

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 resulted in reductions in the pay gap since 2017.

Frontier's Gender Pay Gap calculations for 2023 are set out in Appendix 1.

Following a year where our Gender Pay Gap remained static, we have seen a 2.7% reduction during the year reported end of April 2023, taking us to a total Gender Pay Gap of 29.2%. Our cumulative Gender Pay Gap reduction since we began reporting and taking action in 2017 is 9.3%. We are positive about this overall reduction and are encouraged by the year-on-year decrease and expect that our commitments for the next 12 months will help maintain this momentum.

In 2023, 31% of our employees were women and 69% were men. This is consistent with the year prior and remains a reflection of the historic proportion of men working in the agricultural industry, particularly in high earning, commercial and managerial roles.

## Progress and delivery on our previous commitments

### 1. Recruitment and progression

Commitment: Attracting more women to senior roles and predominantly male areas of our business by differentiating our attraction, recruitment and selection process.

Update: We continued to build on our commitment to increasing the number of women in senior and mid-level roles during 2023. This was achieved by focusing on the inclusivity of our recruitment and selection processes, enabling career progression and investment in women's leadership and personal development.

We have invested in an updated range of targeted attraction methods to drive a greater number of female applicants for opportunities within Frontier (and other under-represented groups in our sector). As a result, we have seen an increase in the quality of applications from

female candidates, with a greater proportion of women being selected for interview (43% of the total number of female applicants) than men (33% of the total number of male applicants).

We have also improved the level of female representation in the upper middle quartile, whilst maintaining the level of representation in the upper quartile, despite there being several leavers.

## **2. Introducing a Frontier Women's Network**

Commitment: We will establish a permanent annual in-person internal forum for all women working at Frontier.

Update: A steering group has initiated and supported the launch of an employee-led Women's Network which connects women in Frontier, providing a supportive environment to share experiences and find solutions to challenges. Frontier will continue to support the network with resources, ensuring it has the necessary channels to leadership so it is able to provide feedback and ideas that will encourage greater gender diversity in our business and sector.

## **3. Industry leadership – leveraging our influence to drive improvements in the outcomes for women in our sector.**

Commitment: Identify appropriate industry partner organisations and events, through which our support and sponsorship can improve the attractiveness of agriculture as a career for women.

Update: We are proud sponsors of 'Level the Field', a campaign launched by Farmers Weekly in response to a growing call for change in the agricultural industry. As a leader in the sector, Frontier is in a unique position to drive improvements and help create a more inclusive industry and as such we have given our support. We continue to seek other opportunities to provide and embrace thought leadership on this agenda, with Deputy Managing Director, Diana Overton, delivering a keynote speech about the importance of harnessing diversity in our industry at The Oxford Farming Conference in January 2024.

Shape Talent continues to be a key partner organisation, bringing significant expertise on gender diversity to our business. They have supported the launch of our Women's Network and deliver our successful Women's Development Programme. The second cohort of this programme was completed in 2023 and we have committed to a further 3-year partnership with Shape Talent as a continuation of our commitment to internal career progression for women.

## **New commitments for the year ahead**

### **1. Returnership programme**

We will be a headline sponsor, alongside other industry partners, in the establishment of a returnership programme for the industry. The programme will seek to support women looking to return to a career in agriculture after a career break.

## **2. Full roll-out of unconscious bias training**

We will continue our unconscious bias training and development, aiming to roll this out in full across the Frontier Group, during the coming year. We will achieve this by incorporating all of the principles into any relevant learning interventions i.e. leadership programmes and Frontier induction. The programme will be supported by a blended approach to learning, facilitating a regular and permanent feature within our learning and development offering.

## **3. Continued investigation of family-friendly policies**

We already have a range of supportive, family-friendly policies which will be reviewed and renewed in the coming year. Whilst Frontier has made good progress introducing ways of working that support both women and men with a range of family commitments, we believe that we can do more. In keeping with our goal to provide leadership to the sector, our aim is to have the most forward-thinking approach to family-friendly policies in the industry.

# 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 29.2% 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 25.8% 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 69.7% 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 50% lower than the male median.

**Proportion of people receiving bonuses:** At Frontier, 90% of men received a bonus and 87% 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	267 highest paid employees	85.0%	15.0%
Upper middle quartile	268 employees	76.1%	23.9%
Lower middle quartile	267 employees	64%	36%
Lower quartile	268 lowest paid employees	50.4%	49.6%
Whole company	1,070 employees	68.9%	31.1%

