

Modern Slavery and Human Trafficking Statement for year ending June 30th 2020.

Modern slavery and human trafficking are violations of fundamental human rights. Frontier Agriculture has made a series of commitments in support of the Modern Slavery Act 2015:

- We are committed to ethical principles, and require all employees to comply with employment legislation and supply chain management legislation in the countries in which we operate
- We are committed to ensuring that there is no modern slavery or human trafficking in any part of our business or our supply chain
- We are committed to ensuring transparency in our own business and in our approach to tackling modern slavery throughout our supply chains.

Frontier recognises that agriculture has been identified as a high risk industry for modern slavery and takes very seriously our duty to ensure our business and supply chains are free from it. The bulk of our own operations are UK based and we have longstanding policies in place to ensure the health, safety, ethical recruitment and fair management of all our employees.

Background information

Frontier was formed in 2005 as a joint venture between Associated British Foods plc and Cargill Inc and, in the financial year ending June 30th 2020 achieved revenues of £1.6 billion. Frontier has 46 sites across the UK, with main offices in Perth, Berwick-upon-Tweed, Cranswick, Witham St Hughs, Diss, Sandy, Hermitage, Nottingham and Ross-on-Wye. At June 30th 2020 the Frontier Group employed 985 permanent staff, increasing in the summer months by around 140 temporary staff for harvest 2019.

Operating across all aspects of arable crop production and grain marketing, Frontier supplies seed, crop protection products and fertiliser to farmers, as well as providing specialist agronomy advice and services. Frontier runs a transport fleet extending to 154 vehicles and is also the UK's largest grain storekeeper, managing up to 1m tonnes of storage. Frontier has a number of divisions providing additional specialist advice to growers, and also operates a joint venture at Southampton Grain Terminal. Frontier's policies apply to all our divisions and subsidiaries, including new acquisitions.

Frontier's company values of integrity, customer focus and expertise are clearly defined, communicated to all employees and measured as part of every employee's performance appraisal. Our commitment to the value of integrity has been defined as follows:

- We are honest, respectful and reliable in the way we work with each other and the people with whom we do business
- We do things properly because we know it's the right thing to do
- We behave consistently in terms of openness, honesty, inclusiveness and high standards
- We deliver what we have promised or are open about why this has not been possible

- We develop company policies and procedures to ensure we operate within the law and we take responsibility for our actions.

Our approach to implementing the 2015 Modern Slavery Act reflects our values and our leadership position in UK Agriculture.

Our existing processes

Frontier runs a highly skilled, experienced Human Resources department, which operates within a series of policies regarding the recruitment, selection, training and management of our employees.

All managers in the business have access to training in all areas of the employee lifecycle and are supported by HR in the way they implement them. In addition, 280 managers have now taken part in our Leadership Development Programme or Team Leader Development Programme, which includes a specific HR Module.

Our existing policy on Respect, Diversity and Equality details how Frontier values differences and aims to treat people with respect and conduct all activities in a non-discriminatory manner. In addition, our Whistleblowing Policy protects those who raise concerns over any aspect of our operations, which will include Modern Slavery issues.

Frontier has clearly stated that its number one priority is the health and safety of all our people and those that work with us. Our policies, practices and audits demonstrate our commitment in this area and we make awards for employees who are active in promoting Health and Safety above commercial interests.

The Responsible Choice is Frontier's response to the sustainability agenda and sets out our aspirations and corresponding actions in five key areas: People, Partnership, Planet, Production and Prosperity. Modern Slavery Act compliance forms part of our work under the People pillar but our approach to managing the risk of modern slavery in our supply chains will be simplified by our approach under the Partnership pillar, which requires close collaboration with all colleagues, customers and suppliers.

A Modern Slavery Compliance Group, comprising eight senior managers from across the business, was set up in 2015 to lead Frontier's approach to the Modern Slavery Act.

Activity during this financial year

During 2019 Frontier's Modern Slavery Compliance Group was incorporated into the Company's Supply Chain Compliance Group, broadening that group's remit to oversee ethics across the whole supply chain, including modern slavery.

During the financial year ending June 30th 2020, the Supply Chain Compliance Group met, either in person or by conference call, to assess risk, identify actions and implement the decisions made in relation to modern slavery.

Frontier is a full AB member of SEDEX (the Supplier Ethical Data Exchange) which is dedicated to driving improvements in responsible and ethical business practices in global supply chains. This

improved membership provides Frontier with greater ability to risk assess its suppliers against all areas of ethical practice including Modern Slavery.

Frontier additionally completed a successful SMETA (SEDEX Members Ethical Trade Audit) December 2019.

Under our Modern Slavery policy, Frontier has committed to raising awareness through a new-starter induction and orientation process and further training for those who support our audit and compliance process. We have also produced a short film for all staff about the company's approach to Modern Slavery, supported by a poster campaign. These are shared with all staff and promoted across the Company's internal communication channels.

During 2019 an existing internal safety reporting process was expanded to enable colleagues to raise potential modern slavery concerns. Colleagues can report potential issues that they might see during the course of their normal work; for example, delivery drivers visiting third party premises or farms may see activity they believe could indicate modern slavery. The process enables them to flag that concern to Frontier's management, using a confidential online form, for further investigation/action if appropriate.

As part of our standard business process Modern Slavery Act letters are sent to our suppliers explaining our business' expectations of them. Terms and conditions for all new suppliers include a modern slavery clause. The Supply Chain Compliance Group also carried out risk assessments on our business' biggest suppliers.

This statement is made pursuant to Section 54 (1) of the Modern Slavery Act 2015 and constitutes our Modern Slavery and Human Trafficking Statement for the financial year ending 30th June 2020.

The Board of Directors of Frontier Agriculture Limited delegated approval of this statement on its behalf to the Chief Executive Officer and Managing Director of the Company, at its board meeting on 12th November 2020.

A handwritten signature in black ink, reading "Mark Aitchison", with a horizontal line underneath it.

Mark Aitchison
Chief Executive and Managing Director

12th November 2020