



Gender Pay Report

Together we are stronger

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GENDER PAY
REPORT FOR

2022

TOGETHER WE ARE STRONGER

We can confirm that the data and information reported are accurate as of 5th April 2022 and in line with the Gender Pay reporting regulation.

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We have almost 4000 colleagues across the world who bring their passion and experiences together so that we can responsibly feed a growing, global population. Our people are trailblazers and bold thinkers. They are passionate about innovating, maintaining quality and putting responsibility at the heart of everything they - and we - do. At AB Agri, we share common values and a commitment to doing the right thing. This is critical to our success and our ability to maintain our leadership position in the market.

AB Agri, just like the agriculture industry, is constantly evolving and innovating. As well as being a flexible employer, we have a wide range of activities to help us broaden our thinking and extend our talent pool. Our many initiatives ensure our people are given every opportunity to develop to their full potential and positively contribute towards AB Agri's goals. Together, we nurture and maintain a fair, innovative, and inclusive culture where you can bring your true self to work every day.

The learnings we gained through the pandemic have been invaluable and, as challenges continue, we are always looking for ways to support our people. We focus on being a great place to work and part of this is ensuring consistent fair pay and benefits for everyone.

While this report is focused on colleagues in Great Britain, our commitment to fairness and inclusion is reflected in our pay and benefits structure across our entire global business.



José Nobre
CEO of AB Agri



Kelly Brown
Group People and
Performance Director

WHAT IS GENDER PAY GAP?

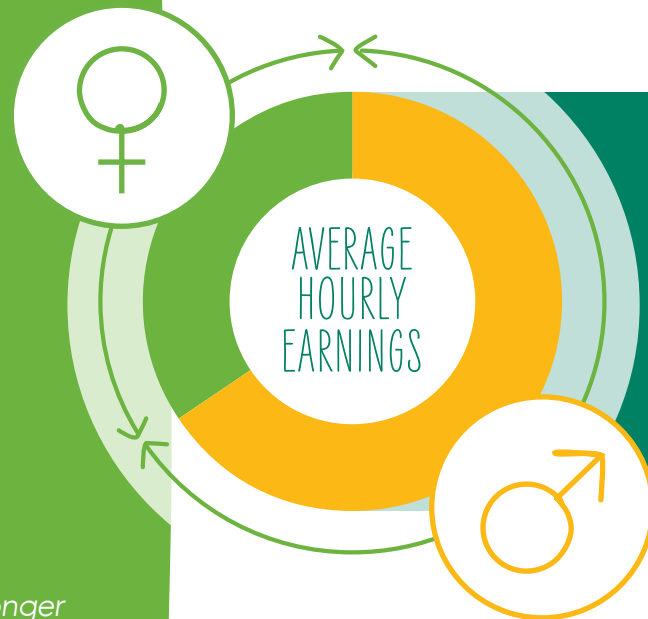
Overview

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 isn't 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.

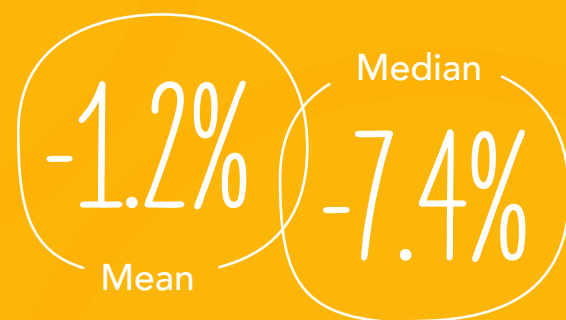
10 11 13 15 16 23 26

↖ Middle Number

OUR RESULTS 2022

The figures provided are based on hourly rates of pay of UK colleagues, as at April 2022 and bonuses paid in the 12 months prior to April 2022.

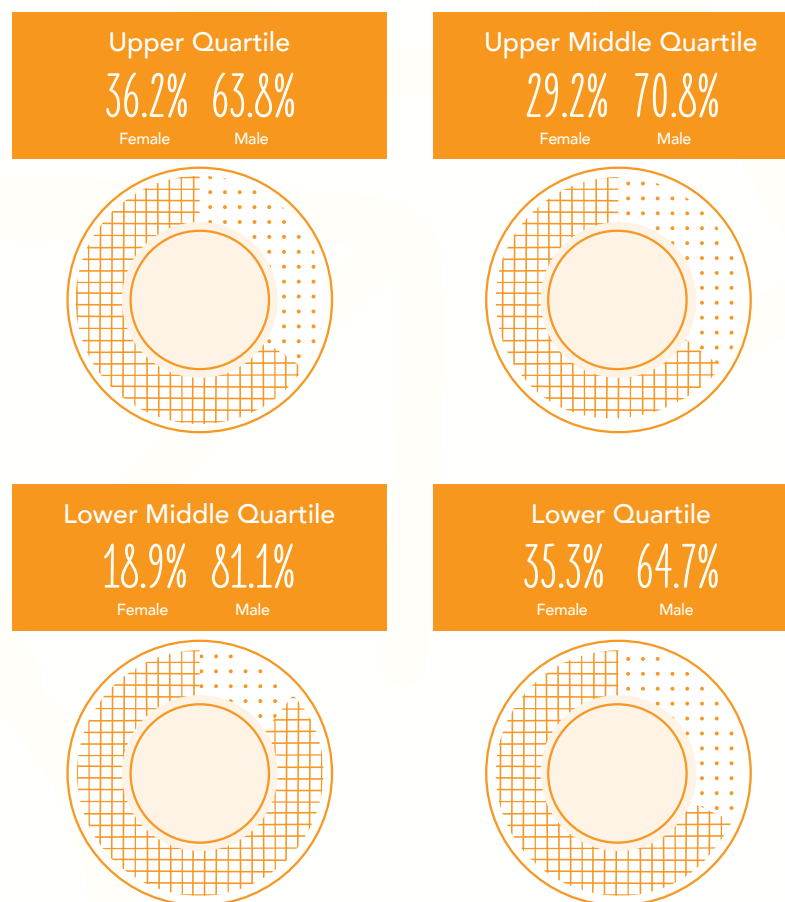
Our Gender Pay Gap:



i.e., females were paid 1.2% more than males at the mean and 7.4% 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.



++++ Male Female



Mean

-7.3%

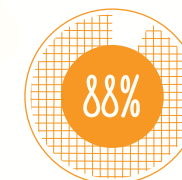
OUR GENDER BONUS GAP

-163.1%

Median

This means that bonuses for women were 7.3% higher than those for males at the mean and 163.1% higher at the median.

Proportion of men receiving a bonus:



Proportion of women receiving a bonus:



UNDERSTANDING OUR RESULTS

As a unique community of leading agricultural businesses employing 1,500 people in the UK, almost 4,000 globally and selling products and services in over 80 countries worldwide, we are passionate about producing affordable, high quality and responsible food.

We have therefore taken the time to explore and investigate 'what lies beneath' the numbers in our report.

Our median gender bonus gap is -163.1%

It has increased in favour of females since last year (-72.8%) due to bonuses paid out in operational roles predominantly held by males.

Looking back at the last few years

Over the past few years, we have made big strides in the right direction. The gradual shift in our mean pay gap from 9.4% in 2019 to -1.2% in 2022 highlights what great progress we have made towards a more balanced workforce, and we must now remain focused on nurturing a balanced workforce.

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Gender Pay Gap shift

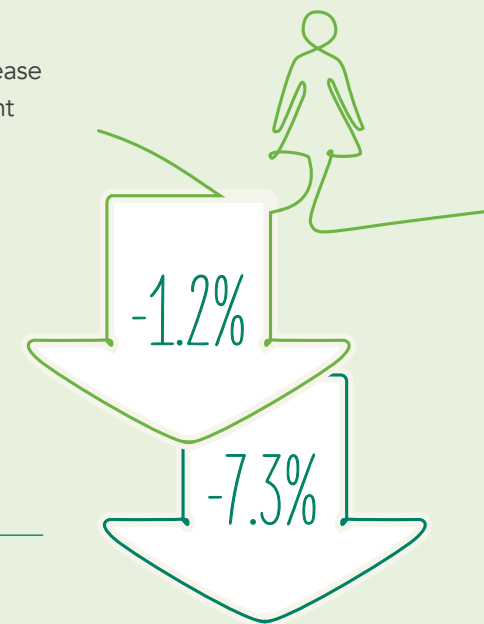
Our mean pay gap has shifted from -0.4% to -1.2% since last year.

This means that the mean pay for women has increased relative to pay for men over the last year.

This was driven by a marginal increase in the female headcount in more senior and higher graded positions combined with an increase in female pay since 2021. In comparison to this, the male headcount in similar positions has increased but their average pay went down.

In addition to this we have seen a 10% decrease in males in non-managerial positions whereas the number of females in similar roles remains comparable to 2021.

Over the past few years, the balance has slowly shifted in favour of females. Going forward we must ensure that AB Agri remains focused on creating the very best place to work for all, irrespective of gender and any other characteristics.



Gender bonus gap shift

Our gender bonus gap has shifted from -3.8% to -7.3% since last year.

This means that the mean bonus for women has increased relative to that of men over the last year.

This was driven by a marginal increase in the female headcount in more senior and higher graded positions combined with an increase to the average female bonus pay-out in these positions, as well as an increased bonus pay-out for females in non-managerial positions, where there is a 2:1 female/male ratio.

Whilst the male headcount in senior and higher graded positions saw an increase, the number of men receiving a bonus dropped and bonuses in sales functions were also lower.

When recruiting and selecting senior roles in our business, we will actively seek to encourage male and female candidates and in executive searches we insist on balanced shortlist.

DID YOU KNOW?

A variety of activities are taking place across our business to make AB Agri an even 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.

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Mentoring

We are part of the ABF mentoring scheme, providing our people with access to mentoring relationships right across the ABF group. In addition to this, our own Agri two-way mentoring programme, provides our people with the opportunity to partner with a senior leader to benefit from their knowledge, experience and expertise.

Sponsorship Programme

Our sponsorship programmes provide 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 wouldn't normally be available.

RISE

Our high potential development programme supports our talented people to develop, build and execute key leadership skills and practices, driving their own achievements and ensuring the future of AB Agri.

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.

Talent Acquisition Practices

As well as being part of the 'Good Recruitment Campaign' we also work with a Gender Decoder application to ensure all our advertisements are suitable and appealing to all. In 2022 we launched the Application Blinding module for the screening of all applications.

Thrive Projects

This allows colleagues to get involved in projects that are running across our 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.

Building a diverse and inclusive culture – This is me!

Our belonging campaign called “This is me” aims to accelerate inclusion efforts by removing labels, creating allyship, understanding bias and enabling everyone to bring their true selves to work.

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 500 members.

Enhancing global 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 introduced a family friendly policy that supports employees to balance family and work, and to fulfil obligations on both sides.

Global pay principles and philosophy

Our job levels, pay principles and focus on providing a consistent and trustworthy total reward package continue to underpin and support our fair pay agenda.

Development of our managers and leaders

We continually deliver unconscious bias training and career conversations training for all our people managers and introduced our Inclusive Leadership programme.

Increasing our awareness on Inclusive practices

We launched an Inclusion and Belonging site on our intranet which shares resources on topics such as gender bias in the workplace and how Covid-19 impacted our workforce.

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.

Celebrating our women

We have celebrated International Women’s Day since 2019 supporting this year’s theme #ChooseToChallenge hosting discussions on gender stereotypes and how to challenge inclusively.

We have also launched a vlog called ‘Mucky Women’ celebrating women growing careers in agriculture.

We’ve created a menopause support group at work and have partnered with Henpicked.

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 in August 2022. This initiative helps us tap into a source of people who have strong technical skills and valuable adaptable attitudes.

Here is what’s happening in the “INCLUSION AND BELONGING SPACE”

Disability Confident Employer Scheme

Earlier this year we signed up to this scheme and are committed to shortlisting people with disabilities. As well as widening our talent pool, it is broadening our thinking about how our jobs and processes can be adapted. Our aim is to create a framework that can help to engage people with disability globally.