

Gender Pay Gap report

Published April 2022 for snapshot date of April 2021

In this document, Agrii publishes its Gender Pay Gap, in line with the UK Government's legislative requirements on Gender Pay reporting for 2022. We last reported on our Gender Pay Gap in September 2021 due to the UK Government's delayed deadline. Due to the short timeframe between the two reports, a number of our current actions are unchanged however we recognise the opportunity to report both on our data snapshot of 2021 as per the requirement of the UK government requirements and to provide other updates on progress.

Equality, Diversity and Inclusion remain important focus areas to everyone in the Company and we continue build upon our progress in enhancing Agrii as a place to work in this regard. We continue to build upon a strong foundation of Diversity and Inclusivity as we've outlined below. It's important for us that we select people for career opportunities based on their skillsets and behaviours irrespective of their gender, but 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.

As we mentioned in our last report, Diversity and Inclusion features heavily in the questions we ask in our Annual Employee Opinion Survey - we're pleased to see that in our latest survey data obtained in early 2022 the 'Diversity and Inclusion' questions saw the biggest increase of any type of question in the survey and we've seen year-on-year increases in this area since 2019.

There are 12 other areas relating to working life at Agrii (including pay) 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.

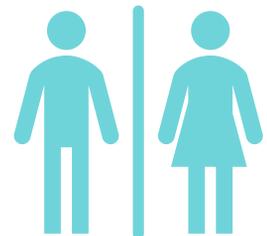
As we stated in our last report, we've started to expand on our collation of employee Diversity data in order to identify opportunities and focus attention to where it's needed. That means that we're now collating Diversity data on a voluntary basis from our existing workforce and from new recruits.

Over time, we expect therefore to collate qualitative data at Company level to help assess how well we're doing against our expectations. This is in addition to our 'pay audits' which help to ensure there are no imbalances of pay between people working in similar roles. We welcome potential developments to government reporting requirements for minority groups.

Supporting people who want to develop their career is a huge focus for us and we have a suite of 'IQ' training programmes on offer. We regularly identify talent from around the business for our management and leadership development, programmes for which are currently in a re-design phase. Within our talent management process we now review the gender proportion of rising talent and future leadership potential.

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 over 11 years on average). This also means it will take time to gain a more even gender balance through staff turnover but in 2021 and 2022 (to date) over 30% of our recruits have been women (from 26% in our last report) and our workforce is 24% women (it was 22% in our last report). In context, Agriculture as an industry that is still heavily male dominated with just 15.7% female *



Gender Pay Gap report

Published April 2022 for snapshot date of April 2021

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 27% (mean) higher than the pay of all women - this is a reduction in the pay gap since our last report (30%). The median difference is now 22% (from 21% in our last report).

27% hourly pay gap (mean)

22% hourly pay gap (median)

Our female and male population as at April 2021 increased marginally compared to April 2020, resulting in a shift in the hourly pay gap.

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 on the right hand side. Because of the changes in our population, there have been marginal changes to these pay quartiles.

The proportion of women in the highest paid quartile of employees increased (10% compared to 9% the previous year), whilst the upper-middle quartile remained static, the lower-middle now has 29% women (was 27% in the last report) and the lowest paid quartile is 28% women (it was 29% the previous year).



Bonus

In the year ending April 2021, 45% of women received a bonus compared to 49% of men – that difference is marginally higher than it was previous year (60% and 62% respectively). When looking at the bonuses paid during that period, the gaps that exist are shown in the table below.

These differences are associated with the fact that many of the roles that experienced a bonus being paid in the year ending April 2021 were sales roles and these roles are occupied by a higher proportion of men, compared to other roles. The Median bonus pay gap figure rose by 1% compared to the previous year and the Mean rose by roughly 1.5%

| Mean Bonus Pay Gap | Median Bonus Pay Gap |
|--------------------|----------------------|
| 73% | 66% |

Gender Pay Gap report

Published September 2021 for snapshot date of April 2020

In this document, Agrii publishes its Gender Pay Gap, in line with the UK Government's legislative requirements on Gender Pay reporting for 2021.

Equality, Diversity and Inclusion (ED&I) is extremely important to everyone at Agrii - it forms the basis of some key commitments to our own employees and guides how we work with each other and those outside our organisation. Just one aspect of ED&I is the focus on gender diversity, as is the main focus of this report.

At Agrii, we select people for career opportunities based on their skillsets and behaviours irrespective of their gender, but we also 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. Some key examples of our current focus areas include:



Every year we ask our employees questions about Diversity and Inclusion at Agrii and our results have improved every year since the survey started. There are 12 other areas relating to working life at Agrii (including pay) 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.



We feel it's important to monitor diversity statistics and target specific improvements. That's why this winter we'll be expanding on our collation of employee Diversity data in order to identify opportunities and focus attention to where it's needed most by our current and potential workforce. This goes on top of our existing 'pay audits' which help to ensure there are no imbalances of pay between people working in similar roles. We welcome potential developments to government reporting requirements for minority groups.

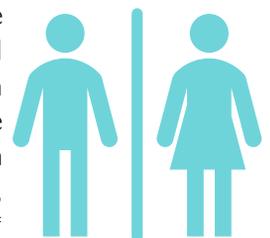


Supporting people who want to develop their career is a huge focus for us and we have a suite of 'IQ' training programmes on offer. We regularly identify talent from around the business for our Management Development Programme (incorporating LEEP®) and our first cohort is 30% female. Within our talent management process we now review the gender proportion of rising talent and future leadership potential.



There's no room for complacency with ED&I. Whilst our core values promote diversity and our employee perceptions score Agrii better than the average UK company for Diversity**. 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 over 11 years on average). This also means it will take time to gain a more even gender balance through staff turnover but in 2020 and 2021 (to date) 26% of recruits have been female, which is above our existing 22% female workforce overall. In context, Agriculture as an industry that is still heavily male dominated with just 15.7% female *



Gender Pay Gap report

Published August 2021 for snapshot date of April 2020

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 30% (mean), or 21% (median) higher than the pay of all women, as at April 2020.

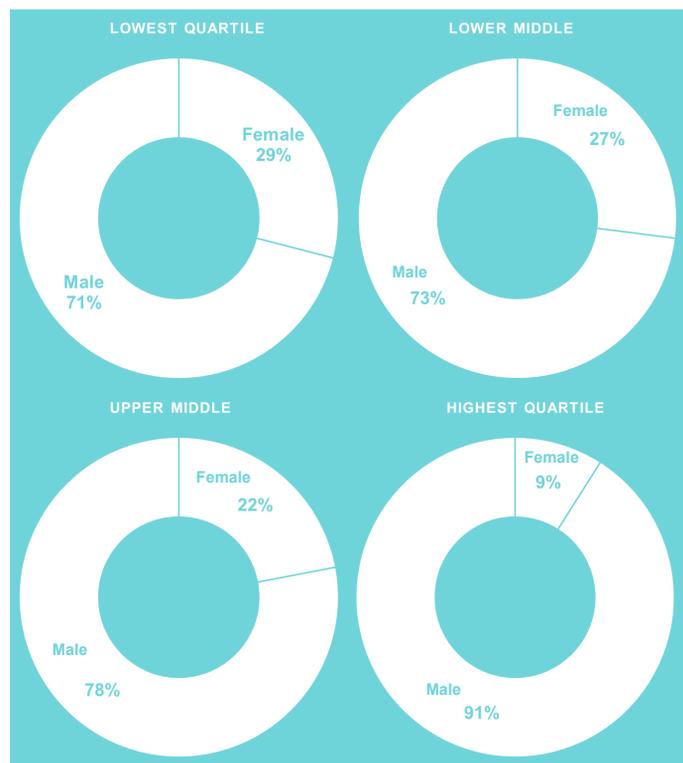
Our female population in April 2020 increased over the previous 12 month period by 7% and due to the roles that have been filled this has resulted in a minor (circa 1%) reduction in both the mean and median pay gaps. This has also resulted in the proportion of women increasing in both the upper-middle quartile of pay and the lower-middle quartile of pay, whilst the other quartiles were unaffected.

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 on the right hand side with our highest paid quartile of employees being 9% female and 91% male. There has been no significant movement in these quartiles since starting this reporting in 2018, with the majority of the higher paid roles (managerial, sales and commercial) being occupied currently by men.

Bonus

60% of Women received a bonus compared to 62% of Men. When looking at the bonuses paid for all women and all men in the 12 months ending April 2020, the pay gaps that exist (see table) are associated with the fact that many higher bonus-earning roles are currently occupied mainly by men. The Median bonus pay gap figure has reduced compared to the previous year (by 7%) but the Mean has risen marginally (<1%) and this is because some bonuses for some higher paid sales roles were higher in the year ending April 2020 compared to the year ending April 2019.



| Mean Bonus Pay Gap | Median Bonus Pay Gap |
|--------------------|----------------------|
| 71.5% | 65% |

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.

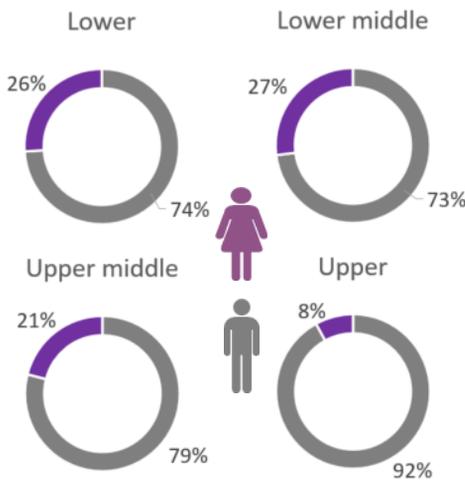
The median has increased due to the lower half ranked men being paid more on average compared to last year than the lower half women. With the reduction in male contractors who are paid below the average, this has meant there proportionally less male employees with a lower hourly rate than last year,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

2018 Gender Pay Gap

Published March 2019



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.

2018 Gender Pay Gap

Published March 2019



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

April 2018



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

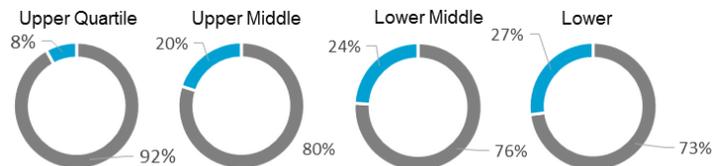
Mean Median

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,
Joint Managing Director,
Agrii

Jim Rennie
Joint Managing Director,
Agrii

Spencer Evans,
Chief Financial Officer,
Agrii

Alexandra Faulkner – Group
Head of HR, Origin Enterprises
Plc