



Gender Pay Gap Reporting

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A snapshot from 5 April 2022

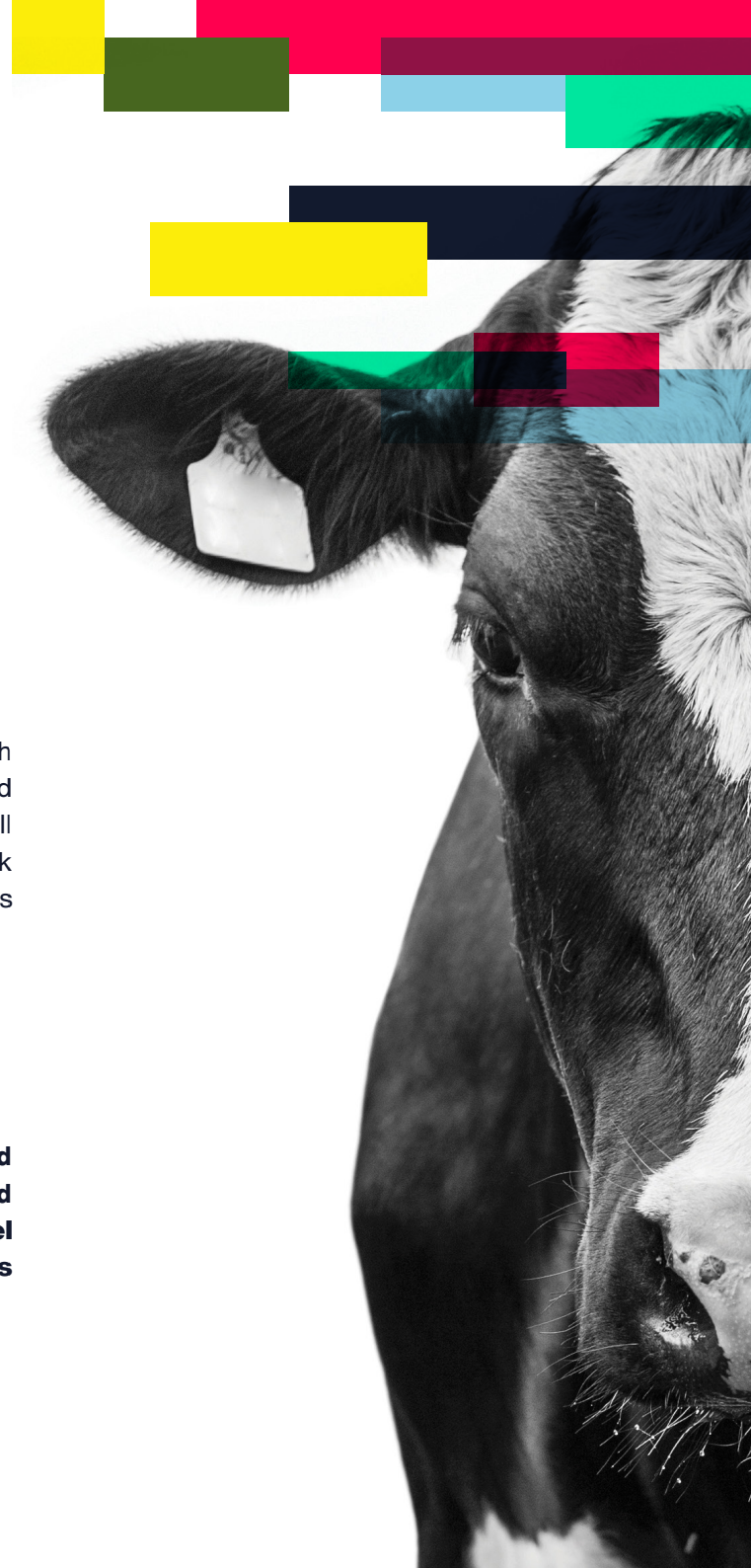
NMR's Gender Pay Gap

by Debbie Thomas-Hoeller, Group HR Director

We are proud of what we do “decoding of milk data, building robust insights”. The key to success in a high inflation environment is to manage assets efficiently; this management requires robust fertility, production and animal health data to enable effective decision making. Data is at the core of our business and together we will enlighten the dairy industry, and beyond, as to its power to drive real change. People make our business work successfully, and measuring our Gender Pay Gap is important on an annual basis to ensure we are striving towards closing the gap as much as possible.

In reviewing our Gender Pay Gap we are encouraged to see the split of females and males being so even at 49.5% female and 50.5% male. This continues to reflect a positive mix of male and female across the business. More detail on this further in the report.

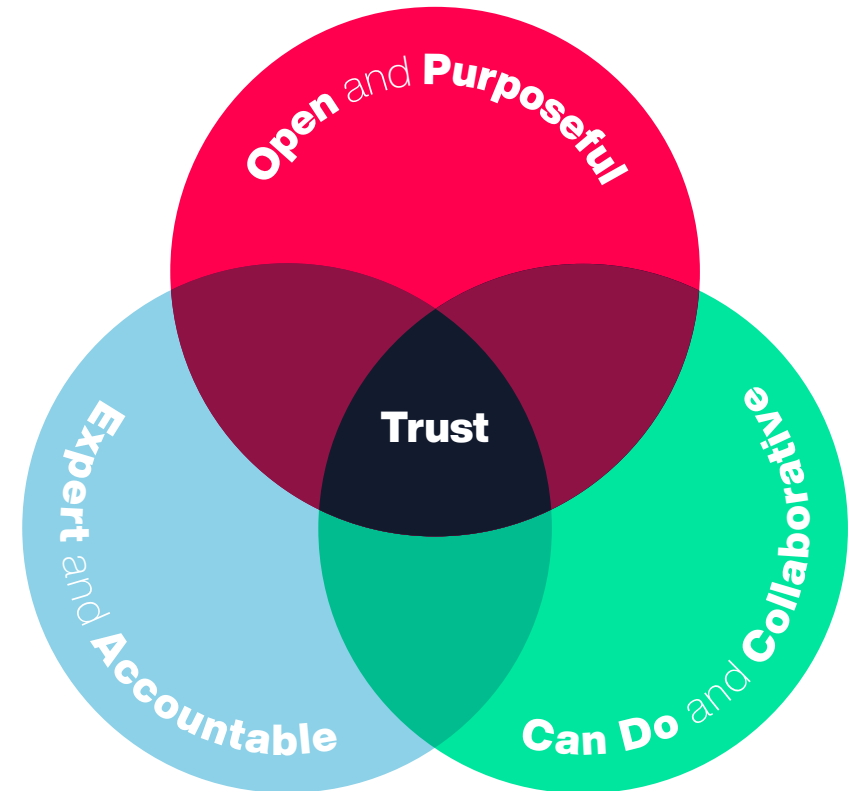
At NMR, we are keen to ensure that everyone feels able to be themselves at work no matter their background or differences they may have to someone else at work. We are confident that we promote inclusion and diversity with an understanding of the importance it plays for our employees. We want our employees to feel comfortable, valued and included and we work hard to ensure this happens from our recruitment processes through to our everyday working.



Values driving **inclusion and diversity**

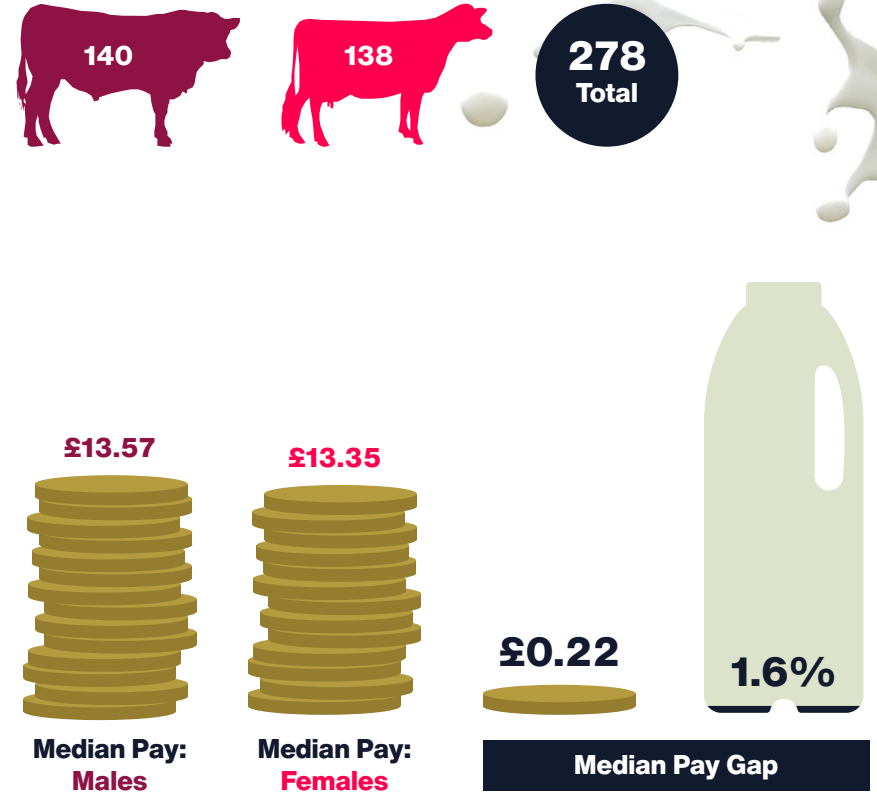
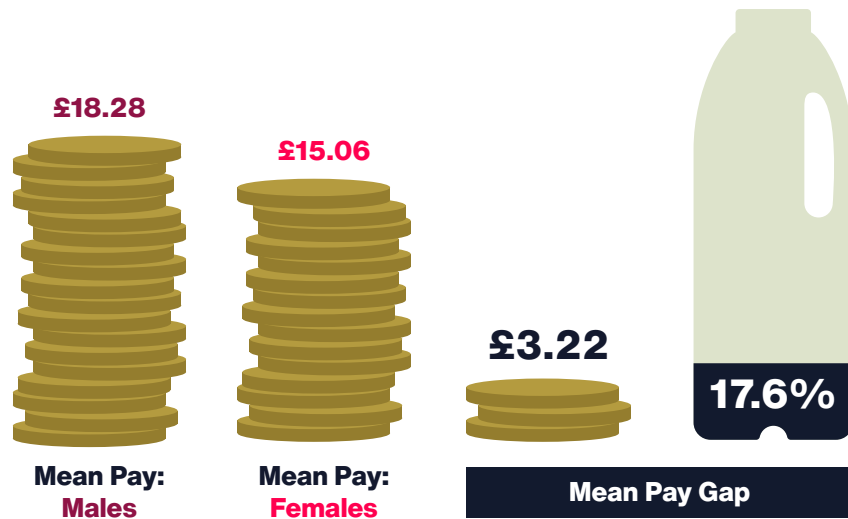
We have embedded our Core Values across the business. These help us drive inclusion and diversity with our expected behaviors from our employees to include Collaborative and Open.

Our Gender Pay Gap report is based on data as at the snapshot date of **5 April 2022**. With two laboratories based in Wolverhampton and Glasgow, a Services team comprising of National Field and Customer Services, Support Corporate functions based at various sites and a Transport division, **we are delighted to report that we remain having a fairly even split of males at 50.5% to females at 49.5%**. This demonstrates the fairness in our career opportunities offered and a fair recruitment process we carry out, ensuring we find the right talent for the role but try to close our gender pay gap at the same time.



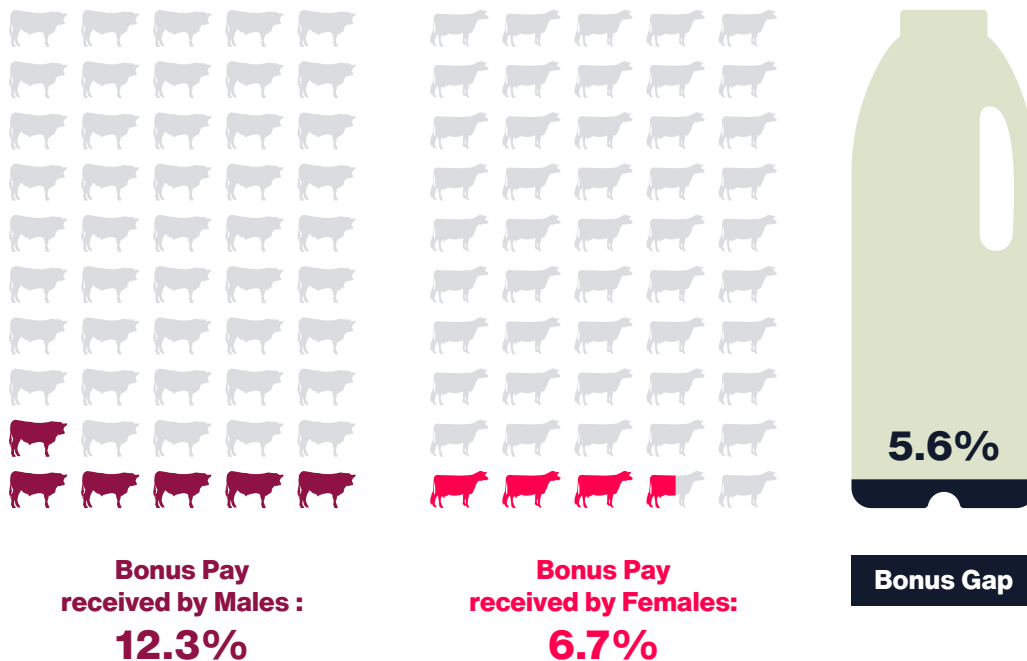
The Stats: **Gender Pay Gap**

We note that our mean gender pay gap is **17.6%** between males and females, with females being currently lower - something we are continuously working on in our recruiting of talent from within and externally to the business. We are delighted to see this has reduced from **20.2%** gap in last year's snapshot data. Our mid-point (median) of hourly rates is **1.6%** higher for males than females. Again, this has reduced from **4.2%** in last year's snapshot data.



The Stats: **Gender Bonus Gap**

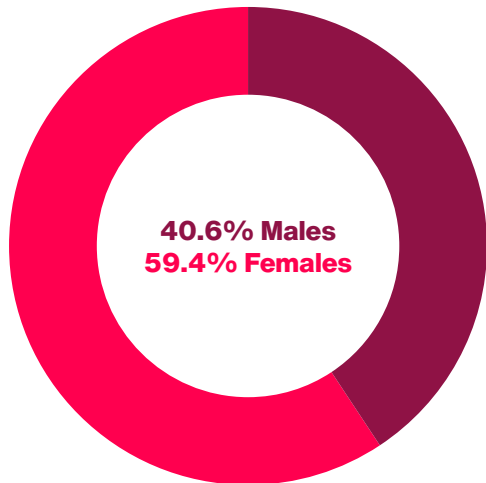
In looking at our bonus data, we can see that the proportion of males who received bonus pay was higher than the proportion of females by **5.6%** - mean bonus was **12.3%** for males and **6.7%** for females. We also note that the mean for bonus pay was **45.9%** and the median was **8.1%**. We continue to review our bonus pay annually.



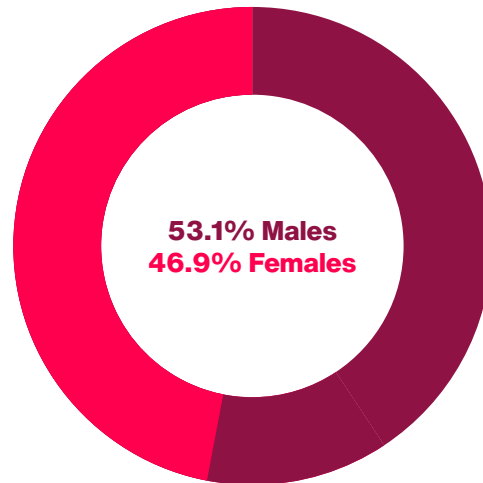
The Stats: Quartile Pay Bands

In our quartile breakdown data on Gender Pay Gap we can clearly see that in the lower quartile our workforce is higher in capacity of females at **59.4%** to males at **40.6%**, whereby in the upper quartile our workforce is higher in capacity of males at **64.1%** to females at **35.9%**. We continue to be aware of this with an aim to close the gap over time. We now have a dedicated resource to recruitment and so CV sifting is carried out before CVs reach reach line managers.

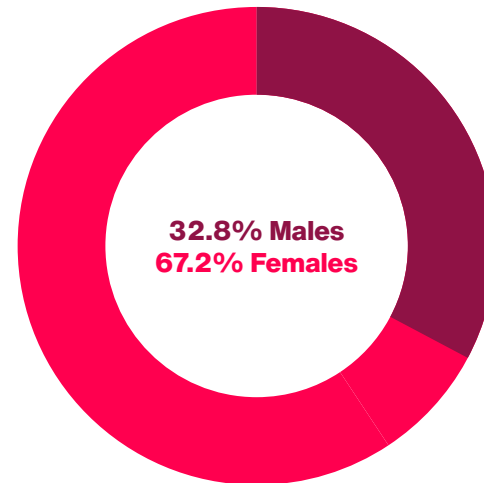
Lower Quartile



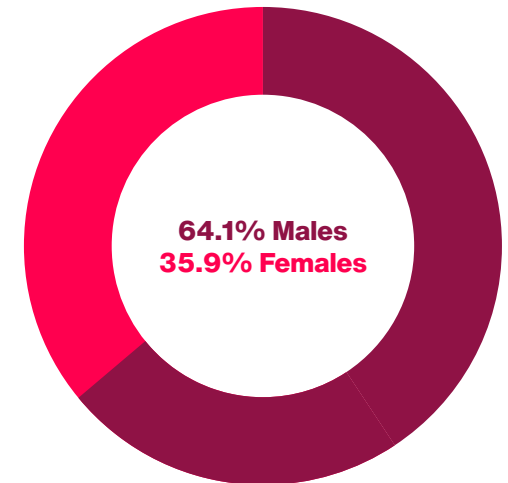
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Career Development

Our continued development to closing the Gender Pay Gap includes:

- We have recently worked with various managers on their role career development plans to ensure employees are developed with us fairly and everyone has development opportunities.
- We have grown our suite of Wellbeing support to include weekly webinars and training courses online ensuring our employees continue to have a positive work/life balance.
- Learning & Development has been developed where we have an internal training portal on our company intranet for our employees to remain upskilled on certain business areas as well as e-learning on inclusion and unconscious-bias on an annual basis.
- We continue to carry out salary benchmarking to ensure that our people are paid fairly for the roles they carry out.
- We continue to review and benchmark our bonus criteria fairly and consistently where bonuses are in place.



Decoding milk data, building robust insights.

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