



Gender Pay Gap Report 2025

The NFU is the largest representative 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 growers, and to secure the best possible deal for our members.

Our membership is our strength. With more than 45,000 members, we are heard when it counts – locally, nationally and internationally. Every single member matters and makes the NFU stronger.

A stronger NFU is more influential, achieves more, and has a more powerful and unified lobbying voice.

In this report we:

- 1. Set the scene with a message from NFU Director General Terry Jones**
- 2. Highlight our gender pay gap commitments and action plan**
- 3. Outline our work to create a more inclusive workplace and reduce our gender pay gap**
- 4. Publish our data and the drivers behind it**



MESSAGE FROM TERRY JONES, NFU DIRECTOR GENERAL

At the NFU we firmly believe a diverse workforce and a culture of inclusion is not just a strategic advantage, but a moral imperative for long-term success.

We have taken decisive steps under each of our four commitments to put strong foundations in place to reduce our gender pay gap and become a more inclusive place to work.

These actions are paying off, with our mean and median gender pay gap having reduced significantly since 2024. While we have more work to do, this progress is pleasing and shows we are moving in the right direction.

Women aren't under-represented in the NFU, but they are under-represented at the highest levels of the organisation. When I met with a group of female colleagues to discuss how we close the gender pay gap, the line that struck me most was about giving women the confidence to compete.

This became our first gender pay gap commitment – to empower women to be confident to apply for senior roles. You can find out more about how we've done that – and taken other steps – in this report.

The NFU has always been an inclusive workplace, but we are taking action to make it more inclusive. I know the NFU thrives when colleagues bring the best versions of themselves to work, and they collaborate and connect. Where we encourage creative diversity, we ultimately deliver better outcomes for our members.

I am pleased with our progress and optimistic about the future. The senior leadership team is committed to taking action and maintaining a positive trajectory towards bridging the NFU's gender pay gap.



A handwritten signature in black ink that reads "Terry Jones". The signature is written in a cursive, flowing style.

Terry Jones
Director General

OUR COMMITMENTS AND ACTIONS

The NFU is 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 to embrace the unique worth of every colleague.

We want to take visible action to reduce our gender pay gap. We are pleased with the progress so far, but will continue to work on our action plan, knowing that a variety of actions under our four commitments will make a significant difference and continue to drive change.

COMMITMENT 1 – Empower women to be confident to compete.

We now have more women in senior positions and have taken a number of steps to give women the support they need to be confident to apply for more senior roles.

We have an established **Women in Leadership** network, designed to inspire and develop confident, authentic female leaders and explore how we can use collective experience to support the next generation and each other.

We are proud of the support provided by our **Menopause Group**, which has helped to open up the topic of menopause so that women feel supported by the NFU and their colleagues.

In March, we held a menopause talk by Dr Rebecca Lewis, co-founder of Newson Health Menopause Clinic.

We celebrate **International Women's Day**, and this year used it as an opportunity to focus on the need to take swift and decisive action to achieve gender equality.

We were delighted to hold a panel discussion where women in leadership at the NFU shared their career journeys and the lessons they have learned along the way.

We also have a successful mentoring scheme and 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.



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.

COMMITMENT 2: Greater flexibility and agility in how people work

We believe we have made great strides in providing all NFU colleagues with greater flexibility in how they work. We have publicly championed the NFU as an inclusive employer via our careers pages and support colleagues to build a career that balances professional ambitions with personal commitments.

We have an agile working environment driven by business need. One benefit of this approach is that colleagues have a positive work-life balance, and we can attract colleagues from a more diverse and wider talent pool.

Leaders are also encouraged to consider how **flexible working requests** can be accommodated to support working parents or colleagues with caring responsibilities while ensuring we continue to meet business need.

COMMITMENT 3: Follow robust processes to ensure we continue to reward fairly and equally

We recently reviewed our pay policy to make sure reward decisions are fair and consistent across all departments. Line managers are supported with strong governance, job evaluation, and calibration processes, helping to remove bias from performance awards.

Our job evaluation process is also designed to ensure equal pay for equal work and make sure reward decisions are calibrated robustly every year, with no biases in performance awards.

COMMITMENT 4: Recruit fairly and without bias

We have recently launched our 'Recruiting for the NFU' Workshop to provide NFU leaders with the skills and knowledge needed to confidently manage the recruitment process from start to finish, ensuring a positive candidate experience that results in a high performing workforce. This includes a section on recognising potential unconscious bias and taking steps



INCLUSION AND BELONGING

At the NFU, being inclusive 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

Being One NFU is at the heart of everything we do – working to create a sense of unity of purpose and collective endeavour for all colleagues and members and living by our core values.

We will ensure that all members and colleagues – irrespective of role, gender, race, age, disability, religion/belief, sexual orientation or farming type – feel welcome.

We are proud to report that we have exceeded our inclusion goals this year, reflecting our deep commitment to providing a truly inclusive workplace aligned to our values: Inclusion, United, Professional and Resourceful.

Central to this achievement is our dedicated team of **Inclusion Champions**, who lead a full annual calendar of events designed to celebrate and acknowledge diversity across our organisation.

We also support five active employee network groups, each providing a platform for shared experiences, peer support, and advocacy. These include our **Carers Group, Parents Group, Menopause Group, Neurodiversity Group, and LGBTQ+ Unity Group**. Each network plays a vital role in shaping our inclusive culture and ensuring that all voices are heard and valued.

This ongoing focus on inclusion has been positively reflected in our latest employee engagement survey, where inclusion was the highest scoring category across the organisation. We remain committed to continuous improvement as we work toward closing the gender pay gap and creating equitable opportunities for all.



UNDERSTANDING OUR DATA

Why report with and without Group Secretaries?

A number of our employees are called Group Secretaries. They 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 additionally earn commission from running an NFU Mutual agency.

We have broken down the data 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 5 April 2024. 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.

WHAT IS DRIVING OUR GAP?

Approximately 50% of our employees are Group Secretaries. The pay is largely the same for this group of people, so we focus below on the NFU results without Group Secretaries.

We remain confident that men and women are being paid equally for doing comparative roles.


The driver behind our improved figures is the increased number of women in our upper quartile (senior positions), moving from 35.9% in 2023 to 43% in 2024.

The percentage of women in our lower quartile influences our gender pay gap and, while the percentage has reduced slightly from 81.7% to 80%, we still have a significant number of women in our lower grades, working in predominantly administrative roles.

While there are socio-economic factors that influence our gender pay gap, such as women working in occupations that attract lower salaries, we firmly believe we can take actions internally, under our four commitments, to close the gap.


THE RESULTS

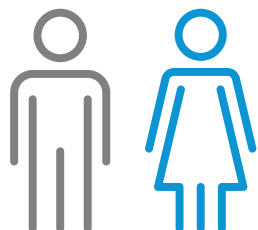
With Group Secretaries

 Mean gender pay gap -2.47%

Median gender pay gap -35.80%

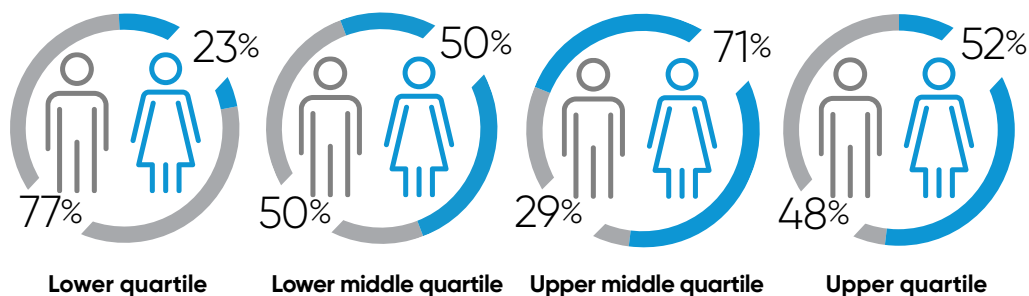
Mean gender bonus gap -70.92%

 Median gender bonus gap -354.45%


 Proportion of men paid a bonus 49.32%

Proportion of women paid a bonus 38.84%

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




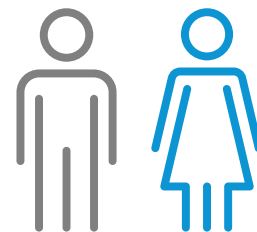
Without Group Secretaries

 Mean gender pay gap 22.68%

Median gender pay gap 12.31%

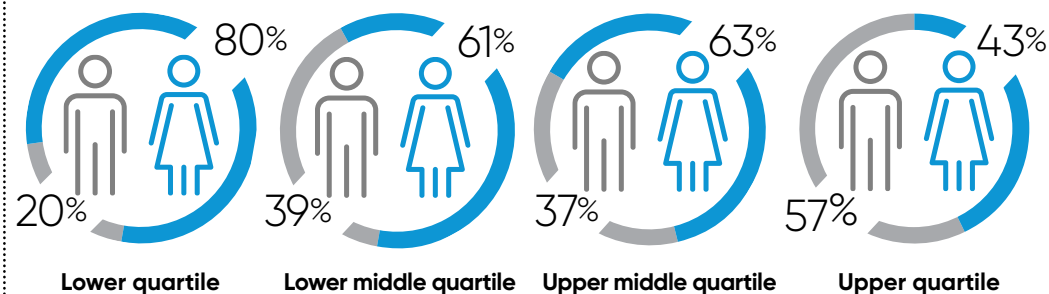
Mean gender bonus gap 3.51%

 Median gender bonus gap -25.00%

 Proportion of men paid a bonus 30.56%

Proportion of women paid a bonus 27.50%

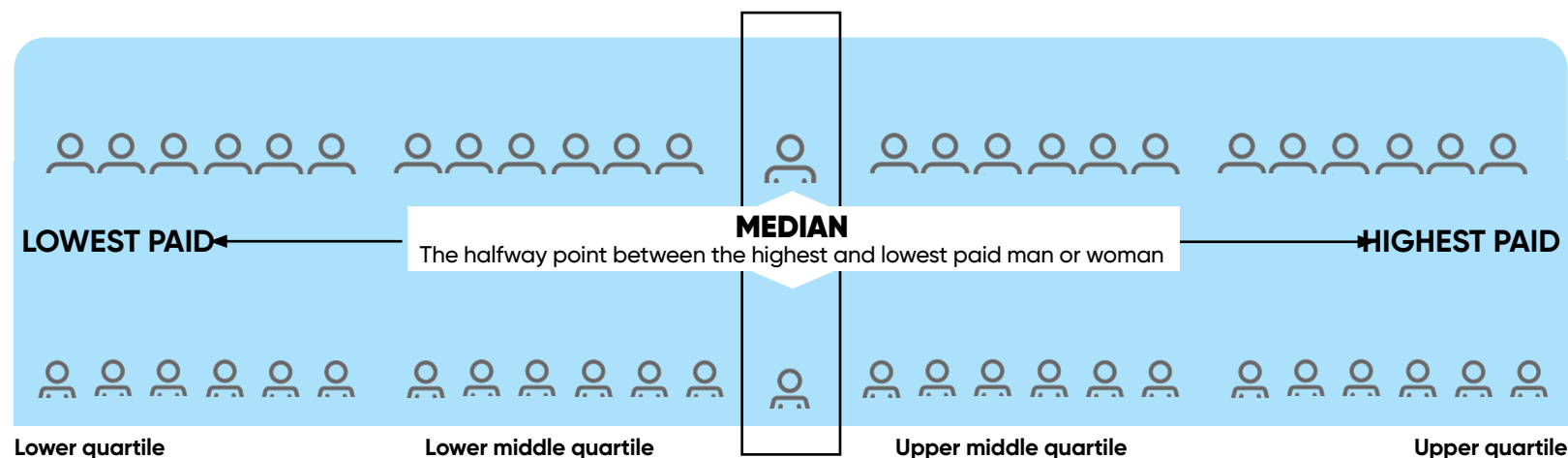
Proportion of male and female employees in each quartile – excluding Group Secretaries



HOW THE MEASURES ARE CALCULATED

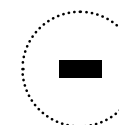
The six measures we are required to report on

- ❶ Mean gender pay gap
- ❷ Median gender pay gap
- ❸ Mean bonus gap
- ❹ Median bonus gap
- ❺ Bonus proportion
- ❻ 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.