

We are committed to ensuring AB Agri is a great place to work – for everyone

GENDER PAY GAP REPORT 2020

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TO ENSURING
AB AGRI IS A
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At AB Agri, our 3000+ colleagues are passionate about producing affordable, high quality and responsible food. They play a vital role in inspiring excellence in the way our industry produces food for people and animals, as well as pioneering responsible ways to build a more sustainable food chain.

Developing talented people to achieve our vision, irrespective of their gender, sexuality, ethnicity or any other characteristics, is core to AB Agri's values and critical to our success. I want to make sure that we attract a broad spectrum of talented people into our global organisation. Our employees should have every opportunity to realise their full potential and positively contribute towards our goals. Creating an environment for everyone to excel in is the right thing to do and it makes good business sense.

I have firm and positive views on the type of place we want our company to be and I am proud that we have been recognised as one of the UK's Best Workplaces. Our long-term organisational strategy remains focused on ensuring AB Agri is a great place to work for everyone. Part of making this aspiration a reality is to ensure that our pay and benefits are fair and progressive as you'd expect from a great place to work.

Diversity, inclusion and creating a sense of belonging in the workplace remain critical to our success. I consistently challenge myself and the leaders in our business to nurture a culture wherein our employees feel valued and that their ideas are heard. Covid-19 and the challenges of operating a global business amidst a global pandemic have highlighted the value of keeping connected and the importance of continually enhancing an inclusive and diverse culture. While this report is based on colleagues in Great Britain, our commitments stretch across our entire operating network.

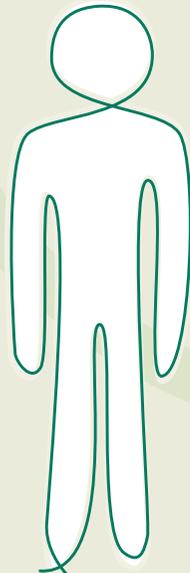
I can confirm that the data and information reported are accurate as of 5th April 2020 and in line with the Gender Pay reporting regulation.



A handwritten signature in black ink, which appears to be 'José Nobre'.

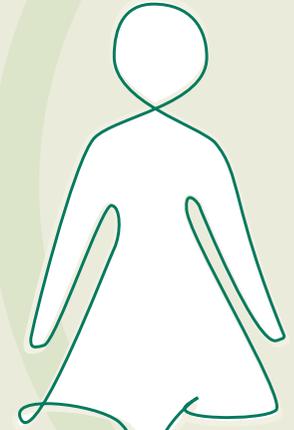
José Nobre
Chief Executive, AB Agri

WHAT IS THE GENDER PAY GAP?



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.



OVERVIEW

All organisations with more than 250 employees in Great Britain are legally required to annually 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 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.

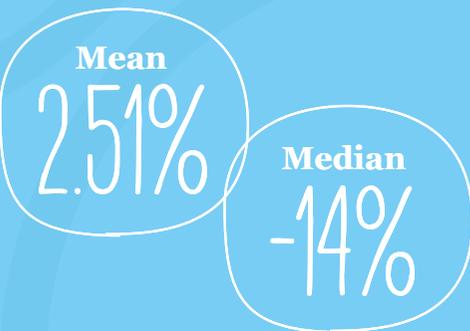
10 11 13 15 16 23 26

↑ Middle Number

OUR RESULTS 2020

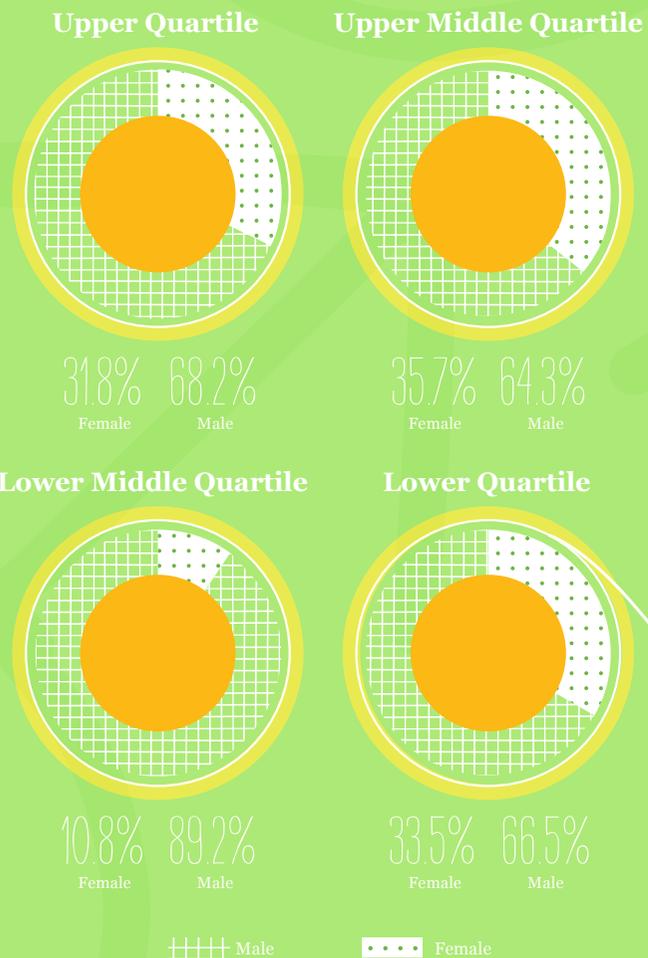
The figures provided are based on hourly rates of pay of UK colleagues, as at April 2020 and bonuses paid in the 12 months prior to April 2020.

OUR GENDER PAY GAP



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.



Mean
6.9%

OUR GENDER
BONUS GAP

-292.1%

Median



UNDERSTANDING OUR RESULTS

As a unique community of leading agricultural businesses, employing more than 3,000 people and operating in over 70 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 -292.1%. It has dramatically decreased since last year due to payment of bonuses to operational roles, predominantly held by males.

GENDER PAY GAP REDUCED



Our mean pay gap has reduced from 9.41% to 2.51% since last year.

This has been driven by a significant decrease in the number of men in our organisation combined with an increase in the number of women and their average pay.

This is an improvement since last year; however, we must continue to do more and will remain focused on creating the very best place to work for all our employees to progress and flourish.

GENDER BONUS GAP REDUCED

Our mean gender bonus gap has decreased significantly from 35.1% to 6.9%.



This was driven by an overall downturn in bonus pay-out due to business performance, which was paid in the previous year.

There is still a significant difference between men and women in this area. This is due to a high proportion of long-serving men in senior and commercial roles, with greater bonus earning potential.

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 shortlists.

DID YOU KNOW?

Activity is taking place across our business to make AB Agri an even greater place to work for all.

CHAMPIONING DIVERSITY AND INCLUSION

Our employee led global Inclusion and Belonging communities are growing and aim to ensure that there are no barriers to prevent talented people from succeeding within the Company.

MENTORING

We are part of the ABF mentoring scheme, providing our people with access to mentoring relationships right across the ABF group. Over the last year we've successfully launched our AB Agri two-way mentoring programme, providing women the opportunity to work with a senior leader, to support their development, deal with challenges in the workplace and to broaden their business understanding.

FLEXIBILITY AND CHOICE

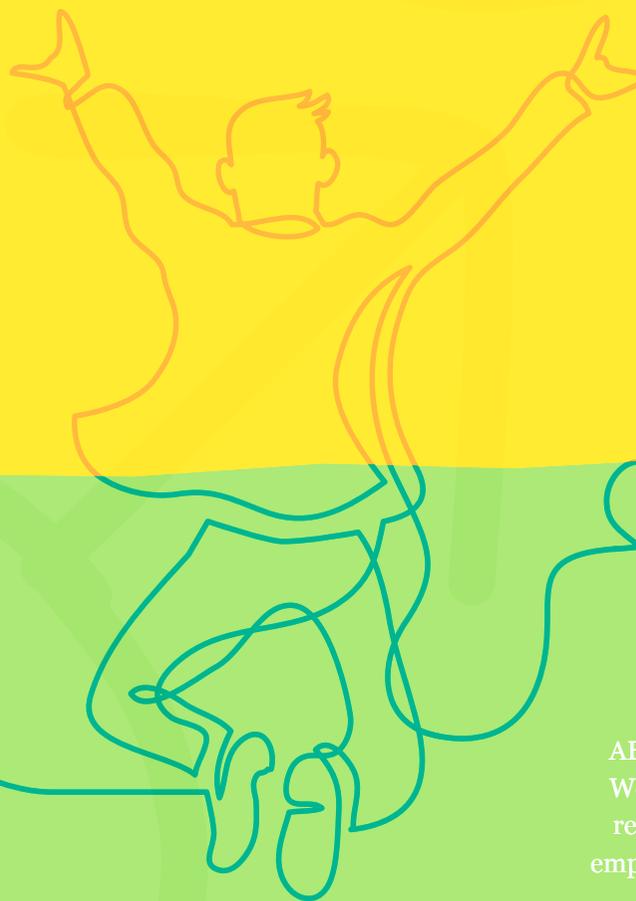
We have many great examples of flexible working practices across our organisation. Our leadership is committed to ensuring we responsibly support flexible working practices across the company and be a more inclusive organisation.

ATTRACTING THE BEST TALENT

We signed up to the Good Recruitment Campaign, to allow us to benchmark and improve how we recruit great people.

A GREAT PLACE TO WORK

AB Agri has once again been recognised as one of the UK's Best Workplaces in the 2020 Great Place to Work awards. Diversity remains one of our highest scoring categories when we ask our employees about how people are treated fairly in our organisation, specifically in relation to gender.



EMPOWERING EMPLOYEES THROUGH TECHNOLOGY

We continue to develop and implement technology platforms and practices to support collaboration, performance, recognition and feedback.



"WOMEN IN ABF"

Senior and high potential women from AB Agri are invited to meet three times a year and are able to access online resources and learning. This provides opportunities to connect with colleagues, grow networks, learn and obtain support for personal career development.

JOB LEVELLING

AB Agri is currently undergoing a job levelling exercise, which will provide better reward structures and support our fair pay agenda.

DISABILITY NETWORK

We have established a flourishing disability network, raising awareness of lived experiences and helping us be an even more attractive employer. We now celebrate International Day of People with Disabilities annually and have recently become members of PurpleSpace.

ENHANCING PEOPLE PRACTICES

We are active members on the ABF Diversity & Inclusion Taskforce, where we monitor and encourage diversity and inclusion practices across our businesses.

COMMITTED TO INCLUSION AND BELONGING

We have a 10-year Diversity and Inclusion strategy and are committed to providing everyone across AB Agri with regular updates on our progress. The business case and moral imperative for creating an inclusive workplace are clear.

LGBTQ+ COMMUNITY

Earlier this year we launched a community for LGBTQ+ colleagues and allies. Employee led, the community launched with a video in celebration of Pride Month sharing the thoughts and experiences of colleagues in the community.