

Frontier has published an annual Gender Pay Gap Report since this became a legal requirement for companies with more than 250 employees in 2017.

Frontier's senior leadership team is committed to closing our gender pay gap. In addition to publishing this annual report, each year Frontier has created commitments to action that will drive and enable change.

These actions have helped deliver a year-on-year reduction in the pay gap every year since 2017.

Frontier's Gender Pay Gap calculations for 2021 are set out in Appendix 1. In our most recent survey in 2020 Frontier was again recognised as a [Great Place to Work](#) by our own employees. We are committed to continuous improvement and creating a workplace where everyone can achieve their ambitions both inside and outside work.

Our Gender Pay Gap reduced by a further 2.6% in 2021 bringing the cumulative reduction since we began reporting and taking action in 2017 to 6.6%. We are positive about this continued trajectory in the right direction and it is our intention to continue closing the gap and maintaining the rate of change.

We continue to support the Real Living Wage which benefits more women than men at Frontier. This has contributed to a reduction in our mean hourly rate of pay difference from a 38.5% gap in 2017 to 31.9% in the latest report.

In 2021 there were 28.5% women in our Company and 71.5% men. Frontier's Gender Pay Gap remains in part a reflection of our industry and the historic proportion of men in

higher earning, commercial and managerial roles. During 2021 we strived to redress the balance by doing more to increase the number of women in more senior positions and enabling career progression for more women. We did this through investment in female leadership training, targeted female talent development and a focus on improving the inclusivity of our recruitment and selection processes to attract more women to higher paid roles. The results of these actions are outlined in section 1 related to RECRUITMENT actions below.

During the last year we saw the continued effect of Covid 19 on recruitment markets and our external recruitment dropped by 52%. This limited our opportunity to address the pay gap through recruitment somewhat. This drop in recruitment was partly driven by lower employee turnover. Frontier was fortunate to remain largely operationally and financially unaffected by Covid; we did not furlough any staff and this stable environment is likely to have contributed to lower turnover.

Progress and delivery on our previous commitments

In our last statement a year ago we made three specific commitments aimed at further closing Frontier's Gender Pay Gap.

1. Recruitment

Commitment: An equally balanced, 50:50 male to female candidate ratio required for the short list of potential candidates for all recruitment.

Update: We met this commitment for most recruitment in the last year. However, for some roles we remain challenged by a lack of female applicants in the pool we are recruiting from especially in commercial and technical agricultural roles. We are working with a specialist recruitment and diversity advisor on this but for some roles it was not possible to have a short list that was 50% female, as there were few or even no female candidates available. We hope our longer-term actions such as the female talent development programme will help us attract more women to these roles.

We have made progress and driven change beyond this commitment in the area of recruitment with a number of successes. We have reviewed all recruitment processes and made use of specialist software to remove gender bias and attract more female candidates. We also delivered unconscious bias training to our management population.

In 2021 we increased the number of females applying for roles at Frontier; this increased from 17% of applicants in 2020 to 26% in 2021. We also increased the number of females being shortlisted for interview; with 48% of female applicants reaching shortlist stage in 2021, compared to 46% of males.

A notable success was in recruitment to our most senior pay quartile where we saw a 50:50 split of men and women hired during 2021, a significant advancement on our profile for 2020 when we hired 29% senior women versus 71% men.

2. Inclusion

Commitment: A refreshed careers website area which promotes diversity and will help us to attract more female candidates to senior and commercial roles.

Update: We have recently embarked on a comprehensive 'digital transformation' of our IT systems and tools and website replacement and an enhanced employer brand/recruitment area will be part of this. The first stage of this digital transformation took place in 2021 notably with the recruitment of a new (female) Head of IT and Digital Transformation to lead this area of work. Work on digital including new website will continue in 2022.

We also adapted our approach to recruitment and advertising in 2021 to improve inclusivity as outlined in point 1 above.

3. Development and progression

Commitment: We will set targets for female participation in all development programmes. The initial target is at least 40% female participation. (The gender split at Frontier is c30% female/c70% male employees and historically the average female participation in development programmes has been between 25-30%.)

Update: We have delivered on this commitment to achieve 40% female participation rate in our Team Leader Development Programme and Leadership Development Programmes. This included two females who joined our more senior 'Leader of

Leader' group and completed associated development training. 'Leader of Leader' encompasses the top 30 leaders in the whole company.

Our internal Female Talent Development Programme (which was a commitment in an earlier report) saw its first cohort participate in the programme in 2021. We believe specific actions like this will help to create a wider pool of females internally seeking progression, especially to take up roles not traditionally attracting females. Several of the first cohort have already achieved career advancement including promotion and increased involvement in major projects giving them visibility and opportunity for progression. The second Female Talent Development Programme will commence in 2022.

During 2021 we promoted 15 people internally. 10 (67%) were men and 5 (33%) women. This is a higher proportion of women vs men than in our general population (28.5% female/71.5% male).

New commitments for the year ahead

1. Menopause policy: We will introduce education and training for all staff and introduce targeted support for women during this phase of life. This is a time where women often have significant work service and experience and may encounter challenges due to the impact of the menopause that can affect their ability to continue their career as they would wish. In Frontier 47% of our female workforce is aged 40 years and above and we believe investing in this support will help

maintain career trajectories and optimise the contribution of women in our workforce.

2. Reward and recognition: We know from independent research that increasing transparency around pay and reward and supporting women to understand how they can appropriately negotiate can help close the pay gap. We have committed to set up a working group in 2022 to develop a clear policy explaining our approach to recognising and rewarding performance, additional relevant professional qualifications and increased responsibility.

3. Improved childcare support: Some women leave the workplace or decide to limit their career progression when they measure the cost of childcare against their potential salary. To help alleviate this, Frontier will provide support to all employees to access the HMRC tax-free childcare allowance. In addition, Frontier will match the HMRC tax-free allowance available for all employees, with preschool children, who have been in employment for at least 26 weeks and earn less than £25k full time earnings. This will benefit both male and female employees but in the UK the majority of primary carers are still women. Within Frontier, the female employees who are primary carers of preschool children are represented in the lower earning quartiles. Therefore we anticipate that this commitment will benefit more women, helping them to stay in the workforce and progress their career at a time in their lives when childcare costs are often at their peak.

Appendix 1

Frontier's Gender Pay report includes the following six calculations:

Average mean hourly pay: calculated by adding up the hourly pay for men and women, then dividing by the total numbers of men and women. At Frontier, the female mean average is 31.9% lower than the male mean average.

Average median hourly pay: calculated by sorting all the pay for men and women from highest to lowest, then comparing the middle number for each. At Frontier, the median female wage is 26.9% lower than the male median.

Average mean bonus pay: calculated by adding up all the bonus payments for men and women, then dividing by the total numbers of men and women. At Frontier, the female average mean bonus is 70.8% lower than the male mean.

Average median bonus pay: calculated by sorting all the bonus payments for men and women from highest to lowest, then comparing the middle number for each. At Frontier, the median female bonus is 72.1% lower than the male median.

Proportion of people receiving bonuses: At Frontier, 85.4% of men received a bonus and 81.9% of women received a bonus.

Proportion of men and women in the four pay quartiles: calculated by sorting all employees' pay from highest to lowest, then dividing into four groups, each containing the same number of employees. At Frontier, the proportions of men and women in each quartile are as follows:

		Male %	Female %
Upper quartile	244 highest paid employees	87.3%	12.7%
Upper middle quartile	245 employees	77.6%	22.4%
Lower middle quartile	245 employees	69.8%	30.2%
Lower quartile	245 lowest paid employees	51.4%	48.6%
Whole company	979 employees	71.5%	28.5%

