

Gender Pay Statement for year ending April 2020



This is the fourth year that Frontier has published its Gender Pay Gap Report since the legal requirement for companies with more than 250 employees to do so was introduced in 2017. This obligation has provided us with the opportunity to investigate the factors that contribute to Frontier's Gender Pay Gap, as well as challenge ourselves on what we should do with this data.

The Frontier Senior Leadership Team remains committed to closing Frontier's Gender Pay Gap.

Frontier's Gender Pay Gap calculations for 2020 are set out in Appendix 1. We are pleased to report that our Gender Pay Gap has reduced each year since 2017. One of the reasons for this is the implementation of the Real Living Wage, where we committed to matching the enhanced Living Wage Foundation rates from 1st April 2018 for permanent employees. This benefitted more women than men, partly leading to a reduction in our mean hourly rate difference from 38.5% to 34.5%.

Another factor in progress to close the gap is that we have increased the number of women in higher earning roles, which is reflected by the ongoing increase in the proportion of women in the higher paid quartiles set out in Appendix 1. We are very pleased to confirm that this increase is predominantly due to the internal progression of women within Frontier which is helping Frontier to become a more collaborative and diverse business. This is a trend we expect to continue especially as we now have a year-long Female Talent Development Programme (FTDP) well into its first cohort.

Frontier's Gender Pay Gap is partly a reflection of the proportion of men and women in higher earning commercial and managerial roles. Historically, agriculture was a disproportionately male-dominated industry and Frontier's employee footprint mirrors this situation. We have made progress in closing the gap in this area but there is more to do. We know it will take time to adjust the balance between men and women in commercial roles and to do it in a way that delivers genuinely sustainable results. We are also determined to

always recruit or promote the best person for the job – irrespective of their gender. Our activity to change our Gender Pay Gap is therefore focused on ensuring that recruitment and development practices and our employee policies attract and enable more female applicants to take up commercial and managerial roles.

In our support function teams we still employ a higher number of women than men, primarily due to the career choices made by both men and women. However, women are still under-represented at a managerial level in these non-commercial roles. We have seen progress here with the development and promotion of some of our existing female employees which is reflected in the shift in proportion of females to males in higher earning roles in Appendix 1. During 2020 we made 17 promotions, 6 were male and 11 female.

Again, we expect to see more progress as our Female Talent Development Programme begins to deliver results and women in our business feel more empowered to seek out and take up opportunities. Our policies around flexible working and parental leave will also enable more people to seek promotion whilst balancing family commitments.

Commitments last year

Frontier has been [recognised as a "Great Place to Work"](#) and we are committed to continuous improvement in creating a workplace where everyone can achieve their ambitions both inside and outside work. Last year we made three

commitments towards closing Frontier's Gender Pay Gap:

1. ***A review of our flexible working policy.*** This review has taken place and we launched a refreshed flexible working policy open to all employees. As of May 2021, 230 applications to work flexibly have been received. Most of these are from staff currently working from home due to the pandemic. Final decisions on the finer detail of flexible working arrangements for most of these colleagues will take place when we return to a situation nearer 'normal'.
2. ***An equally balanced, 50:50 male to female candidate ratio required for the long list of potential candidates for all recruitment.*** This has been implemented and is now standard practice.
3. ***A review of the business' performance management process and internal promotion practices to ensure the female talent pipeline is visible, and that female employees are considered for promotion on a basis equal to their male colleagues.*** This is ongoing. Our new SAP HR System, due to go live late 2021, is being designed to ensure that we maintain clear visibility of the female talent pipeline within our business. We have also analysed employee gender data to help us shape a new performance review process within the SAP system. This will gather data to help inform

how we direct training that ensures managers in the business are supporting women in their teams to seek career progression and enable them take up development opportunities. Meanwhile, data from existing performance reviews has been used to help us select the first cohort of FTDP.

New commitments for the year ahead

To continue our progress in closing Frontier's Gender Pay Gap, Frontier's SLT has made the following new and additional commitments for the year ahead:

1. An equally balanced, 50:50 male to female candidate ratio required for the short list of potential candidates for all recruitment; internal, external and where 'headhunters' are used.
2. A refreshed careers website area which promotes diversity and will help us to attract more female candidates to senior and commercial roles.
3. 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 30% female/70% male employees and historically the average female participation in development programmes has been between just 25-30%.)

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 34.5% 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 28.2% 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 71.1% 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 87.9% lower than the male median.

Proportion of people receiving bonuses: At Frontier, 85.2% of men received a bonus and 78.4% 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	89.8%	10.2%
Upper middle quartile	244 employees	75.4%	24.6%
Lower middle quartile	244 employees	70.9%	29.1%
Lower quartile	245 lowest paid employees	49.0%	51.0%
Whole company	977 employees	71.2%	28.8%

