

abagriTM



Gender Pay Gap Report

AB Agri / 2025

Introduction

AB Agri is an international animal nutrition and farm performance business. We employ more than 3,000 people globally, selling products and services to farmers, feed and food manufacturers, processors and retailers in over 100 countries. We develop speciality feed ingredients for livestock, horses and pets, and seed treatments for crops.

Today, the need for responsible and affordable nutrition for both people and animals is more important than ever. At AB Agri, our mission is clear: to create a world where responsible nutrition is accessible to all. This commitment is underpinned by the values that unite us – defining who we are, how we work together, and how we support our customers.

Our ambition is to create workplaces where every colleague can develop and succeed. We believe that robust talent management is key to building a diverse workforce and fostering a welcoming environment for all. Through initiatives such as our 'This is Me!'

inclusion campaign, we aim to create a culture of belonging, where everyone feels confident to be themselves.

We are proud to have been named one of the Times Top 50 Employers for Gender Equality in 2025 – a recognition of the inclusive culture we have been building together. From inclusive hiring and transparent pay to flexible working and the support of our Employee Network Groups, inclusion has become a core part of how we work and lead at AB Agri. We were also delighted that our Ruminant Technical Expertise Programme (RTEP) was one of just 57 training programmes to receive the prestigious Princess Royal Training Award this year. While both are UK-based accolades, they reflect the collective efforts of our global teams.

Being a great place to work also means ensuring consistent and fair pay. Since 2017, we significantly reduced our gender pay gap, bringing the mean gap down from 16.8% to 1.1%, and maintaining it below

2% for the past five years. This progress demonstrates our sustained commitment to gender equality and inclusion within our workforce.

Although this report focuses on our colleagues in Great Britain, our dedication to fairness and inclusion underpins our pay and benefits approach across our global business.



José Nobre,
CEO of AB Agri



Kelly Brown,
Group People and
Corporate Affairs
Director

We can confirm that the data and information reported are accurate as of 5 April 2025 and in line with the Gender Pay reporting regulation.

What is Gender Pay Gap?

Overview

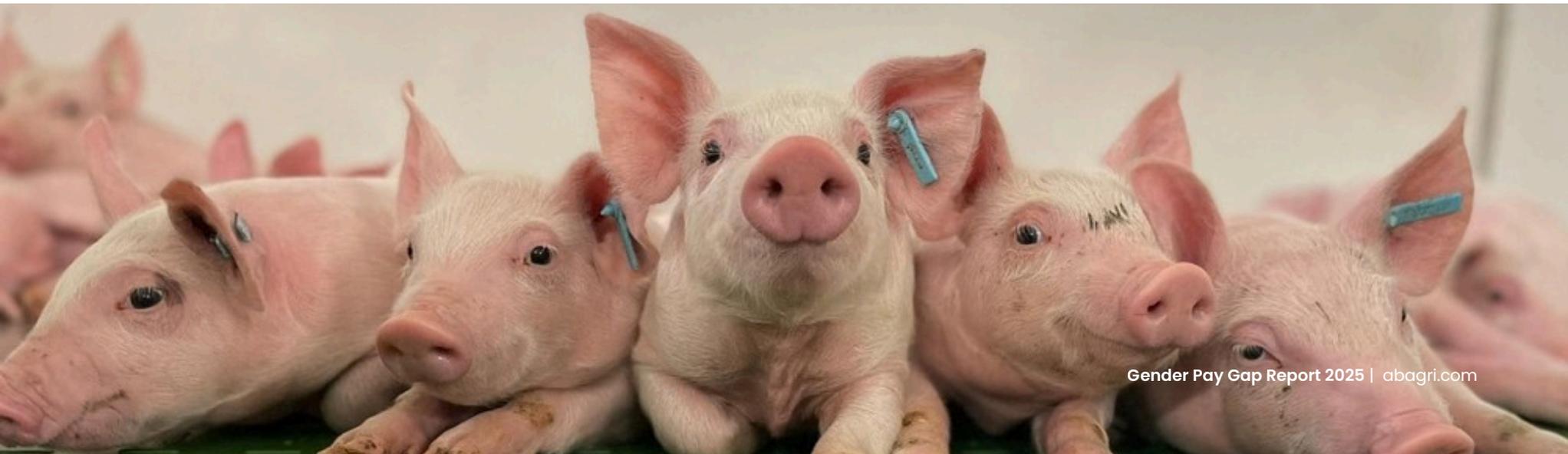
All organisations with more than 250 employees in Great Britain are legally required annually to publish their gender pay gap information. For us, this insight allows us to interrogate this data and identify where we can improve opportunities for our people.

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

The pay gap is not the same as equal pay. Equal pay is the right for men and women to be paid the same when doing the same, or equivalent, work – this has been a legal requirement since 1970.

The median is the "middle" of a sorted list of numbers. To find the median, place the numbers in value order and find the middle number.

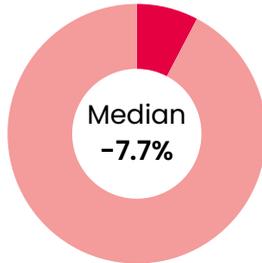
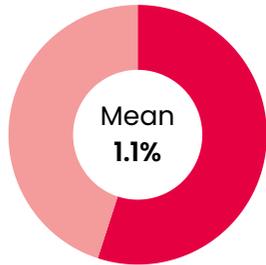
10 11 13 15 16 23 26
Median



Our Results 2025

The figures provided are based on hourly rates of pay of UK colleagues, as of April 2025, and bonuses paid in the 12 months prior to April 2025.

Our Gender Pay Gap



i.e. women were paid 1.1% less than men at the mean, and women were paid 7.7% more than men at the median.

Proportion of male and female colleagues in each pay quartile

Quartiles are calculated by listing the rates of pay for each employee across our business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

Upper Quartile

36.8% female and 63.2% male



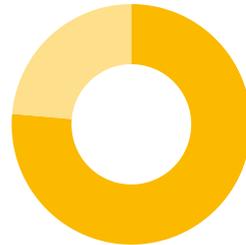
Upper Middle Quartile

34.0% female and 66.0% male



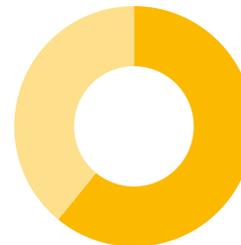
Lower Middle Quartile

23.6% female and 76.4% male



Lower Quartile

39.1% female and 60.9% male



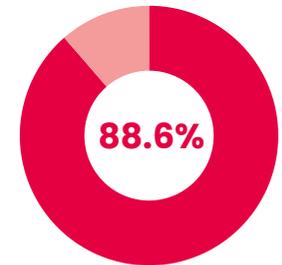
Our Gender Bonus Gap:

Mean **-33.4%**

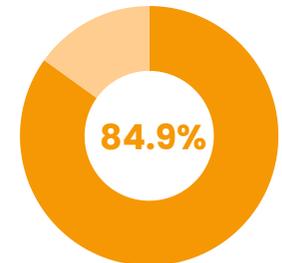
Median **-152.8%**

This means that bonuses for women were 33.4% higher than those for men at the mean and 152.8% higher for women at the median.

Proportion of men receiving a bonus:



Proportion of women receiving a bonus:



The results are in...

Gender Pay Gap

Our mean pay gap has increased from 0.4% to 1.1% since last year. This means that the mean pay for women is 1.1% lower than men.

Since 2017, we have made significant progress – reducing the mean pay gap from 16.8% to consistently below 2% over the past five years.

The stability and sub 2% mean gender pay gap for the past few years is largely attributed to our initiatives led by our DEI and Talents Team, which introduced our 'This is Me!' programme and inclusive practices like blind CV screening and fostered belonging through Employee Network Groups such as Pride, Women at Work, Parents and Carers, and Enable as well as support other groups covering Menopause and Men as Carers. These activities emphasize our continued commitment to fairness, diversity and inclusion.

Gender Bonus Gap

There has been a notable shift in our gender bonus gap from 30.3% to -33.4% since last year. This means that the mean bonus has increased in favour of women since last year.

The shift in favour of women was driven by differences in business performance-related bonus payouts between December 2023 and December 2024. In December 2023, several businesses did not achieve business targets which led to bonuses not paying out across several business areas. In contrast, performance improved considerably in December 2024, with some businesses achieving maximum payouts.

Additionally, the operational bonus payments also had a material impact on the overall gap. The size of this employee group, combined with its gender composition amplified the effect, contributing further to the shift in favour of women.

Our Gender Pay Gap Data

Pay Gap	Mean Pay Gap	Median Pay Gap
2025	1.1%	-7.7%
2024	0.4%	-6.2%
2023	1.7%	-6.8%
2022	1.2%	-7.4%
2021	0.4%	-13.0%
2020	2.5%	-14.0%
2019	9.4%	-11.8%
2018	9.3%	-7.4%
2017	16.8%	-5.3%

Our Gender Bonus Gap Data

Bonus Gap	Mean Bonus Gap	Median Bonus Gap
2025	-33.4%	-152.8%
2024	30.3%	7.7%
2023	-12.0%	-57.7%
2022	-7.3%	-163.1%
2021	-3.8%	-72.8%
2020	6.9%	-292.1%
2019	35.1%	32.6%
2018	72.0%	13.9%
2017	42.4%	0.0%

Ethnicity

In line with our commitment to fair and equal pay, we are now extending our efforts to voluntarily report and disclose our ethnicity pay gap.

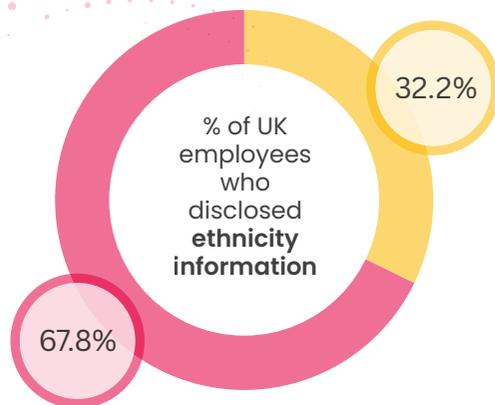
While we acknowledge that disclosing ethnicity is not mandatory or a legal requirement, we believe that driving focus in this area will greatly contribute to our collective efforts in supporting an environment where all employees continue to feel valued and included, creating opportunities for all our people to develop and grow.

This year, 32.2% of our UK employees disclosed ethnicity information compared to 22.7% in 2024. Whilst we recognise that the response rate for our ethnicity data is not sufficient for us to draw meaningful conclusions, we are hopeful that this will increase over the next few years.

Pay: 29.0% of total employees identified as White ethnicity and 3.2% as Ethnic Minority. The mean pay for Ethnic Minorities is 0.3% above that of White employees. The median pay for Ethnic Minorities is 13.4% above that of White employees.

Bonus: 29.0% of the ethnically identified employees receiving a bonus identified as a White ethnicity, and 3.2% as Ethnic Minorities. The mean bonus for Ethnic Minorities is 32.1% above the mean bonus of White employees. The median bonus for Ethnic Minorities is 5.4% above the median bonus of White employees.

The shifts in both the ethnic pay and bonus gaps between 2024 and 2025 are primarily explained by the increase in ethnicity disclosure, which rose from 22.7% to 32.2%. Last year's smaller dataset was skewed towards ethnic minorities in higher-paid, non-operational roles, which inflated both pay and bonus gaps. With a broader and more representative sample in 2025, the mean pay gap has narrowed significantly (from 11.0% to 0.3%) while the mean bonus gap has widened (from 9.0% to 32.1%), reflecting the variation in roles and reward outcomes now captured. The median gaps in both pay and bonus also moved closer to parity, reinforcing that disclosure levels rather than structural changes in pay or bonus practice are driving the year-on-year differences. As data quality improves further, we will gain a more accurate and reliable understanding of our ethnic pay and bonus position.



UK employees who disclosed information in 2025

UK employees who did not disclose information in 2025

Did you know?

A variety of activities are taking place across our business to make AB Agri an even greater place to work for all.

Supporting our people to grow

We are committed to ensuring we support all our people to reach their full potential with a wide range of development opportunities.

Mentoring

We are part of the ABF mentoring scheme, providing our people with access to mentoring relationships right across the ABF group.

Shining Stars

A programme of activities to support our up-and-coming talent to manage their own career putting effective strategies in place to maximise career paths.

Sponsorship Programme

Our sponsorship programme provides our talented people with access to senior leaders who challenge, develop and advocate for them. The sponsor helps them to connect to career opportunities gaining the sponsee a seat at the table which would not normally be available.

Line Manager Skill Development

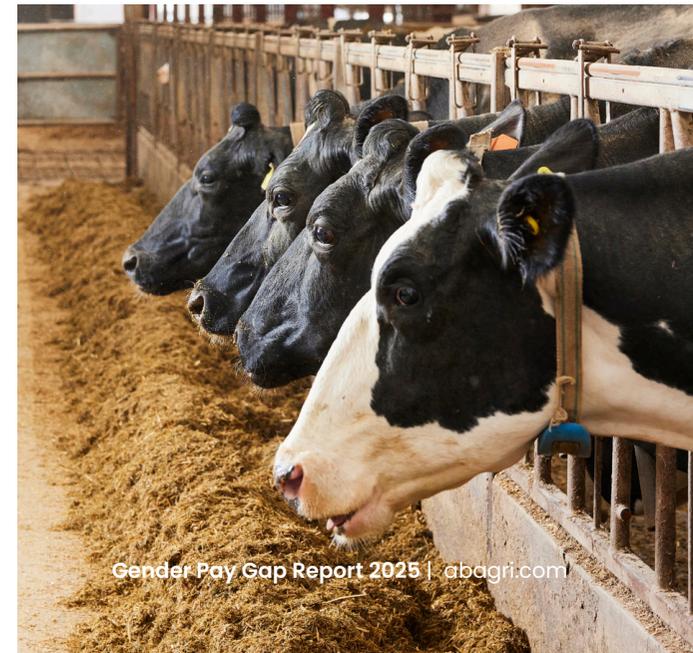
Our 3-day managerial skill development programme supports line managers across all areas of the business to develop, build and execute key managerial skills and practices ensuring the future of AB Agri.

Thrive Projects

This allows colleagues to get involved in projects that are running across our AB Agri businesses. The purpose is to give all colleagues the opportunity to share and develop their skills, alongside their day jobs while building their networks through supporting cross-functional projects.

Talent Acquisition Practices

As well as being part of the 'Good Recruitment Campaign' we use an Inclusive Language tool to ensure all our job advertisements appeal to all. We also use an Application Anonymising module for the screening and shortlisting of all applications. We have adopted inclusive Talent & Engagement practices and have a focus on gender split shortlists, which will help with our DEI agenda.



Here is what's happening in the "Inclusion and Belonging Space"

Celebrating our women

We have celebrated International Women's Day since 2019 hosting discussions on gender stereotypes and how to challenge inclusively. Our menopause support which partners with Henpicked has grown considerably with discussions taking place throughout the year with colleagues and their partners to provide advice and support for both in and outside of the workplace.

Development of our managers and leaders

We continually deliver unconscious bias training and career conversations training for all our people managers and all leaders have completed our Inclusive Leadership programme.

Listening to our communities

We continually work on fostering a culture that is open, inclusive and not afraid to constructively challenge. This has been a strong focus across our employee network groups with over 800 members.

Enhancing policies and practices

We are committed to reviewing our internal practices and policies to take into consideration gender differences to ensure they are aligned with best practice. We have a family friendly policy that supports employees to balance family and work, and to fulfil obligations on both sides.

Translated e-Learning provision

Our e-learning offerings are expanding within the organisation, providing access to our employees across different business areas, in multiple languages and various local locations. This supports our diversity and inclusion agenda by making our educational content accessible to a broader range of people, regardless of their language. This fosters our inclusive learning environment, ensuring equal opportunities for all by acknowledging and respecting cultural, linguistic and geographical needs.

Disability Confident Employer Scheme

We are signed up to this scheme and are committed to increasing the employment of people with disabilities in our business by removing any barriers in our processes. We attend careers events with partners and offer a guaranteed interview scheme. As well as widening our talent pool, it is broadening our thinking about how our jobs and processes can be adapted.

Flexibility and Choice

We have many great examples of flexible working practices across our organisation. Our leadership is committed to ensuring we responsibly support flexible working practices across the company and be a more inclusive organisation.

Increasing our awareness on Inclusive practices

We have an Inclusion and Belonging site on our intranet which shares resources on topics such as gender bias in the workplace. Inclusion at AB Agri is about a culture where you are valued, your ideas are heard, and we all actively work on making this a more inclusive culture for everyone. We have several networks that anyone can join and play an active part in: Disability & Neurodiversity, Pride & LGBTQ+, Parents & Carers, Ethnicity & Race, menopause and veterans. We also offer allyship training to all employees and DEI training as part of management induction and development.

Supporting Military veterans and reservists

We have signed up to the UK Armed Forces Covenant and were awarded Bronze in the Defence Employer Recognition Scheme. We attend career transition events, offer a guaranteed interview scheme and this initiative helps us tap into a source of people who have strong technical skills and valuable adaptable attitudes.

Global pay principles and philosophy

The introduction of job levelling and pay principles a few years ago demonstrates our commitment to fostering a transparent and equitable pay culture. To support this initiative and explain how pay is determined, job levelling communications are at varying stages of roll out within our organisation. Additionally, we benchmark all roles annually, both internally and externally, to ensure equal pay for equal work.

abagriTM

A world where responsible nutrition is available to all

If you have any questions, please reach out to the AB Agri
Communications Team via communications@abagri.com