



NMR

Gender Pay Gap Report

—

Narrative 2025

Gender Pay Gap Foreword

NMR continues to play 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, supporting the dairy industry in ensuring the quality of milk that consumers buy, improving the productivity and health of dairy herds, and increasingly strengthening environmental and sustainability credentials. As an integrated service provider, we work with farmers and milk buyers while also acting as an independent source of data for advisors such as vets, farm consultants and breed societies. Generating reliable data and robust insights remains at the core of our business, empowering the dairy industry to make informed decisions that drive lasting change.

Now fully part of AB Agri, NMR colleagues benefit from being integrated into wider company procedures, benefits and opportunities. This includes access to a range of initiatives designed to support colleagues' wellbeing, development, and growth, as well as AB Agri's broader diversity, equity and inclusion (DEI) programmes and networks. We are committed to ensuring everyone can bring their authentic selves to work, with equal access to opportunities, recognition and reward.

Our culture continues to be guided by our shared values – building trust, working positively together, and creating an inclusive environment where colleagues feel valued. By embedding these values and expanding the opportunities available through AB Agri, we can help our people grow their careers while balancing the demands of work and home life.

Together, we support AB Agri's mission: to provide responsible, affordable and accessible nutrition for both people and animals. By connecting our scientific expertise with our commitment to fairness, inclusion and sustainability, we are proud to contribute to a stronger dairy industry and a better future for all.

We can confirm that the data and information reported are accurate as of 5 April 2025 and in line with the Gender Pay reporting regulation.

Mark Frankcom - MD, NMR **Phil Inskip** - People and Performance Director



Mark Frankcom
MD, NMR



Phil Inskip
People and Performance Director





What is Gender Pay Gap?

Overview

All organisations with more than 250 employees in Great Britain are legally required annually to publish their gender pay gap information. For us, this insight allows us to interrogate this data and identify where we can improve opportunities for our people.

The mean gender pay gap is the percentage difference between average hourly earnings for men and women.

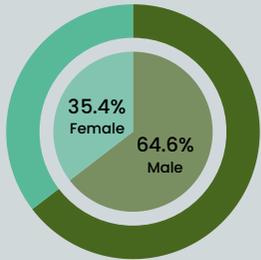
The pay gap is not the same as equal pay. Equal pay is the right for men and women to be paid the same when doing the same, or equivalent, work – this has been a legal requirement since 1970.

The median is the "middle" of a sorted list of numbers. To find the median, place the numbers in value order and find the middle number.

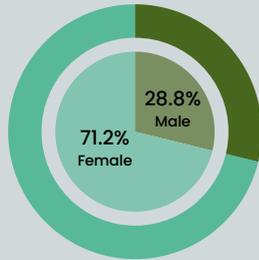


Proportion of male and female colleagues in each pay quartile

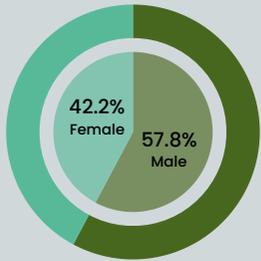
Upper Quartile



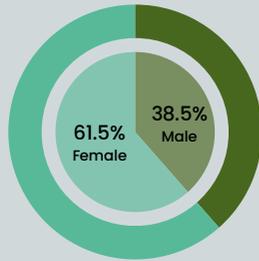
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Proportion of women receiving a bonus: 33.8%

Proportion of men receiving a bonus: 10.6%

Gender Pay Gap

Our Results 2025

The figures provided are based on hourly rates of pay of UK colleagues, as of April 2025, and bonuses paid in the 12 months prior to April 2025.

Our Gender Pay Gap:

Mean 14.9% & Median -0.9% i.e. men were paid 14.9% more than women at the mean, and women were paid 0.9% more than men 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:
35.4% women and 64.6% men

Upper middle quartile:
71.2% women and 28.8% men

Lower middle quartile:
42.2% women and 57.8% men

Lower quartile:
61.5% women and 38.5% men

Our Gender Bonus Gap:

Mean 75.5% & Median -6.8%
This means that bonuses for women were 75.5% lower than those for men at the mean and 6.8% higher for women at the median.

Proportion of men receiving a bonus: 10.6%

Proportion of women receiving a bonus: 33.8%





Gender Pay Gap

Our mean pay gap has seen a marginal increase, changing from 14.5% to 14.9% in 2025. This means that the mean pay for women is 14.9% lower than men.

Our workforce demographics have remained broadly consistent with 2024, with 53% of women and 47% men. A higher proportion of women continue to be represented in lower-earning operational roles, which remains a key driver of our gender pay gap.

Over the past year, we introduced two new salary sacrifice schemes: an electric vehicle scheme and a “buy holiday” scheme. Both have been welcomed by colleagues, with particularly strong interest in purchasing additional holiday. While these initiatives provide valued flexibility and benefits, they have the effect of reducing hourly pay rates for participants. We believe this has been a contributing factor to the widening of our gender pay gap this year.

Gender Bonus Gap

In 2025, our mean gender bonus gap reduced from 96.1% to 75.5%. This reflects a narrowing of the gap compared to last year.

The 2024 figure was influenced by a small number of exceptional one-off share plan awards linked to the acquisition of NMR by AB Agri Ltd, which were granted and exercised within the snapshot period. These awards significantly skewed bonus levels in that year and are not representative of typical patterns.

The 2025 gap is shaped largely by the structure of our workforce and the types of roles in which men and women are represented. A higher proportion of women are employed in sales roles where commission-based bonuses are paid, and while these are regular and consistent, they are generally lower than the higher-value variable awards available to senior leadership roles, which are more often held by men. This difference in role profile is the main driver of the gap seen in this year’s report.





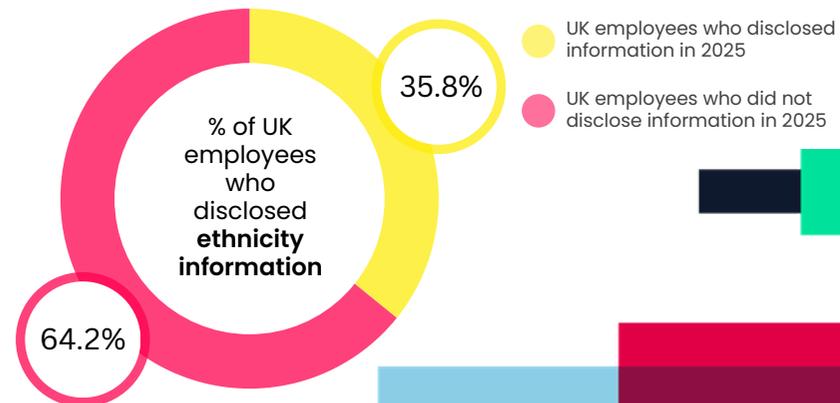
Ethnicity

While we acknowledge that disclosing ethnicity is not mandatory or a legal requirement, we believe that driving focus in this area will greatly contribute to our collective efforts in supporting an environment where all employees continue to feel valued and included, creating opportunities for all our people to develop and grow.

Pay: 33.5% of the ethnically identified employees identified as White ethnicity and 2.3% as Ethnic Minority. The mean pay for Ethnic Minority colleagues was 7.6% lower than White colleagues, while the median pay was 4.2% higher, reflecting variation across different roles.

Bonus: 32.8% of the ethnically identified employees receiving a bonus identified as a White ethnicity, and 2.3% as Ethnic Minorities.

In 2025, 35.8% of our UK employees disclosed ethnicity information. Whilst we recognise that our ethnicity data is not sufficient for us to draw meaningful conclusions, we are hopeful that this will increase over the next few years. The most important takeaway is the need to increase declaration rates so that we can build a more representative understanding of our ethnicity pay and bonus position in the future.



Did you know?

Integrating with AB Agri has given us access to a wide range of activities to make NMR a greater place to work for all.

Supporting our people to grow – We are committed to ensuring we support all our people to reach their full potential with a wide range of development opportunities.

Mentoring – We are part of the ABF mentoring scheme, providing our people with access to mentoring relationships right across the ABF group.

Sponsorship Programme – Our sponsorship programme provides our talented people with access to senior leaders who challenge, develop and advocate for them. The sponsor helps them to connect to career opportunities gaining the sponsee a seat at the table which would not normally be available.

Line Manager Skill Development – Our 3-day managerial skill development programme supports line managers across all areas of the business to develop, build and execute key managerial skills and practices ensuring the future.

Shining Stars – A programme of activities to support our up-and-coming talent to manage their own career putting effective strategies in place to maximise career paths.

Thrive Projects – This allows colleagues to get involved in projects that are running across all AB Agri businesses. The purpose is to give all colleagues the opportunity to share and develop their skills, alongside their day jobs while building their networks through supporting cross-functional projects.

Talent Acquisition Practices – As well as being part of the 'Good Recruitment Campaign' we use an Inclusive Language tool to ensure all our job advertisements appeal to all. We also use an Application Anonymising module for the screening and shortlisting of all applications. We have adopted inclusive Talent & Engagement practices and have a focus on gender split shortlists, which will help with our DEI agenda.



Inclusion & Belonging

Celebrating our women – We have celebrated International Women’s Day since 2019 hosting discussions on gender stereotypes and how to challenge inclusively. Our menopause support which partners with Henpicked has grown considerably with discussions taking place throughout the year with colleagues and their partners to provide advice and support for both in and outside of the workplace.

Development of our managers and leaders – We continually deliver unconscious bias training and career conversations training for all our people managers and all leaders have completed our Inclusive Leadership programme.

Translated e-Learning provision – Our e-learning offerings are expanding within the organisation, providing access to our employees across different business areas, in multiple languages and various local locations. This supports our diversity and inclusion agenda by making our educational content accessible to a broader range of people, regardless of their language. This fosters our inclusive learning environment, ensuring equal opportunities for all by acknowledging and respecting cultural, linguistic and geographical needs.

Enhancing policies and practices – We are committed to reviewing our internal practices and policies to take into consideration gender differences to ensure they are aligned with best practice. We have a family friendly policy that supports employees to balance family and work, and to fulfil obligations on both sides.

Flexibility and Choice – We have many great examples of flexible working practices across our organisation. Our leadership is committed to ensuring we responsibly support flexible working practices across the company and be a more inclusive organisation.

Global pay principles and philosophy – The introduction of benchmarking in line with AB Agri practices and job levelling demonstrates our commitment to fostering a transparent and equitable pay culture.

Listening to our communities – We continually work on fostering a culture that is open, inclusive and not afraid to constructively challenge. This has been a strong focus across our employee network groups with over 800 members.

Increasing our awareness on Inclusive practices – We have an Inclusion and Belonging site on our intranet which shares resources on topics such as gender bias in the workplace. Inclusion at AB Agri is about a culture where you are valued, your ideas are heard, and we all actively work on making this a more inclusive culture for everyone. We have several networks that anyone can join and play an active part in: Disability & Neurodiversity, Pride & LGBTQ+, Parents & Carers, Ethnicity & Race, menopause and veterans. We also offer allyship training to all employees and DEI training as part of management induction and development.

Disability Confident Employer Scheme – We are signed up to this scheme and are committed to increasing the employment of people with disabilities in our business by removing any barriers in our processes. We attend careers events with partners and offer a guaranteed interview scheme. As well as widening our talent pool, it is broadening our thinking about how our jobs and processes can be adapted.

Supporting Military veterans and reservists – We have signed up to the UK Armed Forces Covenant and were awarded Bronze in the Defence Employer Recognition Scheme. We attend career transition events, offer a guaranteed interview scheme and this initiative helps us tap into a source of people who have strong technical skills and valuable adaptable attitudes.



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

