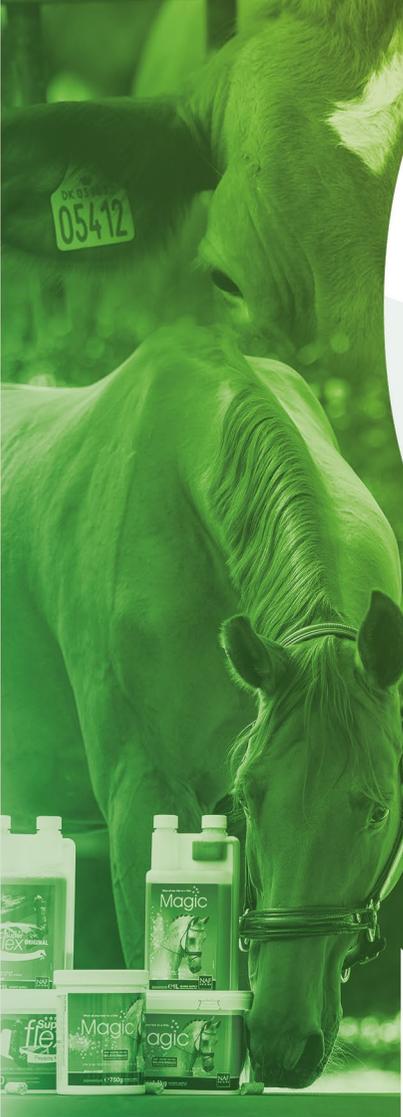


abagri™



Gender Pay Report

AB Agri / 2024

Introduction

AB Agri is an international agri-food business producing speciality feed ingredients for livestock, horses and pets. 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 pioneering ingredients including feed additive products, high-quality bespoke vitamin and mineral pre-mixes and starter feeds.

Our business' global operations continue to grow, while working to deliver our vision to support the production of nutritious, affordable food for people and animals. AB Agri's ambition is to create workplaces where every colleague can develop and succeed. We believe that a thorough and robust approach to talent management leads to a diverse workforce and a welcoming environment for all. Our 'This is ME!' inclusion philosophy aims to create a sense of belonging where everyone feels comfortable being themselves.

We focus on being a great place to work and part of this is making sure we offer consistent and fair pay to everyone. Since 2017, we made remarkable progress in closing the gender pay gap, reducing the mean gender pay gap from 16.8% to 0.4% and we consistently maintained it below two percent for the past three years. This achievement reflects our on-going

dedication to creating an inclusive workplace, as well as our commitment to gender equality within our workforce.

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

We can confirm that the data and information reported are accurate as of 5 April 2024 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.

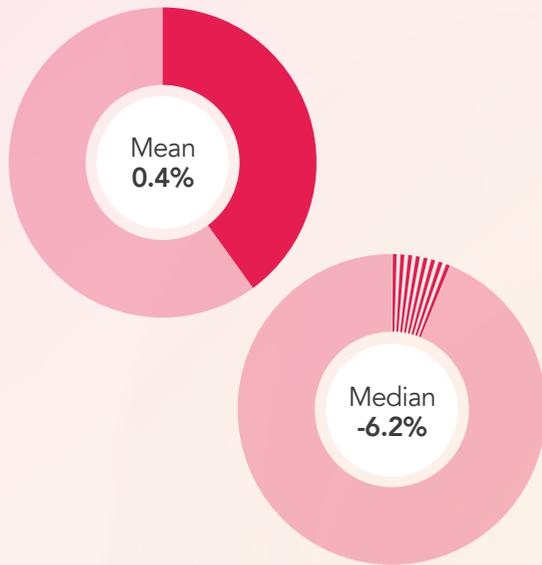
10 11 13 **15** 16 23 26
middle number



Our Results 2024

The figures provided are based on hourly rates of pay of UK colleagues, as of April 2024, and bonuses paid in the 12 months prior to April 2024.

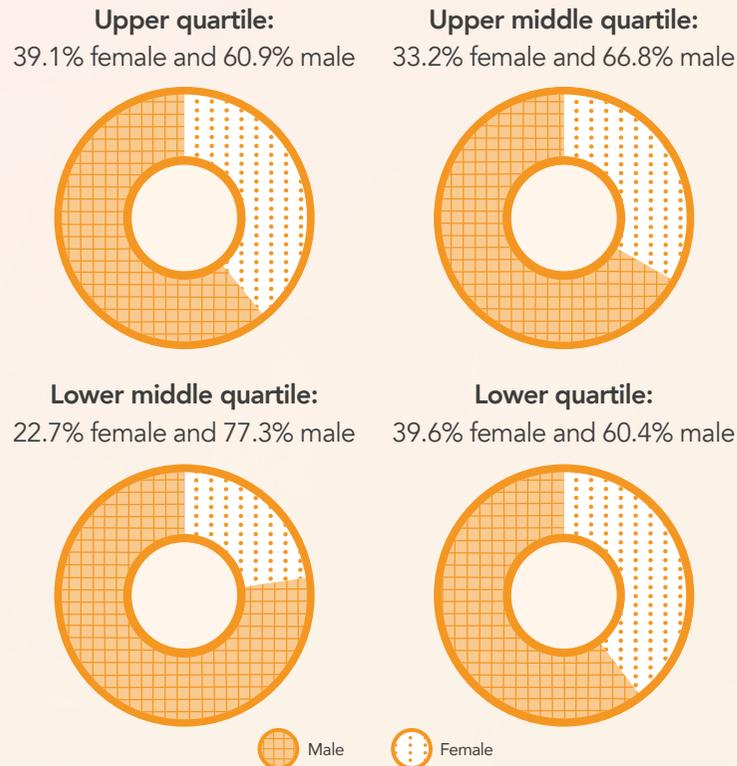
Our Gender Pay Gap:



i.e. males were paid 0.4% more than females at the mean and females were paid 6.2% more 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.



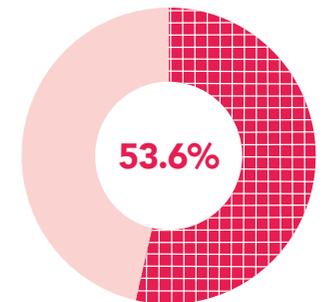
Our Gender Bonus Gap:

Mean **30.3%**

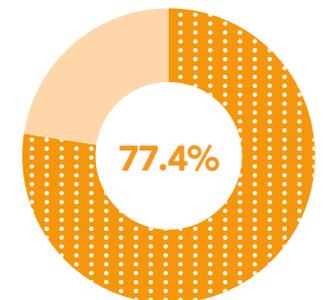
Median **7.7%**

This means that bonuses for men were 30% higher than those for women at the mean and 7.7% higher for males at the median.

Proportion of men receiving a bonus:



Proportion of women receiving a bonus:



The results are in...

Gender Pay Gap

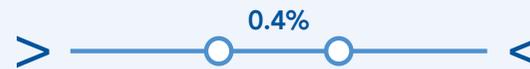
Our mean pay gap has decreased from 1.7% to 0.4% since last year. This means that the mean pay for men is 0.4% higher than women.

The pay gap narrowed to 0.4% reflecting a positive shift within the organisation since 2023. This improvement is largely attributed to a 4.3% decrease in male headcount, driven by voluntary and involuntary attrition, acquisition activities and the closure or transfer of certain sites.

Since 2017, we have achieved tremendous success with our gender pay gap where we have significantly reduced the mean gender pay gap from 16.8% to 0.4%. Our 'This is Me!' programme has proactively delivered a range of inclusive practices to support this decrease such as blind CV screening - erasing education details and gender details, to supporting everyone to feel they belong here with our Employee Network Group communities such as PRIDE, Parents and Carers, Women at Work, Race & Ethnicity, Enable (Disability Inclusion) as well as support groups covering Menopause and Men as Carers. These activities emphasize our continued commitment to fairness, diversity and inclusion.

Our Gender Pay Gap Data

Pay Gap	Mean Pay Gap	Median Pay Gap
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%



The pay gap narrowed to 0.4% reflecting a positive shift within the organisation since 2023.



Our Gender Bonus Gap Data

Bonus Gap	Mean Bonus Gap	Median Bonus Gap
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%

Gender Bonus Gap

Our gender bonus gap has significantly widened from -12.0% to 30.3% since last year. This means that the mean bonus has increased in favour of men since last year.

The increase in favour of men is due to two main factors – First, there was a decline in bonus payments and cash LTIPS compared to the previous year due to company performance. Second, the non-payment of the operational bonuses, which make up 40% of the UK workforce.

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.



- UK employees who disclosed information in 2024
- UK employees who did not disclose information in 2024

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, 22.7% of our UK employees disclosed ethnicity information. Whilst we recognise that 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: 20.9% of the ethnically identified employees identified as White ethnicity and 1.8% as Ethnic Minority.

The mean pay for Ethnic Minorities is 11.0% above that of White employees. The median pay for Ethnic Minorities is 21.7% above that of White employees. Although not all employees have disclosed their ethnicity, the analysis indicates that ethnic minorities are primarily represented in non-operational roles within the business.

Bonus: 20.8% of the ethnically identified employees receiving a bonus identified as a White ethnicity, and 1.8% as Ethnic Minorities. The mean bonus for Ethnic Minorities is 9.0% above the mean bonus of White employees. The median bonus for Ethnic Minorities is 75.9% above the median bonus of White employees.



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.



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.



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.



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.

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.

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.

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.

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.

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.

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.

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.

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.

abagri[™]
Get in touch!

Reach out to the AB Agri Communications
Team via communications@abagri.com