

Gender Pay Gap report

Published April 2026 for snapshot date of April 2025

In this document, Agrii publishes its Gender Pay Gap, in line with the UK Government's legislative requirements on Gender Pay reporting for the snapshot of April 2025.

Equality, Diversity and Inclusion are important focus areas for everyone in Agrii and are matters that remain high on our agenda, influencing all-employee training, management training, ways of working and data analysis. Whilst reporting does remain important to us and provides useful indications of where we are making improvements or where we could do better, our principles are unchanged in that we select people for career opportunities based on their skillsets and behaviours, irrespective of their gender. At the same time, we also seek to ensure that any selection process is undertaken in such a way that it avoids unconscious bias and recognises the importance of diversity in those applying for opportunities.



In our 2026 Annual Employee Opinion Survey, we're pleased to see that within the 'Diversity and Inclusion' category of questions, we have sustained our high score consistent with previous years, reflecting the continued positive sentiment employees feel about ED&I at Agrii. There are 12 other areas in the survey relating to working life at Agrii (including Reward) and we review the results by gender at both department level and company level to look at where we perform well and where we could do better.



As in previous years, we continue to expand on our collation and analysis of employee Diversity data in order to identify opportunities and focus attention where it's needed. That means that we're now collating Diversity data on a voluntary basis from our existing workforce and collation of this data is now a robust part of our new-hire process, captured within our HR system which allows for data reporting at Company level in a range of Diversity metrics. That's in addition to our 'pay audits' which help to ensure there are no imbalances of pay between people working in similar roles. We welcome the potential developments to government reporting requirements for minority groups.

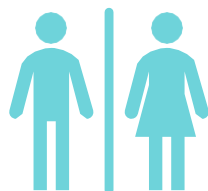


Supporting people who want to develop their career is a huge focus for us - we regularly identify talent from around the business for our management and leadership development programmes. Within our talent management process, we now review the gender proportion of rising talent and future leadership potential, and we are pleased to report that 32% of our senior leadership population are women.



All employees are required to complete Diversity and Inclusion training, and our managers are also required to learn about 'Unconscious bias'.

We put as much energy into keeping our existing talent as attracting new talent. We strive to create an environment where employees can build long and successful careers and our high rate of retention is testament to this (currently 10 years on average). This also means it will take time to gain a more even gender balance through staff turnover but in 2025 and 2026 (to date) 29% of our retained recruits (those still with Agrii as of report publish date) have been women. Women make up 27% of our total workforce, consistent with last year. We continue to make progress in tackling the gender balance within an industry that has been historically and still currently heavily populated by male workers.



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Understanding the Gender Pay Gap

Firstly, it is important to clarify that a Gender Pay Gap is different to Equal Pay: Equal Pay is an individual measure which compares the pay for a woman and a man in the same or a similar role. The Gender pay gap compares the *mean* and *median* pay of all women and all men at Agrii, irrespective of what role they are in.

Hourly Pay Gender Pay Gap

The average hourly pay of all men at Agrii is 21% higher than the pay of all women (mean) - this is a reduction in the pay gap since our last report (22%). The median difference is now 17%, a reduction from 20% in our last report.

21% hourly pay gap (mean)

17% hourly pay gap (median)

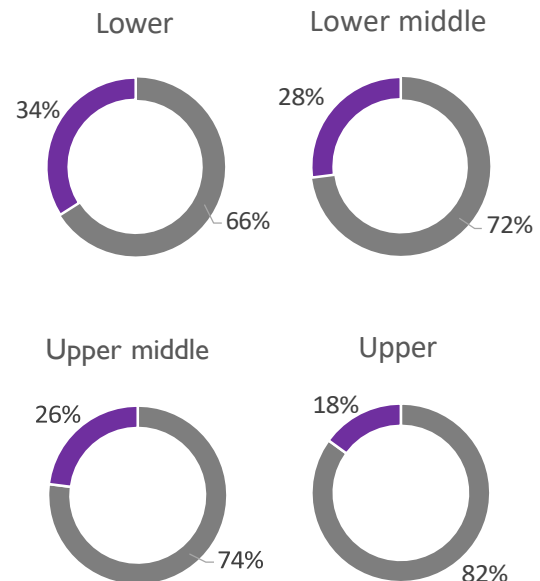
Quartiles of hourly pay and the proportion of Men and Women in each

When we rank all employees from top to bottom by 'hourly pay' and divide the group into quarters or 'quartiles', the result is shown below right.

The proportion of women in the highest paid quartile of employees increased for the sixth consecutive year in a row and is now 18% compared to 17% the previous year. The upper-middle quartile has increased by 4% to 26%, whilst the lower-middle quartile has remained the same at 28%. We see a 3% decrease in the percentage of women in the lowest paid quartile which is 34% compared to 37% in the previous year.

The changes we see here, in particular the increase in the number of women in the upper quartile and the decrease in the number of women in the lowest paid quartile, are evident of progress in the gender balance of our workforce.

We continue to ensure improvements in the makeup of our workforce and this will be achieved through our talent mapping process and leadership identification / development initiatives to enable our highest talent, regardless of gender, to progress into management and leadership positions throughout their career with Agrii.



Bonus

In the year ending April 2025, 44% of women received a bonus compared to 52% of men. While this is less than the previous year (47%) bonuses paid to both men and women dropped by 3% indicating consistency in approach and an overall reduction in bonus payout that is not gender specific.

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When looking at the bonuses paid during that period, the gaps that exist are shown in the table below. The Mean pay gap increases slightly from 71% in the previous year to 72%, however the Median pay gap has reduced significantly from 71% to 65%.

Mean Bonus Pay Gap	Median Bonus Pay Gap
72%	65%

While this Median gap has narrowed, the differences that remain are associated with the fact that many of the bonus-paid roles continue to be customer facing / selling roles, which are occupied by a higher proportion of men, compared to other roles. This is also explained by outliers in the data in which a small number of employees may be more likely to receive a proportionally higher bonus due to sales performance which affects the mean (but not the median). That said, we continue to strive towards a more gender balanced workforce, with more women in customer-facing / selling roles being employed in recent years. The Median and Mean pay gaps that remain are due to customer facing / selling roles being in receipt of a higher bonus during the year in which the data was collated, compared to other bonus-eligible roles outside of our customer facing / selling teams.

Report reviewed and authorised by:

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27th March 2026