

As part of The Responsible Choice, Frontier has committed to being a great place to work, where everyone – men and women – can achieve their ambitions both inside and outside work. It is now a legal requirement for companies with more than 250 employees to report on their gender pay gap and Frontier has published its report on our own website and the government's site.

Gender Pay is not the same as Equal Pay. The Gender Pay Gap is defined as the difference between the average hourly pay of all the men compared with the average of all the women within an organisation. Equal Pay refers to the comparison between men and women doing the same or similar jobs. As part of our Gender Pay reporting activity, we have undertaken an Equal Pay audit and we can report that men and women are paid on equal terms for doing the same or similar jobs across the business.

Frontier's Gender pay gap calculations are set out in Appendix 1.

Frontier has calculated its Gender Pay based on a total of 923 people employed at 5th April 2017, of which 71% were male and 29% were female.

The gender pay gap at Frontier is a reflection of the proportion of men and women in commercial and managerial roles. Historically, agriculture was very much dominated by men, which can be seen from our own figures. Of the 211 people who have been with Frontier for more than 15 years, 85% are men, but of the 430 people employed in the last five years, that percentage has come down to 63%. This is also reflected in the age profile of Frontier's staff. Of the 330 people we employ that are aged over 50, only 20% are women, yet of employees aged 18 - 30 almost half are women. This is compared with the total population percentage of 29% women in Frontier.

It is only in recent years that more women are considering a role as an agronomist or farm trader,

and we have recruited many promising young women to join our commercial team. It will, however, take time to adjust the balance between men and women in commercial roles, and for those young women to become established as high earners. In the meantime, the number of women in senior roles in the business has increased, and we appointed our first female board director last year.

We employ a higher number of women than men in administrative and 'back office' roles. This is primarily due to the career choices made by both men and women. The most recent round of PDR data shows that 55% of men have line management aspirations, compared with only 33% of women. Similarly, almost a third of men are willing to relocate for a promotion, compared with only 14% of women.

It is clear from our Great Place to Work survey that women regard Frontier as an employer that encourages a sensible work life balance (70%), yet provides the opportunities for training and development for those with ambitions (83%).

Frontier is committed to ensuring that all employees, regardless of gender, have the opportunity to forge a career here.

Frontier is proud to be a meritocracy, where people are rewarded for their performance in their role and their contribution to the company. We will always choose the best candidate for any role, whether male or female, and encourage everyone to make the most of their potential in line with their own personal ambitions.

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 38.5% 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 28.8% 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 85.3% 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 92.5% lower than the male median.

Proportion of people receiving bonuses: At Frontier, 90.5% of men received a bonus and 75.8% 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	231 highest paid employees	92.5%	7.5%
Upper middle quartile	231 employees	82.4%	17.6%
Lower middle quartile	231 employees	61.7%	38.3%
Lower quartile	230 lowest paid employees	54.9%	45.1%
Whole company	923 employees	71%	29%