



**Gender Pay Gap Report 2021**

# The NFU is the most successful representation body for agriculture and horticulture in England and Wales

Our purpose is to champion British agriculture and horticulture, to campaign for a stable and sustainable future for British farmers and to secure the best possible deal for our members. We are the largest organisation in England and Wales representing farmers and growers.

Our strength is in our numbers. With in-excess of 55,000 members, we are heard when it counts – locally, nationally and internationally. Every single member matters and makes the NFU stronger. A stronger NFU can be more influential, achieve more and give us a more powerful and unified lobbying voice.

## In this report we

1. Set the scene with a message from the NFU's Director General
2. Share our work to create a more inclusive workplace and reduce our gender pay gap
3. Share our gender pay gap commitments and action plan
4. Publish our data and the drivers behind it



# MESSAGE FROM TERRY JONES, DIRECTOR GENERAL OF THE NFU

The NFU has experienced huge change since the publication of our gender pay gap report in 2019. Undoubtedly the Covid-19 pandemic has impacted how we support our members, although NFU colleagues quickly rose to the challenge and found new ways to connect with them. The knowledge, skills, experience and dedication of our people have been central to our success during this unprecedented period in our history. To build our resilience and prepare for future challenges we believe that a strong employer brand that attracts future talent and engages with our current talent is critical to the success of the organisation.

We want our people to be the best versions of themselves at work. Over the past 12 months we have worked hard to make the NFU a more inclusive workplace with a culture that embraces the unique worth of everyone from all backgrounds, identities and circumstances.

Against the crucial backdrop of inclusion, I am pleased to present the NFU's gender pay gap report for 2021 and to share with you what we have done and our plans for the future.

I acknowledge that the NFU's gender pay gap is wide. Some of the results make for uncomfortable reading. There are external socio economic factors, for example women working in occupations that attract lower salaries, that influence the gap. However, there is work that I, my senior team and all NFU colleagues can do to close the gap.

Reducing the gender pay gap is a priority for the NFU and I am pleased that work has already started to do just that. No single action will close the gap but our commitment to foster a culture of inclusion, enable women as an under-represented group to be in a position to compete, follow robust processes to ensure we reward fairly and equally, and have greater flexibility and agility in how people work, will over time make a difference.



A handwritten signature in black ink that reads "Terry Jones". The signature is written in a cursive, slightly stylized font.

**Terry Jones**

Director General

# WHAT HAVE WE DONE TO CREATE A MORE INCLUSIVE WORKPLACE AND REDUCE OUR GENDER PAY GAP?

At the NFU we are committed to creating a sense of belonging, educating and developing an inclusive community, and welcoming the value of diversity. We are proud of the work we have done in the past 12 months to embrace the unique worth of everyone from all backgrounds, identities and circumstance.

We know that colleagues with different backgrounds, different life and career experience and different beliefs, can bring all of those to bear in our day-to-day work. It helps the organisation to take a more holistic, rounded view of issues and importantly it stimulates more creative thinking as we attempt to solve increasingly complex problems for our members.

We see our gender pay gap as an inclusion issue, so we share here the work we have done on inclusion and more specifically work to reduce our gender pay gap.

We used National Inclusion Week, in September 2020 to start the conversation



about inclusion at the NFU, to help our understanding of what it is (and isn't) and raise awareness.

We have since launched an updated IDE policy and a calendar for awareness days and issue-led events.

Mel Squires, South West Regional Director, is championing our inclusion plan and is supported by a team of champions who meet regularly to discuss and agree initiatives.

We are proud of the NFU values of professional, resourceful and united and

now have inclusive as our fourth value, to support colleagues to reach their full potential, value all individuals and seek opportunities to foster diversity.

There has been focused work to reduce our gender pay gap. All line managers have had unconscious bias training to reduce bias in our talent management decisions and we have continued to rigorously calibrate performance related pay to ensure there are no biases in performance awards.

We have publicly championed the NFU as an inclusive employer via our external facing careers pages and we offer all women returning to the workplace after maternity leave a mentor to support their return. Finally, we listened to the views of our employees about how they would like to work in the future and based on that feedback we have introduced hybrid working. As we gradually return to our offices our colleagues will have greater flexibility in where they work. Hybrid working will benefit all colleagues including working parents with childcare responsibilities.

# OUR COMMITMENTS AND ACTIONS FOR THE NEXT 12 MONTHS

We want to take visible action to reduce our gender pay gap. A gender pay gap action plan has been agreed and work is underway to deliver on the actions.

We know that not one action will make a significant difference and a reduction in the gap will take time. We will take action under four commitments.

## 1 Enable women as an under-represented group to be in a position to compete

We want to see more women in our upper quartile and have committed to review our career development policies and practises. We have a successful mentoring scheme and will actively offer women the opportunity to develop and fine-tune their skills through a mentor to help them progress their career. We will continue to offer women returning from maternity leave the opportunity to be mentored.

## 2 Follow robust processes to ensure we continue to reward fairly and equally

We have started to track pay and performance data on a six-monthly basis and will give line managers clear guidelines for setting objectives, reviewing performance and giving timely feedback.

## 3 Have greater flexibility and agility in how people will work

Our hybrid working approach will give greater flexibility to working parents with childcare commitments. We will shortly start to advertise all roles with flexible working as an option unless business need requires a full-time role.

## 4 Recruit fairly and without bias

We will run all job adverts through gender bias software and remove any gender bias in our language. We want to attract and shortlist from a balanced pool of male and female candidates for senior roles, where possible we will have a 50:50 male/female interview panel.



**Inclusion is a key part of the NFU's values. By being Inclusive as an organisation, it means:**

**Being supported:** We support all colleagues to reach their full potential

**Being equally valued:** We value all individuals and ideas

**Championing diversity:** We actively seek opportunities to foster diversity

**Creating a sense of belonging:** We create a positive environment where everyone can bring their true self to work

# WHAT IS DRIVING OUR GAP?

Approximately 50% of our headcount is comprised of Group Secretaries (see below for further details). The pay is the same for this group of people, so the drivers of our gender pay gap focus on the NFU results without this group.

One year on, our gender pay gap remains largely unchanged, with statistically minor movements in the figures.

Whilst we are confident that males and females are being paid equally for doing

comparative roles, fundamentally, the drivers of our gender pay gap are due to the following:

We have more men than women at a senior level in the organisation, and their pay reflects their seniority. Conversely our lower quartile has 86% women working in predominantly clerical and administrative roles.

Women make up over 60% of our workforce and since we started to report our results

the percentage of women in our upper middle quartile has increased year on year and currently sits at 59%. We are pleased to see an increase in women in this quartile as we believe it will provide us with a pool of talent for the future.

Whilst there are socio economic factors that influence our gender pay gap, for example women working in occupations that attract lower salaries, the NFU firmly believes there are actions that can be taken internally to close the gap.

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## UNDERSTANDING OUR DATA

### Why report with and without Group Secretaries?

A number of our employees are called 'Group Secretaries'. These are valued members of our workforce, but operate differently to the other roles within our organisation. The Group Secretary rate of pay is agreed with the National Association of Group Secretaries and Group Secretaries also additionally earn commission from running an NFU Mutual agency. As such we have broken down the report to show what the figures are when they are included in the data, and what the figures are when they are not included.

### What you need to know about the data

The data is comprised of a snapshot of our pay data taken on 5th April 2020.

The bonus data included in this snapshot also includes the 12 months leading up to the snapshot date.

A negative gender pay gap means that, on average, women's gross hourly earnings are higher than those of men. A positive gender pay gap means that, on average, men's gross hourly earnings are higher than those of women.

### Gender pay is not the same as equal pay

**The Gender Pay Gap** shows the difference in the average pay between all men and women irrespective of their role.

**Equal pay** ensures that men and women performing the same task are paid the same. It is unlawful to pay people unequally because of their gender.

# THE RESULTS

## With Group Secretaries



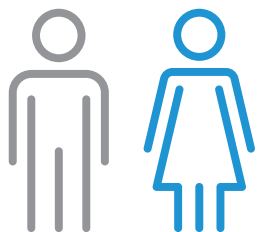
Mean gender pay gap -2.0%

Median gender pay gap -57.5%



Mean gender bonus gap 4.8%

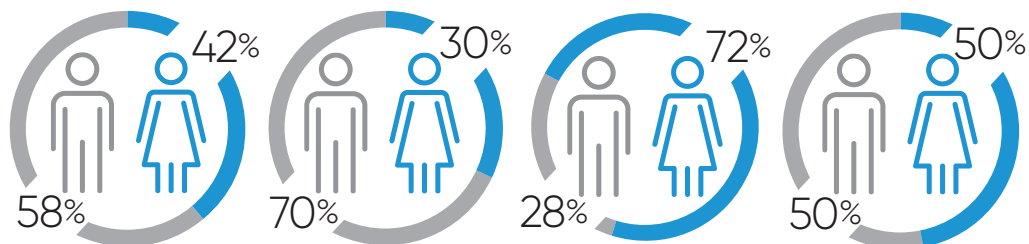
Median gender bonus gap 0%



Proportion of men paid a bonus 9%

Proportion of women paid a bonus 11%

Proportion of male and female employees in each quartile – including Group Secretaries



Lower quartile

Lower middle quartile

Upper middle quartile

Upper quartile

## Without Group Secretaries



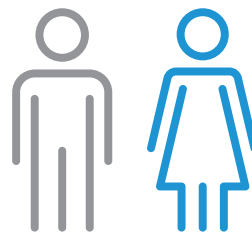
Mean gender pay gap 27.1%

Median gender pay gap 18.2%



Mean gender bonus gap 6.5%

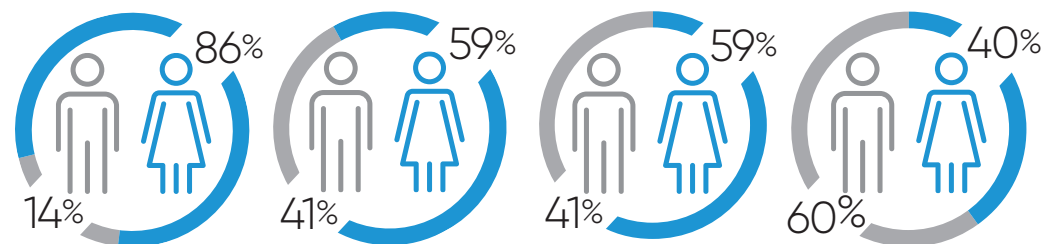
Median gender bonus gap 0%



Proportion of men paid a bonus 22%

Proportion of women paid a bonus 17%

Proportion of male and female employees in each quartile – excluding Group Secretaries



Lower quartile

Lower middle quartile

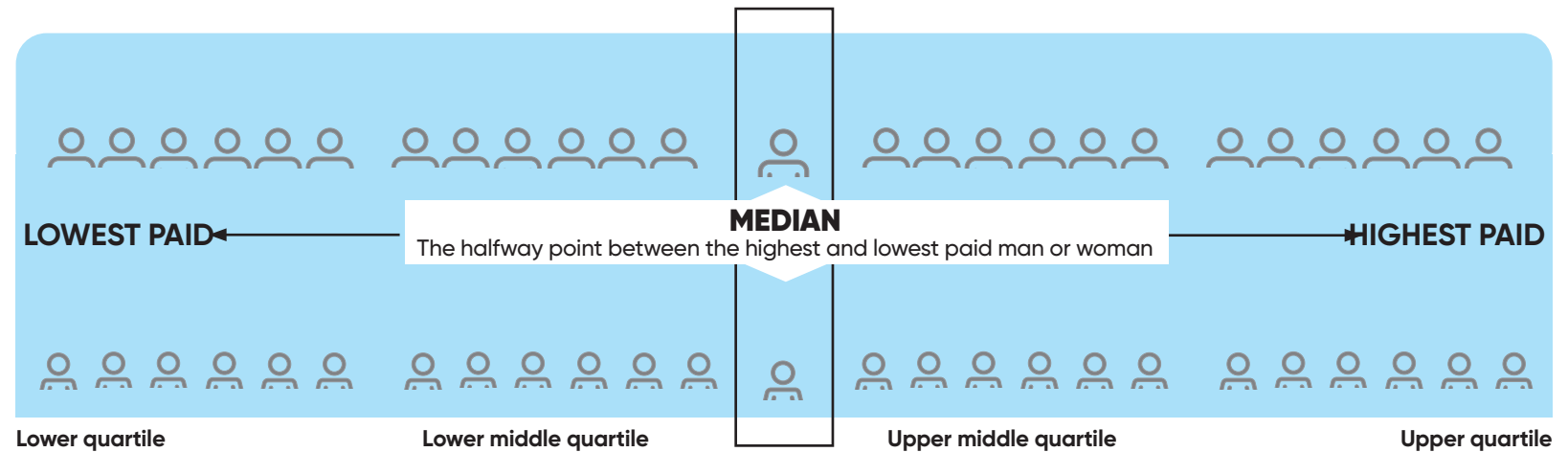
Upper middle quartile

Upper quartile

# HOW THE MEASURES ARE CALCULATED

The six measures we are required to report on

- 1 Mean gender pay gap
- 2 Median gender pay gap
- 3 Mean bonus gap
- 4 Median bonus gap
- 5 Bonus proportion
- 6 Quartile pay bands



**MEAN:** Total hourly pay divided by either total number of men or women. This calculates the average hourly pay rate for men or women in the organisation.

**THE GAP:** The difference between the mean or median hourly male pay rate and hourly female pay rate, expressed as a percentage of the hourly male pay rate.



A negative percentage gap means that women are paid more on average than men.



A positive percentage gap means that men are paid more on average than women.