

Gender Pay Gap 2023

As we reflect on our 2023 report there is a lot to be proud of. The number of women we have working for the Anglo American Crop Nutrients business has increased from 22% in 2022 to **35%** on the snapshot date of 5 April 2023. The total workforce was **303** people. This is a real positive change in our efforts to increase diversity.

However, our mean gender pay gap increased from 23% to **39%**. This does not mean that men are paid 39% more than women in our business in similar positions, it means when you find the average of the salaries and spread them across the pay quartiles, males earn 39% more as there are more of them in the higher pay quartiles. You can see in metric 1, the female representation across the pay quartiles doesn't reflect the 35% female population – there are 15% and 20% in the top two pay quartiles. Our challenge last year was to improve this spread and it is encouraging that these percentages have improved from the 2022 range when the representation of women was 13% and 13% in the top two quartiles. Our Executive Leadership team is a more positive representation as my direct reports are a 50/50 split between men and women. We will continue to do more to address this going forward.

We will actively focus our collective efforts on areas such as talent acquisition; having at least one viable female candidate for roles wherever possible. We will also focus on development and succession planning for senior roles to mitigate some of these percentage gaps.

In addition, there are a number of initiatives that were implemented over the last year to make our workplace more inclusive, and we will continue to put in place the basics for a modern inclusive workforce to ensure we can attract and retain female talent.

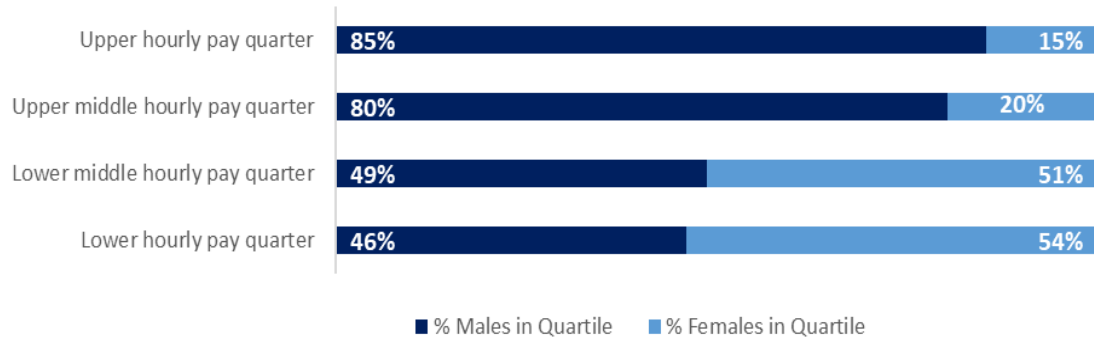
We will also continue to speak to school children, particularly girls in the local area, about the opportunities available to them in our business. This is an area where we can make a real difference to our future talent pipeline. We will continue to embed and focus our initiatives in those areas which will help us realise our vision of a truly inclusive workplace where everyone can thrive.



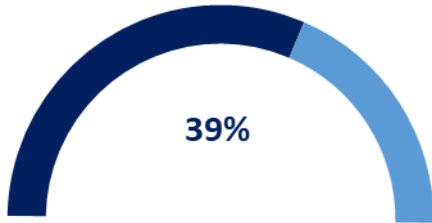

Tom McCulley, CEO Crop Nutrients

There are six different metrics we report that cover the pay gap between pay quartiles, the mean and median pay gap and the mean and median bonus pay gaps.

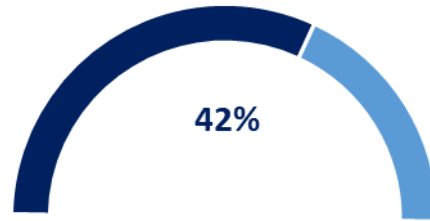
1. Gender split by pay quartile



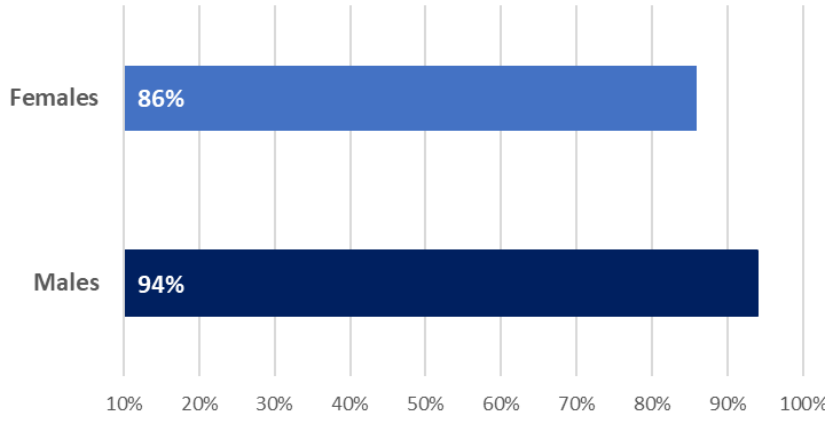
2. Mean Gender Pay Gap



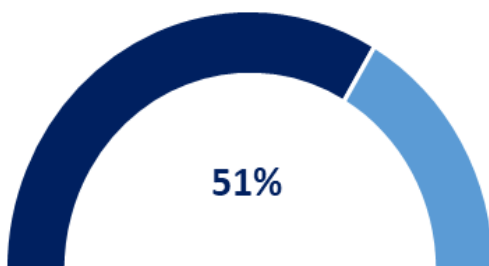
3. Median Gender Pay Gap



4. Percentage receiving a bonus



5. Mean Gender Bonus Pay Gap



6. Median Gender Bonus Pay Gap

