

# 2018 Gender Pay Gap

Published March 2019



Under current legislation, all organisations with over 250 employees in the UK are required to publish their gender pay gap information on an annual basis. This is Agrii's Gender Pay Gap Report, as at April 2018.

At Agrii, we understand the importance of gender diversity in the workplace and we have a strong stance on equal opportunities. Aligned to one of our core Values, 'people are our business', we believe that we're an employer of choice within agriculture and increasingly attract candidates from a large talent pool. Having a diverse workforce is consistent with our leading position in the industry and we ensure that everyone within Agrii is rewarded appropriately for the role that they perform and enjoy equal opportunities in respect to recruitment, promotions and remuneration.

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 (an average of 12 years' service for all permanent employees). This also means it will take time to gain a more even gender balance but since January 2018, over a quarter of our recruits have been female, so we're making positive improvements and now have a 22% female workforce overall. In context, Agriculture as an industry has traditionally employed a much higher proportion of men than women, with only 12.8% female workforce. (source:ONS ref EMP04).

## 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 Gender Pay Gap

The average hourly pay of all men at Agrii is 30% (mean\*), or 22% (median\*) higher than the pay of all women as at April 2018.

Mean	Median
30%	22%

These results are marginally higher than they were in April 2017 and this is driven by the gender mix in our workforce. Both men and women are being paid more compared to last year but there has been a significant reduction in male contractors who were paid lower than the average. As a result, the average hourly rate for remaining men has increased, causing the male mean figure to increase more than the female mean.

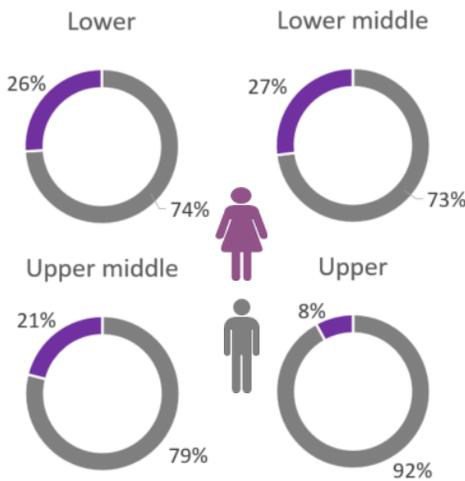
The median has increased due to the lower half ranked men being paid more on average compared to last year than the lower half women. With the reduction in male contractors who are paid below the average, this has meant there proportionally less male employees with a lower hourly rate than last year, so shifting the median upwards.

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## Proportion of women and men in each pay quartile (Upper = the highest paid quartile)



This section shows the gender split when we rank hourly rates of pay from highest to lowest and group the data into four equal parts.

Whilst the Upper quartile remains static compared to last year, there has been an increase in women in the Upper-middle quartile of pay.

There has also been a reduction in women in the Lower quartile of pay. There is an increase in women in the Lower-Middle quartile.

The year-on-year changes are a combination of both natural changes in our workforce, and a reduction in male contractors who were concentrated mainly in the Lower Middle quartile.

## Bonus Gender Pay Gap

(in the twelve months to April 2018)

### Mean

66%

The average bonus pay of all males at Agrii is 66% (mean\*), or 67% (median\*) higher than the pay of all females regardless of role and level. This is an improvement on our results in 2017 with female employees being paid a proportionally higher bonus than male employees (as part of their overall pay) than the year before. This is particularly evident with the highest paid 10 women who received an 81% increase in their bonus compared to the year before, whereas the highest paid 10 men received a 17% increase.

### Median

67%

As with our hourly-pay gender pay gap, it is the distribution of men and women at Agrii that has the greatest impact on our bonus gender pay gap.

Typically, bonus payments are a significantly larger proportion of the remuneration of top quartile employees than those in the lower quartiles. This means that the bonus pay gap identified (as with our results last year) is magnified because of the large proportion of men in the top quartile.

## Proportion of colleagues awarded a bonus



65%



70%

The proportion of women and men receiving a bonus increased year-on-year. In total, 59 more men were awarded a bonus and 19 more women. As there are less male contractors as at April 18 compared to the previous year (who didn't receive a bonus), the number of men has decreased and the number of women has remained more consistent - this has resulted in the proportion of men being awarded a bonus to increase at a higher rate than women compared to the previous year.

\* The mean is the arithmetical average, so looks at all average pay for men against women.

\* The median compares the midpoint of men and women when ranked in order of pay.

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## **Our commitments**

Ensuring that there is a fair representation of females at all levels of Agrii is a key focus for our board of directors and this is mirrored at Agrii's parent Company, Origin Enterprises plc, where there is a long track-record of employing female staff in senior positions. The membership of the Board of Origin Enterprises plc is comprised of one quarter women and is led by a female Chairman.

- We continually strive to create a people-focussed organisation that attracts, retains, and develops the best talent no matter their gender or background. This is why we have invested heavily in recruitment programmes, training and leadership development programmes.
- We continue to invest in our Employee Wellbeing initiatives and we support flexible working arrangements where appropriate, to ensure we retain our best talent, all of which help us to develop a more inclusive culture.
- We eagerly anticipate the results from our group-wide employee survey, in which we expect to receive feedback from employees regarding diversity and inclusion. At the same time, we recognise that there is always more to do and we'll continue to listen to our employees within our group-wide listening and engagement strategy, "Let's Talk", which will help us continue to understand further changes that we need to make.
- As a Company we continue to ensure that all employees receive an Annual Pay Review discussion, which seeks to ensure consistency and takes place both at department level and centrally too. We've made good headway into our job levelling and grading structure process, to ensure that all employees have clarity on roles, opportunities and progression.

The data and information in this report has been signed off as accurate by:

Ronan Hughes,  
Joint Managing  
Director

Jim Rennie  
Joint Managing  
Director

Spencer Evans ,  
Chief Financial  
Officer

Robin Lawrence,  
Head of HR, Agrii

Agrii is a trading name of Masstock Arable UK Limited ('Masstock' or 'the Company'), a wholly owned subsidiary of the Irish headquartered agri-services Group, Origin Enterprises plc.



# 2017 Gender Pay Gap

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## The Company

Masstock Arable UK Limited ('Masstock' or 'the Company'), trading under the Agrii brand ('Masstock' or 'the Company' or 'Agrii') and employing over 250 people, is publishing this Gender Pay Gap report in line with the UK Government's legislative requirements and initiatives on Gender Pay reporting. Masstock is a wholly owned subsidiary of the Irish headquartered Agri-Services Group, Origin Enterprises plc.

## Understanding the Gender Pay Gap

The 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 average pay of all women and all men in the Company, irrespective of what role they are in.

## Industry context

Agrii is an agricultural services company. Agriculture as an industry has traditionally employed a much higher proportion of men than women. Currently 20% of Masstock's workforce are female which compares favourably against the industry's 13%\* female workforce. (\*source:ONS ref EMP04)

## Our policy

At Agrii, we understand the importance of gender diversity in the workplace and we have a clear stance on equal opportunities. Aligned to one of our core Values, 'people are our business', we believe that we're an employer of choice within agriculture and increasingly attract candidates from a larger talent pool. Having a diverse workforce is consistent with our leading position in the industry and we ensure that everyone within our Company is rewarded appropriately for the role that they perform and have equal opportunities in respect to recruitment, promotions and remuneration.

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. It also means it will take time to gain a more even gender balance. That said, since January 2017, 29% of our recruits have been female, so we are making good headway.

## Hourly Gender Pay Gap

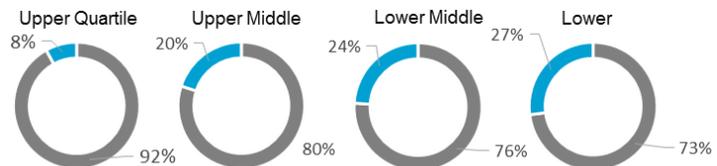
Mean    Median

29%

19%

Our data shows that the average hourly pay of all males in the company is 29% (mean\*), or 19% (median\*) higher than the pay of all females as at April 2017.

## Proportion of women and men in each pay quartile



The percentage of women across the pay quartiles is broadly reflective of the gender make up of our Company (20% female). However there are significantly more males than females in the top pay quartile (the highest pay band) which increases the average pay for men. The difference between the two is the main driver of our Gender Pay Gap.

# 2017 Gender Pay Gap

April 2018



## Bonus Gender Pay Gap

(in the twelve months to April 2017)

**Mean    Median**

74%

77%

The average bonus pay of all males in the Company is 74% (mean\*), or 77% (median\*) higher than the pay of all females regardless of role and level.

Our hourly gender pay gap and bonus gender pay gap are driven by two key areas; a high average length of service and a higher proportion of men in senior roles. It is this distribution of men and women in the Company that has the greatest impact on our gender pay gap.

Typically, bonus payments are a significantly larger proportion of the remuneration of top quartile employees than those in the lower quartiles. This means that the bonus pay gap identified above is magnified significantly because of the large proportion of men in the top quartile.

## Our commitments

Ensuring that there is a fair representation of females at all levels of the Company is a key focus for our board of directors, 20% of which is female itself. It should also be noted that Agrii's parent company, Origin Enterprises plc, has a long track-record of employing female staff in senior positions. The membership of the Board of Origin Enterprises plc is comprised of one third female directors and is led by a female Chairman.

We continually strive to create a people-focussed organisation that attracts, retains, and develops the best talent no matter their background. This is why we have invested heavily in recruitment programmes, training and leadership development programmes.

We have also invested in Employee Wellbeing initiatives and we support flexible working arrangements where appropriate, to ensure we retain our best talent, all of which help us to develop a more inclusive culture. Furthermore, we conduct employee surveys and act on the feedback we receive. We recognise that there is always more to do and we'll continue to listen to our employees to understand any further changes that will add the most value and provide insights into the formation of a 'Diversity and Inclusion' programme.

## Proportion of colleagues awarded a bonus



Those receiving a bonus payment is almost equal, with 58% of females receiving a bonus payment and 61% of males.

\* The mean is the arithmetical average, so looks at all average pay for men against women.

\* The median compares the midpoint of men and women when ranked in order of pay.

As a Company we continue to ensure that all employees receive an Annual Pay Review discussion, which seeks to ensure consistency and takes place both at department level and centrally too.

We are very much in support of Gender Pay Gap reporting and ultimately seek an ever more diverse workforce.

We can confirm the data and information in this report has been signed off as accurate by:

Ronan Hughes,                      Jim Rennie  
Joint Managing Director,      Joint Managing Director,  
Agrii                                      Agrii

Spencer Evans,                      Alexandra Faulkner – Group  
Chief Financial Officer,          Head of HR, Origin Enterprises  
Agrii                                      Plc