

Frontier has published an annual Gender Pay Gap Report since this became a legal requirement for companies with more than 250 employees in 2017.

Frontier's senior leadership team is committed to closing our Gender Pay Gap. In addition to publishing this annual report, each year Frontier has created commitments to action that will drive and enable change.

These actions have resulted in reductions in the pay gap since 2017.

Frontier's Gender Pay Gap calculations for 2022 are set out in Appendix 1.

For the year reported end of April 2022, our Gender Pay Gap has remained static. Our cumulative Gender Pay Gap reduction since we began reporting and taking action in 2017 is 6.8%. Whilst we are positive about the overall reduction since we started reporting, we are not satisfied with the pace of change and will continue to strive to address this.

In 2022, 31% of our employees were women and 69% were men, whereas in 2021, 28.5% of our employees were women and 71.5% were men, so the proportion of women employees has increased by 2.5% since 2021. Frontier's Gender Pay Gap remains a reflection of the historic proportion of men in high earning, commercial and managerial roles.

In 2022 we continued our commitment to increasing the number of women in senior and mid-level roles by focusing on the inclusivity of our recruitment and selection processes, enabling career progression and investment in women's leadership and personal development. As a result, we have increased the number of women in senior roles by 2.5% and women in mid-level roles by 8.2%. We received very positive feedback from the completion of our first Women's Development Programme and are commencing the next cohort of this programme in spring 2023. Whilst we recognise the relatively stable employee turnover at Frontier, our commitment to recruiting more women into more senior roles and enabling access to internal career progression for all women remains steadfast.

## Progress and delivery on our previous commitments

### 1. Menopause policy

**Commitment:** We will introduce a menopause policy, education and training to support women during this phase of life.

**Update:** Our new menopause policy and guidance was launched in March 2023. In developing our policy we consulted with employees and line managers and conducted external research to ensure our policy is based on best practice. We ran a 'World Menopause Day' event in October 2022, with an external expert speaker delivering a live talk on the impacts of menopause. This session was attended by both men and women and was very successful. We received excellent feedback and praise for raising awareness of this important topic in the workplace and giving women in our business the confidence to speak up should menopause transition affect their work and progression at Frontier.

We have launched a new Women's Health and Wellbeing employee network group which is a forum for women to both seek and offer colleagues support with the challenges they may encounter with menopause transition.

We will continue our commitment to education and training on an ongoing basis, ensuring that supporting women's health and menopause transition remain a permanent fixture for Frontier.

## **2. Reward and recognition**

**Commitment:** Setting up a working group to develop a policy explaining our approach to recognising and rewarding performance.

**Update:** We felt it was critical to use independent advice and research to assist us in developing our approach to performance recognition and reward. We are working with external consultants who are experts in the field of gender equity to do this. Their advice is that adopting a more transparent approach will increase women's ability to have equitable pay discussions as well as providing us with additional tools to guard against bias. With the support of our consultants we have: conducted an audit, completed internal and external research, created a new policy, and developed line manager training and guidance.

This policy will be launched, supported by training for line managers, in the lead up to our annual pay review process in July 2023.

## **3. Improved childcare support**

**Commitment:** Frontier will match the HMRC tax-free allowance available for all employees who have been in employment for at least 26 weeks and earn less than £25,000 full time earnings.

**Update:** We have launched the new Tax-Free Childcare Allowance and guidance which was very positively received by employees in scope. It is our intention to review the salary threshold for the Frontier Tax-Free Childcare Allowance and communicate our findings to the business. Ensuring those employees with childcare responsibilities – a higher proportion of which are women – continue to receive support through a flexible working application or

mechanisms such as the Tax-Free Childcare Allowance will remain an important part of our approach.

## **New commitments for the year ahead**

### **1. Recruitment and progression**

**Attracting more women to senior roles and predominantly male areas of our business by differentiating our attraction, recruitment and selection process.** We know that a reduction in our Gender Pay Gap will result from increasing the proportion of women in more senior roles in Frontier and increasing the proportion of women in predominantly male teams within Frontier. We will therefore increase our focus on attracting and hiring women into our Commercial, Operations and Transport teams. We will work collaboratively with colleagues in these functions to do this. We will also invest in better ways of communicating our commitment to inclusivity and promoting our support of women's leadership and personal progression. In addition, we will place additional focus on attracting women to internal vacancies advertised by these functions.

### **2. Introducing a Frontier Women's Network**

We will establish a **permanent annual in-person internal forum** for all women working at Frontier. We recognise the importance of women having access to the skills, experience and career advice of fellow employees. Increasing opportunities for women to build their profile, enhance their business skills and grow their network will increase the strength of our internal pipeline of future senior women. This in turn will have a positive impact on our Gender Pay Gap. We will design an approach that caters for the geographical and operational spread of our business and communicate our plan to all.

### **3. Industry leadership - improving the outcomes for women in our sector**

As a leader in the UK Agribusiness sector, we are in a unique position to **leverage our influence to drive improvements**. It is our intention to identify appropriate partner organisations that we can work with and industry events that we can support and sponsor with the aim of improving the attractiveness of agriculture as a career for women.

# 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 31.9% 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 28.57% 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 76.01% 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 88.75% lower than the male median.

**Proportion of people receiving bonuses:** At Frontier, 83% of men received a bonus and 76.9% 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	267 highest paid employees	85.0%	15.0%
Upper middle quartile	268 employees	77.6%	22.4%
Lower middle quartile	268 employees	61.6%	38.4%
Lower quartile	268 lowest paid employees	51.5%	48.5%
Whole company	1,017 employees	68.9%	31.1%

