



Gender Pay Report

2023



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INTRODUCTION

AB Agri is a unique community of leading agricultural businesses employing 1,500 people in the UK and more than 3,000 in the rest of the world. We operate across the entire agri-food supply chain, supplying farm performance services, animal feed, speciality ingredients and supplements to farms, feed manufacturers, food producers and retailers. We sell products and services in more than 100 countries and reach five million farmers worldwide. Over the past year, our business has grown through strategic acquisition to strengthen our position in current markets and progress our vision to support the production of responsible, affordable food.

We can confirm that the data and information reported for AB Agri Ltd are accurate as of 5 April 2023 and in line with the Gender Pay Gap reporting regulations.

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AB Agri strives to be an inclusive employer, promoting and supporting diversity amongst our people. Our multifaceted initiatives and activities are designed to attract the very best talent from all walks of life, helping our people to better manage the competing demands of family and career, and grow professionally while bringing their authentic selves to work.

We focus on being a great place to work and part of this is making sure consistent, fair pay and benefits are for everyone.

While this report is for our colleagues in Great Britain, our commitment to fairness and inclusion is reflected in our pay and benefits structure across our global business.



José Nobre
CEO of AB Agri



Kelly Brown
Group People and
Performance Director

WHAT IS GENDER PAY GAP?

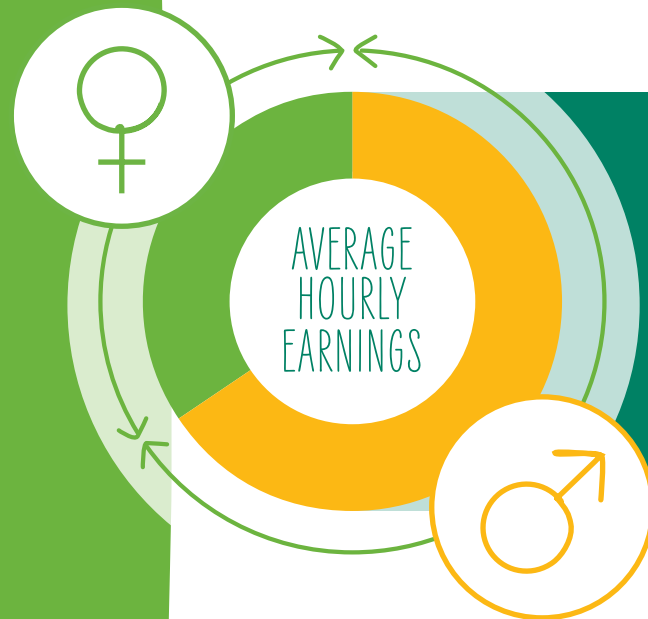
Overview

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.

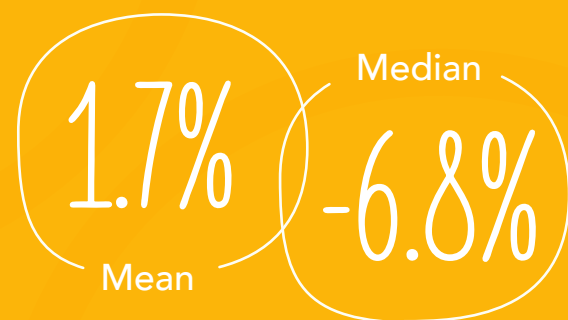
10 11 13 15 16 23 26

↖ Middle Number

OUR RESULTS 2023

The figures provided are based on hourly rates of pay of UK colleagues, as of 5 April 2023, and bonuses paid in the 12 months prior to April 2023.

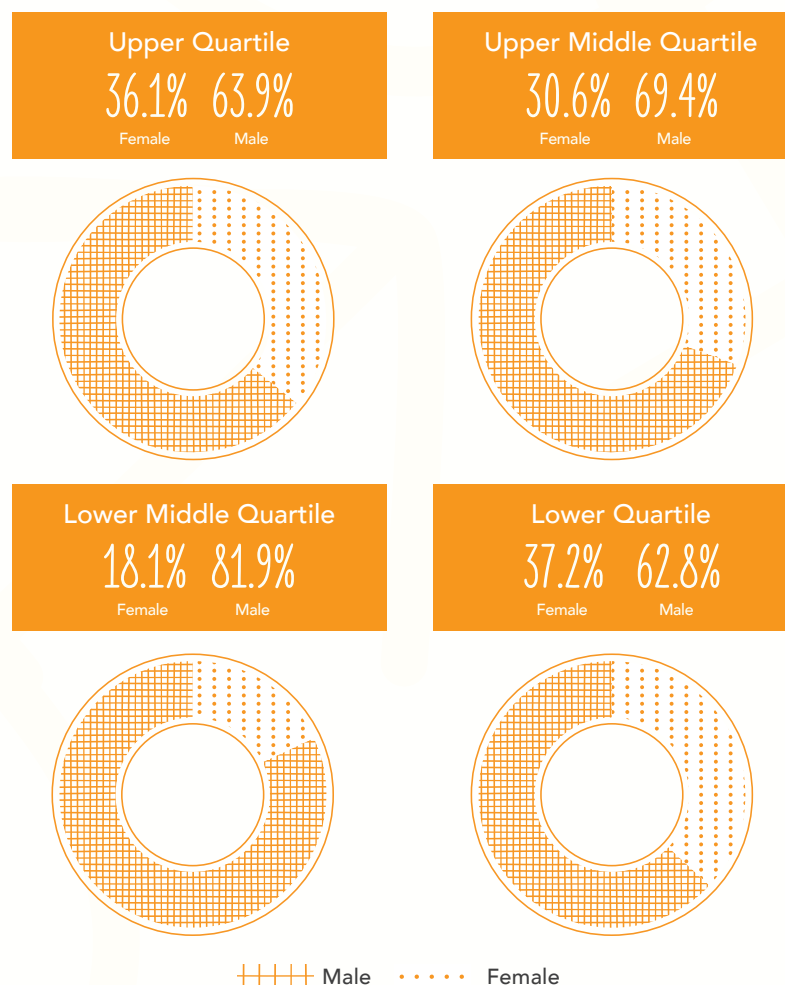
Our Gender Pay Gap:



i.e. females were paid 1.7% less than males at the mean and 6.8% more than males 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.



Mean

-12.0%

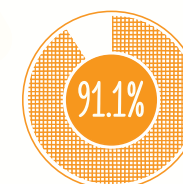
OUR GENDER
BONUS GAP

-57.7%

Median

This means that bonuses for women were 12.0% higher than those for males at the mean and 57.7% higher at the median.

Proportion of men receiving a bonus:



Proportion of women receiving a bonus:



THE RESULTS ARE IN...

1.7%

-12.0%



Gender Pay Gap

Our mean pay gap has shifted from -1.2% to 1.7% since last year. This means that the mean pay for men is 1.7% higher than women, which is a slight shift in the opposite direction compared to the trend in the last few years.

The main reasons for the shift in favour of men is changes to the employment markets in our factories and driver roles seeing significant pay increases. In addition, other contributing factors are a recent acquisition with an evenly split population where men earn on average 49% more than women; and an internal reorganisation in higher graded positions where two thirds of roles are held by males.

Looking back at the last few years, our gender pay gap had slowly shifted in favour of females. However with the recent reorganisation, acquisition and market related pay increases in our male dominated factory and driver roles, the trend has been reversed marginally. As a company we strive to be an inclusive employer and we have numerous initiatives and developmental opportunities designed to support our colleagues regardless of gender, background or characteristics. We are thrilled to see that our organisation has maintained a minimal mean pay gap. It's a testament to our commitment to equality and fairness in the workplace.

PAY GAP	2023	2022	2021	2020	2019	2018	2017
Mean Pay Gap	1.7%	-1.2%	-0.4%	2.5%	9.4%	9.3%	16.8%
Median Pay Gap	-6.8%	-7.4%	-13.0%	-14.0%	-11.8%	-7.4%	-5.3%

Gender Bonus Gap

Our gender bonus gap has shifted from -7.3% to -12.0% since last year. This means that the mean bonus for women has increased relative to that of men over the last year.

The reasons for the shift further in favour of women is twofold. Historically, we have always had a high proportion of long-serving men in senior and commercial roles who have a greater bonus opportunity than women. However, due to targets not being met the business element of the bonus did not pay out in most divisions. Additionally, to support the cost-of-living crisis, the business paid out a one-off lump sum to employees with lower bonus potential, and there are 30% more women in these roles; these are the reasons why the bonus gap has shifted more favourably towards women.

BONUS GAP	2023	2022	2021	2020	2019	2018	2017
Mean Bonus Gap	-12.0%	-7.3%	-3.8%	6.9%	35.1%	72.0%	42.4%
Median Bonus Gap	-57.7%	-163.1%	-72.8%	-292.1%	32.6%	13.9%	0.0%

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.

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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.

Talent Acquisition Practices

As well as being part of the 'Good Recruitment Campaign' we work with a Gender Decoder application to ensure all our job advertisements appeal to all. We also use an Application Blinding 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 ED&I agenda.

RISE

Our high potential development programmes support our talented people to develop, build and execute key leadership skills and practices, driving their own achievements and 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.

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.

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 introduced a family friendly policy that supports employees to balance family and work, and to fulfil obligations on both sides.

Increasing our awareness on Inclusive practices

We have launched 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.

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.

Global pay principles and philosophy

Our job levels, pay principles and focus on providing a consistent and trustworthy total reward package continue to underpin and support our fair pay agenda.

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 500 members.

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.

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.

Here is what's happening in the "INCLUSION AND BELONGING SPACE"

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.