to ensure that individuals cannot be identified.

Unless otherwise stated, the government analysis function's [harmonised standards](#) are used to collect this data, in order to improve the consistency, comparability and coherence of our data and statistics.

For benchmarking, the report uses 'economically active' data from the Office for National Statistics (ONS). Further information is provided in the general statistical note at the end of the report.

3.1 Diversity of Public Appointees - Sex

We hold data on the sex of 58% of appointees. Of these, as of 31 March 2025:

- 52% (1,389) were female, compared to 50% in 2024 and 48% in 2023 (figures 3.1.1, 3.1.2 and 3.1.3).
- The Northern Ireland Office (75%) and the Ministry of Justice (57%) have the highest percentage of female public appointees (figure 3.1.4).
- Women held 45% of chair appointments, 52% of member appointments and 69% of individual office holder appointments (figure 3.1.5).

Figure 3.1.1 Percentage of female and male public appointees, 2025

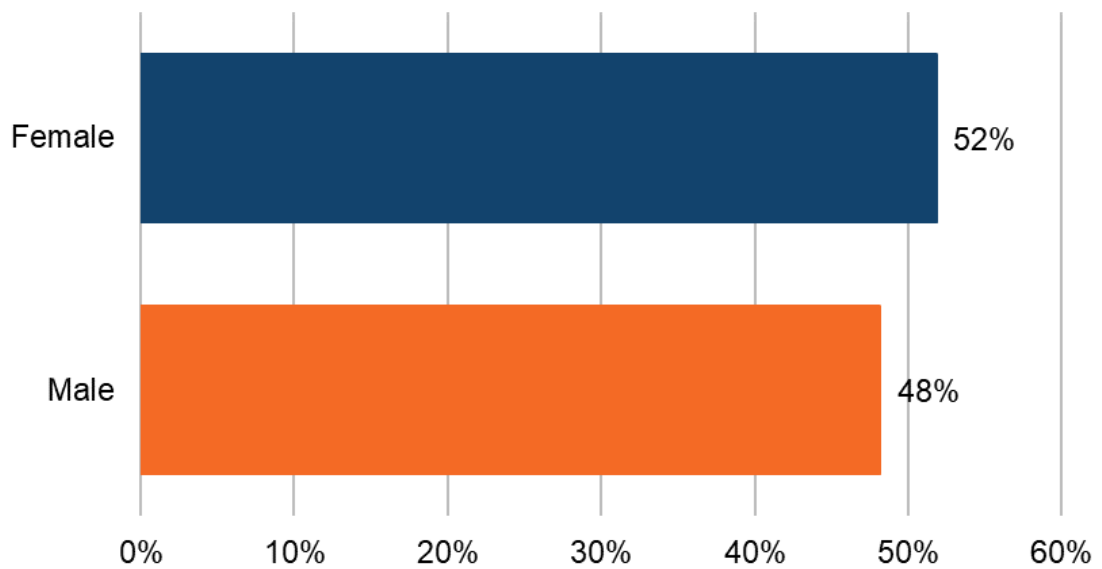


Figure 3.1.2 Percentage of female public appointees, 2021 to 2025

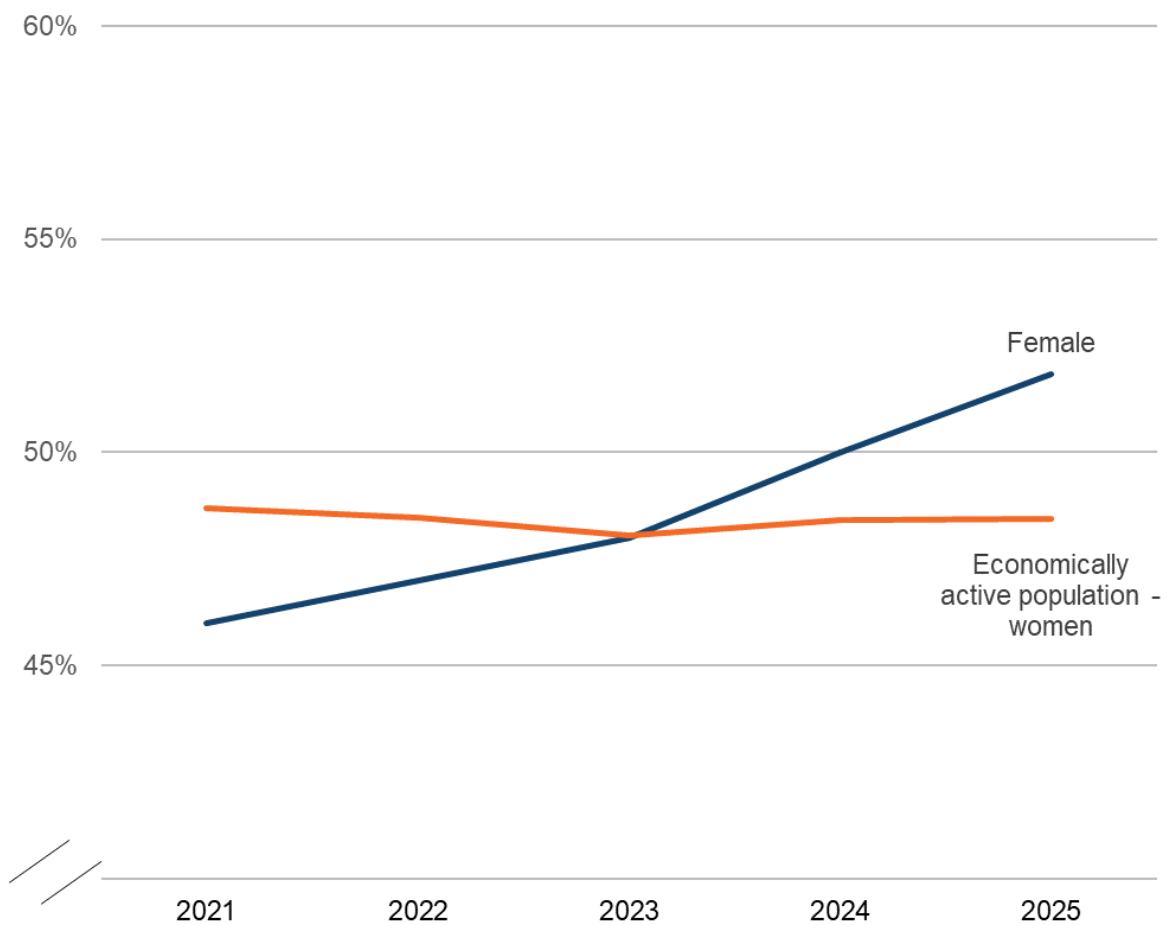


Figure 3.1.3 Percentage of male public appointees, 2021 to 2025

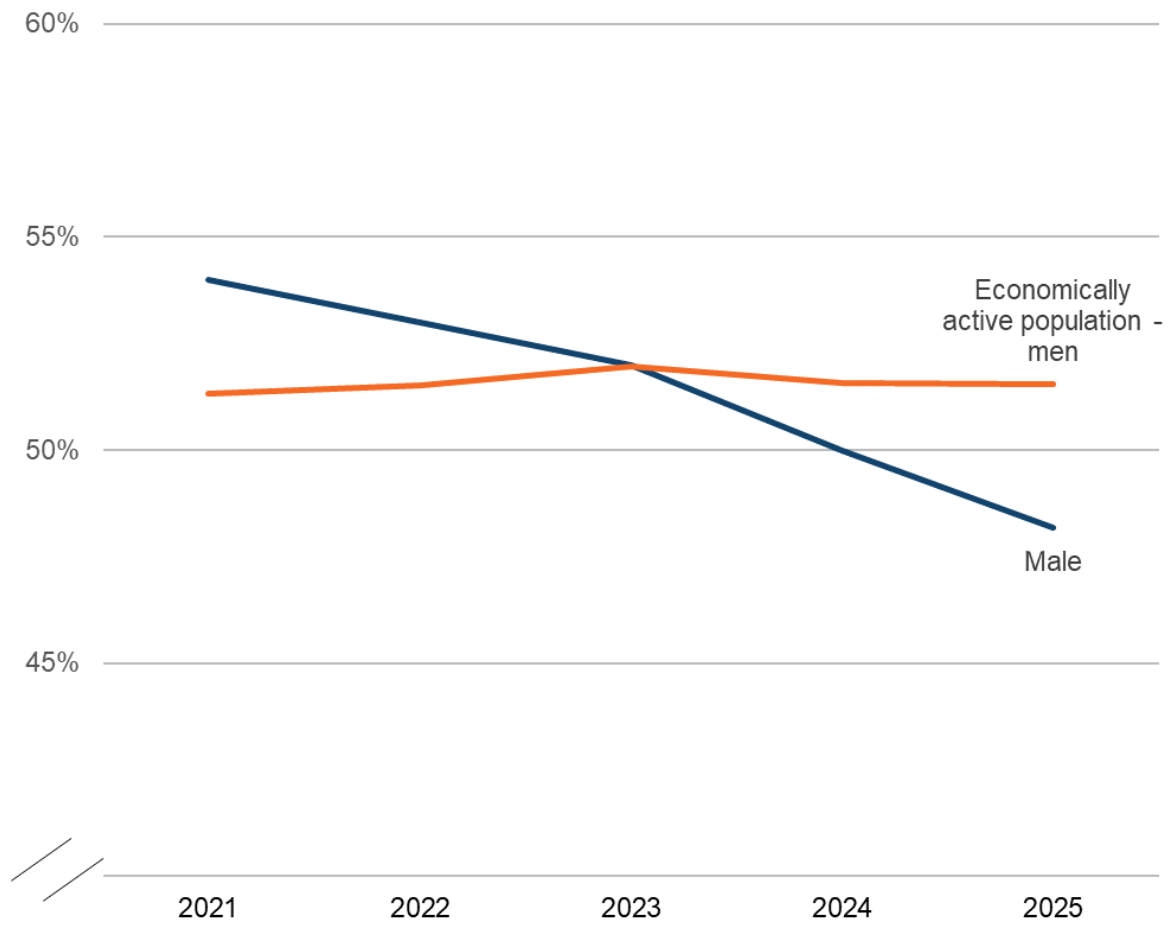
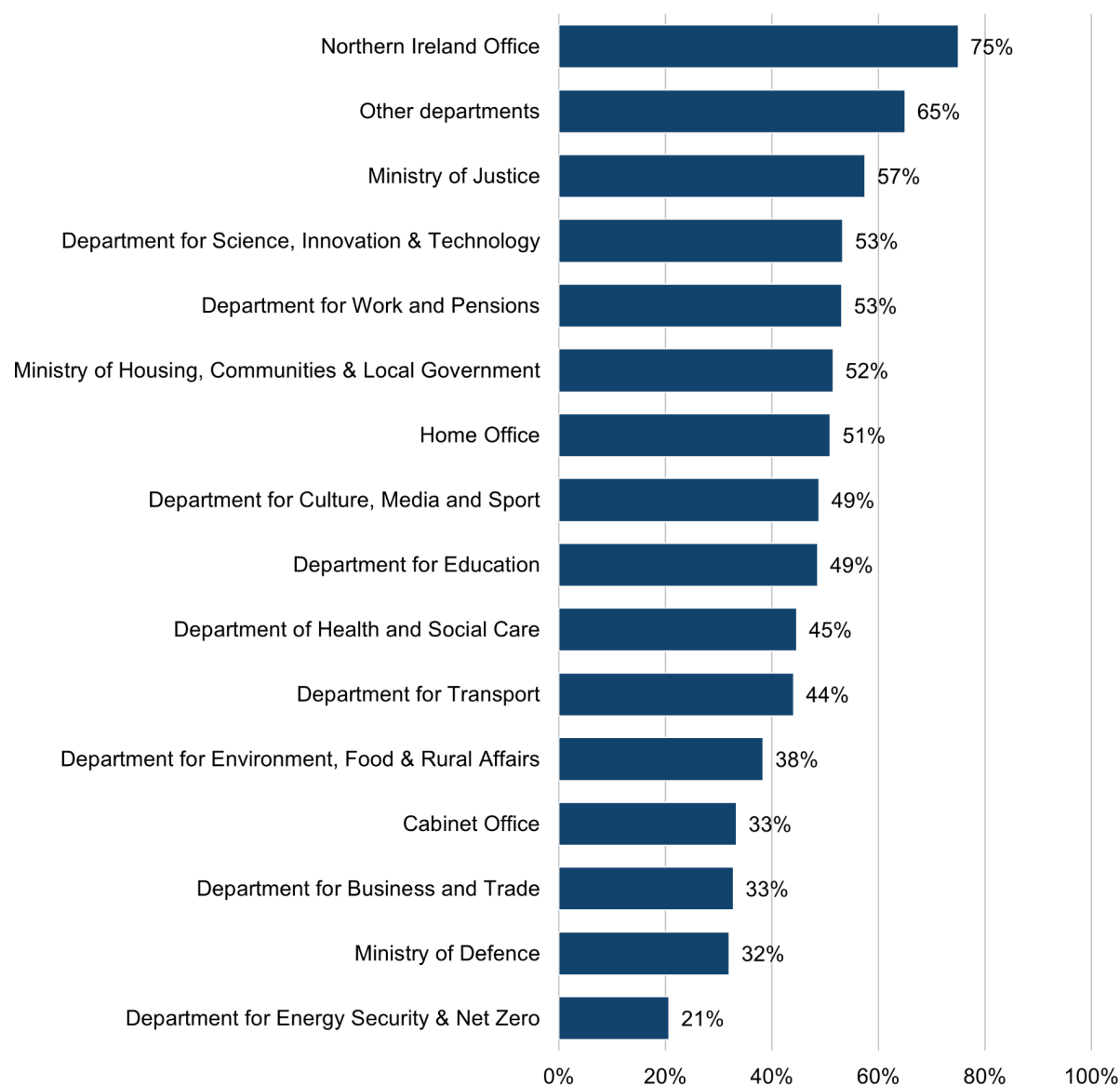


Figure 3.1.4: Percentage of female public appointees by ministerial department, 31 March 2025



'Other departments': Foreign Commonwealth & Development Office; HM Treasury; Scotland Office; UK Export Finance.

Figure 3.1.5: Percentage of female and male public appointees by appointment type, 31 March 2025

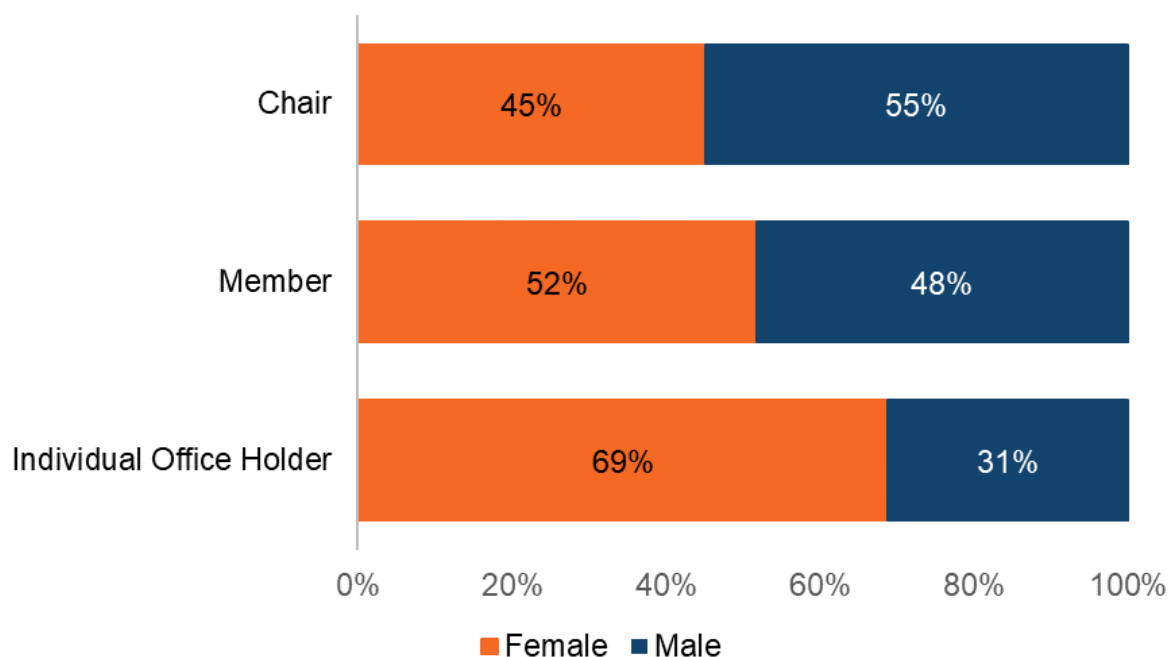


Table 3.1.6: Percentage of female public appointees by appointment type, 2021 to 2025

Year	Percentage Chair (or equivalent)	Percentage Member (or equivalent)	Percentage Individual Office Holder
2025	45%	52%	69%
2024	33%	50%	No data available
2023	36%	49%	No data available
2022	35%	48%	No data available
2021	33%	48%	No data available

3.2 Diversity of Public Appointees - Ethnicity

We hold data on ethnicity for 51% of appointees. Of these, as of 31 March 2025:

- 13% (293) were from an ethnic minority background, compared to 9% in 2024 and 12% in 2023 (figures 3.2.1 and 3.2.2).
- The Cabinet Office (20%), the Department for Culture, Media and Sport (19%) and the Ministry of Housing, Communities and Local Government (18%) have the highest percentage of public appointees from an ethnic minority background (figure 3.2.3).
- 8% of chairs were from an ethnic minority background, 13% of members and 18% of individual office holders (figure 3.2.4).

Figure 3.2.1 Percentage of public appointees from an ethnic minority background, 2025

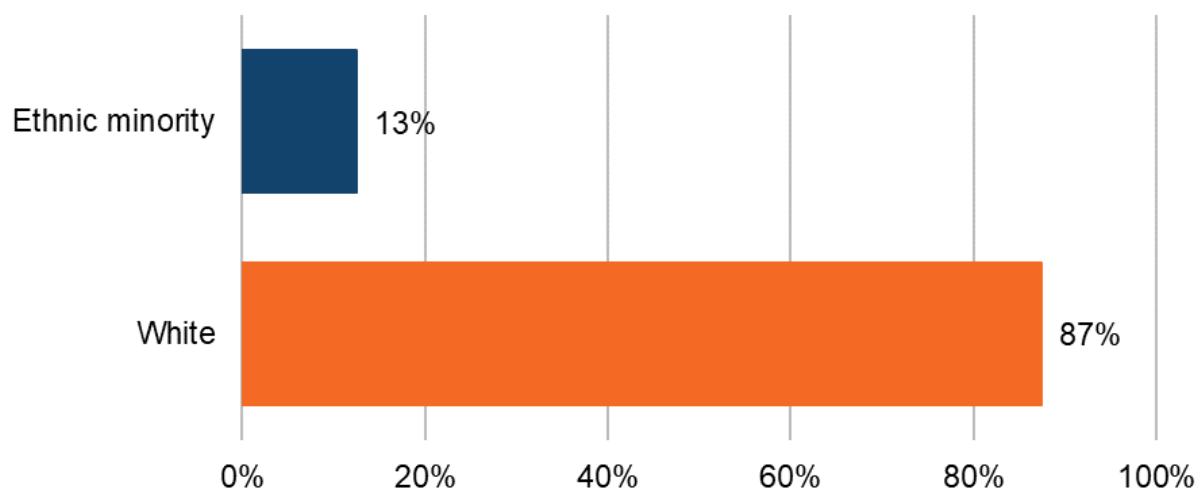


Figure 3.2.2: Percentage of public appointees from an ethnic minority background, 2017 to 2025

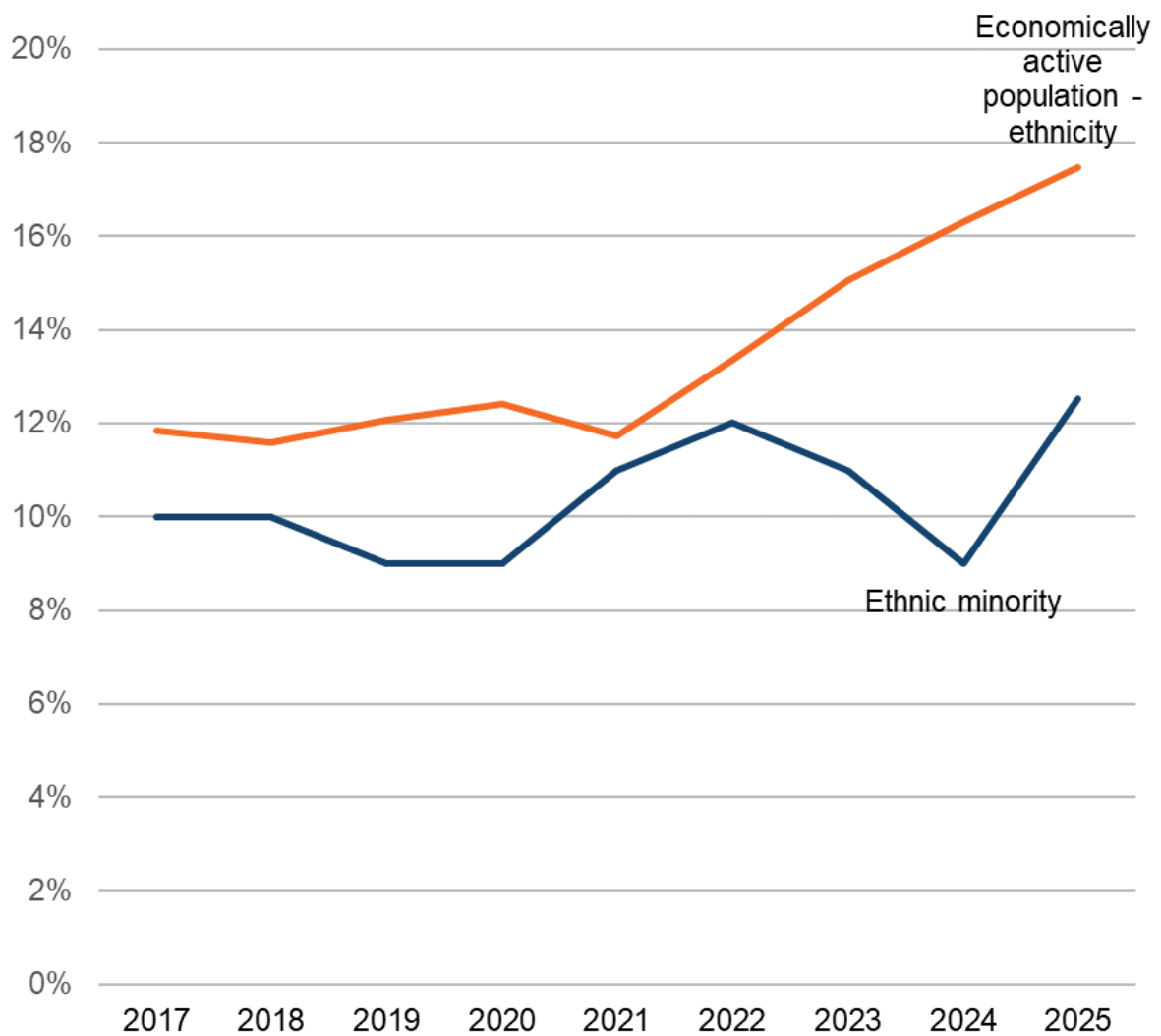
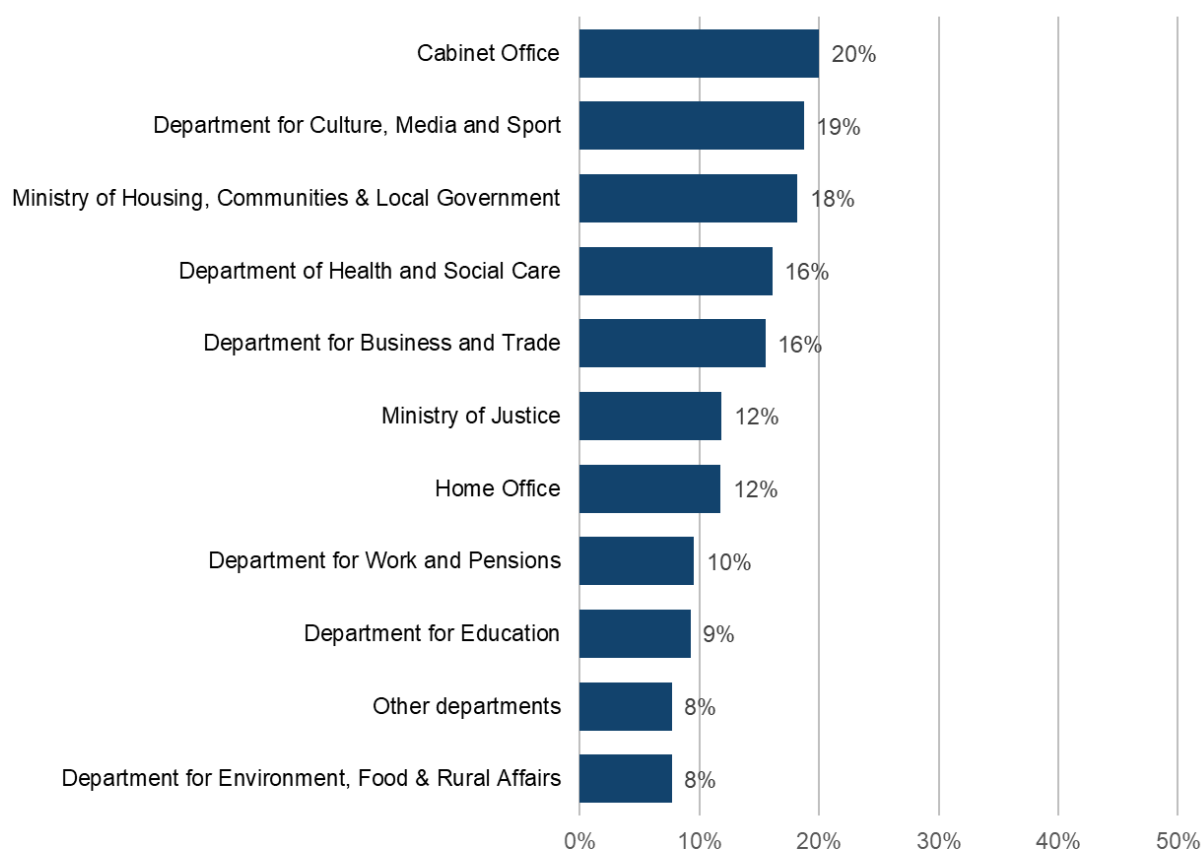


Figure 3.2.3: Percentage of public appointees from an ethnic minority background by ministerial department, 31 March 2025



'Other departments': Department for Energy Security & Net Zero; Department for Science, Innovation & Technology; Department for Transport; Foreign Commonwealth & Development Office; HM Treasury; Ministry of Defence; Northern Ireland Office; Scotland Office; UK Export Finance.

Figure 3.2.4: Percentage of public appointees from an ethnic minority background by appointment type, 31 March 2025

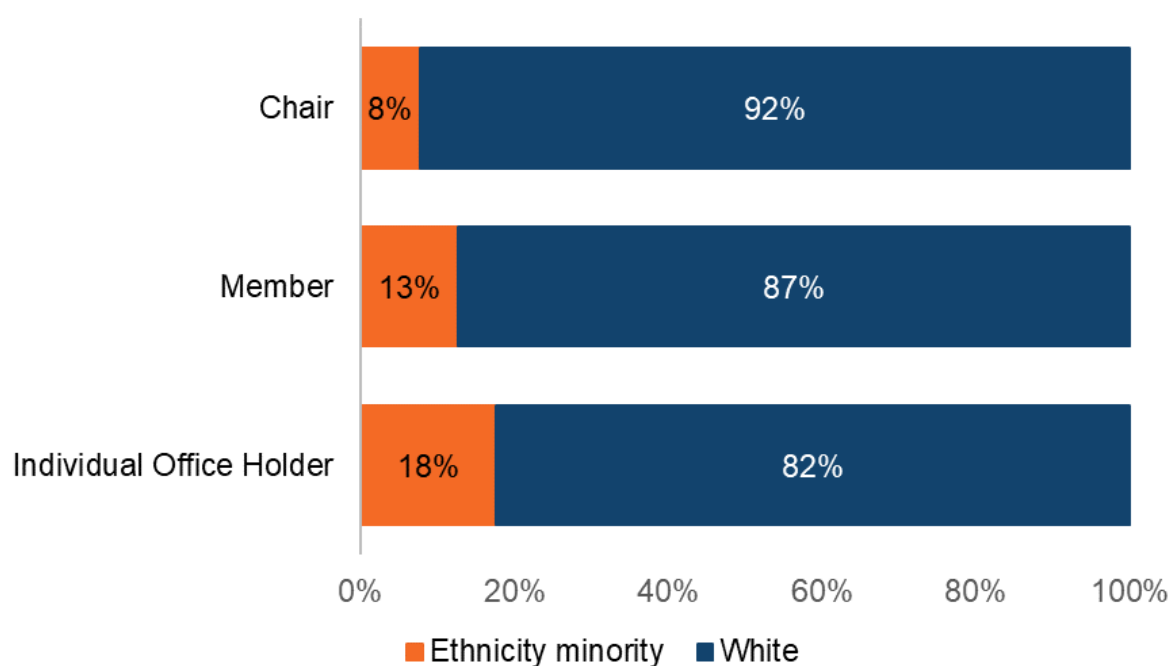


Table 3.2.5: Percentage of public appointees from an ethnic minority background by appointment type, 2021 to 2025

Year	Percentage Chair (or equivalent)	Percentage Member (or equivalent)	Percentage Individual Office Holder
2025	8%	13%	18%
2024	12%	9%	No data available
2023	9%	12%	No data available
2022	8%	12%	No data available
2021	8%	11%	No data available

3.3 Diversity of Public Appointees - Disability

We have data on disability for 50% of appointees. Of these, as of 31st March 2025:

- 4% (97) have a declared disability, compared to 4% in 2024 and 7% in 2023 (figures 3.3.1 and 3.3.2).
- The Department for Transport (15%) has the highest number of public appointees with a declared disability, followed by the Ministry of Defence (7%) (figure 3.3.3).
- 4% of both chairs and members have a declared disability (see figure 3.3.4)

Figure 3.3.1: Percentage of public appointees that have a declared disability, 2025

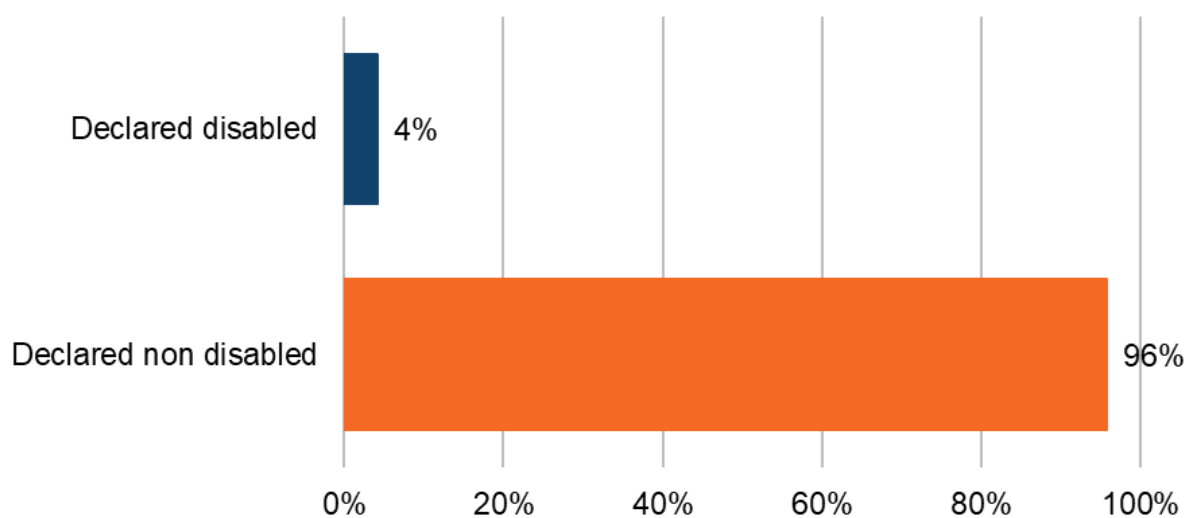


Figure 3.3.2: Percentage of public appointees that have a declared disability, 2021 to 2025

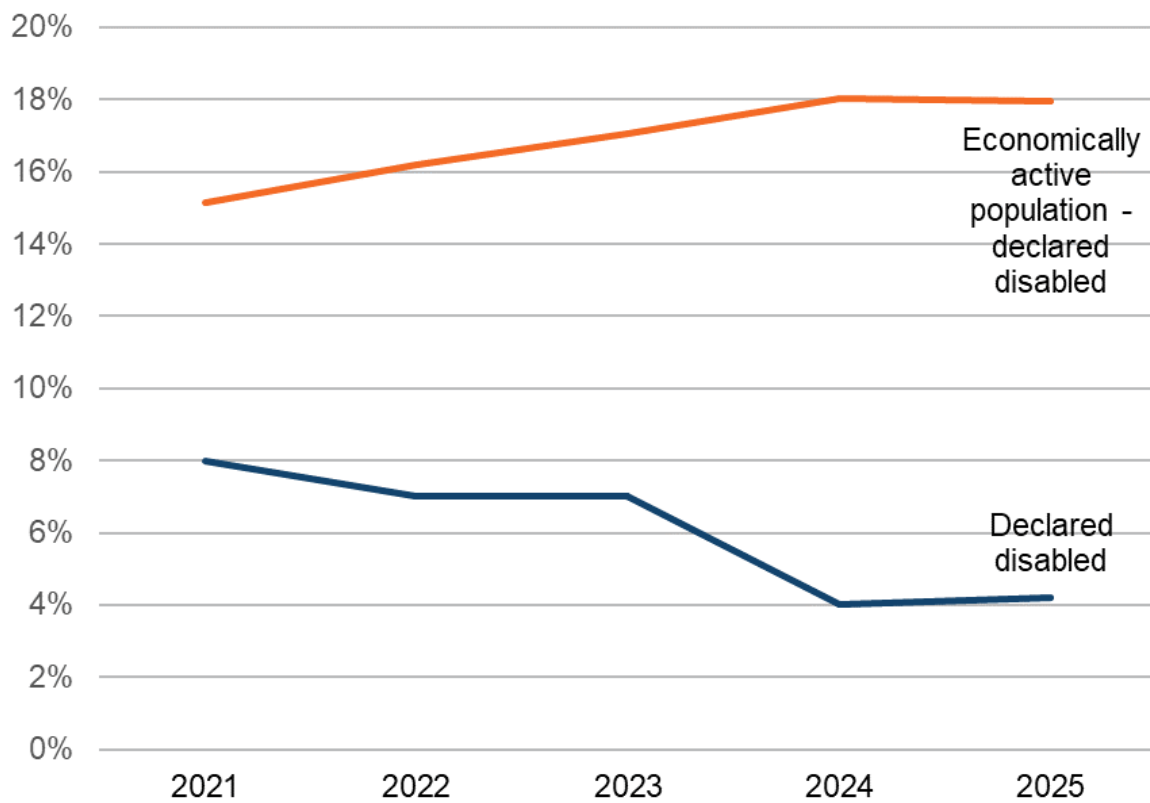
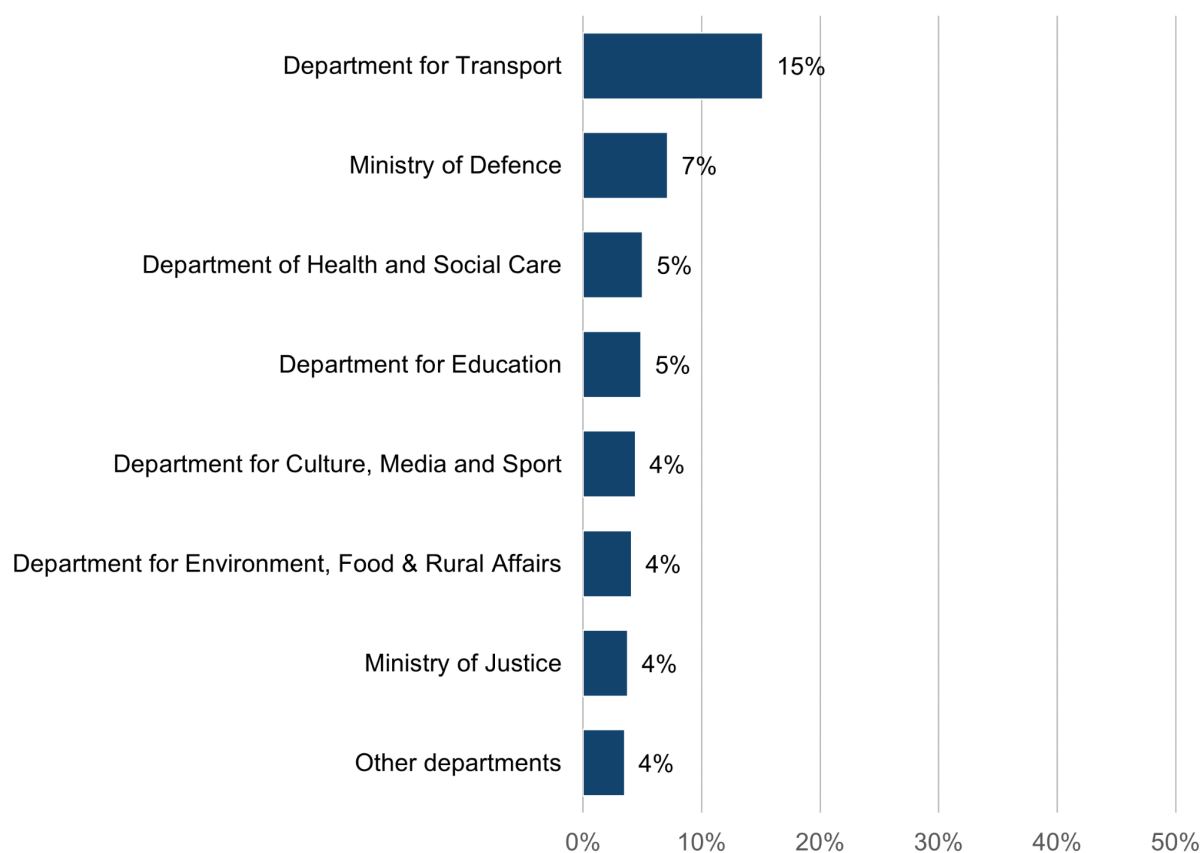
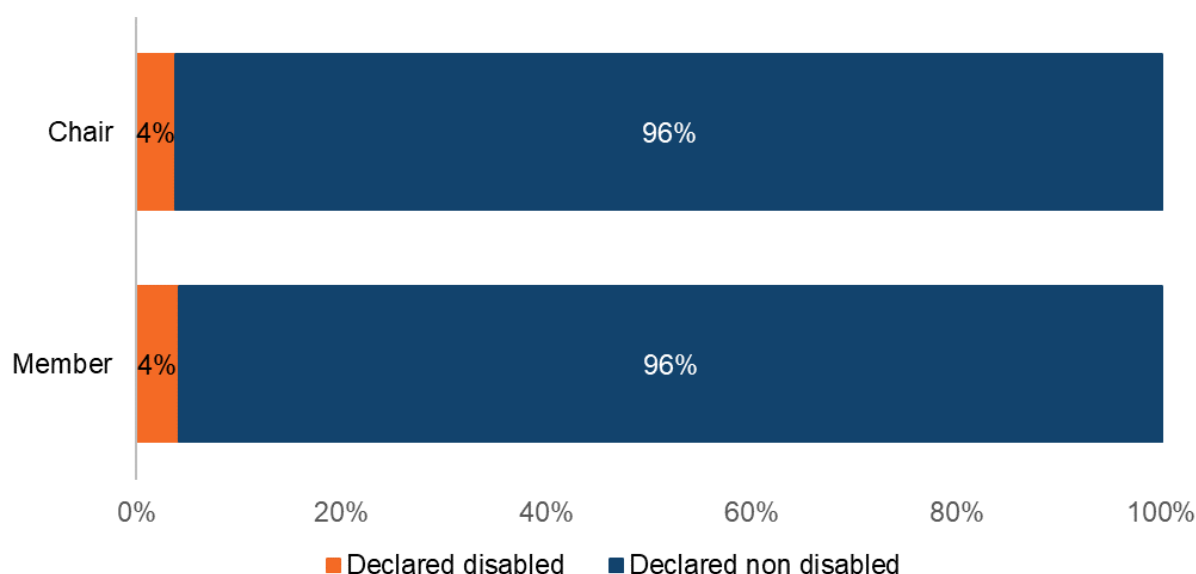


Figure 3.3.3: Percentage of public appointees that have a declared disability by ministerial department, 31 March 2025



'Other departments': Cabinet Office; Department for Business and Trade; Department for Energy Security & Net Zero; Department for Science, Innovation & Technology; Department for Work and Pensions; Foreign Commonwealth & Development Office; HM Treasury; Home Office; Ministry of Housing, Communities & Local Government; Northern Ireland Office; Scotland Office; UK Export Finance.

Figure 3.3.4: Percentage of public appointees that have a declared disability by appointment type, 31 March 2025



3.4 Diversity of Public Appointees - Region

We have data on location for 54% of appointees. Of these, as of 31 March 2025:

- 62% (1,537) of all public appointees were based outside London and the South East, compared to 55% in 2024 and 65% in 2023 (table 3.4.1 and figure 3.4.2) .
- The Ministry of Defence (85%) has the highest percentage of public appointees are based outside of London and the South East, followed by the Department for Environment, Food and Rural Affairs (68%) and the Department for Transport (66%) (figure 3.4.3).
- 56% of chairs were based outside London and the South East, alongside 63% of members and 54% of individual office holders (figure 3.4.4).

Table 3.4.1: Percentage of public appointees by region, 2023 to 2025

Region	2025	2024	2023
East Midlands	8%	8%	8%

Region	2025	2024	2023
East of England	9%	8%	9%
London	20%	15%	21%
North East	5%	5%	4%
North West	9%	10%	8%
Northern Ireland	2%	1%	2%
Scotland	3%	3%	3%
South East	19%	19%	13%
South West	10%	11%	11%
Various	Less than 1%	Less than 1%	No data available
Wales	3%	4%	4%
West Midlands	7%	8%	9%
Yorkshire and the Humber	4%	7%	7%

Figure 3.4.2: Percentage of public appointees based inside and outside London and the South East on 31 March, 2023 to 2025

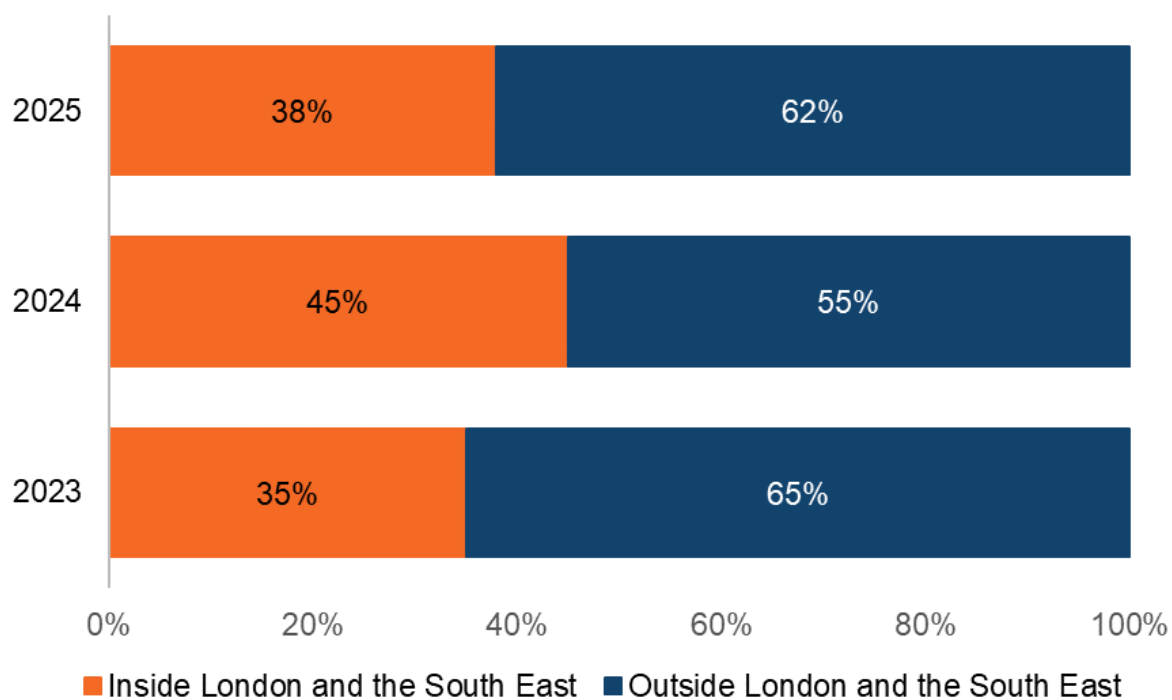
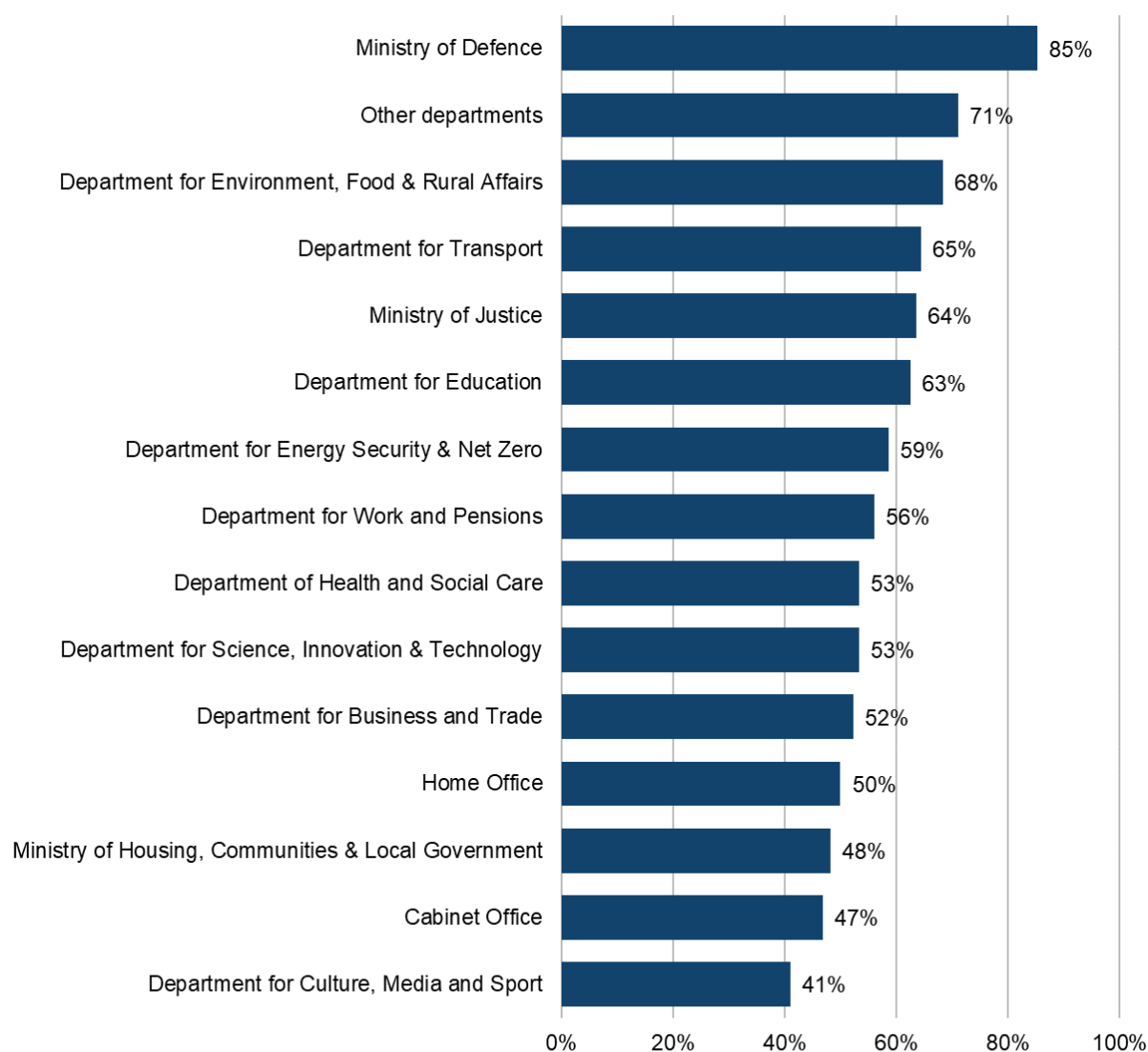


Figure 3.4.3: Percentage of public appointees based outside London and the South East by ministerial department, 31 March 2025



'Other departments': Foreign Commonwealth & Development Office; HM Treasury; Northern Ireland Office; Scotland Office; UK Export Finance

Figure 3.4.4: Percentage of public appointees based inside and outside London and the South East by appointment type, 31 March 2025

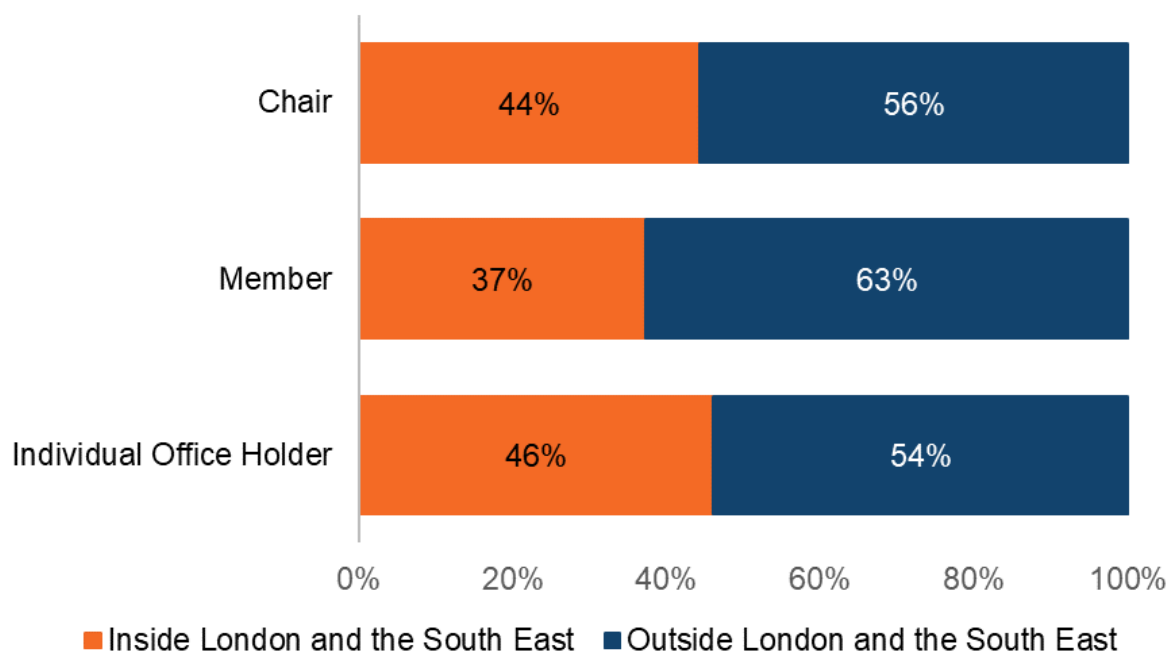


Table 3.4.5: Public appointees based outside London and the South East by appointment type, 2023 to 2025

Year	Percentage Chair (or equivalent)	Percentage Member (or equivalent)	Percentage Individual Office Holder
2025	56%	63%	54%
2024	46%	66%	No data available
2023	58%	66%	No data available

3.5 Diversity of Public Appointees - Socio-Economic Background

Explanatory Note 4: Socio-Economic Background Reporting

Definitions of socio-economic background can vary. We have used the [Social Mobility Commission's definition](#) along with their [Industry Toolkit](#) to measure socio-economic background in public appointments.

Data on the socio-economic background of public appointees was collected for the first time in 2024-25. Using the Social Mobility Commission's guidance, we are reporting on three key questions as there is a clear methodology in place to analyse and benchmark this data. The questions are:

- Parental Occupation: When you were aged about 14, what was the occupation of the main or highest income earner?
- School type: Which type of secondary school did you attend for the most time between the ages of 11 and 16?
- Free School Meals: If you finished school after 1980, were you eligible for free school meals at any time between the ages of 11 and 16?

18% of appointees provided information on socio-economic background. Of these, as of 31 March 2025:

- 67% of public appointees were from a professional background, with 27% being from a working class background (figure 3.5.1).
- The Northern Ireland Office (58%) has the highest percentage of public appointees from a working class background, followed by the Ministry of Housing, Communities and Local Government (43%) (figure 3.5.2).
- 17% of public appointees attended an independent or fee paying school (table 3.5.3).
- 20% of public appointees were eligible for free school meals (table 3.5.6).

Figure 3.5.1: Percentage of public appointees by parental occupation, 31 March 2025

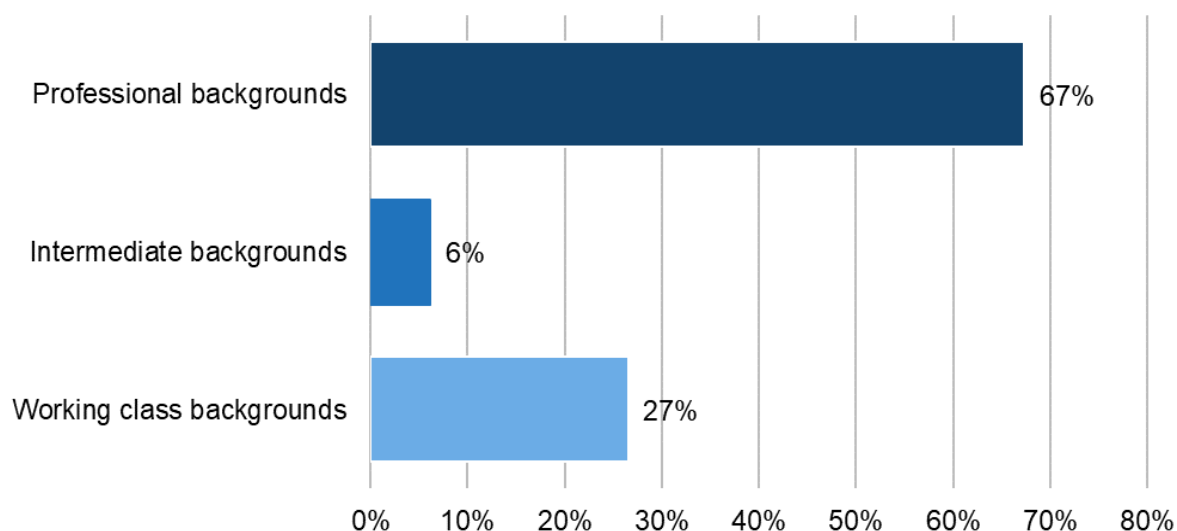


Figure 3.5.2: Percentage of public appointees from a working class background by ministerial department, 31 March 2025

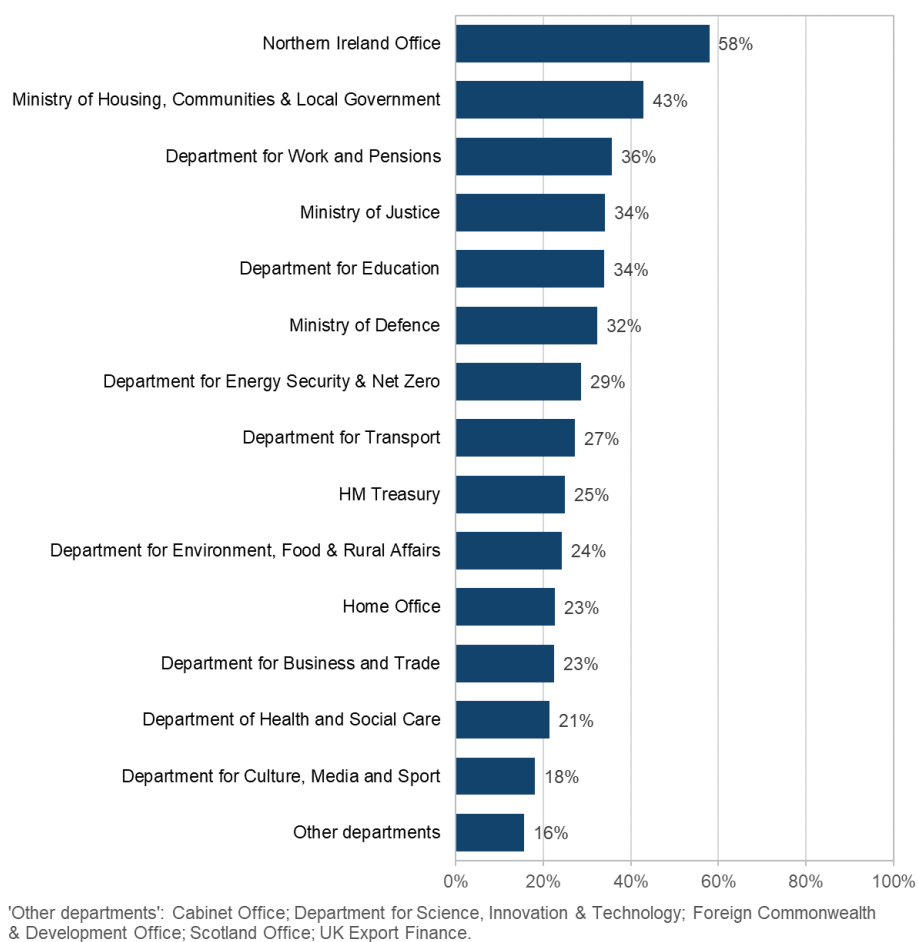


Table 3.5.3: Percentage of public appointees by secondary school type, 31 March 2025

Year	Percentage independent or fee paying school	Percentage other types of secondary school
2025	17%	83%

Figure 3.5.4: Percentage of public appointees by secondary school type and appointment type, 31 March 2025

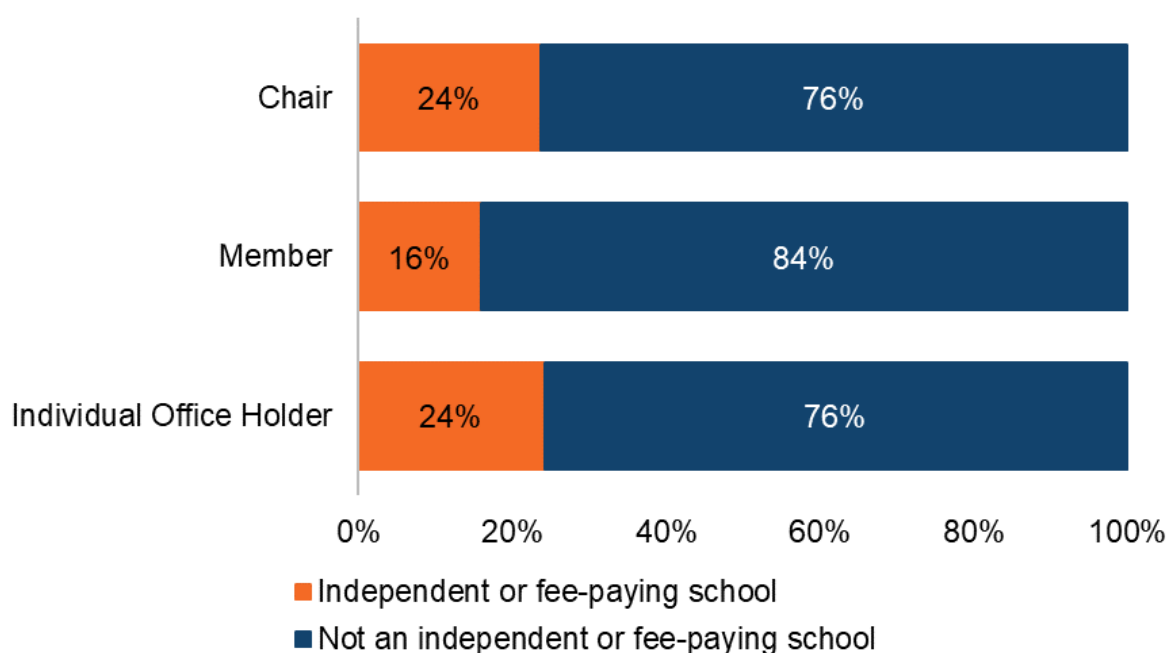


Figure 3.5.5: Percentage of public appointees that attended an independent or fee paying school by ministerial department, 31 March 2025

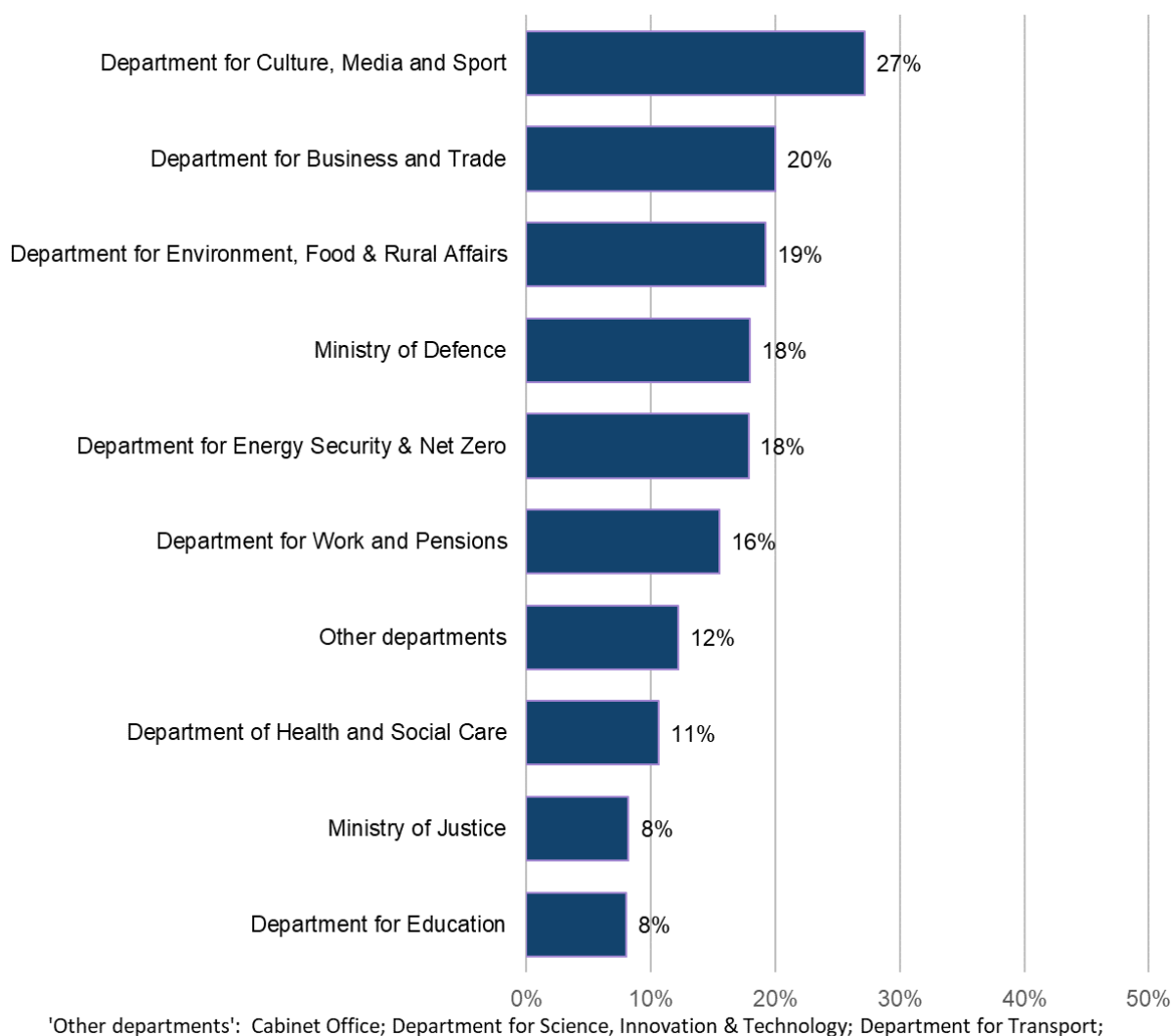


Table 3.5.6: Percentage of public appointees that were eligible for free school meals, 31 March 2025

Year	Percentage eligible	Percentage not eligible	Percentage don't know
2025	20%	77%	3%

3.6 Diversity of Appointments Made in 2024-25

Explanatory Note 5: Diversity of Appointments Made In-Year

The public appointments digital service records the diversity data of applicants at four different stages of the appointment process. These stages are:

- **Applied:** This is the first stage of the appointment process. All candidates that submit an application are included in this stage.
- **Shortlisted:** Candidates that are shortlisted for an interview.
- **Found appointable:** Candidates found appointable for a role (as assessed by the Advisory Assessment Panel).
- **Appointed:** Candidates that are appointed to a role.

The purpose of providing data by application stage is to show the diversity characteristics of candidates at different stages of the appointment process. The percentages between stages cannot be compared as they relate to different groups of candidates.

Within the 2024-25 financial year, for those that provided diversity information:

- 58% of public appointments were made to female candidates (table 3.6.1 and figure 3.6.2).
- 20% of public appointments were made to candidates from an ethnic minority background (table 3.6.3 and figure 3.6.4).
- 2% of public appointments were made to candidates who declared a disability (table 3.6.5 and figure 3.6.6).
- 59% of public appointments were made to candidates who are outside of London and the South East (table 3.6.7 and figure 3.6.8).
- 24% of public appointments were made to candidates from a working class background (table 3.6.9 and figure 3.6.10).

Table 3.6.1: Percentage of female and male candidates by campaign stage

Application stage	Percentage female	Percentage male
Applied	44%	56%
Shortlisted	51%	49%
Found Appointable	57%	43%
Appointed	58%	42%

Figure 3.6.2: Percentage of female and male candidates by campaign stage

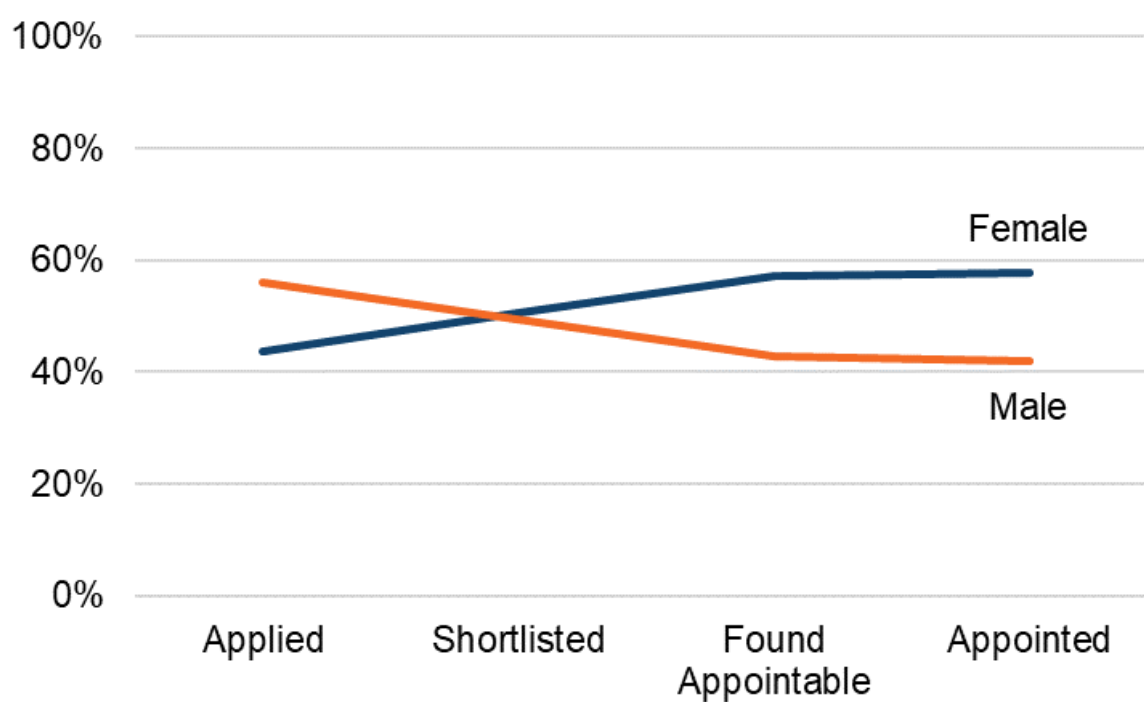


Table 3.6.3: Percentage of candidates from ethnic minority and white backgrounds, by campaign stage

Application stage	Percentage ethnic minority	Percentage white
Applied	27%	73%
Shortlisted	20%	80%
Found Appointable	20%	80%
Appointed	20%	80%

Figure 3.6.4: Percentage of ethnic minority and white candidates by campaign stage

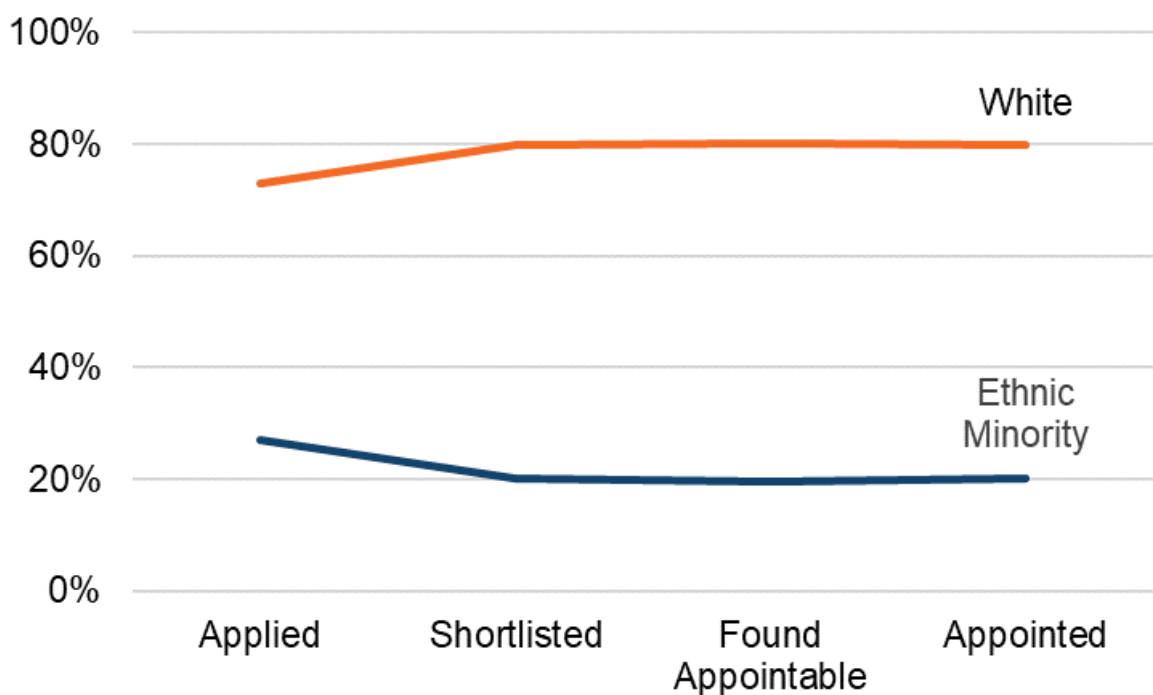


Table 3.6.5: Percentage of candidates that have declared a disability by campaign stage

Application stage	Percentage declared a disability	Percentage not declared a disability
Applied	6%	94%
Shortlisted	7%	93%
Found Appointable	4%	96%
Appointed	2%	98%

Figure 3.6.6: Percentage of candidates that declared a disability by campaign stage

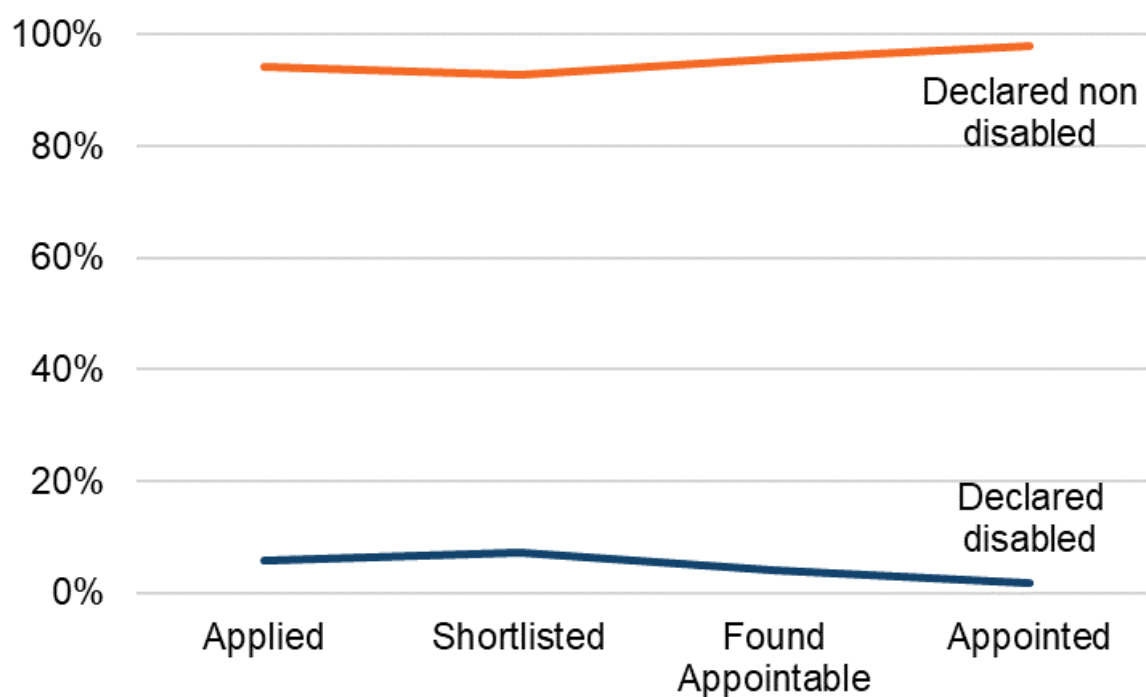


Table 3.6.7: Percentage of candidates inside and outside of London and the South East by campaign stage

Application stage	Percentage inside of London & South East	Percentage outside London & South East
Applied	44%	56%
Shortlisted	45%	55%
Found Appointable	40%	60%
Appointed	41%	59%

Figure 3.6.8: Percentage of candidates inside and outside of London and the South East by campaign stage

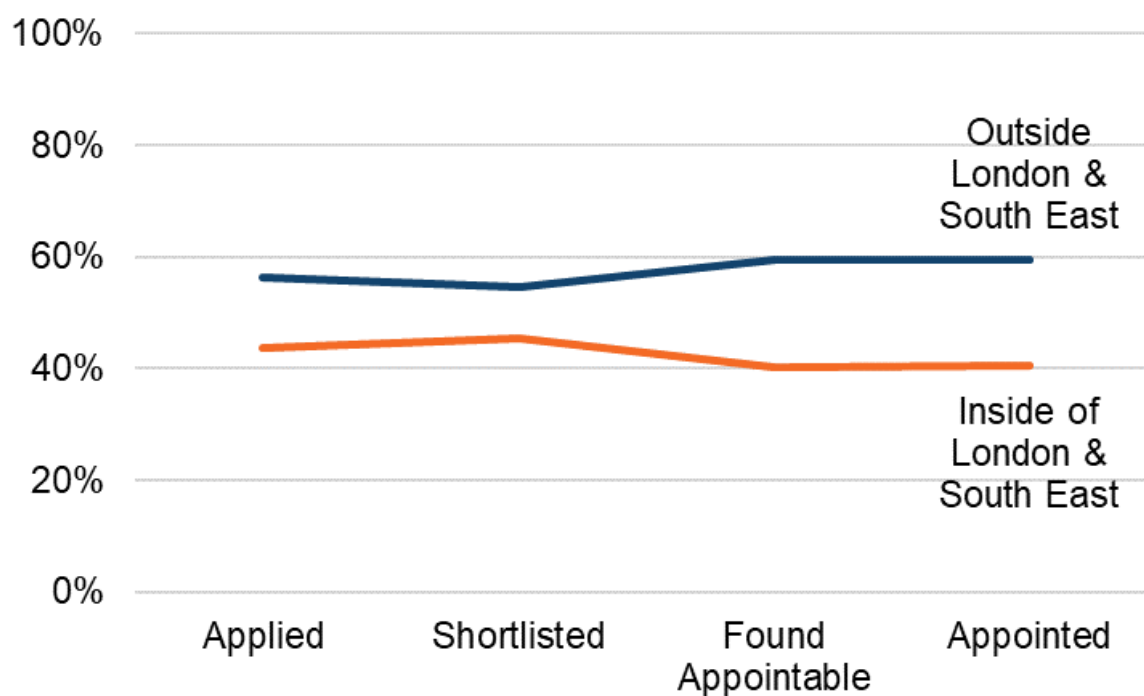
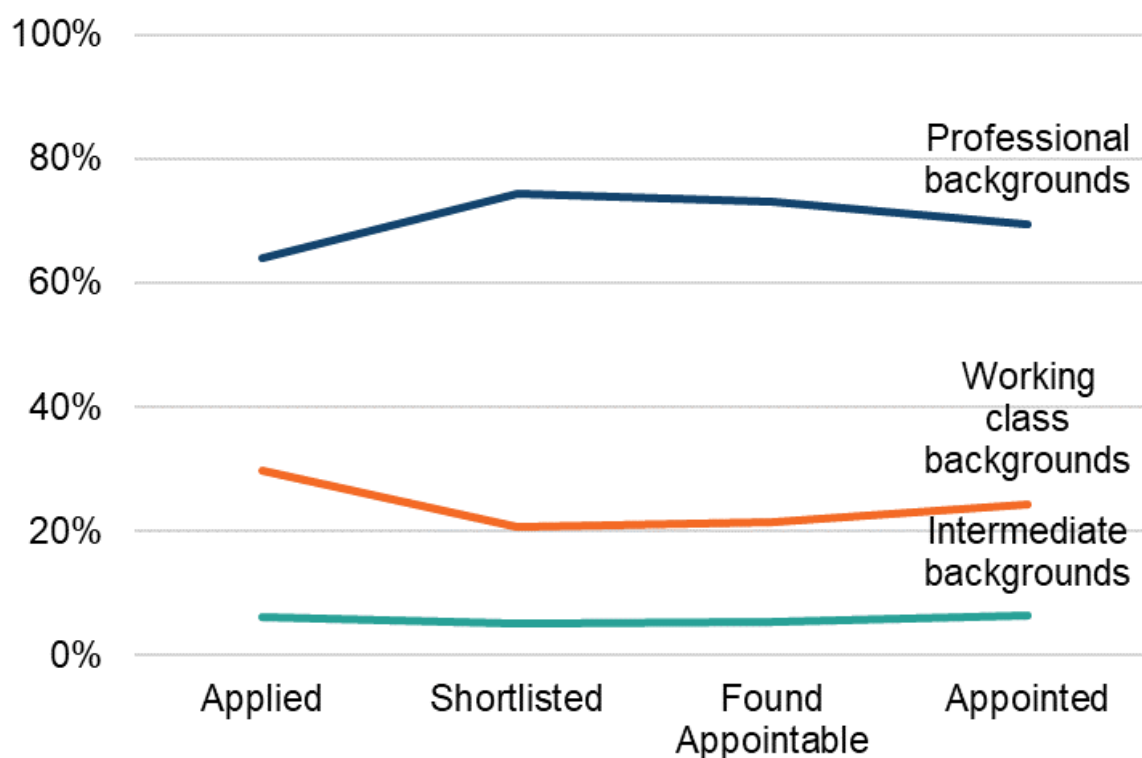


Table 3.6.9: Percentage of candidates whose parents are from professional, intermediate and working class backgrounds by campaign stage

Application stage	Percentage professional backgrounds	Percentage intermediate backgrounds	Percentage working class backgrounds
Applied	64%	6%	30%
Shortlisted	74%	5%	21%
Found Appointable	73%	5%	21%
Appointed	70%	6%	24%

Figure 3.6.10: Percentage of candidates whose parents are from professional, intermediate and working class backgrounds by campaign stage



Section 4: Candidate Feedback

All candidates that apply for a public appointment through the public appointments digital service are asked to provide feedback at the end of the process. Under the Governance Code on Public Appointments, ministerial departments are responsible for engaging with candidates and providing a good service to individuals who have applied for appointments.

Explanatory Note 6: Candidate Feedback

All candidates are asked the following two questions:

- Overall, how would you rate your experience of the application process?
- How informed did you feel throughout the application process?

Candidates shortlisted for interview are also asked:

- How would you rate the interview process?

Each question is scored 1-5 (with 1 being the lowest and 5 being the highest) so total feedback scores are between 2-10 for non-shortlisted candidates and 3-15 for shortlisted candidates.

In 2024-25:

- 391 feedback responses were submitted by candidates.
- Average feedback scores were 6.2 out of 10 for candidates not shortlisted for interview and 11.5 out of 15 for candidates shortlisted for interview (table 4.2).
- The Ministry of Justice (7.9 out of 10) and the Department of Health and Social Care (7.3 out of 10) received the highest average feedback score from candidates not shortlisted for interview (figure 4.3).
- The Department for Business and Trade (13.5 out of 15), the Cabinet Office (13.4 out of 15) and the Department for Environment, Food and Rural Affairs

(13.3 out of 15) received the highest average feedback score from candidates shortlisted for interview (figure 4.4).

Table 4.1: Total number of feedback responses received from candidates, 2023-24 to 2024-25

Year	Shortlisted	Not shortlisted
2024-25	96	295
2023-24	15	98

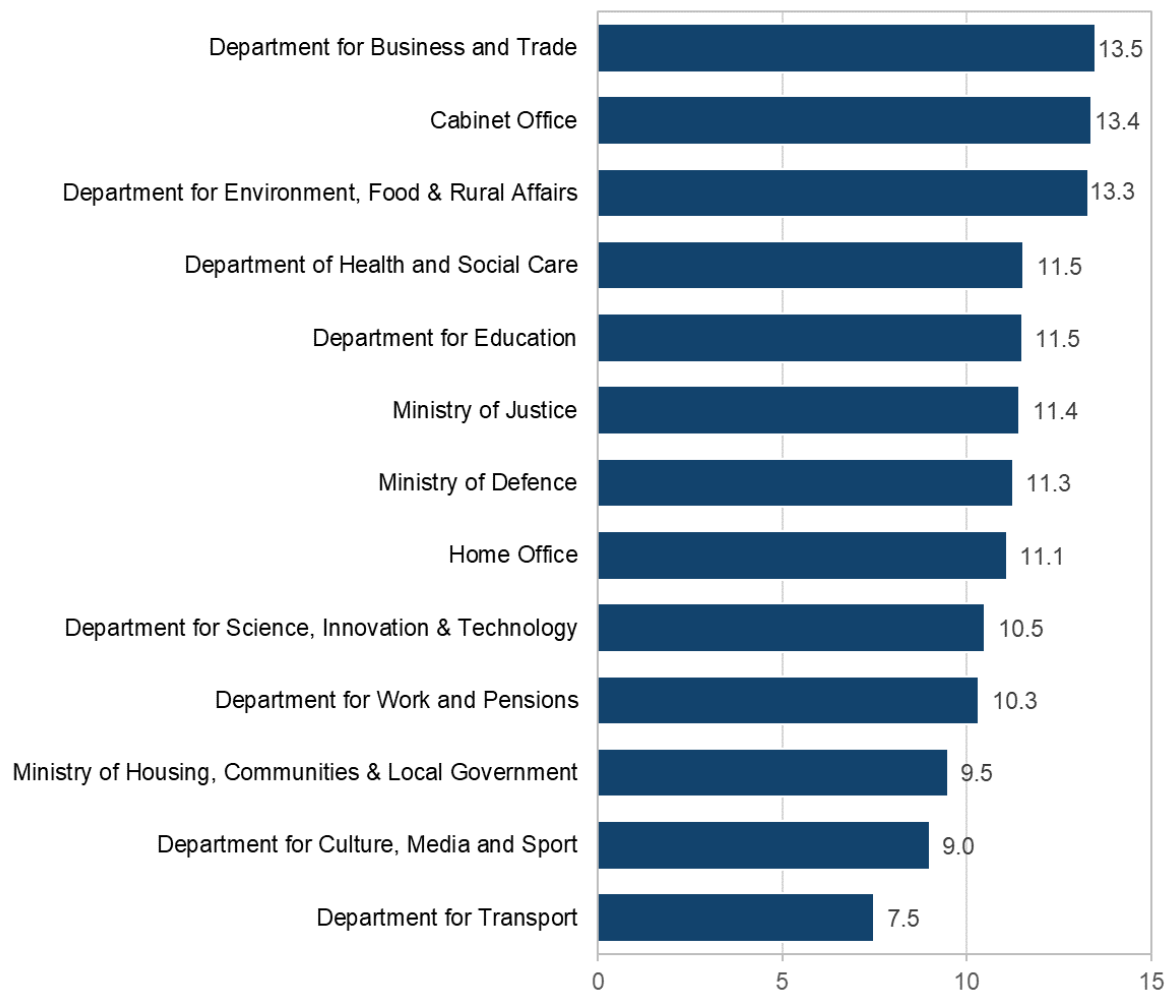
Table 4.2: Average feedback score from candidates shortlisted and not shortlisted, 2023-24 to 2024-25

Year	Average score given by candidates not shortlisted (out of 10)	Average score given by shortlisted candidates (out of 15)
2024-25	6.2	11.5
2023-24	5.4	10.4

Figure 4.3: Average feedback score from candidates that were not shortlisted by ministerial department in 2024-25



Figure 4.4: Average feedback score from shortlisted candidates by ministerial department in 2024-25



Section 5: Public Appointment Headcount

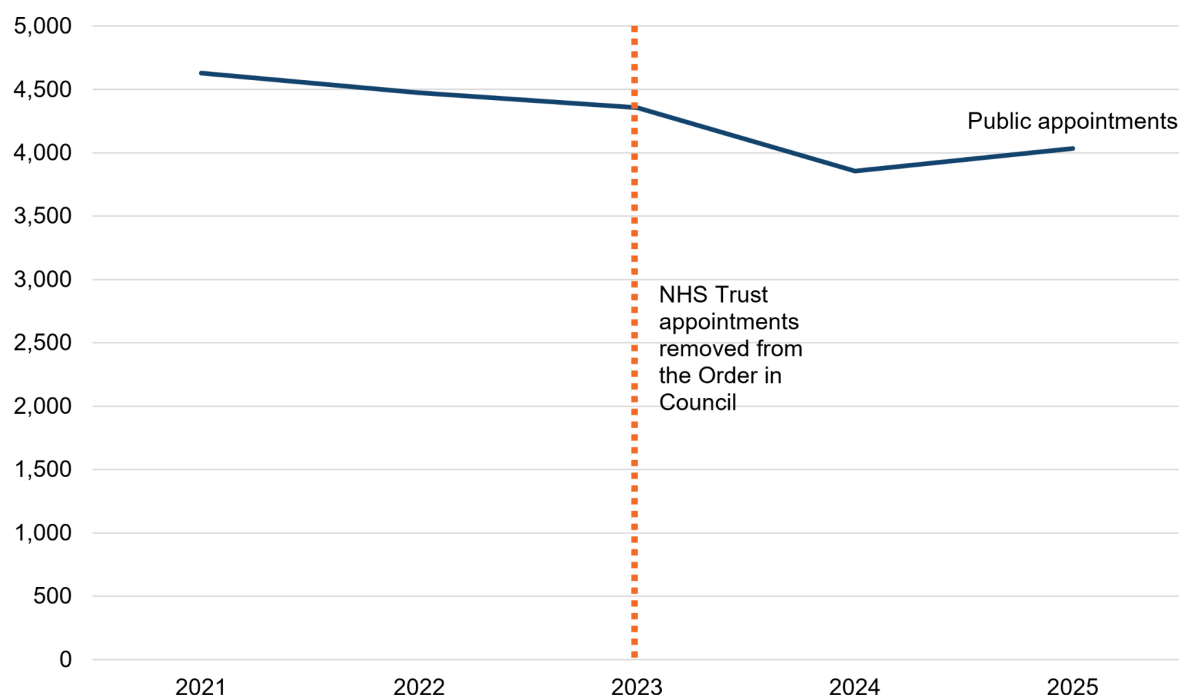
On 31 March 2025:

- There were 3,915 public appointees in post, holding 4,033 public appointments (table 5.1 and figure 5.2). Some public appointees hold multiple public appointments, as the time commitment for each role can vary.
- 3,698 public appointments (92%) were member (or equivalent) roles. 229 were chairs (or equivalent) and 106 were individual office holders (table 5.3).
- 2,194 (54%) of all appointments were in bodies and offices sponsored by the Ministry of Justice (figure 5.4).
- The five departments with the highest number of public appointees (Ministry of Justice, Department for Culture Media and Sport, Ministry of Defence, Department for Environment, Food and Rural Affairs and Department of Health and Social Care) account for 65% of all public appointments.

Table 5.1: Total number of public appointments, 2021 to 2025

Year	Total number of public appointments
2025	4,033
2024	3,855
2023	4,356
2022	4,473
2021	4,638

Figure 5.2: Total number of public appointments, 2021 to 2025



Explanatory Note 6: Public Appointment Headcount

- The number of public appointments and public appointees varies from year to year due to planned and unplanned departures, changes to the composition of boards and the creation and closure of public bodies and offices.
- All data in this section relates to the number of public appointments (as opposed to public appointees) on the 31 March of the given year.

Table 5.3: Total number of public appointments by appointment type, 2021 to 2025

Year	Chairs (or equivalent)	Members (or equivalent)	Individual Office Holders
2025	229	3,698	106
2024	320	3,535	Data not collected
2023	306	4,050	Data not collected
2022	349	4,127	Data not collected
2021	356	4,282	Data not collected

Figure 5.4: Total number of public appointments by ministerial department, 31 March 2025

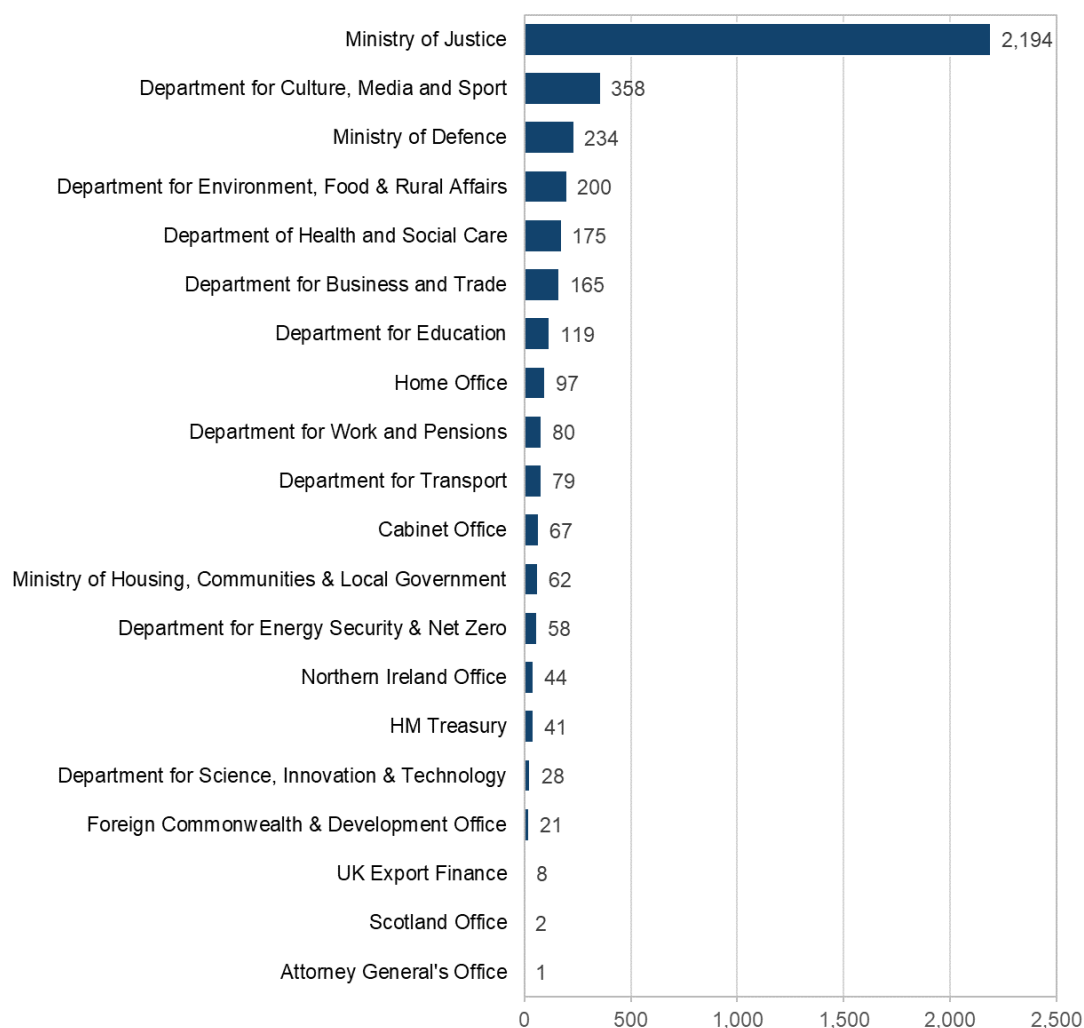
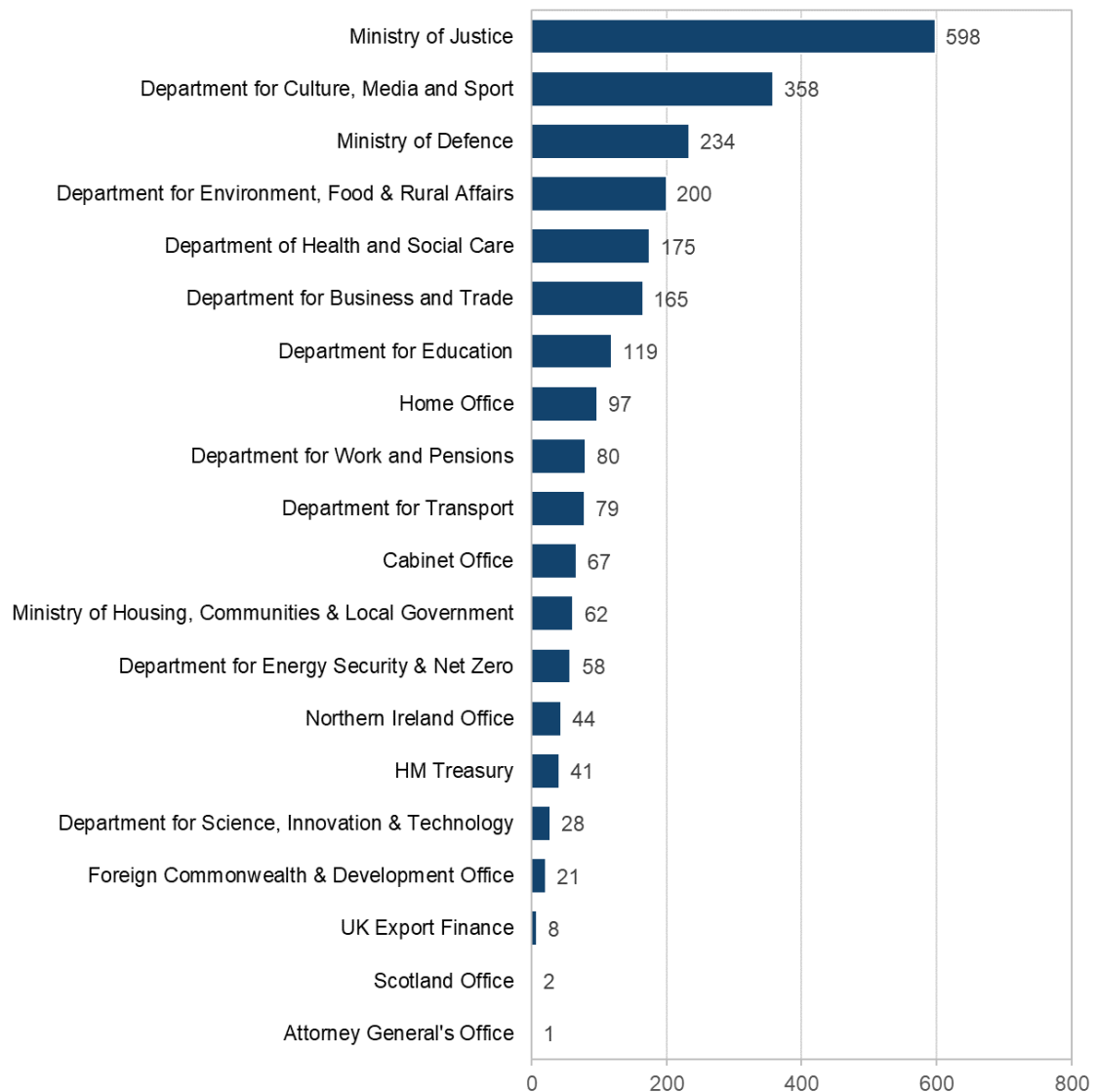


Figure 5.5: Total number of public appointments by ministerial department, excluding Ministry of Justice delegated roles, 31 March 2025



Explanatory Note 7: Ministry of Justice Delegated Roles

Under the Governance Code on Public Appointments, ministers may, where they have the power to do so, choose to delegate responsibility for certain appointments to the appropriate body in question to run and make appointments.

Ministers at the Ministry of Justice have delegated responsibility for the following appointments:

- Advisory Committees of Justices of the Peace
- Independent Monitoring Boards of any prison or young offender institution (members)
- Lay Observers, appointed in accordance with section 81(1)(b) of the Criminal Justice Act 1991
- Multi Agency Public Protection Arrangement Lay Advisors (with the exception of the final appointment decision, which remains with ministers)

The responsibility for these appointments was delegated by ministers because of the volume and local nature of these roles, but ministers remain accountable for them.

Table 5.6: Total number of public appointments by ministerial department, 2021 to 2025

Ministerial Department	2025	2024	2023	2022	2021
Attorney General's Office	1	1	1	1	1
Cabinet Office	67	79	52	60	63
Department for Business and Trade	165	157	See explanatory note 8	See explanatory note 8	See explanatory note 8

Ministerial Department	2025	2024	2023	2022	2021
Department for Energy Security & Net Zero	58	71	See explanatory note 8	See explanatory note 8	See explanatory note 8
Department for Science, Innovation & Technology	28	32	See explanatory note 8	See explanatory note 8	See explanatory note 8
Department for Business, Energy & Industrial Strategy	See explanatory note 8	See explanatory note 8	93	167	213
Department for Culture, Media and Sport	358	357	327	383	378
Department for Education	119	119	119	122	131
Department for Environment, Food & Rural Affairs	200	205	211	214	213
Department for Transport	79	105	75	80	86
Department for Work and Pensions	80	69	64	71	75
Department of Health and Social Care	175	171	604	607	622
Foreign, Commonwealth & Development Office	21	39	35	40	44
HM Treasury	41	45	35	36	39
Home Office	97	110	126	137	124
Ministry of Defence	234	207	265	255	300
Ministry of Housing, Communities & Local Government	62	55	50	68	61
Ministry of Justice	2,194	1,991	2,259	2,196	2,267

Ministerial Department	2025	2024	2023	2022	2021
Northern Ireland Office	44	35	31	30	30
Scotland Office	2	1	2	0	3
UK Export Finance	8	6	7	7	7
Total	4,033	3,855	4,356	4,473	4,638

Explanatory Note 8: Machinery of Government Changes

1. The Ministry of Housing, Communities & Local Government was called the Department for Levelling Up, Housing and Communities between September 2021 and July 2024.
2. The Department for Business, Energy & Industrial Strategy was split to form the Department for Business and Trade (DBT), the Department for Energy Security and Net Zero (DESNZ) and the Department for Science, Innovation and Technology (DSIT) in February 2023.
3. Department of Health and Social Care data for 31 March 2021, 2022 and 2023, includes NHS Trust appointments that are no longer on the Order in Council.

Section 6: Appointments Made in 2024-25

In 2024-25:

- 449 new appointments were made by UK government ministers in 2024-25 (figure 6.1).
- Of these appointments, 379 (84%) were for member (or equivalent) roles (figure 6.2).

- Over half of all new appointments were made by the Ministry of Justice and the Department for Culture Media and Sport (figure 6.3).

Figure 6.1: Total number of new appointments made in 2024-25 and 2023-24

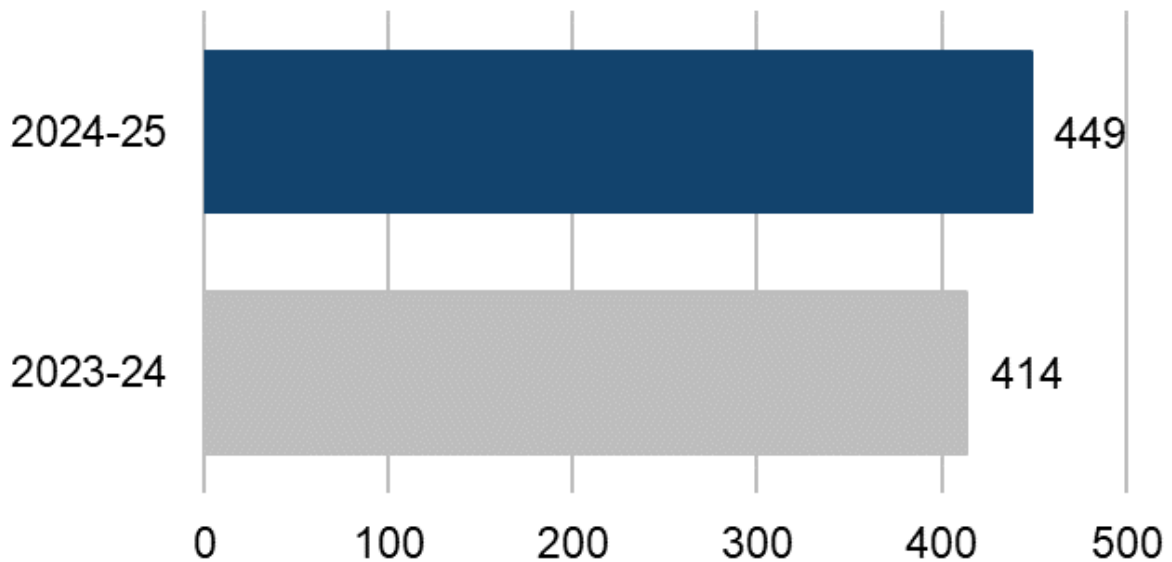


Figure 6.2: New appointments made by appointment type, 2024-25

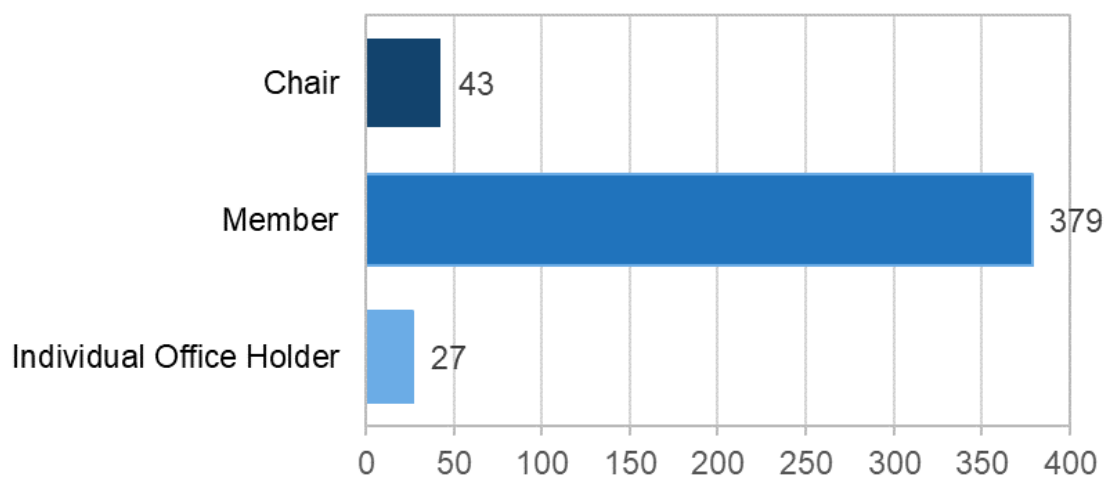
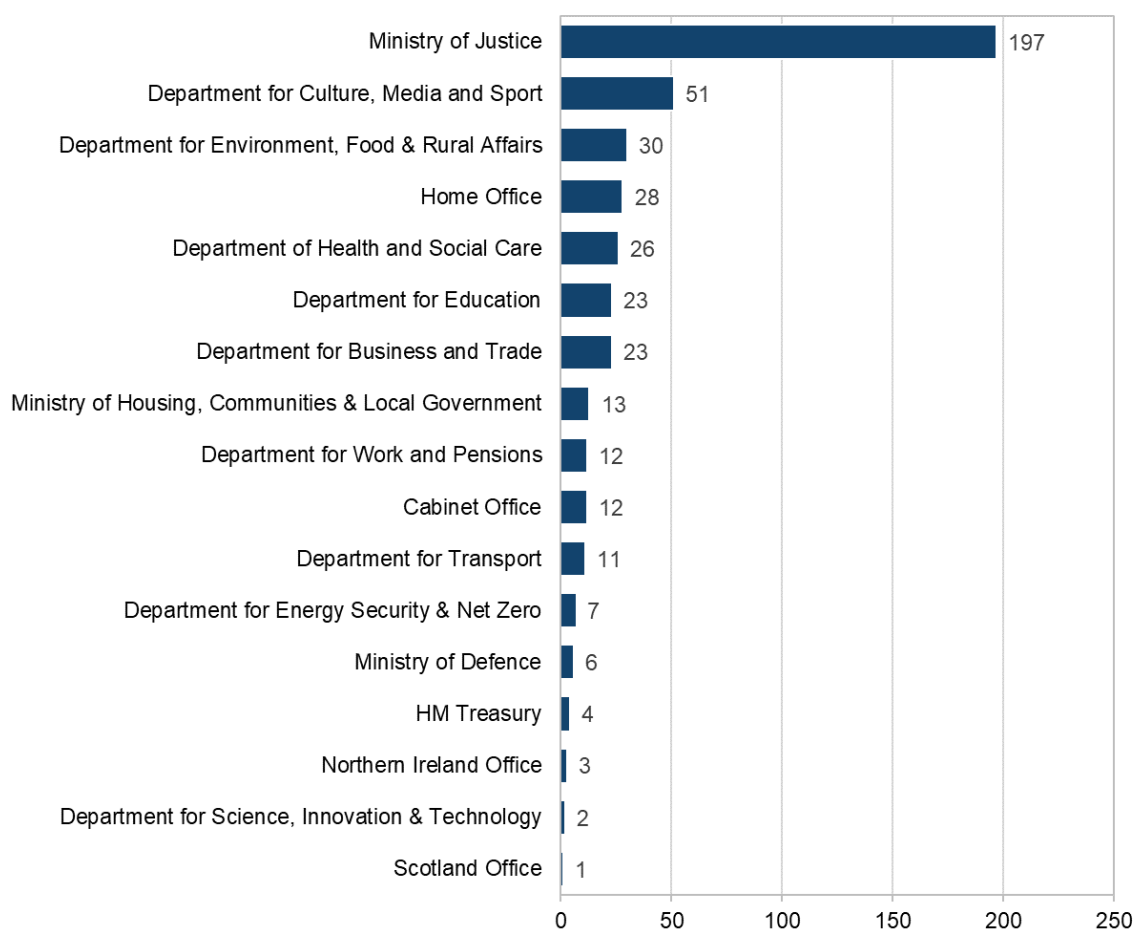


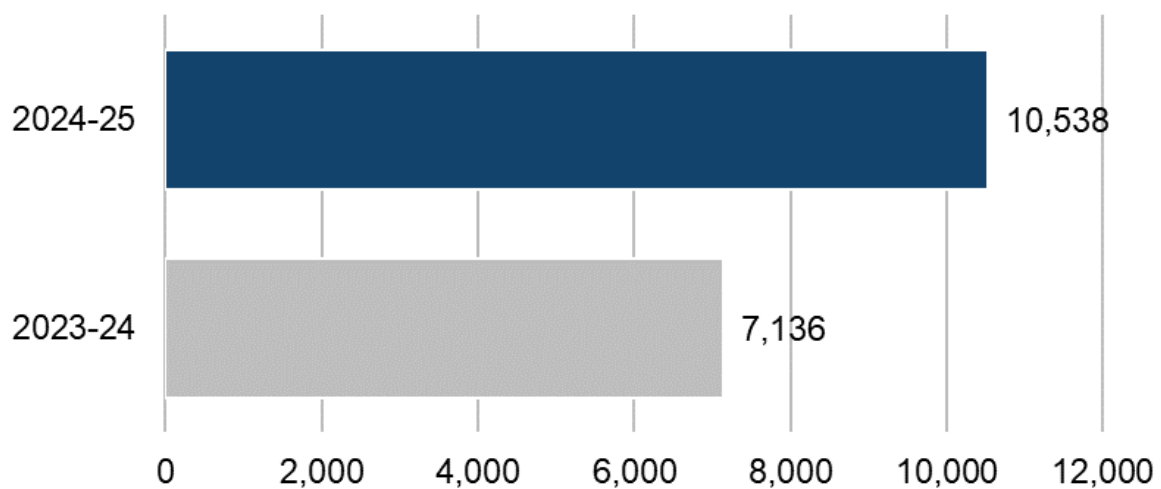
Figure 6.3: New appointments made by each ministerial department, 2024-25



Section 7: Applications Submitted in Year

The public appointments digital service was launched in 2023. In 2024-25, 10,538 applications for regulated roles were submitted through the digital service. The figures exclude withdrawn applications and applications made outside of the digital service, for example via executive search.

Figure 7.1: Total number of applications submitted through the public appointments digital service, 2024-25 and 2023-24



Statistical Note: Data Collection and Reporting

Methodology

1. The Governance Code on Public Appointments sets out the process and principles that should underpin all public appointments made to bodies and offices listed in the [Public Appointments Order in Council](#). Public appointments to bodies and offices listed on the Order in Council are regulated by the independent Commissioner for Public Appointments.
2. The data in this report covers public appointments made by United Kingdom government ministers to the bodies and offices listed in the Schedule to the Public Appointments Order in Council.
3. The public appointments digital service is the online portal on gov.uk which candidates use to search and securely apply for public appointment roles. The service is the primary source of data for this report. Supplementary data has been collected from the Ministry of Justice on delegated appointments (see explanatory note 7). In order to produce this report, data was extracted from the digital service on the following dates:
 - a. Section 2: 10 September 2025
 - b. Section 3.1-3.5 and section 5: 2 April 2025 (with the exception of MOJ delegated appointments as this data is not collected or held on the digital service)
 - c. Section 3.6, section 6 and section 7: 9 July 2025
 - d. Section 4: 10 July 2025.
4. Information (including but not limited to diversity data) is collected from candidates as part of the online application process via the 'Apply for a Public Appointment' portal. This information is then securely stored within the public appointments digital service. For candidates that are appointed to a role, a snapshot of their data is taken on the 31st March each year to ensure that there is a standardised and consistent basis for reporting. Both

applicants and incumbents (individuals that hold public appointments) are able to review and amend their data prior to the snapshot being taken via their online account.

5. Prior to the introduction of the public appointments digital service in 2023, data was manually collated and submitted to the Cabinet Office by ministerial departments. The digital service should ensure greater consistency and reliability of data in future reporting years.
6. Historical data is included in order to provide context for this year's report. Caution is advised when making direct comparisons with historical data given the change in the way data is collected. In addition, some data is being published for the first time, as the amount and quality of data held on the public appointments digital service continues to expand.
7. Values in this report are rounded to the nearest whole number (with the exception of candidate feedback scores) which may result in discrepancies in bar graphs.
8. It is important to note that:
 - Campaign duration: (section 2): Campaigns completed in three months are those with a duration of 90 days or less. Those not completed in three months have a duration of more than 90 days.
 - For campaign stage data, a limited number of campaigns were excluded from the analysis due to data inconsistencies.
 - Diversity of public appointees (section 3):
 - Diversity data figures are strongly influenced by the Ministry of Justice as they make up 54% of public appointees.
 - Headcount values relating to diversity characteristics based on fewer than five responses are not shown in this report to protect individual confidentiality and because the numbers are too small to draw reliable conclusions. However, these figures are included in totals and in the 'other departments' groups in graphs and tables. Where 0% is specified, it indicates a nil response.

- Percentage breakdowns for diversity only include responses that provided known information about a given characteristic and do not include those who chose ‘prefer not to say’. This means, for example, the total ethnic background sample excludes those who did not provide this data or who chose the ‘prefer not to say’ option.
- Ethnic minority refers to any non-white ethnic group.
- Following the introduction of the two stage question on disability in 2020 (in line with the government analysis function’s [harmonised standards](#)) but prior to the introduction of the public appointments digital service, some ministerial departments continued to ask candidates the single stage question. Within this report only data relating to the two stage question is included.
- Diversity data relating to Ministry of Justice delegated roles is not held on the public appointments digital service and so is provided by them. Diversity of appointments made in 2024-25 excludes appointments made to these delegated roles.
- For the purposes of benchmarking, data in section 3 is presented alongside official data published by the ONS. This report benchmarks the diversity of public appointments against the UK’s “economically active” population. According to the ONS, "economically active" refers to people aged 16 or over who are either in employment or unemployed during a specific reference week. This means they are active participants in the labour market, whether they have a job, are self-employed, are unpaid family workers, or are actively looking for work.
- Candidate care (section 4):
 - Data is based on the date that the feedback form was last updated.
- Appointments made in 2024-25 (section 6):

- Data is included based on the date that an appointee accepted their offer of appointment. In previous years the appointee's start date was used.
- Applications submitted in year (section 7):
 - The number of applications is a count of applications submitted, not the total number of applicants. Each application submitted by a single person is counted separately.

Response Rates

Sex

Department	Response Rate: Sex
Cabinet Office	61%
Department for Business and Trade	77%
Department for Culture, Media and Sport	85%
Department for Education	95%
Department for Energy Security & Net Zero	54%
Department for Environment, Food & Rural Affairs	68%
Department for Science, Innovation & Technology	54%
Department for Transport	45%
Department for Work and Pensions	89%
Department of Health and Social Care	95%
Foreign Commonwealth & Development Office	15%
HM Treasury	37%
Home Office	55%
Ministry of Defence	40%
Ministry of Housing, Communities & Local Government	58%

Department	Response Rate: Sex
Ministry of Justice	53%
Northern Ireland Office	68%
Scotland Office	50%
UK Export Finance	43%
All Departments	65%

Disability

Department	Response Rate: Disability
Cabinet Office	52%
Department for Business and Trade	70%
Department for Culture, Media and Sport	75%
Department for Education	92%
Department for Energy Security & Net Zero	52%
Department for Environment, Food & Rural Affairs	66%
Department for Science, Innovation & Technology	54%
Department for Transport	43%
Department for Work and Pensions	79%
Department of Health and Social Care	93%
Foreign Commonwealth & Development Office	14%
HM Treasury	34%
Home Office	54%
Ministry of Defence	32%
Ministry of Housing, Communities & Local Government	52%

Department	Response Rate: Disability
Ministry of Justice	46%
Northern Ireland Office	64%
Scotland Office	50%
UK Export Finance	38%
All Departments	53%

Ethnicity

Department	Response Rate: Ethnicity
Cabinet Office	54%
Department for Business and Trade	72%
Department for Culture, Media and Sport	77%
Department for Education	93%
Department for Energy Security & Net Zero	52%
Department for Environment, Food & Rural Affairs	68%
Department for Science, Innovation & Technology	54%
Department for Transport	43%
Department for Work and Pensions	81%
Department of Health and Social Care	93%
Foreign Commonwealth & Development Office	14%
HM Treasury	37%
Home Office	54%
Ministry of Defence	32%

Department	Response Rate: Ethnicity
Ministry of Housing, Communities & Local Government	53%
Ministry of Justice	45%
Northern Ireland Office	64%
Scotland Office	50%
UK Export Finance	38%
All Departments	53%

Region

Department	Response Rate: Region
Cabinet Office	48%
Department for Business and Trade	53%
Department for Culture, Media and Sport	61%
Department for Education	74%
Department for Energy Security & Net Zero	50%
Department for Environment, Food & Rural Affairs	60%
Department for Science, Innovation & Technology	54%
Department for Transport	39%
Department for Work and Pensions	71%
Department of Health and Social Care	76%
Foreign Commonwealth & Development Office	5%
HM Treasury	22%
Home Office	49%

Department	Response Rate: Region
Ministry of Defence	26%
Ministry of Housing, Communities & Local Government	47%
Ministry of Justice	54%
Northern Ireland Office	50%
Scotland Office	50%
UK Export Finance	63%
All Departments	54%

Sources

The information in this report has been derived from the following data sources:

- The 'Apply for a Public Appointment' digital service;
- Government departments;
- The Office for National Statistics:
 - [A02 SA: Employment, unemployment and economic inactivity for people aged 16 and over and aged from 16 to 64 \(seasonally adjusted\)](#);
 - [A08: Economic activity of people with disabilities aged 16-59 \(not seasonally adjusted\)](#);
 - [A09: Labour market status: Employment by ethnicity: People \(not seasonally adjusted\)](#);