



NFU Gender Pay Gap Report 2018

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Terry Jones
Director General

Message from Terry Jones

We are now in the second year of reporting our gender pay gap results and since last year we have been taking steps which will, over time, influence the results. These steps include but are not limited to; our Leadership Development Programme and Mentoring for maternity and paternity returners and for colleagues who want to move into a more senior role. These programmes have also enabled us to make significant progress in delivering our NFU strategy during an uncertain time for our membership.

This years' report tells us that our pay gap has widened, albeit slightly. Fundamentally, we are not happy with a gap that is widening. The gap needs to close but we also recognise that change will take time.

In terms of our journey, we still have a way to go. We aren't quite sure how long it will take us or what bumps we might encounter along the way but progress will be made because we are investing in our most valuable asset, our people. One thing is certain though, the steps we are taking and will continue to take will make the NFU an even better place to work.

It is important to me that all our people feel valued irrespective of their role or level. If we are going to continue to deliver our strategy and truly embrace our NFU values to be professional, resourceful and united then we need to take notice of what our gender pay gap report is telling us and take appropriate steps to address it. More detail of which will follow later on in this report.

A handwritten signature in black ink that reads "Terry Jones".

Understanding our report

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.

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

What you need to know about the data

The data is comprised of a snapshot of our pay data taken on 5th April 2018.

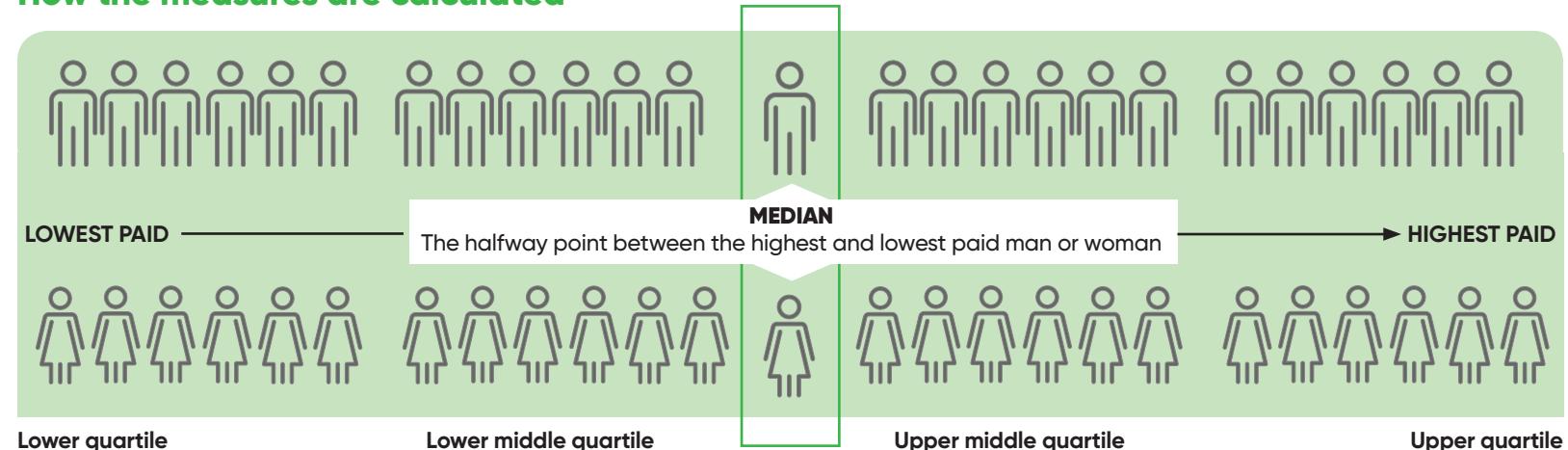
The bonus data included in this snapshot also includes the 12 months leading up to the snapshot date.

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.

How the measures are calculated



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.



The results

With Group Secretaries



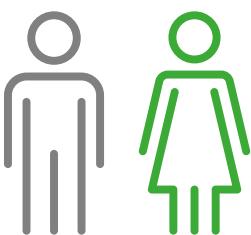
Mean gender pay gap -3.1%

Median gender pay gap -66.8%



Mean gender bonus gap +6%

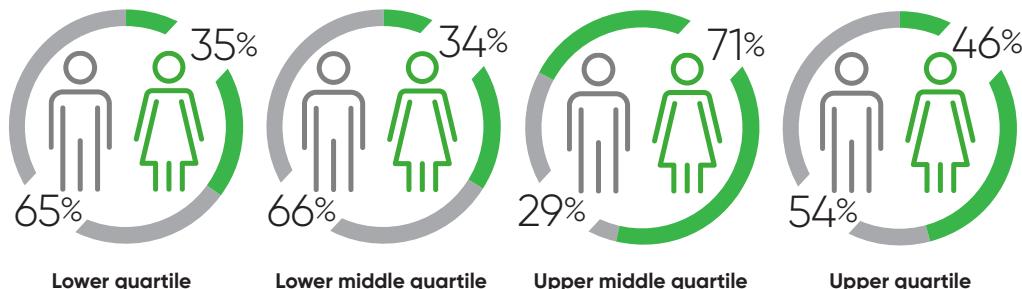
Median gender bonus gap 0%



Proportion of men paid a bonus 5%

Proportion of women paid a bonus 12%

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



Without Group Secretaries



Mean gender pay gap +25.2%

Median gender pay gap +18.2%



Mean gender bonus gap +6%

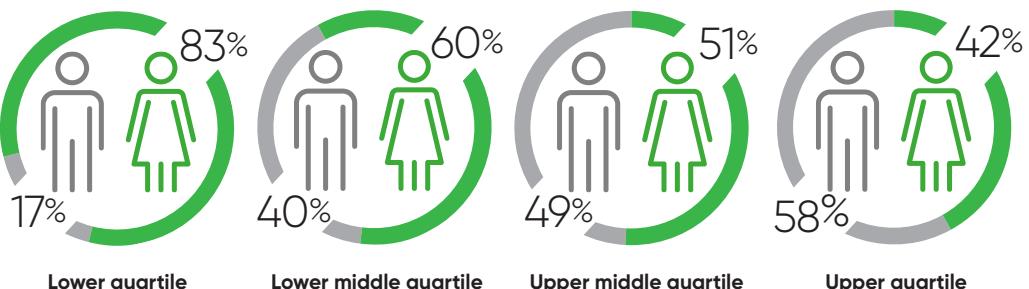
Median gender bonus gap 0%



Proportion of men paid a bonus 13%

Proportion of women paid a bonus 20%

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





Next steps...

All of the steps that we are taking, and will take in the future, are because the NFU's long term goal is to reduce its gender pay gap. These steps are also being taken because the NFU is committed to ensuring that everyone, irrespective of gender, can be the best version of themselves.

We will continue to...

... live our **professional, resourceful and united** values because we know that we are at our most impactful and successful when this happens.

... **grow knowledge and skills at all levels.** Our apprenticeship scheme, further education sponsorship, leadership development programme, A-Z of growing skills and knowledge and mentoring programmes are here to stay.

...**invest in our people.** They are our most valuable asset.

.....

We will develop...

...our **employer brand.** The NFU brand is well known and recognised by our members. Creating an employer brand will build a stronger sense of belonging for those who already work for us whilst also ensuring that we attract applicants from all sectors of our diverse society and overcome any pre-conceived ideas about working in the agricultural sector.

...our approach to **succession planning and managing talent.** This in turn will provide all employees with clear guidance on what skills, knowledge and experiences are needed to progress. Steps will be taken to ensure that individuals can grow their skills and knowledge so that progression, where possible, becomes a reality.

...a **culture of mutual trust** that fosters a sense of belonging. We are going to build upon our successful leadership development programme so that it focusses upon inclusion and unconscious bias. We want to embrace inclusivity so that the NFU harnesses all the qualities an individual can bring to the workplace.