



Gender Pay Gap Report 2019

Ensuring our Business is Fit for the Future

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At AB Agri we have a desire to drive positive change in the whole agri-food system, enabling higher productivity and profitability through responsible growth.

It is our people who will drive this positive change. That's why we want to continue building a business ready for the future, which puts our colleagues at the heart of everything we do. As part of our long-term organisational strategy we have a significant focus on ensuring AB Agri is a great place to work and has a culture in which we all thrive. We truly believe this is key to our success as a business, and diversity and inclusion has a specific focus.

We recognise that a diverse and inclusive workforce is essential to drive innovation, foster creativity, and guide business strategies. This means attracting, enabling and retaining the best talent, regardless of gender, sexuality, ethnicity, or any other characteristics. We're passionate that opportunities to develop and advance are available for all from day one.

The annual requirement to publish gender pay comparisons for our people in Great Britain is one that we welcome. It gives us an opportunity to reflect on diversity and inclusion across our business, and how we can continue nurturing an inclusive working environment for all. While this report is based on colleagues in Great Britain, our commitment to being a responsible business stretches across AB Agri, wherever you work. I encourage you to find out more information by visiting our website, [abagri.com](https://www.abagri.com) and exploring our 'Responsibility' pages.

I can confirm that the data and information reported are accurate as of 5th April 2019 and in line with the Gender Pay reporting regulation.



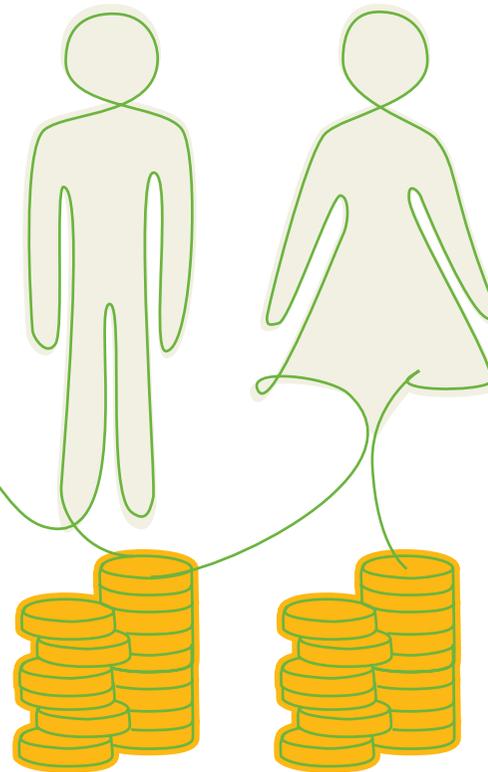
A handwritten signature in black ink, appearing to read 'José Nobre', written over a white background.

José Nobre
Chief Executive, AB Agri

What is the Gender Pay Gap?

The mean gender pay gap is the percentage difference between average hourly earnings for men and women.

The pay gap isn't the same as equal pay. Equal pay means men and women doing the same job should be paid the same – this has been a legal requirement since 1970.



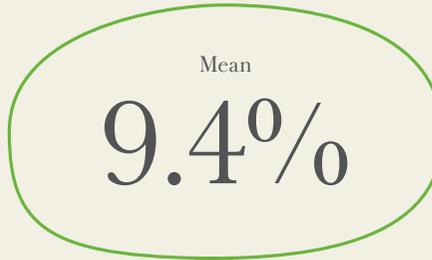
Overview

All organisations with more than 250 employees in Great Britain are legally required to annually publish their gender pay gap information. For us, this insight allows us to interrogate this data and identify where we can improve opportunities for our people.

Our Results 2019

Our figures provided are based on hourly rate of pay as at April 2019 and bonuses paid in the 12 months prior to April 2019.

OUR GENDER PAY GAP

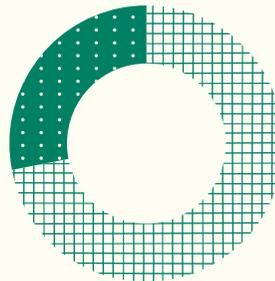


PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO PAY QUARTILES

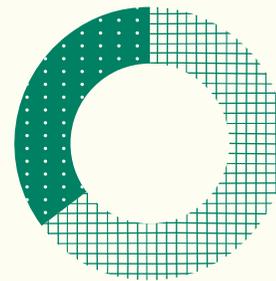
% of Employees in each pay quartile

Female Male

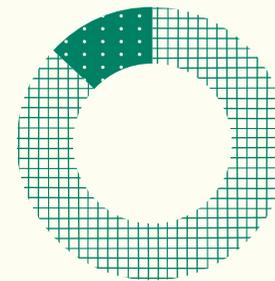
Upper Quartile



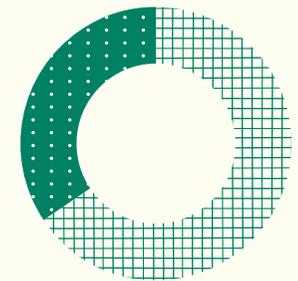
Upper Middle Quartile



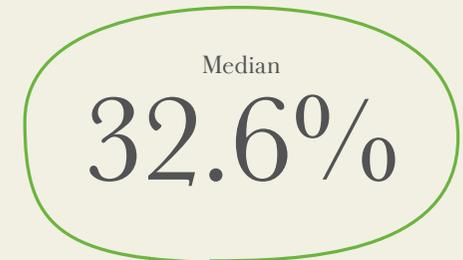
Lower Middle Quartile



Lower Quartile

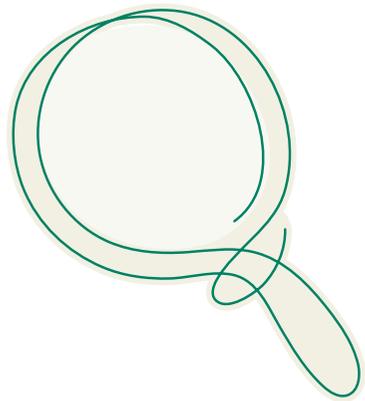


OUR GENDER BONUS GAP

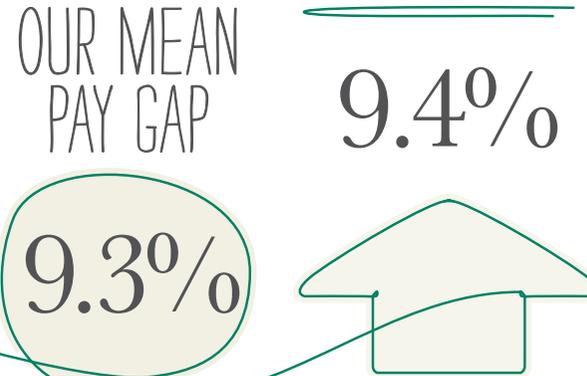


Understanding Our Results

As a unique community of leading agricultural businesses, employing more than 3,000 people and operating in over 70 countries worldwide, we are passionate about our people. We've therefore taken the time to explore and investigate 'what lies beneath' the numbers in our report.



Gender Pay Gap stayed consistent



OUR MEAN PAY GAP HAS INCREASED MARGINALLY FROM 9.3% TO 9.4% THIS YEAR.

While there has been no significant improvement or decline we will continue to maintain our focus on creating the very best place to work for all our employees to progress and flourish.

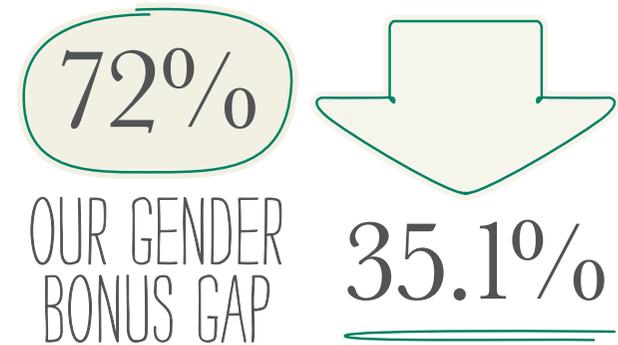
Gender bonus gap reduced

OUR GENDER BONUS GAP HAS DECREASED FROM 72% TO 35.1%.

This was driven by the payment of a one-off exceptional non-contractual bonus to many of our employees, which was not paid in the previous year.

However, there is still a significant difference between men and women in this area. This is due to a high proportion of long-serving men in senior and commercial roles, with greater bonus earning potential.

We have made a commitment that, when recruiting and selecting senior roles in our business, we will actively seek to encourage male and female candidates and in executive searches we insist on balanced shortlists.



Did you know?

Activity is taking place across our business to make AB Agri an even greater place to work for all.



WE'RE GOOD FOR PEOPLE

Being a diverse and inclusive business where we can all thrive is part of our Formula 24 'We're Good for People' aspiration.

A GREAT PLACE TO WORK

Diversity remains one of our highest scoring categories when we ask our employees about how people are treated fairly in our organisation, specifically in relation to gender.



ATTRACTING THE BEST TALENT



We signed up to the Good Recruitment Campaign, to allow us to benchmark and improve how we recruit great people.

SUPPORTING OUR PEOPLE

We are part of the ABF mentoring scheme, providing our people with access to mentoring relationships right across the ABF group. We also recently launched a 2-way mentoring pilot within AB Agri, this provides women the opportunity to work with a senior leader, to deal with challenges in the workplace and to broaden their business understanding.

ENHANCING PEOPLE PRACTICES

We are active members on the ABF Diversity Taskforce, where we monitor and encourage diversity and inclusion practices across our businesses.

**Associated
British Foods
plc**

CHAMPIONING DIVERSITY AND INCLUSION

This year, an employee led Diversity and Inclusion (D&I) community was launched to allow colleagues to share and discuss topics in this area, encourage people to take action and support change.