



Empowering our people to create a responsible legacy

GENDER PAY GAP REPORT 2021



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EMPOWERING OUR PEOPLE TO CREATE A RESPONSIBLE LEGACY

At AB Agri, our 3000+ colleagues are passionate about producing affordable, high quality and responsible food. They play a vital role in inspiring excellence in the way our industry produces food for people and animals, as well as pioneering responsible ways to build a more sustainable food chain.

It is our people who will support and lead our vision and goals towards a sustainable, responsible and innovative agriculture with the aim to leave a legacy of a better planet for future generations. Developing talented people to achieve our vision, irrespective of their gender, sexuality, ethnicity or any other characteristics, is core to AB Agri's values and critical to our success.

We have introduced a wide range of activities to make sure that we attract a broad spectrum of talented people and give them every opportunity to develop to their full potential and positively contribute towards our goals. Creating an environment for everyone to excel in is the right thing to do and it makes good business sense.

Building a diverse and inclusive culture, as well as creating a sense of belonging in the workplace remain critical to our success. That is why we launched several activities to nurture a culture wherein our employees can be themselves, feel valued and have their ideas heard.

We successfully and rapidly adapted to new ways of working during the pandemic by empowering managers and individuals through flexibility and choice. Our long-term organisational strategy remains focused on ensuring AB Agri is a great place to work for everyone. Part of making this aspiration a reality is to ensure that our pay and benefits are fair and progressive as you'd expect from a great place to work. While this report is based on colleagues in Great Britain, our commitments stretch across our entire operating network.

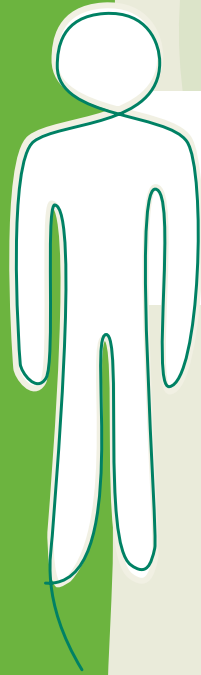
I can confirm that the data and information reported are accurate as of 5th April 2021 and in line with the Gender Pay reporting regulation.



A handwritten signature in black ink, which appears to read 'José Nobre'. The signature is fluid and cursive, written over a light blue background.

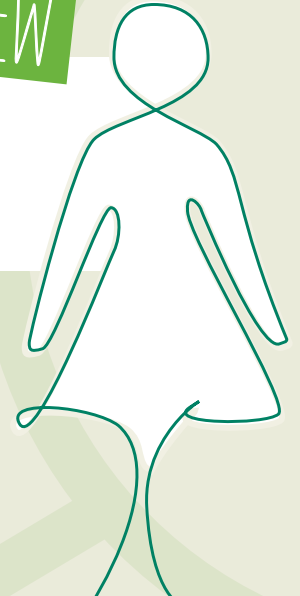
José Nobre
Chief Executive, AB Agri

WHAT IS GENDER PAY GAP?



OVERVIEW

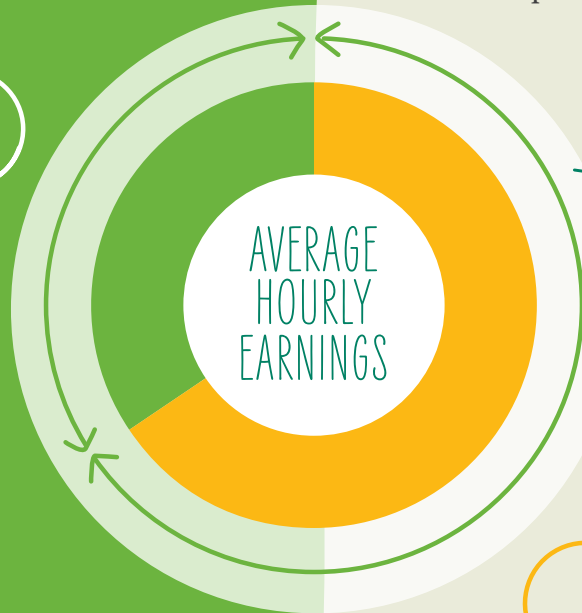
All organisations with more than 250 employees in Great Britain are legally required to annually publish their gender pay gap information. For us, this insight allows us to interrogate this data and identify where we can improve opportunities for our people.



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 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 2021

The figures provided are based on hourly rates of pay of UK colleagues, as at April 2021 and bonuses paid in the 12 months prior to April 2021.

OUR GENDER PAY GAP

-0.4%

Mean

Median

-13%

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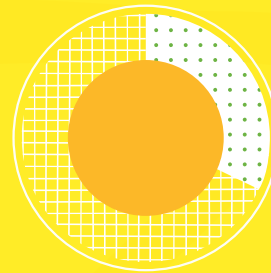
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PROPORTION OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE

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.

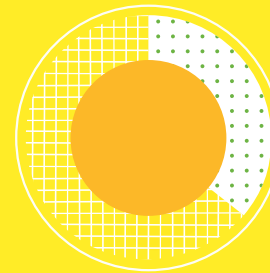
Upper Quartile

34.1% 65.9%
Female Male



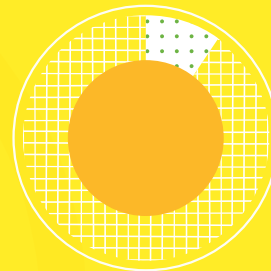
Upper Middle Quartile

32.2% 67.8%
Female Male



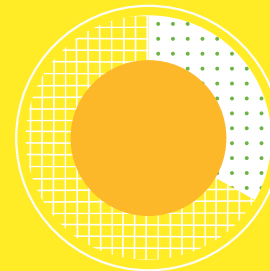
Lower Middle Quartile

13.9% 86.1%
Female Male



Lower Quartile

37.6% 62.4%
Female Male



++++ Male Female

-3.8%

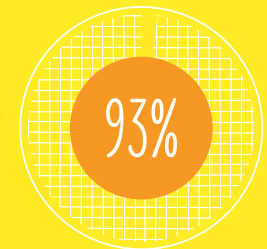
Mean

OUR GENDER BONUS GAP

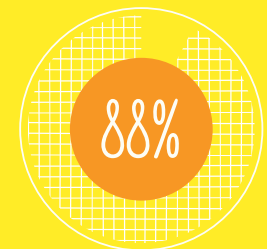
-72.8%

Median

Proportion of men receiving a bonus:



Proportion of women receiving a bonus:



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 producing affordable, high quality and responsible food.

We have therefore taken the time to explore and investigate 'what lies beneath' the numbers in our report.

Our median gender bonus gap is -72.8 %.

It has decreased since last year (-292.1%) due to payment of non-management bonuses predominantly held by females and an increase in the female population at senior level.

Looking back at the last few years

Over the past few years, we have made big strides in the right direction. The gradual shift in our mean pay gap from 9.4% in 2019 to -0.4% in 2021 highlights what great progress we have made towards a more balanced workforce.

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GENDER PAY GAP REDUCED

Our mean pay gap has reduced from 2.51% to -0.4% since last year.

This has been driven by an increase in female headcount in more senior and higher graded positions over the past year whilst the male headcount in similar positions has seen a significant decrease.

This is an improvement since last year; however, we continue to be focused on creating the very best place to work and supporting our people to grow.



GENDER BONUS GAP REDUCED

Our gender bonus gap has decreased significantly from 6.9% to -3.8%

This was driven by the payment of a non-management bonus held by a majority of women in lower graded positions and the increase of females in senior management roles combined with the decrease of males in senior positions. There is still a 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.

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?

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. In addition to this, our own Agri two-way mentoring programme, provides our people with the opportunity to partner with a senior leader to benefit from their knowledge, experience and expertise.

WOMEN'S SPONSORSHIP PROGRAMME

This year we have launched our new Women's Sponsorship programme aimed at supporting our most talented women to realise their career aspirations and driving us as a business towards gender equality.

RISE

Our brand new high potential development programme supports our talented people to develop, build and execute key leadership skills and practices, driving their own achievements and ensuring the future of AB Agri.

SENIOR LEADER PROGRAMME

We recognise that learning never stops no matter what level you sit at within our organisation so this year, we have launched a series of initiatives to support our talented leaders to continue to grow and develop and therefore deliver the best results for themselves, their teams and the business.

TALENT ACQUISITION PRACTICES

As well as being part of the 'Good Recruitment Campaign' we also work with a Gender Decoder application to ensure all our advertisements are suitable and appealing to all. In 2022 we will be launching the Application Blinding module for the screening of all applications.

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.

HERE IS WHAT'S HAPPENING IN THE "INCLUSION AND BELONGING SPACE"

BUILDING A DIVERSE AND INCLUSIVE CULTURE – THIS IS ME!

We have launched a belonging campaign called "This is ME!" that aims to accelerate inclusion efforts by removing labels and enabling everyone to bring their true selves to work.

INCLUSION SURVEY

We are preparing to launch an inclusion survey to measure how inclusive our culture really is and to spotlight any areas that require attention.

JOB LEVELLING

AB Agri's job levelling exercise is well underway and will, once completed, provide better reward structures 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 5 communities with over 500 members.

DEVELOPMENT OF OUR MANAGERS AND LEADERS

We continually deliver unconscious bias training and career conversations training for all our people managers.

CELEBRATING OUR WOMEN

We have celebrated International Women's Day for the second year supporting this year's theme #ChooseToChallenge hosting discussions on gender stereotypes and how to challenge inclusively. We have also launched a vlog called 'Mucky Women' celebrating women growing careers in agriculture. We're making it easy to get everyone talking about menopause at work and have partnered with Henpicked.

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 and how Covid-19 has impacted women.

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.

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