



## Gender Pay Statement for year ending April 2025

**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 2025 are set out in Appendix 1.

We have seen a 1 percentage point reduction during the year reported end of April 2025, taking us to a total Gender Pay Gap of 26.7%. Our cumulative Gender Pay Gap reduction since we began reporting and taking action in 2017 is 11.8%. We are positive about the continued year-on-year decrease and expect that our commitments for the next 12 months will help maintain this momentum.

In 2025, 33.7% of our employees were women and 66.3% were men. The number of women in the upper quartile group has increased again this year, something that has been a consistent trend since we first reported the Gender Pay Gap in 2017.

## **Progress and delivery on our previous commitments**

### **1. Returnership programme**

We have progressed our partnership with MDS in the establishment of the Reignite return-to-work programme, designed to support women re-entering the workforce after a career break.

Through a blend of workshops, virtual learning, mentoring, and work experience, the programme will help participants rebuild confidence, refresh professional skills, and transition successfully back into employment.

Frontier is proud to be the headline sponsor and support partner, as Reignite aligns with our commitment to foster inclusivity and diversity while also addressing talent gaps in our industry by helping skilled women to fulfilling careers.

The programme will launch in early 2026.

### **2. Full roll-out of unconscious bias training**

The roll-out of our unconscious bias training and development has continued successfully. Nearly 50% of Frontier employees have completed a face-to-face development offering designed to raise awareness of all forms of bias.

The programme will continue, supported by an increased delivery team, and in 2026 will be supplemented with additional training on Preventing Sexual Harassment.

### **3. Continued investigation of family-friendly policies**

Building on our range of supportive and family-friendly policies, we have improved our offering to ensure that we retain our position as a leader in our sector through the provision of the most forward-thinking approach to family-friendly policies in the industry.

We continue to review our policies and have an enhanced offer for several family-policies including maternity, paternity and carer's leave which we offer at full pay for up to two weeks per year.

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

### **1. Fully implement the Reignite programme**

As the project initiator and headline sponsor, we are committed to the successful launch of the Reignite return-to-work programme. We will ensure that the pilot programme is a success and that the initiative builds to become a consistent offering within our industry.

### **2. Meet the 'Level the Field' charter**

Led by Farmers Weekly, the [Level the Field charter](#) is an external, agriculture focused, set of commitments that will raise standards and practices across our industry. We were proud to be an initial sponsor and will continue to operate in line with these commitments.

The charter covers more basic requirements, such as workwear and training, through to investment in, and focus on, broader topics. These include opportunities to network and showcasing the voices and stories of the talented women in our business.

We will ensure that our range of activities, linked to the charter, continue to build.

### **3. Focused talent attraction strategy**

We already have great success in the gender split in applicants seeking to join our team. This position in the market is a source of pride and advantage to us.

Despite our progress since 2017, our business largely reflects our industry, which historically has a higher proportion of male employees, particularly in high earning commercial and managerial roles.

To support our progress in this area, all recruitment into roles in the upper quartile salary range will have a female candidate short-listed. Achieving this will require us to broaden our talent attraction techniques and invest in ensuring that the great roles within our business and seen and considered by the most diverse candidate base. In doing so, we will ensure we always consider diverse, and therefore higher quality, short-lists.

## 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 26.7% 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 25.6% 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 62% 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 68.5% lower than the male median.

**Proportion of people receiving bonuses:** At Frontier, 61.5% of men received a bonus and 39.7% 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	272 highest paid employees	80.9%	19.1%
Upper middle quartile	273 employees	76.2%	23.8%
Lower middle quartile	273 employees	61.2%	38.8%
Lower quartile	273 lowest paid employees	46.9%	53.1%
Whole company	1,091 employees	66.3%	33.7%

