



# **Gender Pay Gap Report 2022**

# 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 46,000 active 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

There have been enormous challenges for the agriculture sector since the publication of our last gender pay gap report in 2021. Our members are facing unprecedented pressures due to increasing inflation in nearly all aspects of their business and post Brexit policy changes. I continue to be proud of the commitment shown by NFU employees to support our members and give them the help they need to deal with the numerous pressures they face. The knowledge, skills, experience and dedication of our employees continues to be central to how we support our members.

To build knowledge, skills and talent and to 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. We are working 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 2022 and to share with you what we have done and our plans for the future.

I acknowledge that we have a significant gender pay gap and that some of the results make for uncomfortable reading. While there maybe external socio-economic factors that explain why we have a gender pay gap there is work that I, my senior team and all NFU colleagues can do to reduce it.

The bonus gap reported this year is out of line with previous years as a non-consolidated performance related payment was paid to NFU colleagues in November 2020.

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 slanted style.

**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. This diversity 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.

Every quarter we track and analyse our diversity related data to check progress made against our actions.

We support National Inclusion Week every year to prompt the conversation about inclusion at the NFU, to help our understanding of inclusion, what it is (and



isn't) and give us the confidence to talk about inclusion.

We launched an IDE policy and a calendar for awareness days and issue led events.

Our inclusion plan is supported by a team of inclusion champions who meet regularly to discuss and agree initiatives.

We are proud of the NFU values of professional, resourceful and united and have embedded 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 ways of working and on the back of a hybrid working survey we have implemented a hybrid working policy which meets the needs of our colleagues and the NFU. Hybrid working benefits all employees including working parents with childcare responsibilities.

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

# OUR COMMITMENTS AND ACTIONS FOR THE NEXT 12 MONTHS

We want to take visible action within our inclusive culture to reduce our gender pay gap. We have continued to work on our gender pay gap action plan, however we know that not one action will make a significant difference and a reduction in the gap will take time but 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 continually track pay and performance data on a quarterly basis and ensure there are 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 run all job adverts through gender bias software and remove any gender bias in our language. When recruiting senior roles where possible we will have a 50/50 male/female panel and a 50/50 male/female shortlist



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# 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 our upper middle quarter has 56% women. We are pleased to see more 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 2021.

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



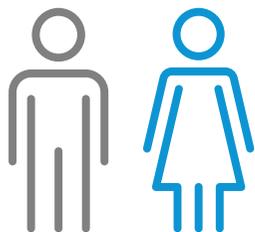
Mean gender pay gap 0.40%

Median gender pay gap -51.80%



Mean gender bonus gap 21.10%

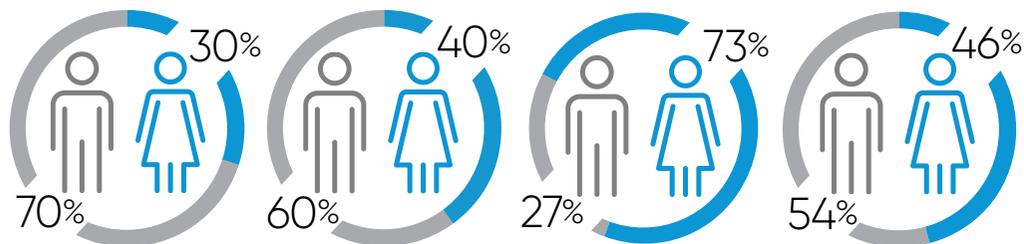
Median gender bonus gap 28.80%



Proportion of men paid a bonus 48.30%

Proportion of women paid a bonus 64.40%

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



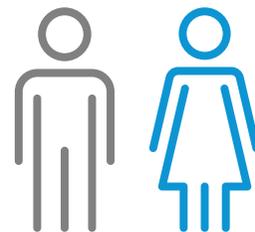
Mean gender pay gap 27.60%

Median gender pay gap 18.50%



Mean gender bonus gap 33.40%

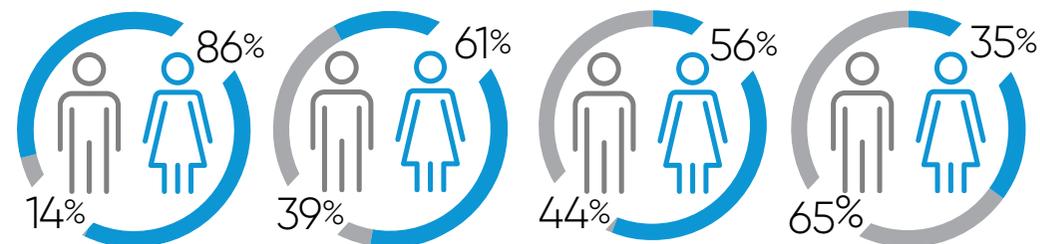
Median gender bonus gap 37%



Proportion of men paid a bonus 88.70%

Proportion of women paid a bonus 87.80%

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



Lower quartile

Lower middle quartile

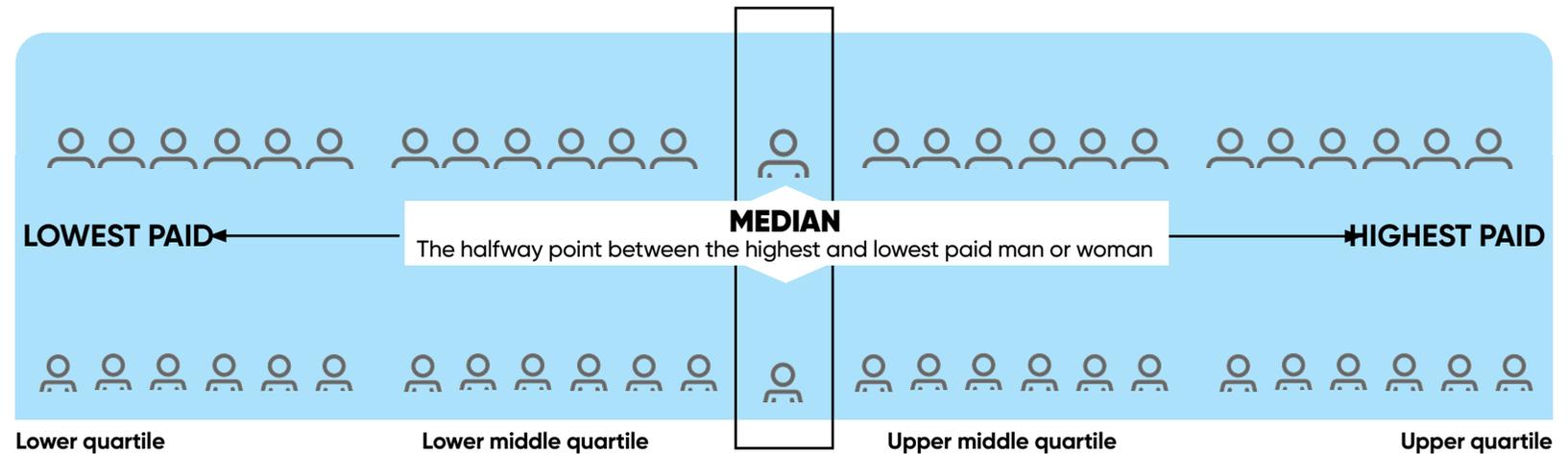
Upper middle quartile

Upper quartile

# HOW THE MEASURES ARE CALCULATED

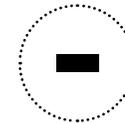
The six measures we are required to report on

- 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.