



## Gender Pay Statement for year ending April 2026

**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 2026 are set out in Appendix 1.

We have seen a 2.5 percentage point reduction for the reporting year ending April 2026, taking us to a total Gender Pay Gap of 24.2%. Our cumulative Gender Pay Gap reduction since we began reporting and taking action in 2017 is 14.3%. 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 2026, 34.1% of our employees were women and 65.9% 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. Fully implement the Reignite programme**

The Reignite return-to-work programme has been fully developed, and the first cohort will take place in September 2026, which will be a few months behind the original plan. We remain committed to delivering a successful pilot alongside MDS, our external provider, and will use the outcomes to inform future plans for the programme.

### **2. Meet the ‘Level the Field’ charter**

We are proud that Frontier consistently operates to the standards set by the [Level the Field charter](#) - an external, agriculture focused, set of commitments aimed at raising standards and practices across our industry. The following initiatives are all great examples of how Frontier seeks to ‘Level the Field’:

- Women’s employee network group
- Menopause employee network group
- Women’s development programme (WDP)
- Proportionately greater involvement in training opportunities
- Unconscious bias awareness programme
- Promotion of events such as International Women’s Day

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

Improving the Gender Pay Gap also requires a targeted approach to talent attraction. In the last 12 months, Frontier has seen an increase in the number of applicants for roles within our business who are women, increasing from 502 (29%) in 2024 to 1,084 (35%) in 2025. We

delivered **100% success** against our commitment that all roles in the upper quartile salary range would have candidates for consideration who were women. In doing so, we considered diverse, and therefore higher quality, short-lists when recruiting.

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

### **1. Internal returners programme**

To complement the Reignite programme, which is externally delivered and focused, we will implement a dedicated returner programme for ALL employees returning to work following an extended break.

Men and women who have been away from the workplace for an extended period, will benefit from targeted support and guidance. This programme will help participants navigate the transition back to work and resume their careers with energy and confidence.

### **2. Focused talent attraction strategy**

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

We will build on our successes in talent attraction over the last 12 months, with more challenging targets and further improvements in our candidate experience.

- 90% of vacancies in our upper middle quartile and upper quartile salary ranges will have a candidate for consideration who is a woman, ensuring we continue to challenge ourselves to have diverse short-lists.
- Evidence shows that asking applicants to confirm their current salary has a disproportionate impact on women. We will now only request salary expectations as part of the application process.
- Evidence shows that not including potential salary information on job adverts disproportionately impacts applicants who are women and reduces the level of engagement in the advert from all candidates. We will advertise our vacancies with potential salary information (except for specific roles where this information is commercially sensitive).

### **3. Menopause action plan**

We will voluntarily implement a Menopause Action Plan in 2026, ahead of the mandatory requirement in 2027, as a sign of intent and our desire to lead the industry in the adoption of broader equality and well-being initiatives.

## 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 24.2% 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 23.5% 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 64.9% 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 73.4% lower than the male median.

**Proportion of people receiving bonuses:** At Frontier, 58% of men received a bonus and 38.8% 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	79%	21%
Upper middle quartile	273 employees	76.6%	23.4%
Lower middle quartile	273 employees	57.1%	42.9%
Lower quartile	273 lowest paid employees	50.9%	49.1%
Whole company	1,091 employees	65.9%	34.1%

