



NMR Gender Pay Gap Report



Narrative 2024

Gender Pay Gap Foreword

NMR plays a critical role in the food supply chain. At its heart, the business tests milk in laboratories, both on an individual cow and whole herd basis, which supports the dairy industry in the quality of milk that consumers buy, the productivity and health of dairy herds and, increasingly, supports environmental and sustainability credentials. As an integrated service provider, we work with both farmers and milk buyers as well as acting as an independent source of data for advisors such as vets, farm consultants and breed societies. Generating data and robust insights is at the core of our business, empowering the dairy industry to make informed decisions to drive real change.

Our values are embedded across the business. These help us drive forward a culture of trust, supported by positive ways of working, where our colleagues feel valued.

We strive to be an inclusive employer, promoting and supporting diversity amongst our people and focusing on being a great place to work which includes consistent fair pay and benefits for everyone. Our multifaceted initiatives and activities are designed to attract the very best talent from all walks of life, helping our people to better manage the competing demands of family and career, and grow professionally while bringing their authentic selves to work. We aim to ensure all our colleagues reach their full potential with a wide range of developmental opportunities.

We can confirm that the data and information reported are accurate as of 5 April 2024 and in line with the Gender Pay reporting regulation.

Mark Frankcom – NMR MD and **Phil Inskip** – People and Performance Director, Global Dairy



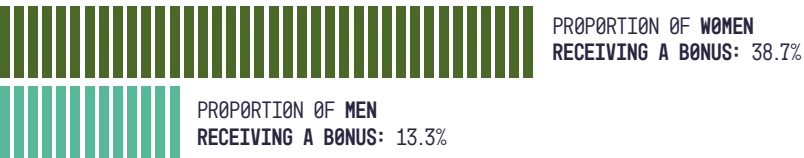
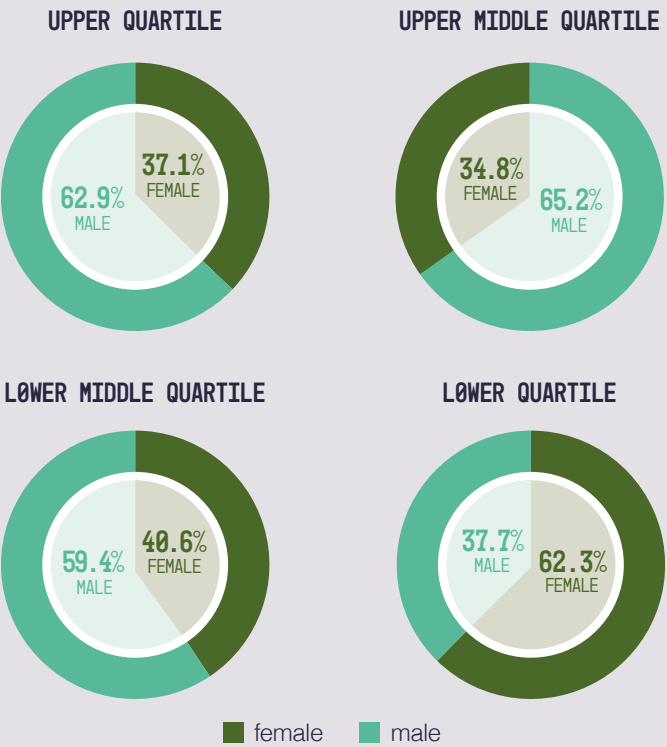
MARK FRANKCOM, NMR MD



**PHIL INSKIP,
PEOPLE AND PERFORMANCE
DIRECTOR, GLOBAL DAIRY**



PROPORTION OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE.



Gender Pay Gap

Our Results 2024

The figures provided are based on hourly rates of pay of UK colleagues, as of 5th April 2024, and bonuses paid in the 12 months prior to 5th April 2024.

Our Gender Pay Gap:
Mean 14.5% & Median -0.3%
i.e. males were paid 14.5% more than females at the mean and females 0.3% more at the median.

Proportion of male and female colleagues in each pay quartile.

Quartiles are calculated by listing the rates of pay for each employee across our business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

Upper quartile:
37.1% female and 62.9% male

Upper middle quartile:
65.2% female and 34.8% male

Lower middle quartile:
40.6% female and 59.4% male

Lower quartile:
62.3% female and 37.7% male

Our Gender Bonus Gap:
Mean 96.1% & Median 91.7%
This means that bonuses for men were 96.1% higher than those for women at the mean and 91.7% higher for males at the median.

Proportion of men receiving a bonus: 13.3%

Proportion of women receiving a bonus: 38.7%





Gender Pay Gap

In reviewing our Gender Pay Gap, we are encouraged to see the split of females and males being even at 51.3% female and 48.7% male. We have two laboratories in Wolverhampton and Glasgow, as well as Sales and Service teams, and an IT and Product function, all complemented by a central team which includes logistics.

Our mean gender pay gap is 14.5%.

This is something we are continuously working on in our recruitment and development strategies, and it is encouraging to see this translate into the gap reducing significantly from 19.4% last year. Similarly, the median pay gap has remained neutral, at -0.3%. This means that the median pay for women is 0.3% higher than for men, which is notable progress, as it was 4.2% higher for males than females three years ago.

Gender Bonus Gap

In this 2024 report, sales commissions have been included for the first time within the bonus gap analysis.

As the majority of the team members who receive these are female, the proportion of colleagues receiving a bonus is weighted towards females, 38.7%, compared to only 13.3% of males receiving a bonus.

Furthermore, the bonus category in 2024 also included a small number of high-value share plan awards that were made and exercised, linked to the acquisition of NMR plc by AB Agri Ltd in August 2023. Due to these exceptional bonuses being primarily paid to males it has significantly skewed the mean and median bonus gap between the genders compared to a typical year, giving rise to an overall median bonus gap of 91.7%.





Gender Pay Gap Initiatives

In terms of career development, we have instigated various practices to support managers with career advancement plans to ensure colleagues are developed fairly, and everyone has progression opportunities. Furthermore, our Wellbeing support and resources have expanded to include training courses and a mobile App to assist a positive work/life balance. We are focused on establishing a truly diverse and inclusive workforce, treating everyone equally, and appointing the best person into a role regardless of gender or any other characteristic.

Being part of AB Agri, is further advancing our efforts in fostering an open and inclusive culture, through leveraging international employee networks, training programmes, and talent acquisition specialists who are experienced in attracting and presenting a diverse shortlist of candidates. There are many examples of flexible working practices across our business, and we are committed to ensuring we responsibly support these practices to be a more inclusive organisation. Salary benchmarking is important to us to ensure that our people are paid fairly for the roles they carry out, providing a consistent and trustworthy reward package.

EVEN THOUGH WE HAVE MADE GOOD PROGRESS, WE STILL HAVE MORE TO DO, AND WILL CONTINUE TO PRIORITISE DIVERSITY AND INCLUSION IN OUR BUSINESS, LISTENING AND LEARNING, IN ORDER TO KEEP MOVING FORWARD

**Decoding milk
data, building
robust insights.**

