

The legal requirement for companies with more than 250 employees to report on their Gender Pay Gap has provided an opportunity for us to investigate the factors that contribute to Frontier's Gender Pay Gap and also challenge ourselves on what we should do with this data.

The Frontier Senior Leadership Team is committed to closing Frontier's Gender Pay Gap.

Frontier's Gender Pay Gap calculations are set out in Appendix 1. The 2018 Gender Pay Gap at Frontier has reduced since 2017. The main reason for this reduction is due to the implementation of the Real Living Wage at Frontier, where Frontier committed to matching the enhanced Living Wage Foundation rates from 1st April 2018 for permanent employees. This enhancement of pay benefitted more women than men which has seen a reduction in the mean hourly rate difference from 38.5% to 36%.

Our analysis of the factors contributing to the Gender Pay Gap at Frontier has confirmed that the Gender Pay Gap is a reflection of the proportion of men and women in higher earning commercial and managerial roles. Historically, agriculture was a disproportionately male industry and Frontier's employee footprint mirrored this situation. In recent years, we have recruited many promising young women to join our commercial team. It will, however, take time to adjust the balance between men and women in commercial roles, and for those young women to become established as high earners and future commercial managers.

We employ a higher number of women than men in support function roles. This is primarily due to the career choices made by both men and women. However, women are still underrepresented at managerial level in these non-commercial roles.

We want to increase the number of female managers in our business through the development of our existing female employees.

Frontier is committed to ensuring that all employees, regardless of gender, have the opportunity to fulfil their potential, which for some means progressing a career. Frontier is proud to be a meritocracy, where people are rewarded for their performance in their role and their contribution to the company. We will always choose the best candidate for any role, whether a man or a woman, and encourage everyone to make the most of their potential in line with their own personal ambitions.

We are aware that our employees' career aspirations will change at different stages in their lives as they are juggling other commitments, such as starting or raising a family or supporting older relatives. We also recognise that traditionally, it is women's careers that can be adversely affected by these other commitments. We want to ensure that all of our employees are supported in their career development throughout their time with Frontier and understand that they can accelerate or decelerate their career progression according to their own personal choices.

Frontier has committed to being a "Great Place to Work", where everyone can achieve their ambitions both inside and outside work.

The Great Place to Work Institute published its first Best Workplaces for Women report in 2018. This report identifies the trends, practices and policies that make an organisation an excellent workplace for all employees, but that are particularly valued by women.

As part of our continuous policy review process, we will be reviewing all of our HR policies, to ensure that they are fair and inclusive and with particular reference to ensuring that they encourage women to continue and progress their careers, if they choose to do so. This review will include our maternity and paternity policies, adoption policy, parental leave policy and our flexible working policy.

We are also committing to reviewing our recruitment practices, including training for all employees involved in the recruitment process, to limit unconscious bias. We will also review our existing methods of internal communications of vacancies to ensure they are transparent. We want to ensure that employees are not overlooked for an opportunity for promotion or development because they are working on a part-time basis or are on maternity leave.

Finally, we are committing to launching a development programme specifically for women, to encourage and support them as they progress their careers within Frontier.

Appendix 1

Frontier’s Gender Pay report includes the following six calculations:

Average mean hourly pay: calculated by adding up the hourly pay for men and women, then dividing by the total numbers of men and women. At Frontier, the female mean average is 36% lower than the male mean average.

Average median hourly pay: calculated by sorting all the pay for men and women from highest to lowest, then comparing the middle number for each. At Frontier, the median female wage is 28.4% lower than the male median.

Average mean bonus pay: calculated by adding up all the bonus payments for men and women, then dividing by the total numbers of men and women. At Frontier, the female average mean bonus is 72.4% lower than the male mean.

Average median bonus pay: calculated by sorting all the bonus payments for men and women from highest to lowest, then comparing the middle number for each. At Frontier, the median female bonus is 72.2% lower than the male median.

Proportion of people receiving bonuses: At Frontier, 59.3% of men received a bonus and 28.8% of women received a bonus.

Proportion of men and women in the four pay quartiles: calculated by sorting all employees’ pay from highest to lowest, then dividing into four groups, each containing the same number of employees. At Frontier, the proportions of men and women in each quartile are as follows:

		Male %	Female %
Upper quartile	221 highest paid employees	91.4%	8.6%
Upper middle quartile	221 employees	78.2%	21.8%
Lower middle quartile	221 employees	64.7%	35.3%
Lower quartile	220 lowest paid employees	54.8%	45.2%
Whole company	884 employees	72%	28%

