

NFU MUTUAL GENDER PAY REPORT 2019



We are committed to reducing our Gender Pay Gap and ensuring we have a balanced workforce. This is part of our Strategic Objective to be a Great Place to Work.



NFU Mutual
INSURANCE | PENSIONS | INVESTMENTS

Since 2018, all UK companies with over 250 employees have been required to produce an annual report on their Gender Pay Gap for the period 6th April to the 5th April of the following year.

WHAT IS THE MEASUREMENT OF GENDER PAY?

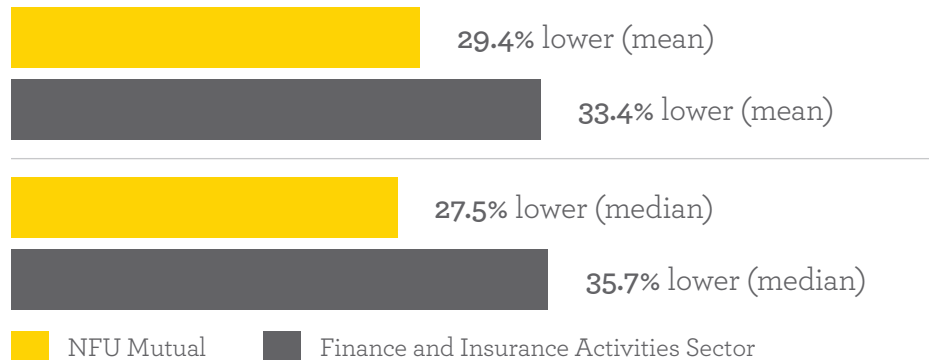
Gender Pay measures the difference between the average pay of all men and women in a company. It is important to understand that Gender Pay is not the same as Equal Pay. Equal Pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The Gender Pay Gap shows the difference in average pay between all men and women in a workplace.



OUR 2019 GENDER PAY RESULTS

NFU Mutual's Gender Pay Gap results compare positively with the data published for the Finance and Insurance Activities Sector by the Office of National Statistics (ONS) in 2018, as shown below:¹

Women's hourly rate

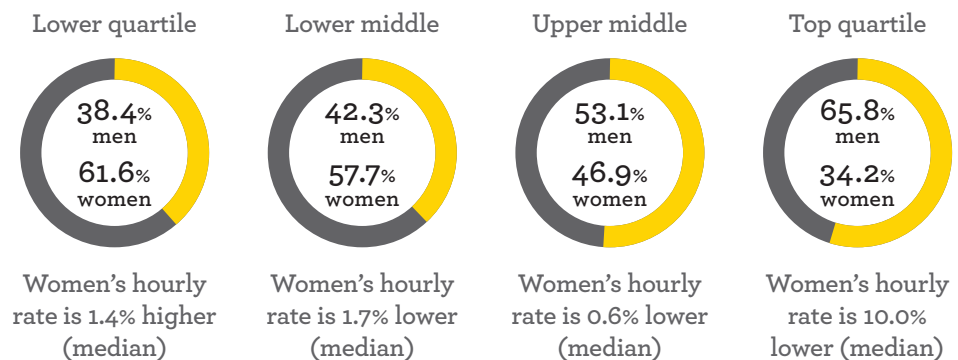


Overall, whilst our results on pay have declined slightly since the 2018 Gender Pay report, we believe that a range of activities that we have introduced will make a difference over time. Some of these activities are outlined later on in this report. Further details of our 2018 report can be found at: nfumutual.co.uk/about-us/gender-pay-gap.

Much of NFU Mutual's Gender Pay Gap can be attributed to the structure of the workforce as there are more male employees working in more senior roles, and therefore there are more highly paid men within the Company. The specific activities to which we have committed as part of our Women in Finance programme will support the progression of more women into senior roles. The outcomes of these initiatives will, however, take time to work their way through the organisation in a culture which enables all employees to develop to their full potential through equal access to a range of career development initiatives.

Pay Quartiles

The pay quartiles represent how many men and women are in each quarter of our payroll.



¹ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>

OUR BONUS RECEIVER RESULTS

These numbers show how many men and women at NFU Mutual were paid a bonus during the year ended 5th April 2018, expressed as a percentage of the workforce at 5th April 2018:



All NFU Mutual employees are eligible for a bonus payment under either the Group Bonus Scheme, or a role specific scheme (new joiners between December 2016 and April 2017 would not have been eligible to receive bonus in April 2017 in accordance with the scheme rules).

OUR BONUS PAY GAP RESULTS

The Bonus Pay Gap calculation is based on any bonuses paid during the 12 months ended 5th April 2018:

Women's bonus pay is **59.2%** lower (mean) and **55.7%** lower (median).

The Bonus Pay Gap is larger than the Gender Pay Gap, because 24.8% of female employees are employed on a part-time basis, compared with only 3.4% of male employees. Bonus payments at NFU Mutual are calculated as a percentage of total annual pay. Therefore where an employee works part-time, their bonus will be based on their part-time annual salary, resulting in a lower payment than those working full-time. As we have more women working part-time than men, there is a Bonus Pay Gap even though the basis for awarding bonus is identical.

Unlike Gender Pay Gap information the ONS does not publish bonus pay gap information for General Industry or the Finance and Insurance Activities Sector.



WORKING IN NFU MUTUAL AND ACTIVITIES UNDERTAKEN SINCE THE 2018 GENDER PAY REPORT

NFU Mutual has an inclusive culture that recognises and supports individual differences, and the Company strives to enable all employees to develop to their full potential through equal access to a range of career development initiatives.

Our approach to Recruitment and Selection is to be fair, consistent, objective and professional. We use a range of assessment tools to ensure our approach to Recruitment and Selection is objective, and based entirely on merit, including verbal and numerical aptitude testing and independent leadership assessments.

Following the publication of our 2018 Gender Pay report, NFU Mutual formally signed up to HM Treasury's Women in Finance (WIF) Charter in Quarter 4 of 2018. The Charter commits firms to supporting the progression of women into senior roles in the Financial Services sector by focusing on the executive pipeline and mid-tier management levels.

As part of our Women in Finance programme we are undertaking the following activities:

- Offering coaching and re-familiarisation training to employees returning from all types of career breaks
- Unconscious Bias training for all recruiting managers
- Director mentoring to support employees with their career development planning
- Succession planning for all middle and senior management roles
- Balanced candidate lists for all middle and senior management vacancies

Read about why NFU Mutual is a great place to work here:
[nfumutual.co.uk/careers](https://www.nfumutual.co.uk/careers)



I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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

Trisha Jones, HR Director, NFU Mutual

If you would like this document in large print, braille or audio, please contact us.



NFU Mutual